2001

An empirical study of international correspondent banking in Australia

Soon-Lim Chan
University of Wollongong

UNIVERSITY OF WOLLONGONG
COPYRIGHT WARNING

You may print or download ONE copy of this document for the purpose of your own research or study. The University does not authorise you to copy, communicate or otherwise make available electronically to any other person any copyright material contained on this site. You are reminded of the following:

This work is copyright. Apart from any use permitted under the Copyright Act 1968, no part of this work may be reproduced by any process, nor may any other exclusive right be exercised, without the permission of the author.

Copyright owners are entitled to take legal action against persons who infringe their copyright. A reproduction of material that is protected by copyright may be a copyright infringement. A court may impose penalties and award damages in relation to offences and infringements relating to copyright material. Higher penalties may apply, and higher damages may be awarded, for offences and infringements involving the conversion of material into digital or electronic form.

Unless otherwise indicated, the views expressed in this thesis are those of the author and do not necessarily represent the views of the University of Wollongong.

Recommended Citation

Research Online is the open access institutional repository for the University of Wollongong. For further information contact the UOW Library: research-pubs@uow.edu.au
An empirical study of international correspondent banking in Australia

Soon-Lim Chan
University of Wollongong


This paper is posted at Research Online.
NOTE

This online version of the thesis may have different page formatting and pagination from the paper copy held in the University of Wollongong Library.

UNIVERSITY OF WOLLONGONG

COPYRIGHT WARNING

You may print or download ONE copy of this document for the purpose of your own research or study. The University does not authorise you to copy, communicate or otherwise make available electronically to any other person any copyright material contained on this site. You are reminded of the following:

Copyright owners are entitled to take legal action against persons who infringe their copyright. A reproduction of material that is protected by copyright may be a copyright infringement. A court may impose penalties and award damages in relation to offences and infringements relating to copyright material. Higher penalties may apply, and higher damages may be awarded, for offences and infringements involving the conversion of material into digital or electronic form.
AN EMPIRICAL STUDY OF
INTERNATIONAL CORRESPONDENT BANKING
IN AUSTRALIA

A thesis submitted in fulfilment of the requirements
for the award of the degree

Doctor of Philosophy

from

University of Wollongong

by

Soon-Lim Chan
MSc (Heriot-Watt), MRE (UNSW), BBus (Edith Cowan)

Department of Marketing
2001
ABSTRACT

Correspondent banking (corbanking) is basically bank to bank business. With the changing banking environment, corbanking services enter a new phase, from the traditional way of reciprocal products and services received, to the modern way of using corbanking as a strategic tool. Corbanks can offer their clients solutions that cross individual product boundaries and span multiple currencies and geography. Corbanking is therefore identified as a good alternative for boosting profit and share price targets of banks. Corbanking has been neglected in the banking literature and many research problems and questions have not been tackled and remain unresolved. This thesis aims at profiling international corbanking practices, operations and management in Australia, leading to answer two questions: why banks choose to enter into corbanking relationships and how they select individual correspondents. Substantial background information derived from chapters of corbanking developments, Australian banking and payment systems, literature reviews and methodology opened the way for original work on a case study of the Commonwealth Bank of Australia (CBA) and an empirical survey of the international corbanking industry. Eighteen determinant factors of international corbanking relationships and nineteen selection criteria of international correspondents were identified from literature reviews and an exploratory survey. Empirical surveys on forty three corbanking function units of all banking groups in Australia and further categorizing of the ten banking groups were carried out by questionnaires and single or group interviews. The corbanking profiles of CBA and banks in Australia were thereby determined. The results of the survey were used in regression modelling of determinant factors and selection criteria. Simple models of one or two explanatory variables determinant factors and number of correspondents for selection criteria were also concluded for each bank group of the ten banking groups. The most significant factor explaining corbanking relationships for all banks was bank size. In addition for Australian banks a significant explanatory factor was “location not physically present.” The most significant criterion for all banks to select correspondents was formal banking presence and less important criteria were operational capabilities and reliability of supply for Australian banks and locations for foreign banks.
DECLARATION

I declare that this thesis is my own work and has not been submitted in any form for
another degree or diploma at any university or other institute of tertiary education.
Information derived from the published or unpublished work of others has been
acknowledged in the text and a list of references is given.

Leslie Soon Lim Chan

28/3/2001
Date
DEDICATION

TO:

MY LATE STEP FATHER, LEONG SENG SEAH;
MY LATE MOTHER, AH BEE SEAH;

MY WIFE, SZE WEE CHAN (KELLY);

AND MY BROTHER, SWEE HOCK SEAH (ANDY).

Thanks be to God for His gift that is too wonderful to explain!
(2 Corinthians 9:15)
AGREEMENT

I, the undersigned, the author of this thesis, understand that the University of Wollongong, Australia, will make it available for use within the university library and, by microfilm or other photographic means, allow access to users in other approved libraries three years after the date of formal approval of this thesis. All users than consulting this thesis will have to sign the following agreement:

"In consulting this thesis, I agree not to copy or closely paraphrase it in whole or in part without the written consent of the author; and to make proper written acknowledgment of any assistance which I have obtained from it."

Beyond this requirement, I do not wish to place any other restriction on access to this thesis.

Leslie Soon Lim Chan

Date
ACKNOWLEDGEMENTS

This thesis would not have been possible without the guidance, support and encouragement of many people. Firstly, I wish to thank Dr. Tony Naughton, Professor in International Finance and the head of the school of accounting and finance, Griffith University, Gold Coast Campus, who provided the academic supervision for this thesis. His timely feedback, constructive criticism, direction and patience made the whole process an academically stimulating and rewarding one. I also would like to extend my thanks for his mentorship and friendship, and pushing me so that I could achieved my schedules. Secondly, I thank Mr. Phillip Scott, Head of the Marketing Department, Dr. Muris Cicic as my internal supervisor and Ms Ruth Williams of Department of Marketing, University of Wollongong for their guidance about research and administrative requirements of this thesis. Thirdly, I would like to acknowledge the moral support, industrial information and connection, constructive options provided by those correspondent bankers in particular Mr. Sim Kok Leong, the Head of Corbanking Division, the Bank of China, Singapore, Mr. Gavin E J Forte, General Manager, Institutional Banking, Commonwealth Bank of Australia, and Mr. Russell W. Shields, Senior Relationships Manager, HSBC Financial Institutions, Graham Anderson, Senior Statistics Officer, RBA. Fourthly, I would like to extend my appreciation to my close friend Father Dr. Paul Stenhouse for his encouragement of my research works and his patience in editing presentation and language of this thesis. Fifthly, I would like to express my gratitude for Mrs Shahnaz Naughton, Mr. Eduardo Roca and Andy Seah for their support and encouragement. Last but certainly not least, my deepest thanks go to my wife Sze Wee Chan for her tolerance and support throughout my research, and her help in ensuring that the computer could cope with my dubious computing skills.
# TABLE OF CONTENTS

ABSTRACT ......................................................................................................................... ii

DECLARATION ..................................................................................................................... iii

DEDICATION ....................................................................................................................... iv

AGREEMENT ....................................................................................................................... v

ACKNOWLEDGEMENTS ..................................................................................................... vi

LIST OF TABLES .................................................................................................................. xi

LIST OF FIGURES ............................................................................................................... xii

LIST OF APPENDICES ...................................................................................................... xiii

CHAPTER ONE: INTRODUCTION ...................................................................................... 1
1.1 THE SIGNIFICANCE OF THE AREAS OF STUDY ....................................................... 1
1.2 SCOPE .......................................................................................................................... 4
1.3 OBJECTIVES ............................................................................................................... 4
1.4 ORGANISATION OF THE THESIS ........................................................................... 5

CHAPTER TWO: INTERNATIONAL CORRESPONDENT BANKING AND ITS DEVELOPMENT .................................................................................................................. 8
2.0 INTRODUCTION ........................................................................................................... 8
2.1 DEFINING CORBANKING ............................................................................................. 9
2.1.1 Corbanking Providers and Users ......................................................................... 11
2.2 DEVELOPMENT OF CORBANKING IN AUSTRALIA ........................................... 12
2.3 SERVICES AND PRODUCTS OF CORBANKING .................................................... 20
2.3.1 Clearing and Payment Services ......................................................................... 22
2.3.2 Trade-related Services ......................................................................................... 23
2.3.3 International Syndicated Loans .......................................................................... 25
2.3.4 Treasury Services ................................................................................................ 25
2.3.5 Custodian Services ............................................................................................... 25
2.3.6 Advisory Services ............................................................................................... 26
2.4 CHARACTERISTICS: TRADITIONAL AND CONTEMPORARY ......................... 27
2.5 CONCLUSION .............................................................................................................. 29
# Table of Contents

**CHAPTER THREE: OVERVIEW OF THE AUSTRALIAN BANKING SYSTEM AND PAYMENT SYSTEM** ................................................................. 33

3.0 INTRODUCTION ............................................................................. 33

3.1 THE AUSTRALIAN BANKING SYSTEM ........................................... 33
   3.1.1 Types of Banks ................................................................. 34
   3.1.2 Non-Banks .................................................................. 45
   3.1.3 Representative Offices .................................................. 46
   3.1.4 Bank Regulation and Supervision .................................... 47

3.2 THE INTERNATIONAL AND AUSTRALIAN PAYMENT SYSTEM ... 49
   3.2.1 Inter-bank Settlements and the Gross Settlement System .... 49
   3.2.2 The Australian Payment System ........................................ 51
   3.2.3 International Payment ...................................................... 54

3.3 SUMMARY AND CONCLUSION ..................................................... 54

**CHAPTER FOUR: LITERATURE REVIEW** ........................................ 57

4.0 INTRODUCTION ........................................................................... 57

4.1 IMMEDIATE DISCIPLINE - INTERNATIONAL CORRESPONDENT BANKING ................................................................. 58
   4.1.1 Bank Size (Lawrence and Lougee, 1970) ......................... 58
   4.1.2 Liquidity (Dewald and Dreese, 1970) ............................ 61
   4.1.3 Liquidity and Services (Meinster and Mohidru, 1975) ....... 62
   4.1.4 Economies of Scale (Gilbert, 1983) .............................. 64
   4.1.5 Profitability and Cost (Knight, 1976) .............................. 66
   4.1.6 Selection Criteria (Choo, 1989 and Krishnan, 1990) ......... 67

4.2 PARENT DISCIPLINE – INTERNATIONAL BANKING AND GENERAL BANKING THEORY, AND ORGANISATION THEORY ...... 70
   4.2.1 Dunning's Eclectic Theory (1977) ................................. 71
   4.2.2 Transaction Costs – Benston and Smith (1976) .............. 74
   4.2.3 Principal-agent Theory .................................................... 75
   4.2.4 Relationship Banking ..................................................... 77

4.3 CONCLUSION ............................................................................. 79

**CHAPTER FIVE: RESEARCH METHODOLOGY** .................................. 81

5.0 INTRODUCTION ........................................................................... 81

5.1 METHODOLOGIES: THEORETICAL CONSIDERATION ............. 82

5.2 RESEARCH DESIGN ................................................................. 87

5.3 EXPLORATORY RESEARCH ........................................................ 88

5.4 CASE STUDY RESEARCH: A MAJOR CASE ............................. 89
   5.4.1 Methods Used for the Case Study Research .................... 91
   5.4.2 Analysis of the Commonwealth Bank of Australia Case ... 91
   5.4.3 Limitations of the Case Analysis .................................... 92

5.5 EMPIRICAL SURVEY ................................................................. 92
   5.5.1 Sampling and Sample Size ............................................. 93
   5.5.2 Data Collection Method .................................................. 93
Table of Contents

5.5.3 Questionnaire Design................................................. 94
5.5.4 Data and Statistical Analysis........................................ 94

5.6 MODELLING.............................................................. 94
5.6.1 Hypothesis Model 1 of Determinant Factors......................... 95
5.6.2 Hypothesis Model 2 of Selection Criteria......................... 99
5.6.3 OLS Multiple Regression and Factor Analysis..................... 104

CONCLUSION............................................................... 104

CHAPTER SIX: CORRESPONDENT BANKING IN COMMONWEALTH BANK OF AUSTRALIA (CBA)................................................. 106

6.0 INTRODUCTION........................................................ 106
6.1 BACKGROUND OF THE CBA CASE STUDY.............................. 107
6.1.1 Organisation Structure and Business of CBA.......................... 109
6.1.2 Institutional Banking.................................................. 110
6.1.3 Performance of CBA................................................... 111

6.2 INTERNATIONAL CORRESPONDENT BANKING OF CBA............. 116
6.2.1 Definition and Providing Management of Corbanking.............. 117
6.2.2 Organisational Structure of CBA International Corbanking....... 119
6.2.3 Purchasing Management and Reasons of Establishment for CBA Corbanking Relationships.............................................. 123
6.2.4 Selection Criteria of CBA Corbanks and Classification of Corbanking Relationships............................................... 127
6.2.5 Risk Management to Corbanking Services.......................... 130
6.2.6 CBA Corbanking Relationship Management........................ 141
6.2.7 Strategies of Development of CBA Corbanking Business........... 142
6.2.8 Future and Implications of CBA Correspondent Banking.......... 148

6.3 CONCLUSION.......................................................... 151

CHAPTER SEVEN: INTERNATIONAL CORRESPONDENT BANKING SURVEYS IN AUSTRALIA.................................................... 154

7.0 INTRODUCTION........................................................ 154
7.1 EMPIRICAL SURVEY RESULTS......................................... 155
7.1.1 Background Information of Banks Relating to Corbanking........ 155
7.1.2 Service Providers....................................................... 164
7.1.3 Service Users.......................................................... 178
7.1.4 Relationship Management............................................. 188
7.1.5 Risk Management...................................................... 198
7.1.6 Future of Corbanking.................................................. 204
Table of Contents

7.2 SUMMARY OF FINDINGS................................................................. 209
  7.2.1 Background Information....................................................... 209
  7.2.2 Correspondent Banking Services Providers.............................. 210
  7.2.3 Correspondent Banking Users............................................... 211
  7.2.4 Relationships Management................................................ 213
  7.2.5 Risk Management............................................................. 214
  7.2.6 Future of Correspondent Banking......................................... 214

7.3 CONCLUSION.................................................................................. 215

CHAPTER EIGHT: MODELS OF INTERNATIONAL CORRESPONDENT BANKING: DETERMINANT FACTORS OF CORBANKING RELATIONSHIPS AND SELECTION CRITERIA OF CORBANKS........................................................................ 217

8.0 INTRODUCTION............................................................................. 217
8.1 HYPOTHESES AND MODELS.......................................................... 218
  8.1.1 Hypothesis I: Determinant Factors of Corbanking Relationships 218
  8.1.2 Hypothesis II: Selection Criteria of Corbanking................. 219
  8.1.3 The Hypothesized Models..................................................... 220

8.2 METHODS FOR CORBANKING MODELLING .................................... 223
  8.2.1 OLS Multiple Regression and Hypothesis Testing............. 225
  8.2.2 Factor Analysis for Confirmation and Exploration............ 225

8.3 EMPIRICAL RESULTS..................................................................... 229
  8.3.1 OLS Multiple Regression Results........................................ 229
    8.3.1.1 Findings of Hypothesis 1............................................... 229
    8.3.1.2 Findings of Hypothesis 2............................................... 233
  8.3.2 Factor Analysis Results....................................................... 236
    8.3.2.1 Exploration and Confirmation of Determinant Factor .... 237
  8.3.3 Reliability and Validity of Measures................................... 251

8.4 SUMMARY OF FINDINGS.............................................................. 252
  8.4.1 Simplified Finding............................................................... 254

8.5 CONCLUSION.................................................................................. 255

CHAPTER NINE: SUMMARY AND CONCLUSIONS................................. 256
9.0 INTRODUCTION............................................................................. 256
9.1 OBJECTIVES OF THE RESEARCH.................................................. 256
9.2 IMPLICATIONS OF THE FINDINGS............................................... 260
9.3 THE RESEARCH LIMITATIONS...................................................... 267
9.4 FUTURE RESEARCH DIRECTIONS.................................................. 268

BIBLIOGRAPHY AND NOTES............................................................... 270

APPENDICES....................................................................................... 285
<table>
<thead>
<tr>
<th>FIGURE</th>
<th>Description</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>Commonwealth Bank of Australia’s Group Structure</td>
<td>109</td>
</tr>
<tr>
<td>6.2</td>
<td>Organisation of Institutional Banking</td>
<td>111</td>
</tr>
<tr>
<td>6.3</td>
<td>Corbanking Organisation Structure</td>
<td>119</td>
</tr>
<tr>
<td>7.1</td>
<td>Classification of Banks</td>
<td>156</td>
</tr>
<tr>
<td>7.2</td>
<td>Classification of Correspondents</td>
<td>158</td>
</tr>
<tr>
<td>7.3</td>
<td>Organisational Status of Corbanking Unit</td>
<td>165</td>
</tr>
<tr>
<td>7.4</td>
<td>Operational Functions Included/Not Included within Corbanking Units</td>
<td>170</td>
</tr>
<tr>
<td>7.5</td>
<td>Corbanking Units as Cost, Profit or Cost/Profit Centre</td>
<td>172</td>
</tr>
<tr>
<td>7.6</td>
<td>Trends of Vostro Account for the Past Ten Years</td>
<td>176</td>
</tr>
<tr>
<td>7.7</td>
<td>Banks With/Without Procedures to Select Corbanks</td>
<td>184</td>
</tr>
<tr>
<td>7.8</td>
<td>One Corbank or More in a Foreign Country or City</td>
<td>186</td>
</tr>
<tr>
<td>7.9</td>
<td>At Least One Corbank or No Corbank in Major Financial Centre</td>
<td>187</td>
</tr>
<tr>
<td>7.10</td>
<td>Frequencies to Review Corbanks</td>
<td>189</td>
</tr>
<tr>
<td>7.11</td>
<td>No Formal Grade or Formal Grade of Corbanking Relationships</td>
<td>191</td>
</tr>
<tr>
<td>7.12</td>
<td>Establishment of Relationships With/Without Contract</td>
<td>193</td>
</tr>
<tr>
<td>7.13</td>
<td>Credit Approval Authority of Corbanks</td>
<td>195</td>
</tr>
<tr>
<td>7.14</td>
<td>A Country Limit and the Aggregate Credit Limit</td>
<td>196</td>
</tr>
<tr>
<td>7.15</td>
<td>Head Office/Branch Authority to Establishment of Corbanking Relationships</td>
<td>197</td>
</tr>
<tr>
<td>7.16</td>
<td>In-House Credit Teams at Head Office/Branch Level</td>
<td>200</td>
</tr>
<tr>
<td>7.17</td>
<td>Corbanking as an Emerging Strategy</td>
<td>205</td>
</tr>
<tr>
<td>8.1</td>
<td>Cross Bank Group Relationships of Determinant Factors</td>
<td>240</td>
</tr>
<tr>
<td>8.2</td>
<td>Cross Bank Group Relationship of Selection Criteria</td>
<td>247</td>
</tr>
</tbody>
</table>
# LIST OF APPENDICES

## APPENDIX

1. Individual Authorised Banks in Australia As At 31 October 1996
3. Cover Letter and Questionnaire
4. Statistical Analysis Results:

### Section 1: Background Information
- **Table 1.3.1**  Coranking Provider and User (Question 1.3)
- **Table 1.3.2**  Crosstab Between Types of Coranking and Size of Banks (N=43) for All Banks in Australia in 1000 Million $ (Question 1.3)
- **Table 1.4.1**  Number of Correspondent Banks (Question 1.4)
- **Table 1.5.1**  Number of Staff Working in Corbanking Function/Units (Question 1.5)

### Section 2: Corbanking Service Providers
- **Table 2.1.1**  Corbanking as a Core Business (Question 2.1)
- **Table 2.2.1**  Status of Correspondent Banking Units (Question 2.2)
- **Table 2.2.2**  Number of Years of Establishing Corbanking Function/Units (Question 2.2)
- **Table 2.3.1**  Reasons for Banks to Provide Corbanking Services for All Banks in Australia (N=43) (Question 2.3)
- **Table 2.3a**  Customer Needs for Corbanking Services for All Banks in Australia (N=43) (Question 2.3(a))
- **Table 2.3b**  Items for Reciprocal Arrangements (Question 2.3(b))
- **Table 2.5.1**  Operational Functions Included in Corbanking Units (Question 2.5)
- **Table 2.7.1**  Corbanking Unit/Function as a Cost or/and Profit Centre (Question 2.7)
- **Table 2.8.1**  Distribution of Revenue (Question 2.8)
- **Table 2.9.1**  Banker Clients of Corbanking for All Banks in Australia (Question 2.9)
- **Table 2.10.1**  Types of Corbanking Services and Products Generating Income of Providers (Question 2.10)
- **Table 2.11.1**  Targeting Key Buyers (Question 2.11)
- **Table 2.11.2**  Number of Key Banker Clients for All Banks in Australia (Question 2.11)
- **Table 2.12.1**  Trends of Vostro Account Balance for the Past Ten Years (Question 2.12)
- **Table 2.13.1**  Types of Preferential Fees (Question 2.13)
- **Table 2.14.1**  Charging Fees for Corbanking Services (Question 2.14)
- **Table 2.14a**  Reasons for Concessional (Lower) Fees of Corbanking Services (Question 2.14(a))
Section 3: Corbanking Service Users
Table 3.1.1 Determinant Factors for International Correspondent Banking Relationships (Question 3.1)
Table 3.2.1 Selection Criteria of Correspondents (Question 3.2)
Table 3.2a Reasons for Selection of Corbanks' Locations (Question 3.2(a))
Table 3.3.1 Buying Corbanking Services from Key Correspondents (Small Number) (Question 3.3)
Table 3.3.2 Statistics of Number of Key Correspondents
Table 3.4.1 Corbanking Services Used by Respondents (Question 3.4) for All Banks in Australia (N=43)
Table 3.5.1 Having Procedures for Selection of Rights Suppliers (Question 3.5)
Table 3.5.2 Approaches Used for Selecting Right Suppliers (From 30 Respondents with Procedure Shown in Table 3.5.1)
Table 3.6.1 One Corbank or More in a Country or City (Question 3.6)
Table 3.7.1 At Least One Corbank in Major Financial Centres (Question 3.7)
Table 3.8.1 Purposes for Rationalisation for All Banks in Australia (Question 3.8)

Section 4: Relationship Management
Table 4.1.1 Frequencies of Reviewing Corbanks (Question 4.1)
Table 4.2.1 Formal or No Formal Grading Corbanking Relationships (Question 4.2)
Table 4.2.2 Number of Grades for Corbanking Relationships of All Banks in Australia (Question 4.2)
Table 4.2.3 Factors for Grading Correspondents of All Banks in Australia (Question 4.2)
Table 4.3.1 Primary Advantages of Long Term Corbanking Relationships for All Banks in Australia (Question 4.3)
Table 4.4.1 Establishment of Relationships by Contract (Question 4.4)
Table 4.5.1 Credit Approval Limit of Corbanking Unit (Question 4.5)
Table 4.6.1 A Country Limit Equals the Aggregate Limits of Banks in a Country (Question 4.6)
Table 4.7.1 Crosstabs Head Office/Branch Authorities to Establish Corbanking Relationships (Question 4.7)
Table 4.8.1 Disadvantages of Correspondent Banking (Question 4.8)

Section 5: Risk Management
Table 5.1.1 Sources of Support for Corbanking Relationships Risk Assessment (Question 5.1)
Table 5.1.2 Level of Inhouse Credit Team (Question 5.1)
Table 5.2.1 Factors for Assessing Counterparty Risk (Question 5.2)
Table 5.3.1  Banks Classifying Risk Rating of Correspondents (Question 5.3)
Table 5.3.2  Without/With Threshold Risk Limit for Establishment of Corbanking Relationships (Question 5.3)

Section 6: Future Of Corbanking
Table 6.1.1  Correspondent Banking Emerged as a Strategy (Question 6.1)
Table 6.2.1  Factors Importance to Future Corbanking (Question 6.2)
Table 6.3.1  Hurdles for Developing International Corbanking (Question 6.3)
Table 6.4.1  Long Term Strategies of Corbanking (Question 6.4)
Table 6.5.1  Number of Banks in Australia with Strategic Alliances (Question 6.5)
Table 6.5.2  Reasons for Having Strategic Alliances (Question 6.5)

5  Factor Analysis for Confirmation and Exploration of Determinant Factors
Table 8.3.1  Factor Analysis Table for Determinant Factors of All Banks in Australia
Table 8.3.2  Factor Analysis Table for Determinant Factors of Australian Banks
Table 8.3.3  Factor Analysis Table for Determinant Factors of Foreign Banks
Table 8.3.4  Factor Analysis Table for Determinant Factors of Majors
Table 8.3.5  Factor Analysis Table for Determinant Factors of Non-Majors
Table 8.3.6  Factor Analysis Table for Determinant Factors of American Banks
Table 8.3.7  Factor Analysis Table for Determinant Factors of British Banks
Table 8.3.8  Factor Analysis Table for Determinant Factors of Japanese Banks
Table 8.3.9  Factor Analysis Table for Determinant Factors of European Banks
Table 8.3.10 Factor Analysis Table for Determinant Factors of Asian Banks

6  Factor Analysis for Confirmation and Exploration of Selection Criteria
Table 8.4.1  Factor Analysis Table for Selection Criteria of All Banks in Australia
Table 8.4.2  Factor Analysis Table for Selection Criteria of Australian Banks
Table 8.4.3  Factor Analysis Table for Selection Criteria of Foreign Banks
Table 8.4.4  Factor Analysis Table for Selection Criteria of Majors
<table>
<thead>
<tr>
<th>Table 8.4.5</th>
<th>Factor Analysis Table for Selection Criteria of Non-Majors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 8.4.6</td>
<td>Factor Analysis Table for Selection Criteria of American Banks</td>
</tr>
<tr>
<td>Table 8.4.7</td>
<td>Factor Analysis Table for Selection Criteria of British Banks</td>
</tr>
<tr>
<td>Table 8.4.8</td>
<td>Factor Analysis Table for Selection Criteria of Japanese Banks</td>
</tr>
<tr>
<td>Table 8.4.9</td>
<td>Factor Analysis Table for Selection Criteria of European Banks</td>
</tr>
<tr>
<td>Table 8.4.10</td>
<td>Factor Analysis Table for Selection Criteria of Asian Banks</td>
</tr>
</tbody>
</table>