The Effect of Key Factors of Knowledge Management Success on improving Customer Relationship Management (Case study: financial and credit institutions of Parsabad)

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Abstract

In today’s world the production of goods and services are highly knowledge, knowledge of key assets and competitive advantage of knowledge management and intellectual capital is the main. Knowledge management tools with the different challenges facing organizations today is the rapid. Heretofore critical success factors of knowledge management have surveyed in the different organizations and terms, but in thesis we try to identify factors which lead to improve the Customer Relationship Management. Based on research topic, surveying effect all of the critical success factors of knowledge management on Customer Relationship Management are very difficult and long time which according to various overvation, among a large number of critical success factors of knowledge management, thire factors that are common factors with Customer Relationship Management CSF (as independent variabes) are chosen and their effect on improving Customer Relationship Management (as the dependent variabes) is studied. In this study, data collection, questionnaire prepared by the financial institutions and credit of the city population was distributed Parsabad. Performing statistical analysis on data collected, as determined by the relationship between independent variables and the dependent variable as an individual and no interaction with other factors to be studied, All the key success factors of knowledge management have a positive effect on customer relationship management, but when interacting and communicating with key success factors of knowledge management together, and the combination of independent variables on the dependent variable is considered, only a supporting factor management, customer relationship management is increasing.

Keywords: Knowledge Management, Customer Relationship Management, Critical Success Factors (CSF), supporting management.
1. Introduction
In today's knowledge-based economy, competitive benefit can be found increasingly to facilitate information processes than access to special resources and markets, thus the knowledge and intellectual capital are outlined as the primary basis of access to main and strategic competencies to have superior performance. In order to achieve sustainable competitive benefit, attention to the current knowledge, how to use it effectively in order to use new knowledge and information are considered important and vital to which organizations should pay more attention (Amberg, 2005). Customer relationship management is also among the issues which provoked organizations to rethink to have the strategies to communicate with a wide range of customers and to conquer this vast knowledge in today's global economy. But it can be stated that have effective relationship with customers is not possible without using knowledge management to increase the efficiency and effectiveness of the organization and to ensure the optimal product and service offering to customers to take their satisfaction, its necessary to manage our knowledge about customers. So, the latest studies show the potential challenge between customer relationship management and knowledge management to achieve competitive benefit. In fact, the lack of managerial understanding of "how to convert strategy to reality", in other words "how to use the organization processed knowledge" is one of the most important obstacles in gaining competitive benefit, and in this case, using knowledge management success factors to achieve the goals of customer relationship management system in order to have competitive benefit among organizations and other institutions is the main in field of customer relationship management. According to what have been said, this topic can be stated as follow: success determining factors in the implementation of knowledge management in relation to customer relationship management can improve competitive situation of enterprises and institutions (Shieu et al., 2010). Most of the studies in the field of knowledge management have identified factors affecting on the implementation of knowledge management in organizations and the effect of knowledge management on the improvement of customer relationship management has been evaluated in the field of customer relationship management. According to the literature review, the effect of the factors as human resource management, reward allocation, and management support to improve customer relationship management performance have not been studied simultaneously in the previous studies. Thus, this study seeks to answer to this question, is there relationship between key factors of knowledge management success and the improvement of customer relationship management?

2. Importance and Necessity of Research
Given the increasing importance of customers to the organizations, management of effective and efficient relations with customers has been converted to an essential and vital issue for organizations such as state banks (especially the private section). Customer relationship management is a business strategy that on one side aims to increase profitability and revenue of the organization and on the other side aims to increase customers' satisfaction and loyalty. Any organization that deals with the customer has also a level of customer relationship management, but some of the organizations are prior in this field. Such organizations create tools and methods such as systems based on information technology and much more value from their relationships with customers using and establishing various concepts. Customer relationship management often
changes the focus of an organization from more investment on new customers to maintain the current customers. But most of the organizations fail in the field of complete implementation of customer relationship management, therefore they cannot to regain their spent invests. Thus, identify factors that can reduce failure risk of customer relationship management in companies can have significant impact on the economic return of spent invests in this field (Hadizadeh Moghaddam et al., 1389). According to the above explanations it can be stated that customer relationship management can improve through identifying the key factors of knowledge management success in the financial and credit institutions of Parsabad

3. Theoretical framework
3.1 The management of knowledge
Knowledge management is a process that helps organizations to discover, select, organize and publish the important information and it is an expertise that is necessary for activities as problem solving, dynamic learning, strategic planning, and decision-making. In other words, knowledge management is the process of creating, collecting, organizing and disseminating knowledge in organization or it is art of creating value from the intangible assets of the organization (Amberg, 2005).

3.2. Knowledge management success key factors
3.2.1. Management support
For the successful implementation of any system in the organization, financial and spiritual support of the management is necessary. By the management support of the knowledge management systems, knowledge gain, collection, and transfer in done in an efficient manner in the organization and leads to the encouragement of more innovative people (Rockart, J. 1979).

3.2.2. Human resource management
The aim of human resource management is the required policies and activities to implement some parts of management task that depends on some aspects of employees' activity, especially for staffing, staff training, performance evaluation, rewarding and creating a healthy and fair environment for the employees' of the company (Rockart, J. 1979).

3.2.3. Allocate rewards for employees:
Considering material and spiritual rewards for employees who share his or her knowledge and skill with other colleagues, rewarding systems are some important tools by which the organization can motivate its employees (Rockart, J. 1979).

3.3. Customer relationship management
The aim of customer relationship management is collecting customers' information, needs, ideas and demands and creating an integrated system for better service delivery and customer relationship. Today's organizations need to provide services beyond the basic needs of their customers, to gain their satisfaction and reliability; so they need to have new communication systems and customer relationship management (Guo and Niu, 2007). By this management system, the organization can create an integrated chain from the customers and use integrated and coordinated information. This fact provides most of the managers' viewpoints to enjoy the long-term trust and loyalty of customers with respect to the customer-oriented banks (Roaholamini and Venkatesh, 2011).
3.4. Background research
Ordan Ebrahim et al (2009) wrote an article titled customer relationship management in the banking sector and designing model for banking performance, in this study they conducted that the role of customer relationship management in the banking sector and the need for customer relationship management to increase tendency toward customer-oriented system is useful in customer relationship management applications. Libutiz(1999) in a study knows knowledge management key factors in relation to customer management, knowledge management strategy, top management support, support culture of knowledge management, encouraging employees to the distribution of knowledge, knowledge and technology reservoir. Bruman and Ranjbar (1388) did a research titled "strategic activities of human resource management and innovation performance with the emphasis on the role of knowledge management ", and these researchers concluded that the strategic activities of human resource management have positive relationship with knowledge management. human resource management strategic activities are useful to stimulate employees' willingness in order to knowledge sharing and applying in organizations and improving management of the relationship with customers and clients. These researchers also show that with customer management in the business, knowledge sharing and applying is largely and positively helpful to innovative performance of the organization. Knowledge management capacity affects relation between strategic activities of human resource management and innovation performance.

4. Conceptual model research
Rahman and Mahmud's (2010) research about small and medium sized business in Malaysia and Pakistan showed knowledge management that includes the following: Top management supports, appropriate knowledge culture, human resource management, knowledge performance rewards and incentives, systematic activities and processes of knowledge management, recruiting knowledge staff, knowledge management strategically infrastructure, relationships between sectors, business values and organizational infrastructure. According to these results, the proposed model is as follow:

Model (1): Conceptual model research
5. Research Hypotheses

➢ Basic hypotheses
Knowledge management success key factors have positive relationship with customer relationship management.

➢ Subsidiary hypotheses
1. Allocating reward for employees, as a key factor of knowledge management success has positive relationship with customer relationship management.
2. Human resource management, as a key factor of knowledge management success has positive relationship with customer relationship management.
3. Management support as a key factor of knowledge management success has positive relationship with customer relationship management.

6. Research Methodology
This study is applied in terms of research purpose and descriptive-survey in terms of research methodology. The research population in this study is all of the managers and employees of Parsabad city. So, 35 managers and employees of financial and credit institutions were selected as the studied sample using simple random sampling. The researcher made knowledge management and customer relationship management questionnaire has been used in this study. The questionnaire of knowledge management components consist of three sections, that includes reward allocation variables, human resource management and management support and also includes customer relationship management questionnaires and is measured by Likert scale (from 1 to 5). Library studies and electronic research resources have been used to investigate background and theoretical framework, and SPSS software has been used to analyze questionnaire data from descriptive and inferential statistics.

Data Analysis:

<table>
<thead>
<tr>
<th>factor</th>
<th>P-value Sig. (2-tailed)</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resource management</td>
<td>.000</td>
<td>3.8762</td>
<td>.32845</td>
<td>5.951</td>
</tr>
<tr>
<td>Allocating reward for employees</td>
<td>.000</td>
<td>3.9643</td>
<td>.33368</td>
<td>6.257</td>
</tr>
<tr>
<td>Management support</td>
<td>.000</td>
<td>4.0190</td>
<td>.37545</td>
<td>7.915</td>
</tr>
</tbody>
</table>

Testing the main hypothesis
1. Knowledge management success key factors have positive effect on customer relationship management.

As it can be seen in the table the ANOVA sig. value is less than 0.05, this indicates that there is linear relationship between knowledge management key success factors and relationship management. R square value equals to 0.332, indicating that 33.2 percent of customer relationship management variations are affected by the knowledge management key success factors. The linear regression equation can be written as:
Customer relationship management=3.720+0.163(Knowledge management success key factors)
Table2: The results of the Regression Test between Knowledge management success key factors and Customer relationship management

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>R Square</th>
<th>ANOVA (Sig.)</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge management success key factors</td>
<td>CRM</td>
<td>0.332</td>
<td>0.035</td>
<td>Constant=3.720</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>=0.163</td>
</tr>
</tbody>
</table>

Subsidiary Hypotheses:

Hypothesis1: Allocating reward for employees have positive effect on customer relationship management.
As it can be seen in the table the ANOVA sig. value is less than 0.05, this indicates that there is linear relationship between allocating reward factors and customer relationship management. R square value equals to 0.227, indicating that 22.7 percent of customer relationship management variations are affected by the allocating reward for employees. The linear regression equation can be written as:
Customer relationship management=3.910+0.116(allocating reward)

Table3: The results of the Regression Test between allocating reward and customer relationship management

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>R Square</th>
<th>ANOVA (Sig.)</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>allocating reward</td>
<td>CRM</td>
<td>0.227</td>
<td>.004</td>
<td>Constant=3.910</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>allocating reward =0.116</td>
</tr>
</tbody>
</table>

Hypothesis2: Human resource management has positive effect on customer relationship management.
As it can be seen in the table the ANOVA sig. value is less than 0.05, this indicates that there is linear relationship between human resource management and customer relationship management. R square value equals to 0.157, indicating that 15.7 percent of customer relationship management variations are affected by the human resource management. The linear regression equation can be written as:
Customer relationship management =3.978+0.101(human resource management)
Table 4: The results of the Regression Test between human resource management and customer relationship management

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>R Square</th>
<th>ANOVA (Sig.)</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>human resource</td>
<td>CRM</td>
<td>0.157</td>
<td>.019</td>
<td>Constant=3.978</td>
</tr>
<tr>
<td>management</td>
<td></td>
<td></td>
<td></td>
<td>human resource</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>management=0.101</td>
</tr>
</tbody>
</table>

Hypothesis 3: Management support has positive effect on customer relationship management. As it can be seen in the table the ANOVA sig. value is less than 0.05, this indicates that there is linear relationship between management support factor and human resource management. R square value equals to 0.316, indicating that 31.6 percent of customer relationship management variations are affected by the management support. The linear regression equation can be written as: Customer relationship management =3.712+0.164(management support)

Table 5: The results of the Regression Test between management support and customer relationship management

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>R Square</th>
<th>ANOVA (Sig.)</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>management support</td>
<td>CRM</td>
<td>0.316</td>
<td>.000</td>
<td>Constant=3.712</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>management</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>support =0.164</td>
</tr>
</tbody>
</table>

8. Conclusions

Knowledge management is one of the tools of facing the organization with today's various and fast challenges. So far, the knowledge management key success factors have been investigated by researchers in organizations and in different conditions. But in this study, the researcher tries to determine factors among the various factors of knowledge management success to increase customer relationship management. The research examines the mean value of dependent and independent variables in financial and credit institutions of Parsabad before announcing the study results:

As shown in table 1, in the financial institutions of the mentioned city the mean of human resource management variable is 3.8762, and the mean of reward allocation variable is 3.9643, the mean of management support variable is 4.0190. These mean values show that all of the variables, especially management support variable are existent in the financial and credit institutions of this city. According to hypothesis test, survey of the relationship between the independent variables (key factors of knowledge management success) and dependent variables
(customer relationship management) individually and without the interaction of factors, confirms the positive relationship of three key factors of knowledge management success (reward allocation, human resource management and management support) with customer relationship management and survey of the effect of three key factors of knowledge management success simultaneously on customer relationship management confirms the positive relationship with customer relationship management, and show that 32 percent of customer relationship management variations are due to the key factors of knowledge management success and among the existent variables, variations of support variable (0.32) have the greatest impact on the customer relationship management.
References


