



## The Learning Organization

Relational capital quality and client loyalty: firm-level evidence from pharmaceuticals, Pakistan

Shujaat Mubarik VGR Chandran Evelyn S Devadason

### Article information:

To cite this document:

Shujaat Mubarik VGR Chandran Evelyn S Devadason , (2016), "Relational capital quality and client loyalty: firm-level evidence from pharmaceuticals, Pakistan", The Learning Organization, Vol. 23 Iss 1 pp. 43 - 60

Permanent link to this document:

<http://dx.doi.org/10.1108/TLO-05-2015-0030>

Downloaded on: 31 March 2016, At: 16:42 (PT)

References: this document contains references to 93 other documents.

To copy this document: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

The fulltext of this document has been downloaded 58 times since 2016\*

### Users who downloaded this article also downloaded:

(2016), "How can managers promote salespeople's person-job fit?: The effects of cooperative learning and perceived organizational support", The Learning Organization, Vol. 23 Iss 1 pp. 61-76 <http://dx.doi.org/10.1108/TLO-03-2015-0023>

(2016), "Learning in organization", The Learning Organization, Vol. 23 Iss 1 pp. 2-22 <http://dx.doi.org/10.1108/TLO-01-2015-0001>

(2016), "Social networking sites as a learning tool", The Learning Organization, Vol. 23 Iss 1 pp. 23-42 <http://dx.doi.org/10.1108/TLO-10-2014-0058>

Access to this document was granted through an Emerald subscription provided by emerald-srm:376953 []

### For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit [www.emeraldinsight.com/authors](http://www.emeraldinsight.com/authors) for more information.

### About Emerald [www.emeraldinsight.com](http://www.emeraldinsight.com)

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

\*Related content and download information correct at time of download.

# Relational capital quality and client loyalty: firm-level evidence from pharmaceuticals, Pakistan

Shujaat Mubarik

*Department of Economics, University of Malaya,  
Kuala Lumpur, Malaysia*

VGR Chandran

*Department of Development Studies, University of Malaya,  
Kuala Lumpur, Malaysia, and*

Evelyn S. Devadason

*Department of Economics, University of Malaya,  
Kuala Lumpur, Malaysia*

## Abstract

**Purpose** – This study aims to examine the influence of relational capital quality on client loyalty, comprising both behavioral and attitudinal, in the pharmaceutical industry of Pakistan.

**Design/methodology/approach** – The partial least squares technique is used to test the relationship using a sample of 111 pharmaceutical firms. We applied a non-parametric procedure, the bootstrapping method, to estimate the coefficient path of the relationships. Appropriate construct measures were used based on past studies to measure the dimensions of relational capital quality and client loyalty.

**Findings** – The findings suggest that relational capital quality significantly affects client loyalty. All three dimensions of relational capital quality, commitment, satisfaction and trust, have a significant and positive influence on both attitudinal and behavioral loyalty. However, client satisfaction is found to exert the strongest impact on behavioral and attitudinal loyalty.

**Practical implications** – It is important for the pharmaceutical firms in Pakistan to improve client satisfaction to establish behavioral loyalty and sustain their clientele base. Trust and commitment should be managed independently, depending on the focus of firms, either attitudinal loyalty or behavioral loyalty.

**Originality/value** – This study is among the few that was able to empirically examine the role of various dimensions of relational capital quality in influencing clients' attitudinal and behavioral loyalty. In addition, the study uses a new firm-level data set, compiled from a survey of the pharmaceutical industry in Pakistan, which is currently facing challenges in terms of customer-supplier sensitivity.

**Keywords** Behavioral loyalty, Trust, Commitment, Attitudinal loyalty, Client loyalty, Relational capital quality

**Paper type** Research paper



## Introduction

Intellectual capital has gained the attention of scholars and the business community, given its importance for firms' competitiveness (Nahapiet and Ghoshal, 1998; Sarkar *et al.*, 2001; Castro *et al.*, 2004). Broadly speaking, intellectual capital is categorized into