

THE EFFECT OF KNOWLEDGE MANAGEMENT ON CUSTOMER SATISFACTION AND ORGANIZATIONAL PERFORMANCE CASE STUDY (GOLHA COMPANY)

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Abstract: Today, the influence of competitive advantage is not secret and given the importance of the customer in a competitive world, According to customer knowledge One of the priorities of today's organizations to achieve this Important and better organizational performance in this area should be looking for different ways to earn and maintain customer satisfaction. In this study, we have tried to provide a conceptual framework through knowledge of their customers' satisfaction and organizational performance show. For this purpose, the subject of the research literature, the conceptual framework was designed to validate the conceptual framework will be discussed then. In this conceptual framework will be discussed at the flowers. The findings of this study show that a variety of customer knowledge, including knowledge of customer knowledge and customer knowledge to customer and customer satisfaction and organizational performance relationship and there is a significant and for customer satisfaction, organizational performance management types customer knowledge is an influential factor.

Keywords: Customer knowledge, customer knowledge management, customer satisfaction, organizational performance

1. INTRODUCTION

Globalization and advances in technology, companies put heavy in competition. At this time, the management of customer relationships, seen as a means to increase profitability. Today, only the development of marketing, supply and sale But the continuous development and after sales services, as well as a long-term relationship with the customer, added to this collection (3) This new business, which has long called relationship marketing has attracted the attention of many researchers do. Many researchers, customer relationship management and the link between people, processes and technology know. For example, some researchers believe: "customer relation management, The combination of people, processes and technology to achieve clients a clear understanding of the organization and integrated approach in managing relationships with customers focused on developing further relations" Building customer loyalty, a concept that businesses now more than ever is taken into consideration, Because the main component in the success of the organization to become loyal customers. Loyal customers buy more, they pay more money and through word of mouth, more profits accrue to participate. As a result, today's organizations seek to identify and manage effective ways to make loyalty programs they say. The new concepts that have been discussed recently in public and private organizations, Behavioral organizational citizenship behavior and organizational citizenship behavior is extra-role that employees do to improve organizational performance. Several studies on the relationship between organizational citizenship behavior and organizational performance is done. These studies generally argue that organizational citizenship behavior is positive for the organization. And has many benefits for both the managers and the staff. Managers who sometimes believe OCB (organization citizenship behavior), a good working environment for its members prepare for work. OCB (organization citizenship behavior) helps managers to spend less time to perform their duties staff how to steer and focus on opportunities to improve organizational performance.

In recent years, companies mixed customer relationship Management Company with its integrated knowledge management have made. Because they have come to understand that knowledge management plays a key role in customer relationship management processes (4) while customer relationship management focuses on knowledge about customers. In this way the customer interaction management, knowledge management systems can make this knowledge through the processes of creating, structuring, publishing and To apply it to strengthen customer knowledge sharing

within an organization and between an organization and its customers manage (5) While most companies have a lot of information about their customers and this information is also based on interaction with customers; But the truth is that these companies really do not recognize their customers and do not know how they support (Knowledge creation for customers) do not know that our customers have the level of knowledge (knowledge of customers). Customer knowledge management is a dynamic process for the acquisition and rehabilitation of valuable information customers using different routes and methods are different, the customer knowledge sharing within the organization. During this process, the progress of relations with customers in optimizing the customer-oriented organizational model (6) One of the important aspects of customer knowledge that This knowledge, the knowledge that is not the property but the property of others who may not want to share it. To establish cooperation between them with the kind of stimulus needed. Recently, consumers have been considered as partners in the process of knowledge creation. Knowledge jointly by customers and to create value for both organizations could be to provide better products and services. Here both institutions are working together and aims to provide a conceptual framework for the typology of customer knowledge: a joint study of the mind And enable customers and partners will be key in the process of knowledge creation (7) During the diagnosis of customer knowledge as a key element to the company's ability to innovate, an organization could be Increase your creative capabilities. Customer knowledge management process includes the identification and acquisition of customer information, as well as the creation and operation of customer knowledge is concerned (7)

2. REVIEW THE PREVIOUS PRECEDING STUDIES

Considering the undeniable role of knowledge management in today's business environment Customer as the most important source of knowledge for the well-known organizations and gain a competitive advantage is. That is why the organization in line with the rapidly changing business environment requires knowledge of the circuit. Traditionally, when companies offer new products our customers rely on data from the Market research passive, slow and costly. It also failed to understand the needs of clients and emerging customer experiences and ideas are not worthy of consideration. Traditional tools through market research should "be more complete knowledge acquisition and investment.

Customer knowledge is increasingly associated with marketing as a significant resource that can we have to manage and support research and development of the guidelines is not known (8)) this knowledge in order to achieve the goal of developing solutions and customer relationship management process and facilitate opportunities in the market is flourishing. . Gasper focused on understanding our customers based on customer know the remarkable thing is that the definition of customer knowledge management, knowledge management client is the client involved in the promotion of three types of knowledge: edge (8).

Knowledge about of the customer, Knowledge of customer service, Knowledge of the customer, Knowledge about of the customer A kind of knowledge that helps the customers to know and for them to be effectively targeted. There are three types of Knowledge about of the customer. Demographic, psychological and behavioral (8). From the viewpoint Shami Zanjani etc. (2008) Kind of knowledge, a company that aims to gain a better understanding of customers. (The data or information that can be analyzed, interpreted and eventually be transformed into knowledge). Companies have not only knowledge about customers Rather, data, information and knowledge Order about Customers also receive information. They kind of “knowledge about the customer” Are aware of:

- Knowledge and information about current customers;
- Knowledge and historical data of existing customers;
- Knowledge and information about the needs of existing customers;
- Knowledge and information about potential customers;
- Knowledge and potential customers' personal information;
- Knowledge and information about the interests and preferences of potential customers.

Knowledge for customers

Knowledge to improve customer experiences on the products and services the company provides. Has led the growth of e-commerce is critical to the user experience is tangible. To enable knowledge management support, a broad set of technologies are used. To ensure the delivery of products and services (8) from the perspective Shami Zanjani etc. (2008) Knowledge for customer kind of knowledge (as well as data or information that can be analyzed, interpreted and eventually be transformed into knowledge) to better understand our customers we

aim to earn. Data, information or knowledge for the customer can be from sources such as my other customers, competitors, and consulting firms or the client company to provide the required information is received. Normally Knowledge for Customer a one-way relationship from the company to the client that the organization provides essential information for customers To gain a better understanding of the Technology Management Product and service provided by the organization (Volume 3, Number 9, Winter 1390) Of "knowledge for the customer" from the perspective Shami Zanjani etc. (2008) are as follows:

- Knowledge and information products and services;
- Knowledge and information needs of existing customers;
- Knowledge and information needs of potential customers;
- General knowledge of the company;
- About Company;
- The company's product knowledge;
- Knowledge and the company environment;
- Knowledge and market information;
- Knowledge and information on the products and services of competitors.

Knowledge of the customer

This kind of knowledge can be as ideas, thoughts and information organization receives from its customers, be defined. These insights can be about products and available services Customer trends and future needs and ideas for product Innovation Company.

Decades of successful product innovations that are offered usually the user and final consumer appears not within the organization Therefore, organizations should actively consider this kind of knowledge to explore innovation. Therefore, organizations should actively consider this kind of knowledge to explore innovation. Focus should be on delivering what customers want, not to create something that in the future mobile client is not required. This includes viewing and discussion but the problem is that the conversation In this way, the customer can visualize what it needs. They did not need anything unless Innovative products offered to them. They help customers to be creative about product And products, taking into account the specific needs and preferences customize (8) From the perspective Shami Zanjani etc. (2008) Knowledge of the customer type of knowledge (The data or information that can be analyzed, interpreted and eventually be transformed

into knowledge) that The company in connection with the promotion of products and services to gain. Knowledge of the customer, including information regarding the company and its competitors.

3. CUSTOMER SATISFACTION

As you know, maintain and keep an old customer is far less costly than creating new customer. Recently, companies have a strong focus on customer loyalty and maintain them. According to many researchers, one important factor is the loyal customer's satisfaction. As far as most people know the satisfaction and loyalty equal. But this is a common mistake because experts believe that customer satisfaction and loyalty relationship is irregular and uncertain. According to Oliver 1999 although most loyal customers are satisfied but satisfaction does not always lead to loyalty According to a new perspective consent does not lead to loyalty.

Overall satisfaction comes from the knowledge in a comfortable position is good usually satisfy certain specific desires linked If individuals to achieve their goals and desires and thus satisfied the state of complacency that gives them Can be called satisfactory.

Organizational Performance

Today, in the competitive space Business trying to create a sustainable competitive advantage Organizational performance by improving their prosperity emerging adapt to changing themselves. Most previous studies on organizational performance based on their financial performance, although financial indicators is a long-term strategic objectives and do not have a business relationship. And acute conditions can create competitive advantage for organizations. The measurement of organizational performance is impossible without regard to organizational goals. (1)

One of the most important structures in the studies discussed is organizational performance management. And undoubtedly the most important measure of success in business counts. But in general, the variable and organizational performance indicators What, still no complete agreement among experts (2) In most organizations, managers and leaders the world has always sought to promote and improve the performance of their own organizations. The organizational performance, is a strategic issue to sustain the organization (9)



Fig 1. Conceptual framework and hypotheses

Main Hypotheses:

- There is a positive significant relationship between knowledge management and customer satisfaction.
- There is a positive significant relationship between the knowledge management and organizational performance.

Secondary Hypotheses:

- There is a positive and significant relationship between Knowledge about the customer and customer satisfaction.
- There is a positive and significant relationship between Knowledge of customer service and customer satisfaction.
- There is a positive and significant relationship between Knowledge of the customer and customer satisfaction.
- There is a positive and significant relationship between Knowledge about the customer and organizational performance.
- There is a positive and significant relationship between Knowledge of customer service and organizational performance.
- There is a positive and significant relationship between Knowledge of the customer and organizational performance.

4. RESEARCH METHODOLOGY

This study is applied and descriptive method of correlation. The population in this study population is Golha Company that the number of customers is 61 customer. Cochran sampling formula based on a limited sample of 55 customers was estimated according to the formula.

The questionnaire designed by Bashokouh and Shekasteband (2012) was used to evaluate the variables of knowledge management and customer satisfaction and Nicholas and standard questionnaire (2011) was used to measure the organizational performance. All of the questions have been measured using Likert's 5-item spectrum. In order to make sure about the content validity, opinions of the professors and experts of this field was considered. Reliability of the questionnaire was evaluated using Chronbach's alfa coefficient which has been above 0.7 for

components of human resource management knowledge management and the entire questionnaire which shows reliability of the tool.

In order to test the hypotheses and determine the effect of latent variables, correlation test and multiple regression test in SPSS software, Structural Equation modelling (SEM) and LISREL software were applied. In present research, the structural equations were used in two sections; in first section to fit the measurement models and in second section to assess the model and significance of the relationship between the variables. 6 famous and important fit indexes were used in this research. Schumacher and Lomax (2009), accept the values of 1-5 for NC index. The acceptable values for NFI, NNFI and GFI indexes is above 0.90 and it is under 0.1 for RMSEA index and also lower than 0.05 for RMR.

4.1 Analysis of Research Findings

Results of Correlation Test

The results of following table show that considering the significance level 0.000 which is lower than 0.05, relationship of the two variables (customer satisfaction and organizational performance) is significant at a 95 percents confidence level. Since the correlation coefficient is positive, relationship between the variables is direct, namely increase (decrease) in one of them cause increase (decrease) of the other one. Therefore, H_0 is rejected and H_1 is accepted and the research hypotheses are confirmed using Pearson's correlation test.

Table 1: Results of Research Hypotheses Correlation Test

	Customer satisfaction			
	Correlation Coefficient	Determination Coefficient	t Statistic Value	Significance Level
Knowledge about the customer	0/592	0/351	5/351	0/000
Knowledge of customer service	0/674	0/454	6/644	0/000
Knowledge of the customer	0/701	0/491	7/154	0/000
	Organizational Performance			
	Correlation Coefficient	Determination Coefficient	t Statistic Value	Significance Level
Knowledge about the customer	0/466	0/217	3/836	0/000
Knowledge of customer service	0/395	0/354	5/392	0/000
Knowledge of the customer	0/599	0/359	5/452	0/000

5. THE RESULTS OF MULTIPLE REGRESSION ANALYSIS

5.1 The First Main Hypothesis

Considering that the significance level is lower than 0.01, linearity of the relationship between the variables in the regression became significant in 95 percents level. Also, since the value of Durbin-Watson test is placed in range of 5.1 to 5.2. It can be concluded that the observations are independent from

each other. Multiple correlation coefficient (R) in this research equals 0.732. Value of determination coefficient (R^2) shows that almost 53 percents of changes in the first dependent variable, namely Customer satisfaction is due to indexes of independent variable and the remaining 47 percents depend on other factors. Considering the obtained Beta coefficients, value of this coefficient is significant (significance level lower than 5 percents) for all independent variables. This means that, the role of independent variable's indexes on Customer satisfaction (first dependent variable) was confirmed in present research. Also, value of B coefficient and value of t statistic also show the role of independent variables on strength of the trade name.

Table 2: Regression Equation (Dependent Variable: Trade Name Strength)

	Non-Standardized Coefficients		Standardized Coefficients	T	Significance Level
	B	Standard Error	Beta Coefficient		
Fixed Value	2.136	.172		12.457	.000
Knowledge about the customer	.146	.078	.171	1.897	.038
Knowledge of customer service	.190	.097	.291	1.945	.044
Knowledge of the customer	.293	.078	.464	3.747	.000
F= 14/466	R= 0/732			D-W= 1/624	
Sig= 0/000	R ² =0/536				

5.2 The Second Main Research Hypothesis

Considering that the significance level is lower than 0.01, linearity of the relationship among the variables in regression became significant in 95 percents level. Also, since the value of Durbin-Watson test has been placed in range of 1.5 to 2.5, it can be concluded that the observations are independent from each other. The multiple correlation coefficient (R) in this research equals 0.688. Value of determination coefficient (R^2) shows that almost 47 percents of the changes in dependent variable are due to indexes of independent variable and the remaining 53 percents depend on other factors. Considering the obtained Beta coefficients, value of this coefficient for all independent variables is significant (significance level lower than 5 percents); namely, the role of indexes of independent variables on organizational performance (second dependent variable) in present research was confirmed. Also, values of B coefficient and t statistic show the role of independent variables on organizational performance.

Table3: Regression Equation (Dependent variable: Organizational Performance)

	Non-Standardized Coefficients		Standardized Coefficients	T	Significance Level
	B	Standard Error	Beta Coefficient		
Fixed Value	1.903	.205		9.281	.000
Knowledge about the customer	.209	.094	.213	2.223	.043
Knowledge of customer service	.229	.097	.231	2.360	.038
Knowledge of the customer	.245	.094	.252	2.606	.023
F= 11.209 Sig=0.000	R=0.688 R ² =0.473			D.W=2.22	

6. STRUCTURAL MODEL RESEARCH TEST (FULL MODEL)

Before studying the main research model, the three-variable main models of the research were separately studied. The findings related to fit of the three models show that target models are appropriate; because all fit indexes of the target models are in a desirable level.

Structural model is a part of structural equation model which shows how hidden variables (and sometimes obvious) affect each other. After making relatively sure about acceptability of the present confirmatory factor models in the confirmed structural equation model, we are in a situation that we can estimate and test the conceptual model of the research through structural equation modelling (Ghasemi, 2010). The reason for using this method is that it has the ability to analyses the relationships of all variables simultaneously instead of studying the variables two by two and separately. SEM approach is a comprehensive method for testing the hypotheses about relationships between observed variables and latent variables (Schumacher and Lomax, 2009). Since the conceptual model of the research seeks to study the causal relationships among the variables, the structural equation modelling method was used to provide the possibility to analyze the relationships of variables simultaneously and LISREL software which is a well-known software for performing the structural equation models was used for analyzing the model. The results related to fit indexes of the complete research model can be observed in following table. According to the table, it is clear that structural model of the research is an appropriate one because value of the normed chi-square has been situated in the ideal range of one to five. Value of RMSEA is below 0.1 and RMR is lower than 0.05 and values of other indices are higher than 0.90 which are all desirable.

Table4: Fit Indexes of Complete Model of the Research

Fit Indexes					
RMR	GFI	NNFI	NFI	RMSEA	NC
0/043	0/94	0/91	0/91	0/051	3/21

The results of the test and the causal relationships among main variables of the research in both standard and significance modes have been presented in tables 2 and 3. Calculation of the significant numbers show that the causal relationship among the independent and dependent variables is significant, customer satisfaction equals 0.81, there is a causal relationship between independent and dependent variables and the organizational performance equals 0.73. On this basis, two main research hypotheses are confirmed. On one hand, there is a significant relationship between knowledge management and customer satisfaction and on the other hand, between knowledge management and organizational performance.

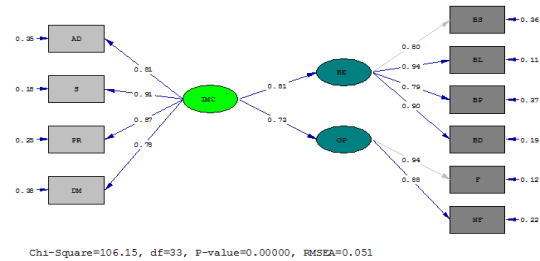


Fig 2. The Results of Path Analysis of Main Model of the Study in Standard Mode

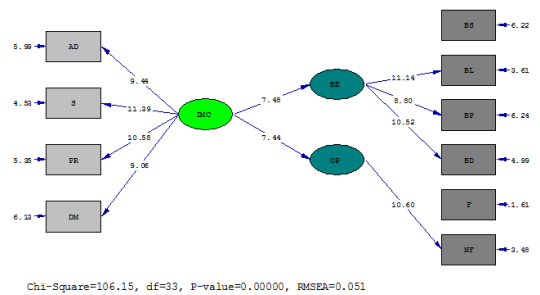


Fig 3. The Results of Path Analysis of Main Model of the Research in Significance Mode.

7. SUMMARY AND CONCLUSION

The first hypothesis states that there is a positive and significant relationship between Knowledge about the customer and Customer satisfaction. This hypothesis was tested by Pearson's correlation test and regression analysis. Results of the research imply that there is a positive and significant relationship between the two variables in 95 percents confidence level, considering the 0.000 significance level and intensity of this relationship equals 0.592. Also, considering the value of regression determination coefficient that equals 0.351 and a significance level lower than 5 percents, first research hypothesis is accepted which shows the role of Knowledge about the customer on customer satisfaction.

The second hypothesis states that there is a positive and significant relationship between Knowledge of customer service and customer satisfaction. This hypothesis was studied using Pearson's correlation test and regression analysis. The results of the test show that there is a positive and significant relationship between the two variables in 95 percents confidence level considering the significance level 0.000 and intensity of this relationship is equals 0.674. Also, considering the value of regression determination coefficient that equals 0.454 and a significance level lower than 5 percents, second research hypothesis is accepted which shows the role of Knowledge of customer service on customer satisfaction.

Third hypothesis states that there is a positive and significant relationship between Knowledge of the customer and customer satisfaction. This hypothesis was investigated by Pearson's correlation test and regression analysis. The results imply that, there is positive and significant relationship between the two variables in 95 percents confidence level considering the significance level 0.000 and intensity of this relationship equals 0.701. Also, considering the value of regression determination coefficient that equals 0.491 and a significance level lower than 5 percents, third research question is accepted that shows the role of Knowledge of the customer on customer satisfaction.

The fourth hypothesis states that there is a positive and significant relationship between Knowledge about customer and organizational performance. This hypothesis was investigated through Pearson's correlation test and regression analysis. The results imply that there is a positive and significant relationship between the two variables in 95 percents confidence level considering the 0.000 significance level and intensity of this relationship equals 0.466. Also, considering the value of regression

determination coefficient that equals 0.217 and a significance level lower than 5 percents, the fourth research hypothesis is accepted which shows the role of Knowledge about customer and organizational performance.

The fifth hypothesis states that there is a positive and significant relationship between the Knowledge of customer service and organizational performance. This hypothesis was studied through Pearson's correlation test and regression analysis. Results of the test imply that there is a positive and significant relationship between the two variables in 95 percents confidence level considering the significance level 0.000 and intensity of this relationship equals 0.595. Also, considering the value of regression determination coefficient which equals 0.354 and a significance level lower than 5 percents, fifth research hypothesis is accepted which shows the role of Knowledge of customer service on organizational performance.

The sixth hypothesis states that there is a positive and significant relationship between knowledge of customer and organizational performance. This hypothesis was studied by Pearson's correlation test and regression analysis. The results imply that there is a positive and significant relationship between the two variables in 95 percents significance level considering the 0.000 significance level and intensity of this relationship equals 0.599. Also, considering the value of regression determination coefficient which equals 0.359 and a significance level lower than 5 percents, sixth research question is accepted that shows the role of knowledge of customer on organizational performance.

The first main hypothesis states that there is a positive and significant relationship between knowledge management and customer satisfaction. The multiple regression test was used in order to test this hypothesis. The multiple regression coefficient (R) in this research equals 0.732. The value of determination coefficient (R^2) shows that about 53 percents of the changes in first dependent variable, namely customer satisfaction is due to indices of independent variable and the remaining 73 percents depend on other factors. Considering the obtained Beta coefficients, value of this coefficient is significant (significance level lower than 5) for all of the independent variables, namely the role of independent variable indices on customer satisfaction (first dependent variable) in present research was confirmed.

The second main hypothesis states that there is a positive and significant relationship between the knowledge management and organizational performance. In order to study this hypothesis, the

multiple regression test was used. The multiple regression coefficient (R) in this research equals 0.688. Determination coefficient value (R²) shows that about 47 percents of the changes in second dependent variable, namely the organizational performance are due to independent variable indices and the remaining 53 percents depend on other factors. Considering the obtained Beta coefficients, value of this coefficient is significant (significance level lower than 5 percents) for all independent variables; this means that the role of independent variable indices on organizational performance (second dependent variable) in present research is conformed.

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