INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

IJRCM

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.,
Open J-Gage, India [link of the same is duly available at Inflibnet of University Grants Commission (U.G.C.)],
Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 2151 Cities in 155 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

http://ijrcm.org.in/

CONTENTS

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: **infoijrcm@gmail.com**.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____________

THE EDITOR
IJRCM

Subject: **SUBMISSION OF MANUSCRIPT IN THE AREA OF .**

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled '____' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:
Designation:
Affiliation with full address, contact numbers & Pin Code:
Residential address with Pin Code:
Mobile Number (s):
Landline Number (s):
E-mail Address:
Alternate E-mail Address:

NOTES:
a) The whole manuscript is required to be in ***ONE MS WORD FILE*** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
d) The total size of the file containing the manuscript is required to be below **500 KB**.
e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE**: The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS**: The author (s) **full name**, **designation**, **affiliation** (s), **address**, **mobile/landline numbers**, and **email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT**: Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.

6. **MANUSCRIPT**: Manuscript must be in ***BRITISH ENGLISH*** prepared on a standard A4 size ***PORTRAIT SETTING PAPER***. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.

7. **HEADINGS**: All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.

8. **SUB-HEADINGS**: All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.

9. **MAIN TEXT**: The main text should follow the following sequence:

   INTRODUCTION

   REVIEW OF LITERATURE

   NEED/IMPORTANCE OF THE STUDY

   STATEMENT OF THE PROBLEM

   OBJECTIVES

   HYPOTHESES

   RESEARCH METHODOLOGY

   RESULTS & DISCUSSION

   FINDINGS

   RECOMMENDATIONS/SUGGESTIONS

   CONCLUSIONS

   SCOPE FOR FURTHER RESEARCH

   ACKNOWLEDGMENTS

   REFERENCES

   APPENDIX/ANNEXURE

   It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed ***5000 WORDS***.

10. **FIGURES & TABLES**: These should be simple, crystal clear, centered, separately numbered &self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.

11. **EQUATIONS**:These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.

12. **REFERENCES**: The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:

- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
- Use (**ed.**) for one editor, and (**ed.s)** for multiple editors.
- When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
- The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
- For titles in a language other than English, provide an English translation in parentheses.
- The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, KurukshetraUniversity, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

RELATIONAL SOCIAL CAPITAL AND CUSTOMER LOYALTY IN RETAIL BANKING IN KENYA: THE CASE OF NAKURU COUNTY

DR. DANIEL ONWONGA AUKA
LECTURER
DEPARTMENT OF BUSINESS ADMINISTRATION
EGERTON UNIVERSITY
NAKURA

JOSEPH BOSIRE
PROFESSOR
BONDO UNIVERSITY COLLEGE
BONDO

ABSTRACT
This study examined the effect of relational social capital on customer loyalty in retail banking. Social capital is an asset embedded in the relationship of individuals, committees, networks or societies. The investigated the effect of relational social capital constructs of trust, communication, commitment and conflict handling on customer loyalty in order to create competitive advantage. To achieve this, data were collected using a questionnaire from 381 respondents who were selected through stratified random and systematic sampling procedures. Data analysis was done through Pearson correlation and regression. The findings reveal that there was a positive and significant relationship between relational social capital and customer loyalty. This study also found that trust, communication, commitment and conflict handling influence the competitiveness of an organization. It is therefore recommended that banks should develop relational social capital as a way of creating and maintaining customer loyalty so as to improve their perform and create competitive advantage. .

KEYWORDS
Relational Social Capital, Trust, Communication, Commitment, Conflict Handling and Loyalty.

INTRODUCTION
As the banking sector becomes more competitive, many banks recognise the importance of retaining and maintaining loyal customers. In order to remain competitive, banks need to build and enhance customer relationships that deliver value beyond that provided by the core product (Zineldin, 2006). The benefits associated with such an approach include improved firm performance, profitability, business referral and publicity, customer share and competitive positioning (Hennigh-Thurau et al.., 2002).

In the banking sector, loyal customers are more profitable because they are attached to the bank and thus are easier to serve than those who are non-loyal (Tepeci, 1999). Bowen & Shoemaker (1998) maintain that a small increase in loyal customers can result in a substantial increase in profitability. Furthermore, the longer a loyal customer stays with a firm, the more profitable it is to that firm (Kim & Cha, 2002)

There are benefits associated with customer loyalty to an organization including lower costs associated with retaining existing customers, rather than constantly recruiting new ones especially within mature, competitive markets (Ehrenberg and Goodhardt, 2000). Loyal customers also act as information channels, informally linking networks of friends, relatives and other potential customers to the organisation (Shoemaker and Lewis, 1999). Due to the similarity of the offers of many financial services, loyal customers have a huge value, since they are likely to spend and buy more, spread positive word-of-mouth, resist competitors' offers, wait for a product to become available and recommend the service provider to other potential customers.

The competitive banking environment has resulted in the need to build stronger firm-customer relationships. Ndubisi (2004) reported that more and more firms are capitalizing on strong firm-customer relationship to gain invaluable information on how best to serve customers and keep them from defecting to competing brands. Hence customer relationship building creates mutual rewards (Rapp and Collins, 1990) which benefits both the firm and the customer.

There are significant developments in the banking sector that are affecting the marketing of their products. Firstly, the changing customer behaviour that is characterized by longer life spans, increasing urbanization, more women in employment, increased home ownership, higher incomes and increased living standards. Customers are more demanding, more financially educated or informed, more cost and price conscious than hitherto. Secondly, reduced prices of services, interest rates and profit margins due deregulation and globalization of financial markets. This has ensued fierce competition resulting in mergers, acquisitions, and a number of major structural reorganizations that include retrenchment and elimination of unprofitable activities as well as closure of some branch operations.

All these changes have led to increased attention to customer relationship and service quality as a way of attracting, maintaining and enhancing long-term multiple-service relationship. Many financial service providers are creating competitive advantage by differentiating their products from their competitors through relationship marketing in terms of on-time delivery, provision of accurate information, customization, trained personnel and quicker complaints resolution. Therefore, relational social capital has become one of the most important strategies customer retention and loyalty.

One approach of building customer relationship is through social capital. Social capital is an asset embedded in the relationship of individuals, committees, networks or societies. It's also viewed as the set of resources embedded within the relationships among actors within a network and represents all the valuable relationships with customers, suppliers and other relevant stakeholders.

The elements of relational social capital in this study include trust which Moorman et al. (1993) defines as a willingness to rely on an exchange partner in whom one has confidence. They further state that a betrayal of this trust by the supplier or service provider could lead to defection.

Moorman et al. (1993) defined commitment as an enduring desire to maintain a valued relationship. Commitment is viewed as useful construct for measuring the likelihood of customer loyalty and predicting future purchase frequency (Gundlach et al., 1995). Communication is seen as an interactive dialogue between the company and its customers, which takes place during the pre-selling, selling, consuming and post-consuming stages (Anderson and Narus, 1990). When there is effective communication between an organisation and its customers, a better relationship will result and customers will be more loyal.

Ndubisi and Chan (2005) found a significant relationship between conflict handling and customer loyalty, indirectly through trust and perceived relationship quality. The ability of the firm to handle conflict well will directly influence customer loyalty. This study sought to assess the effects of relational social capital on customer loyalty within commercial banks in Nakuru Municipality.

STATEMENT OF THE PROBLEM
Creating long lasting and strong relationships with customers is critical in achieving and maintaining competitive advantage. A critical challenge for most enterprises is how to achieve and sustain competitive advantage. According to resource and capabilities theory, if the firms resources and capabilities that are unique, rare, difficult to imitate and non-substitutable they create competitive power and above average performance (Barney, 1991). Therefore, the traditional

product-oriented banks became more and more customer-oriented, focusing on protecting and retaining actual customers' loyalty as the main source of competitive advantage. Most research work that has been done on customer loyalty have focused on the effects of customer satisfaction, service quality and relationship marketing on customer loyalty. In all these research works it has been established that these variables together with value, trust and commitment are the most significant in creating and maintaining customer loyalty.
However, little research has been done on the effect of relational social capital as a strategic resource on customer loyalty. Even on instances where the elements of relational social capital such as trust, commitment, communication, collaboration and conflict handling have been used to determine customer loyalty they have either been viewed as elements of relationship marketing (Ndubisi,2005) or as the important attributes of strategic alliance (Cobianchi, 1994). This study therefore centred on determining the effect of relational social capital on customer loyalty in retail banking in Nakuru County. Relational social capital was operationalized in terms of trust, commitment, communication and conflict handling.

OBJECTIVES OF THE STUDY

This study specifically sought to achieve the following objectives:
1. To determine the effect of Trust on customer loyalty within commercial banks in Nakuru County.
2. To determine the effects of Commitment on customer loyalty within commercial banks in Nakuru County.
3. To determine the effects of Communication on customer loyalty within commercial banks in Nakuru County.
4. To determine the effects of Conflict Handling on customer loyalty within commercial banks in Nakuru County.
5. To establish the composite effect of relational social capital (trust, communication, commitment and conflict handling) on customer loyalty within commercial banks in Nakuru County.

STUDY HYPOTHESES

HO_1: There is no significant relationship between trust and customer loyalty within commercial banks in Nakuru County.
HO_2: There is no significant relationship between commitment and customer loyalty within commercial banks in Nakuru County.
HO_3: There is no significant relationship between communication and customer loyalty and within commercial banks in Nakuru County.
HO_4: There is no significant relationship between conflict handling and customer loyalty and within commercial banks in Nakuru County.
HO_5: There is no single form of social capital that has a significant effect on customer loyalty.

CUSTOMER LOYALTY

Customer loyalty conceptualisation has received remarkable attention in the literature over the past two decades because practitioners have observed the intricate relationship with a firm's profitability. Thus customer loyalty is now accepted as indispensable in strategic decision making because it costs more to attract new customers than to retain old ones.
Loyalty conceptualisation has two dimensions- attitudinal and behavioural. Attitudinal loyalty reflects a situation whereby different feelings create an individual's overall attachment to a product, service or organisation (Fornier, 1994). These feelings define the individual's cognitive degree of loyalty (Hallowell, 1996). The other dimension is behavioural which reflects the degree to which attitudinal feelings are translated into loyalty behaviour. In other words it reflects intentions being translated into actions.
Loyalty can defined as the biased (i.e. non-random), behavioural response (i.e. purchase), expressed over time, by some decision making unit, with respect to one or more alternative brands out of a set of such brands, and is a function of psychological (i.e. decision making, evaluation) processes (Dick and Basu, 1994) . (Oliver, 1999) defines customer loyalty as ". . . a deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future, causing repetitive same brand or same brand-set purchasing, despite situational influences and marketing efforts"

SOCIAL CAPITAL

Social capital is an asset embedded in the relationship of individuals, committees, networks or societies. It's also viewed as the set of resources embedded within the relationships among actors within a network (Robert et al., 2008). It represents all the valuable relationships with customers, suppliers and other relevant stakeholders. Hence, social capital comprises of both the network of relationships and the network assets incorporated within it that can be accessed by those who are a part of the relationship network (Bourdieu, 1986; Burt, 1992).
Nahapiet and Ghoshal (1998) have identified three distinct dimensions that can be examined to determine how social benefits positively affect their outcomes; they are the structural, relational and cognitive dimensions. Nahapiet and Ghosal (1998) define structural social capital as the pattern of network connections and the interconnectedness of the members in the network. The structural dimension of social capital describes the physical structure or links between people in networks. In other words, as Burt (1992) explained, it refers to whom you reach and how you reach those social relationships. Moreover, Nahapiet and Ghoshal (1998) in their fundamental proposition of social capital addressed that network ties provided access to resources, which provided the enterprise with not only a wide range of opportunities but also constraints. Thus social capital can be analyzed from two different points: how social capital can improve the performance of enterprises (benefit) and how much risk enterprise should take in order to maintain and support its social capital (risk). Social relations are also information channels, which reduce the amount of time and investment required for collecting necessary information (Nahapiet, Ghoshal 1998); also they encompass individual ties as well as formal and informal relationships, strategic and spontaneous action, and, moreover, rationalities and irrationalities (Coleman 1990).
The second component of social capital is cognitive social capital which refers to those resources that represent shared understanding of common goals and the proper ways of acting — for example, shared language and codes (Yli-Renko 1999). Llewellyn and Armistead (2000) noticed that cognitive dimension differs from relational one because it captures the extent, to which shared ways of thinking and interpreting events support the generation of social capital, while relational dimension of social capital purpose is to access the emotional bonds that hold those networks together. The cognitive dimension of social capital is important because through its standards and unified codes, it helps to understand other network members and leads them to act accordingly to their expectations.
The last element is relational social capital is defined as the behavioral assets rooted in a relationship such as trust and trustworthiness (Yli-Renko 1999). . The relational social capital has been examined by identifying the rules and norms about trusting, reciprocity and obligation behaviours within firms (Adler and Kwon, 2002; Uzi, 1996). Trust is a very rich concept, covering a wide range of relationships, conjoining a variety of objects (Colesca 2009). That is why trust is usually analyzed as the fundamental element to social capital's existence and growth because trust and friendship are vital in development of social network ties. Because of this tight connection between trust and social capital, there is some confusion about whether social capital is the result of trust or they are virtually interchangeable. In this study, relational social capital was conceptualized as consisting of trust, commitment, communication and conflict handling.

TRUST

Moorman et al., (1993) defines trust as the willingness to rely on an exchange partner in whom one has confidence. A betrayal of this trust by the supplier or service provider could lead to defection. Schurr and Ozanne (1985) defined the term as the belief that a partner's word or promise is reliable and a party will fulfil his/her obligations in relationship. Fulfilling promises that have been given is equally important as a means of achieving customer satisfaction, retaining the customer base and securing long-term profitability besides funning the fire of trust.
In marketing literature, Trust has been defined as the willingness to rely on an exchange partner in whom one has confidence (Ostrom and Iacobucci, 1999) or confidence in an exchange partner's reliability and integrity (Morgan and Hunt, 2004). Morgan and Hunt (1994) define brand trust as the customer's willingness to rely on the ability of the brand to perform its stated function. Trust causes dedication because it reduces the costs of negotiating agreements and lessens

customers' fear of opportunistic behaviour by the service provider. In social psychology trust is considered to consist of two elements: trust in the partner's honesty, and trust in the partner's benevolence. Honesty is the belief that a partner stands by his word, while benevolence is the belief that the partner is interested in the customer's welfare, and will not take actions with negative impact on the customer. In the marketing literature, Morgan and Hunt (1994) also suggest that brand trust leads to brand loyalty and commitment because trust creates exchange relationships that are highly valued.

COMMITMENT

Moorman et al., (1993) have defined commitment as an enduring desire to maintain a valued relationship. This implies a higher level obligation to make a relationship succeed and to make it mutually satisfying and beneficial (Gundlach et al,.1995).Since, commitment is higher among individuals who believe that they receive more value from a relationship, highly committed customers should be willing to reciprocate effort on behalf of a firm due to past benefits received and highly committed firms will continue the benefits of such reciprocity.

Commitment is frequently defined as a desire to maintain a relationship (Moorman, Deshpande and Zaltman 1993; Morgan and Hunt, 1994). Dwyer et al. (1987) describe it as a pledge of continuity and as resistance to change. In a conceptualization and study of employees' commitment to an organization, there are three types of commitment to an organization: affective, continuance and normative. Affective (or emotional) attachment exists when a strongly committed individual identifies with, is involved in, and enjoys membership in an organization. Affective commitment is defined as an affective state of mind that is based on a person sharing, identifying with and internalizing the values of an organization and thereby implies liking and emotional attachment (Morgan and Hunt, 2004). Trust in a relationship partner has been positioned as a central factor for customer loyalty and is a principal factor causing dedication.

COMMUNICATION

Communication refers to the ability to provide timely and trustworthy information. Communication may be viewed as an interactive dialogue between the company and its customers, which takes place during the pre-selling, selling, consuming and post-consuming stages (Anderson and Narus, 1990). It's the communicator's task in the early stages to build awareness, develop consumer preference , convince interested buyers, and encourage them to make the purchase decision (Ndubisi and Chan,2005).Communication also tells dissatisfied customers what the organization is doing to rectify the causes of dissatisfaction. When there is effective communication between an organization and its customers, a better relationship will result and customers will be more loyal.

Communication between partners is critical for building a successful relationship. In order to achieve the benefits of collaboration, effective communication between partners is essential. Communication refers to the ability to provide timely and trustworthy information. Today, there a new view of communications as an interactive dialogue between the company and its customers, which takes place during the pre-selling, selling, consuming and post-consuming stages (Anderson and Narus, 1990).It's the communicator's task in the early stages to build awareness, develop consumer preference, convince interested buyers, and encourage them to make the purchase decision (Ndubisi and Chan, 2005). Communication also tells dissatisfied customers what the organization is doing to rectify the causes of dissatisfaction. When there is effective communication between an organization and its customers, a better relationship will result and customers will be more loyal.

Conflict Handling

Dwyer et al., (1987) defined conflict handling as a supplier's ability to avoid potential conflicts, solve manifest conflicts before they create problems, and discuss solutions openly when problems do arise. How this is done will determine whether the outcome is loyalty or not. The

Dwyer et al., (1987) defined conflict handling as a supplier's ability to avoid potential conflicts, solve manifest conflicts before they create problems, and discuss solutions openly when problems do arise. How this is done will determine whether the outcome is loyalty or not. The ability of the product or service provider to handle conflict will also directly influence customer loyalty.

CUSTOMER SATISFACTION

Customer satisfaction and service quality are the most frequently explored antecedents of customer loyalty. The services literature is replete with examples of the attention directed to the study of satisfaction (Rust and Oliver, 1994) and typically identifies a positive relationship between satisfaction and loyalty-related outcomes (Cronin & Taylor, 1992, Fornell, 1992,).

Satisfaction is the customer's post-purchase evaluation and affective (emotional) response to the overall product or service experience. It is a measure of how customer's needs , wishes, desires or expectations have been met or exceeded .Like customer loyalty , it is a behavior that customers explicitly vocalize or exhibit .It is a strong indicator for behavioral variables such as repurchase intentions, word- of- mouth communications and loyalty. However, several studies indicate, customer satisfaction is no guarantee for customer retention or loyalty.

Oliver (1996) considers customer satisfaction as "a pleasurable fulfillment" of needs, desires, and goals. However, recent studies conceptualize satisfaction as a cumulative evaluation as opposed to the early transaction- specific view. This view suggests that a single dissatisfying event is often not enough to engender switching behavior, and a single satisfying purchase is also not likely to result in a long-term loyal customer. The link between satisfaction and loyalty suggests that cumulative satisfaction is directly and positively related to customer loyalty.

Empirical studies show that satisfied customers tend to be more loyal than less satisfied ones and are therefore crucial to the firm's profitability (Reichheld & Sasser 1990). Conversely, dissatisfaction may lead to customers defections (Reichheld, 1996). Satisfaction thus relates positively to customer loyalty and dissatisfaction may result in customer defections. Bowen and Chen (2001) say that maintaining satisfied customers alone is not sufficient, there has to be extremely satisfied customers to ensure loyalty. However, customer satisfaction in itself will not translate into customer loyalty but can foster loyalty to the extent that it is prerequisite for maintaining a favorable relative attitude, recommending others and repurchasing from a firm. Once customers recommend a firm, it fosters repatronage and loyalty towards the firm.

Theoretical Background

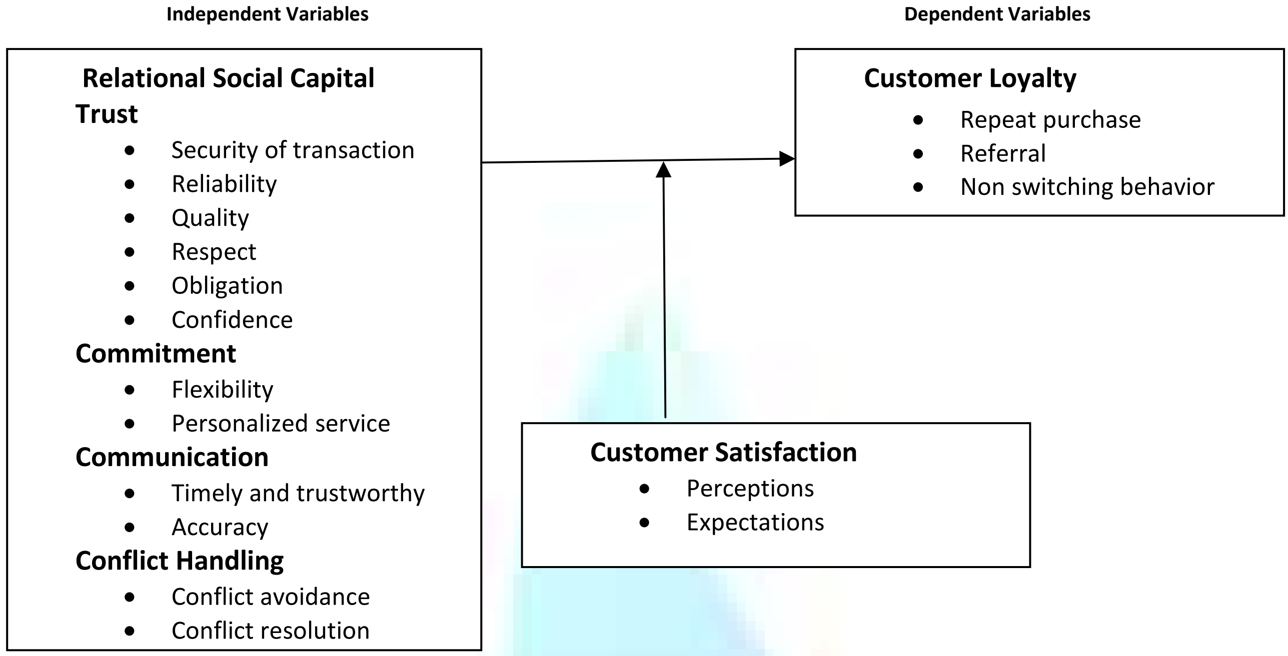
The theoretical foundation of this study will be the Social Capital Theory. Social Capital Theory is a theory that entails an economic idea that refers to the connections between individuals and entities that can be economically valuable. Social networks that include people who trust and assist each other can be a powerful asset. These relationships between individuals and firms can lead to a state in which each will think of the other when something needs to be done. Along with economic capital, social capital is a valuable mechanism in economic growth (http://www.investopedia.com/terms/s/socialcapital.asp).

SCT is considered one of the more useful perspectives for theorising the nature of connection and cooperation between organisations (Adler and Kwon, 2002; Starkey and Tempest, 2004). SCT supports the idea that people and relationships between organisations are instrumental to competitive advantage. The basis of social capital theory (SCT) within a firm is that both employees and the owner/manager can benefit because of the workplace relationships between them (Taylor et al., 2004). This then affects their access to a range of resources (Lin, 2001).

Conceptual Frame Work

Relational Social Capital was the independent variable conceptualized as constituting Trust, Commitment, Communication and Conflict Handling. Customer Loyalty was the dependent variable that was operationalized as comprising of repeat purchase, referral and None switching behavior. In this conceptual framework, the moderating variable is Customer Satisfaction. The conceptual framework for this study is illustrated in Figure 2.2.

RELATIONSHIP BETWEEN RELATIONAL SOCIAL CAPITAL AND CUSTOMER LOYALTY



METHODOLOGY

RESEARCH DESIGN

This study used descriptive survey which involves collection and analyzing of data from members of a population in order to determine the current status of the subject of study. This is a research design where the researcher does not have the direct control of independent variables and there is no treatment or manipulation offered to any variables. It attempts to describe such things as possible behavior, attitudes, values and characteristics,(Mugenda and Mugenda , 1999).A description survey research technique is the most appropriate when the purpose of the study is to explore and create a detail description of a phenomenon.

SAMPLE SIZE AND SAMPLING PROCEDURE

The commercial banks for this study had been purposively selected to capture three categories of ownership: public (state owned), private domestic and foreign owned banks within the municipality. Drawing a sample from across these categories ensured adequate representativeness of the various commercial bank characteristics.

Stratified random sampling was used to obtain the sample size. The population was stratified according to ownership (public, private and foreign), market share period of operation within the Municipality. A sub-sample size was determined for each stratum. The total sample size for the study was obtained using the following formula recommended by Borg and Gall (2006) for survey studies.

$$S = \frac{P\,(1-P)*100}{\frac{A^2}{Z^2} + \frac{P\,(1-P)}{N}}$$

Where

S = Sample size required

N = Number of people in the population

P = Preliminary estate of percentage of people in the population who possess attributes of interest (50% or 0.5)

A = Accuracy (or precision) desired, expressed as a decimal (0.05 or 5%) .

Z = The number of standard deviations of the sampling distribution (Z units) that corresponds to the desired confidence level, 1.96 for 95% confidence level

The total sample size of 384 respondents was determined. The sub-sample size for each bank was determined using the formula by Krejcie and Morgan (1970) given as:

$$s = \frac{xS}{P}$$

Where:

s = Sub-sample size for each bank

x = Sub population of customers in each bank

S = Total sample size for the study

P = Total population for all the banks

This number of respondents is above or more than the minimum of 100 recommended by Borg and Gall (2006) for survey studies. The formula was also preferred for its acceptable level of accuracy in generating a representative sample size at 0.05 level of confidence.

Once the population had been stratified and the sample size for each stratum determined, individual respondents were selected through systematic sampling. This was achieved by picking the customers from each stratum coming to the bank according to Zikmund (2003). This technique was preferred because it ensured representative coverage of all elements being considered in the study.

FINDINGS AND DISCUSSIONS

To determine the relationship between the independent variables and the dependent variable , correlation analysis was used . Correlation analysis was used to test hypotheses Ha1 to Ha 3 and the results are provided in table I below.

Hypothesis 1: There is a relationship between trust and customer loyalty

The table below shows the correlation analysis on the relationship between trust and customer loyalty. The results show that trust positively and significantly influenced customer loyalty (r = 0.255**). This implies that increasing trust among the customers results in increased customer loyalty.

Hypothesis 2 : There is a relationship between a relationship between commitment and customer loyalty

The correlation analysis shows that commitment positively and significantly influenced customer loyalty at r =0.309, p< 0.001 . This means that increased perception of commitment by the customer leads to increased customer loyalty.

Hypothesis 3: there is a relationship between communication and customer loyalty

The correlation analysis showed that communication positively and significantly influenced customer loyalty (r =0.396, p< 0.01) . This suggests that increased application of effective communication by the banks result into increased customer loyalty. On the other hand, failure by the banks to enhance effective communication may lead to decreased customer loyalty.

Hypothesis 4 : there is a relationship between conflict handling and customer loyalty

Finally, the correlation analysis showed that conflict handling positively and significantly influenced customer loyalty (r =0.455, p< 0.01) .These findings indicate that increased application of conflict handling by banks leads to increased customer loyalty. These findings showed that relational social capital positively influences customer loyalty among customers of commercial banks within Nakuru County . The results of correlation analysis show that one aspects of relational social capital, that is, conflict handling had the highest, significant positive relationship with customer loyalty (r=0.455 p <0.01).

Hypothesis 5: there is no single relational social capital element that influences customer loyalty

The relative contribution of the independent variables on customer loyalty was analyzed using the following regression model

$CL = \beta_o + \beta_1TR + \beta_2CM + \beta_3CT + \beta_4CH + e$

Where:

β_o = Intercept constant

β_1, β_2, β_3& β_4 = Regression coefficients that indicate the relationship between the dependent and independent variables,

e = the error

CL = customer loyalty

TR = Trust

CM = communication

CT = commitment

CH = conflict handling

EFFECT OF RELATIONAL SOCIAL CAPITAL ON CUSTOMER LOYALTY

Variables		Trust	Commitment	Communication	Conflict Handling	Customer Loyalty
Trust	Correlation Coefficient	1.000	.317**	.307**	.306**	**.255****
Commitment	Correlation Coefficient	.317**	1.000	.567**	.333**	**.309****
Communication	Correlation Coefficient	.307**	.567**	1.000	.428**	**.396****
Conflict	Correlation Coefficient	.306**	.333**	.428**	1.000	**.455****
Customer Loyalty	Correlation Coefficient	.255(**	.309**	.396**	.455**	**1.000**

** Correlation is significant at the 0.01 level (2-tailed).

REGRESSION MODEL SUMMARY

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.507(a)	.257	.249	.38478	.257	32.350	4	374	.000

a Predictors: (Constant), Conflict index, Trust index, Commitment index, Communication index

REGRESSION ANALYSIS RESULTS

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.909	.137		6.638	.000
	Trust	.079	.043	.090	1.849	.065
	Commitment	.037	.051	.041	.717	.474
	Communication	.158	.043	.215	3.642	.000
	Conflict Handling	.292	.048	.308	6.144	.000

a Dependent Variable: Customer Loyalty index

The regression analysis shows that Conflict Handling (β= 0.308,p<0.000) and Communication (β= 0.215,p<0.000) were found to be significant predictors of Customer Loyalty where as Commitment (β= 0.041,p>0.01) and Trust (β= 0.090,p>0.01) were insignificant predictors. This results show that there is a significant direct relationship between conflict handling and customer loyalty. This implies that bank customers in Nakuru Municipality tend to be loyal if their banks are able to handle conflicts which normally manifest as complains in a professionally and also if banks are effective in their communication. The other elements of relational social capital i.e trust and commitment though were found to positively and significantly influence customer loyalty. But at a closer look of the results, correlation analysis showed that conflict handling and communication had relatively greater impact on customer loyalty. This is in consistent with the results of regression analysis. From the Beta results in the table above, it clear that no single element of relational social capital entirely contributed to customer loyalty but every element contributed to a certain extent to customer loyalty as seen in table 4.8.

Consequently, regression summary model confirms that the observed change in customer loyalty attributed to the elements of social relational capital (Trust, Commitment, Communication and Conflict handling) is only 25.7% (r^2 = 0.257). On the basis of the correlation and regression analyses, relational social capital influences customer loyalty to some extent in commercial banks in the study area. Thus the study hypothesis that" *Relational social capital significantly influences customer loyalty in commercial banks within Nakuru Municipality*" is confirmed.

Ndubisi (2006) categorized the elements of relational social capital as the underpinnings of relationship marketing. The study found that trust, communication, commitment, and conflict handling contributed 29% of the variation in customer loyalty (F=21.12; P < 0.001). This shows that there are consistencies in as far as the effects of elements of relational social capital on customer loyalty are concerned.

CONCLUSION

This study characterized elements of relational social capital (Trust, Commitment, Communication and Conflict handling) among commercial banks in Nakuru municipality. Furthermore this study has highlighted the level of customer satisfaction and customer loyalty in the commercial banks within Nakuru Municipality. In addition, the study has also investigated effects of relational social capital on customer loyalty among the commercial banks. The study findings may be useful in providing clear understanding of the subject of relational social capital and its application by commercial banks. Based on the survey findings, the study made the following conclusions:

Relational social capital (Trust, Commitment, Communication and Conflict handling) has been achieved in commercial banks within Nakuru Municipality to a varying extent. According to the study findings, elements of relational social capital such as trust, communication, conflict handling were had been moderately achieved.

The study also concluded that the overall level of customer satisfaction and customer loyalty among commercial banks in Nakuru Municipality was found to be moderate. The findings suggest that application of relational social capital had translated into improved customer satisfaction and loyalty in the respective commercial banks.
The study further concluded that relational social capital (Trust, Commitment, Communication and Conflict handling) was positively correlated to and significantly influenced customer loyalty in commercial banks. In addition, aspects of relational social capital such as conflict handling was found to significantly influence customer loyalty in the commercial banks. Therefore banks strategists and researchers need to pay more attention to all elements of relational social capital and more so conflict handling and customer satisfaction if they are to achieve or nurture loyal customers.
The research examined the extent to which the elements of relational social capital influenced customer loyalty in banks within Nakuru Municipality. The study concluded that relational social capital (Trust, Commitment, Communication and Conflict handling) was positively correlated to and significantly influenced customer loyalty in commercial banks. In addition, aspects of relational social capital such as conflict handling and communication were found to more significantly influence customer loyalty in the commercial banks. This has serious implications for banks aiming to retain and build up loyal customers. Ndubisi, (2004) noted that loyal customers are valuable communicators of favorable word-of-mouth about organizations and products to which they feel loyal. The study has clearly shown that any bank aspiring to retain and build up loyal customers must pay close attention to elements of relational social capital which include Trust, Commitment, Communication and Conflict Handling.

MANAGERIAL IMPLICATIONS
It is evident from the study findings that elements of relational social capital such as trust, communication and conflict handling had been moderately achieved in the commercial banks in the study area. This study recommends the need to strengthen these particular aspects as well as other elements of relational social capital.
The study also concluded that the overall level of customer satisfaction and customer loyalty among commercial banks in Nakuru Municipality was found to be moderate. The findings suggest that application of relational social capital has not translated into improved customer satisfaction and loyalty in the respective commercial banks. Consequently, this study recommends effective application of relational social capital in order to achieve measurable improvement in the customer loyalty.
The study noted the influence of intervening variable such as the customer satisfaction had on customer loyalty in majority of the commercial banks. In this regard, this study recommends that in application of strategies including relational social capital that improved customer satisfaction and hence customer loyalty. The study also noted that the elements of relational social capital contributed only 25.7% towards achieving customer loyalty.
Strategist and managers in the banking sector must ensure that they develop the highest form of trust with their customers as their loyalty to the bank is pegged on it. They can achieve this by in house training their staff and more so the employees dealing directly with customers such as tellers, customer service assistants, personal bankers and any other customer facing staff on the importance of being trustworthy to their customers. These employees should build trust by ensuring that they keep any promise they make to the customers as they are the face of the bank. Fulfilling promises to customers will go a long way in archiving customer satisfaction which in turn will enhance customer loyalty.
The aspect of effective communication is also an area where serious consideration should be put by the strategists and managers. The banks should always provide reliable, accurate and useful information to their customers promptly. This could be done through letters, brochures, posters, advertisement in the print and electronic media and even verbally. The most important thing is that this information should be very honest.
The importance of genuine commitment in as far as building customer loyalty is concerned cannot be wished away and therefore banks should recognize the effectiveness of commitment in maintenance of loyal customers. Bank strategist and managers must carefully look at the needs of their customers and design products and services that directly address these needs. They should also try as much as possible to ensure flexibility in terms of their relationship with customers as long as it does not compromise the control measures put in place by their respective banks.
Finally, the study has shown that among all the elements of relational social capital, conflict handling had a greater influence on customer loyalty to a greater extent than the other factors. This means that the way we handle conflicts which are normally expressed as complaints in the banking sector really matters as far as our relationship with the customer is concerned. It is important to note that there will always be complaints in spite of the measures put in place to prevent them. The most important thing is how these complaints are handled by the banks. To achieve this, banks should develop an elaborate complaint/conflict handling mechanism that will enhance effective complaint resolution. The mechanism should also be in such a way that it can prevent any anticipated conflict with the customers. All employees especially customer facing ones must be well trained on conflict management. This training should highlight the different types of complains so that each staff would know which type of complaint he or she can handle and the one that needs escalation or fast tracking. This will ensure timely resolution of conflicts and hence customer loyalty will be achieved.

REFERENCES

1. Adler, P.S. and Kwon, S.W. (2002), “Social capital: prospects for a new concept”, Academy of Management Review, Vol. 27 No. 1, pp. 17-40.
2. Anderson, E.W. and Sullivan, M. (1993),"The antecedents and consequences of consumer satisfaction for firms".Marketing Science, 12:125-43.
3. Anderson, J.C. and Narus, J.A. (1990),“A model of distributor firm and working partnerships”, Journal of Marketing, Vol. 54 No. 1, pp. 42-58.
4. Barney, J. (1991), “Firm Resources and Sustained Competitive Advantage”. Journal of Management, 17(1):99-121.
5. Berggrer, B.; Silver, L. (2009), “The Effect of Bridging Networks on Entrepreneurial Activity: The Rational-legal Framework and Embeddedness in Local Social Capital Networks”, Journal of Enterprising Communities: People and Places in the Global Economy 3(2): 125–137.
6. Best, R. (2009) “Market-Based Management: Strategies for growing customer value and profitability”. 5th edition. Pearson, Prentice Hall
7. Black, J. A. & Boal, K. (1994), “Strategic resources: Traits, configurations and paths to sustainable competitive advantage”. Strategic Management Journal: Special Summer Issue on New Paradigms, 15:131-148.
8. Black, J. A. & Fabian, F. H. (2000), “Fractals, Nested Resources and Competence Based Competition”. In Ron Sanchez & Amee Heene (Eds.) “Theory Development for Competence- Based Strategic Management”. Chichester, UK: John Wiley & Sons. 1-30.
9. Bourdieu, P. (1986), “The forms of capital”, in Richardson, J.G. (Ed.), Handbook of Theory and Research for the Sociology of Education, Greenwood, New York, NY, pp. 241-58.
10. Burt, R.S. (1992), “Structural Holes: The Social Structure of Competition”, Harvard University Press, Cambridge, MA.
11. Burt, R.S., Hogarth, R.M. and Michaud, C. (2000),“The social capital of French and American managers”, Organization Science, Vol. 11 No. 2, pp. 123-47.
12. Cappelli, P. (2004), “Why do Employers Retrain At-Risk Workers?” The Role of social Capital, Industrial Relations, 43(2), 421-448.
13. Cobianchi, T. T. (1994). “Relationship Among Strategic Alliance Factors and Strategic Alliance Success”. Unpublished doctoral dissertation, U.S. International University.
14. Coleman, J. S. (1988), “Social Capital in the Creation of Human Capital”, American Journal of Sociology 94: 95–120.
15. Coleman, J. S. (1990), “Foundations of Social Theory”. Cambridge, MA: Belknap Press of Harvard University Press.
16. Coleman, J.S. (1988), “Social capital in the creation of human capital”. American Journal of Sociology, 94: S95-S120.
17. Colesca, S. E. (2009), “Understanding Trust in e-Government”, Inzinerine Ekonomika – Engineering Economics (3): 7–15.
18. Dick, A.S. and Basu, K. (1994), “Customer loyalty: toward an integrated conceptual framework”, Journal of the Academy of Marketing Science, Vol. 22, pp. 99-113.
19. Dierickx, I.& Cool, K.(1989), “Asset stock accumulation and sustainability of competitive advantage”, Management Science, 35, 1504-1511.
20. Dwyer, F.R., Schurr, P.H. and Oh, S. (1987), “Developing buyer-seller relationships”, Journal of Marketing, Vol. 51 No. 1, pp. 11-27.
21. Ehrenberg, A.S.C. and Goodhardt, G.J. (2000), “New brands: near instant loyalty”, Journal of Marketing Management, Vol. 16, pp. 607-17.

22. Florin, J., Lubatkin, M. & Schulze, W.(2003), "A social capital model of high-growth ventures". Academy of Management Journal, 46(3): 374-384.
23. Fornier, S. (1994), "A consumer-based relationship framework for strategic brand management", Unpublished PhD dissertation, University of Florida.
24. Gall, M. D., Gall, J. P., & Borg, W. R. (2006). "Educational research: An introduction" (8th ed.). Boston: Pearson Allyn & Bacon. ISBN: 0205488498
25. Golden, B. R., & Ma, H. (2003), "Mutual Forbearance: The Role of Intra-firm Integration and Rewards", Academy of Management Review, 28(3), 480-495.
26. Grayson, K. and Ambler, T. (1999), "The dark side of long term relationships in marketing services", Journal of Marketing Research, Vol. 36, pp. 132-3.
27. Gremler, D.D. and Brown, S.W. (1996) "Service loyalty: Its nature, importance, and implications". In: B. Edvardsson, S.W. Brown and R.E. Johnston, Editors, Advancing service quality: a global perspective, International Service Quality (1996), pp. 171–180.
28. Gundlach, G.T., Achrol, R.S. and Mentzer, J.T. (1995), "The structure of commitment in exchange", Journal of Marketing, Vol. 59 No. 1, pp. 78-93.
29. Hallowell, R. (1996) "The relationships of customer satisfaction, customer loyalty, and profitability:" An empirical study. International Journal of Service Industry Management, Vol.7, pp.27–42.
30. Harris, L.C. and Goode, M.M.H. (2004) "The 4 levels of loyalty and the pivotal roles of trust: A study of online service dynamics". Journal of Retailing, Vol.80, pp.139-158.
31. Hoffman, J. J.; Hoelscher, L. M.; Sherif, K. (2005), "Social Capital, Knowledge Management, and Sustained Superior Performance", Journal of Knowledge Management 9(3): 93–100.
32. http://www.centralbank.go.ke/publications/default.aspx
33. http://www.investopedia.com/terms/s/socialcapital.asp
34. http://www.pwc.com/ke/en/publications
35. Inkpen, A.C. and Tsang, E.W.K. (2005), "Social capital, networks and knowledge transfer", Academy of Management Review, Vol. 30 No. 1, pp. 146-65.
36. Jacoby, J. and Kyner, D.B. (1973), "Brand loyalty versus repeat purchasing behaviour", Journal of Marketing Research, Vol. 10, pp. 1-9.
37. Jamal A, Kamal N (2004). "Customer satisfaction and retail banking: an assessment of some of the key antecedents of customer satisfaction in retail banking", Int. J. Bank Mark, 20(4): 146-160.
38. Kara A. Arnold, Constanza Bianchi (2001), "Relationship Marketing, Gender, And Culture: Implications For Consumer Behavior", in Advances in Consumer Research Volume 28, eds. Mary C. Gilly and Joan Meyers-Levy, Valdosta, GA : Association for Consumer Research, Pages: 100-105.
39. Kathuri, J.N. and D.A. Pals, (1993), "Introduction to Education Research". Educational Media Centre, Egerton University, Njoro.
40. King, A. W., Zeithaml, C. P., (2003), "Measuring organizational knowledge: A conceptual and methodological framework". Strategic Management Journal, 24(8) 763-772.
41. Krejcie, R. V., & Morgan, D. W. (1970), "Determining sample size for research activities". Educational and Psychological Measurement, 30, 607-610.
42. Lin, N. (2001), "Social Capital: A theory of Social Structure and Action", Cambridge University Press, Cambridge New York, NY Mark., 39(7/8): 910-925.
43. Llewellyn, N.; Armistead, C. (2000), "Business Process Management: Exploring Social Capital Within Processes", International Journal of Service Industry Management 11(3): 225–243.
44. Luthans, F., Luthans, K. W., Luthans, B. C.(2004), "Positive psychological capital: Beyond human and social capital", Business Horizons, 47(1), 45-51.
45. McClelland, D.C. (1961). "The Achieving Society". NY: Van Nostrand.
46. McElroy, M. W.; Jorna, J. R.; Engelen, J.(2006), "Rethinking Social Capital Theory: A Knowledge Management Perspective", Journal of Knowledge Management 10(5): 124–136.
47. Moorman, C., Deshpande´, R. and Zaltman, G. (1993), "Relationship Between Providers and Users of Market Research: The Role of Personal Trust", Marketing Science Institute, Cambridge, MA.
48. Morgan, R.M. and Hunt, S.D. (1994), "The commitment-trust theory of relationship marketing", Journal of Marketing, Vol. 58 No. 3, pp. 20-38.
49. Mugenda,O.M and Mugenda,A.B (1999). "Research Methods: Quantitative and Qualitative Approaches". Nairobi: Acts Press
50. Nahapiet, J. and Ghoshal, S. (1998), "Social capital, intellectual capital, and the organizational advantage", Academy of Management Review, Vol. 23 No. 2, pp. 242-66.
51. Nahapiet, J. and Ghoshal, S. (1998), "Social capital, intellectual capital, and the organizational advantage", The Academy of Management Review, Vol. 23 No. 2, pp. 242-66.
52. Ndubisi, N.O. (2004), "Understanding the salience of cultural dimensions on relationship marketing, its underpinnings and aftermaths", Cross Cultural Management, Vol.11 No.3 pp. 70-89
53. Ndubisi, N.O. (2006), "Relationship marketing and customer loyalty", Marketing Intelligence & Planning, Vol.25 No.1 pp. 98-106
54. Ndubisi, N.O. and Chan, K.W. (2005), "Factorial and discriminant analyses of the underpinnings of relationship marketing and customer satisfaction", International Journal of Bank Marketing, Vol. 23 No. 3, pp. 542-57.
55. Oliver, R.L. (1999), "Whence consumer loyalty?", Journal of Marketing, Vol. 63, pp. 33-44.
56. Ostrom Iacobucci (1999). "A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions". J. Mark Res., 17(4): 460- 469.
57. Penrose, E. (1959), "The Theory of the Growth of the Firm", Oxford, UK: Oxford University Press.
58. Petruzzellis, L., D'Uggento, A.M., and Romanazzi, S. (2006). "Student Satisfaction And Quality Of Service In Italian Universities", Managing Service Quality, Vol.16 No.4, pp.
59. Pusak, L.; Cohen, D. (2001), "How to Invest in Social Capital", Harvard Business Review 79(6): 86–93.
60. Rapp, S. and Collins. (1990), "The Great Marketing Turnaround", Pretice-Hall, Englewood Cliffs, NJ.
61. Reagans, R. & McEvily, B. (2003) "Network Structure and Knowledge Transfer: The Effects of Cohesion and Range". Administrative Science Quarterly, 48(2):240-267.
62. Sanchez, R. & Heene, A. (2004) "The new strategic management: Organization, competition, and competence", New York: John Wiley & Sons, Inc.
63. Saxton G. & M. Benson, (2005) "Social capital and the growth of the non-profit sector", Social Science Quarterly, 86(1), March 2005, pp. 16-35.
64. Schurr, P.H. and Ozanne, J.L. (1985), "Influence on exchange processes: buyers' preconceptions of a seller's trust worthiness and bargaining toughness", Journal of Consumer Research, Vol. 11 No. 4, pp. 939-53.
65. Shoemaker, S. and Lewis, R.C. (1999), "Customer loyalty: the future of hospitality marketing", International Journal of Hospitality Management, Vol. 18, pp. 345-70.
66. Simon, D. G. & Hitt. M. A. (2003), "Managing resources: Linking unique resources, management, and wealth creation in family firms", Entrepreneurship Theory and Practice. 27(4):339 358.
67. Srinivasan SS, Anderson R, Ponnavolu K (2007)."Customer loyalty in e-commerce: an exploration of its antecedents and consequences". J. Retailing, 78(1): 41-50.
68. Starkey, K. and Tempest, S. (2004), "Bowling along: strategic management and social capital", European Management Review, Vol. 1 No. 1, pp. 78-83.
69. Sudhahar, J. C., Israel D., Britto A.P., and Sevam M. (2006) "Service Loyalty Scale: A Reliability Assessment," American Journal of Applied Science, Vol. 3 ,No.4, pp.1814-1818.
70. Taylor, D.W., Jones, O. and Boles, K. (2004), "Building social capital through action learning: an insight into the entrepreneur", Education & Training, Vol. 46 No. 5, pp. 226-35.
71. Totterman, H.; Sten, J. (2005), "Start-ups: Business Incubation and Social Capital", International Small Business Journal 23(5): 487–511.
72. Tsoukatos, E. and Rand, G.K.(2006) "Path analysis of perceived service quality, satisfaction and loyalty in Greek insurance," Managing Service Quality,Vol.16, No.5, pp.501-519.

73. Uzzi, B. (1996), "The sources and consequences of embeddedness for the economic performance of organizations: the network effect", American Sociological Review, Vol. 61 No. 4, pp. 674-98.
74. Uzzi, B. (1997), "Social structure and competition in interfirm networks: the paradox of embeddedness", Administrative Science Quarterly, Vol. 42 No. 1, pp. 35-67.
75. Weber, R. A. & Camerer, C. F. (2003), "Cultural conflict and merger failure: An experimental approach", Management Science. 49(4):400-431.
76. Yli-Renko, H. (1999), "Dependence, Social Capital, and Learning in Key Customer Relationships: Effects on the Performance of Technology-Based New Firms": PhD thesis, The Finnish Academy of Technology, Espoo, Finland.
77. Zikmund, W.G. (2003), "Business Research Methods", (7th edn), Thompson South-Western: Ohio

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail **infoijrcm@gmail.com** for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals