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Study of relationship between knowledge management and customer relationship management to organizational performance (Case Study: West Azerbaijan province's interest-free Mehr bank)

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Abstract

This study aimed to identify the relationship between knowledge management and customer relationship management to organizational performance in West Azerbaijan province's interest-free Mehr bank. This study is an applied descriptive method. Research hypothesis consists of 3 main hypotheses and 11 sub-hypotheses. The populations of the research were directors and staff of the Mehr Bank of West Azerbaijan province which numbers 772 people. 257 samples were obtained using Cochran formula. In order to collect questionnaire data from customer relationship management and knowledge management and organizational performance questionnaire was used. Validity was confirmed by the advisors and a number of professors of management and reliability was assessed using Cronbach's alpha. As well as to collect information, a questionnaire was sent to staff and managers of banks. After completing the questionnaire in order to test data analysis using Kolmogorov-Smirnov, regression analysis and the Pearson we conclude that the relationship between aspects of customer relationship management (identification of needs, understanding, flexibility, customer orientation loyalty) and the dimensions of knowledge management (knowledge, storing knowledge, understanding, knowledge, application of knowledge) and there is a strong relationship by the performance of banks in the financial sphere, customers, processes, learning and growth.

Keywords: Knowledge Management, Customer Relationship Management, Organizational Performance.

Introduction

Nowadays scholars and management researchers emphasize acknowledges that, in order to enable organizations in the world of business and competitive environment, sustained their presence must operate revolves around science and knowledge. According to Drucker, "The secret to success in the 21st century is the establishment and strengthening of knowledge management" (MORADZADEH, 1385, p. 33). Accordingly, in spite of that knowledge as a resource essential to the survival of organizations and therefore the condition of successful organizations developing a deep knowledge and understanding, Still, many organizations still have not pay attention knowledge management seriously. In this regard, one of the main goals of the study is measuring components and dimensions of knowledge management in the Mehr interest-free bank in West Azerbaijan province.

In the knowledge-based economy, organizations use each available new minds to provide new ideas. In this economy, ideal employees are those who try innovation, ideas, knowledge sharing, reflection, contemplation, and joint experience. On this basis limiting the innovative activities in research and development, is no longer responsive. Achieving a good idea in marketing department or the administrative staff may have a considerable amount of time and money saving for the organization. So now an important component in the profile of employees, creation and development, application, transfer and commercialization of knowledge (Ghelich Lee, 1388, pp. 4-5). Thus Mehr interest-free Bank of West Azerbaijan province in order to also guide staff as well as optimum use of their knowledge, whether knowledge of the organization or cross-knowledge, was required to create a knowledge management system. Identifying the situation of this system and ways to improve the system is also an objective of the present study.

While different countries' economies are in evolutionary processes and their globalization periods, the attitude of the various areas of business, particularly in the area of customer service has been a major philosophical change. Changes in customer's strategic location in today's competitive market, has changed the style and type to establish and maintain relationships with customers. today's economic enterprises Seek one by one communication with their valuable customers in a way that part of the competitive manufacturing and service companies attract, maintain and sustain relationships with customers. By taking existing changes we can claim that in the business world today the concept of customer relationship management has been the center of attention, today organizations put customers at the heart of all its activities and customer marketing and sales strategies are revised accordingly.

What is changing Nowadays is the extent of the discretion of the customer. In service organizations such as banks, transportation, insurance, hotels and… customer relationship management more sensitive because customer itself in service process considered part of the service provided and strategies should be adopted these services to each customer. According to the view of "null" (2000), the real value of a company lies in the value they create for their customers and in light of that customer value returns into company. Therefore, it should be noted that the value is not in gathering more information or advanced technology. The value of the company lies in customer knowledge and how to use this knowledge to manage relationships with customers. If companies turn customer data into knowledge about customers and then use this knowledge to create relationships, then the loyalty is created and consequently lead to higher profitability is (Noel, 2000, pp. 29-30). Now the question is whether there is a relationship between knowledge management and customer relationship management system's success?

Nowadays Institutions for decision-making and the adoption of appropriate strategies at the enterprise level requires information about the opportunities and threats, information as one of the powerful tools used in the process of external factors and the more a company is able to obtain information from market and competitors more likely to be effective and successful strategies developed and brought into effect. Companies acquire market information in order to respond appropriately to environmental changes, needs and customer preferences and then this information will be distributed among the members of key the organization (Moshiri Tabrizi, 1389, p. 4). In this regard, one of the aims of the study is dedicated to evaluate the relationship between coordinate the knowledge management system to the customer relationship management system with performance of an organization.

Research Methodology

in terms of goal this study is practical. And in terms of nature and method of research is descriptive. The sample consisted of all professionals, managers and employees of the Mehrbank Iranian West Azerbaijan province, Involving 772 participants. Of the statistical population, according to Cochran Formula 257 employees of Mehr bank, West Azerbaijan province were selected randomly. The procedure of the distribution was branches that more employees were distributed more questionnaires among them, such that the the volume ratio of the office of the distribution of the questionnaire was carried out to a high

precision and all branches could be participated in this research. The validity of the questionnaire was confirmed by professors of public management and reliability with Cronbach's alpha was calculated in Table 1 are discussed. To analyze the data, descriptive statistical methods (such as frequency, percentage, mean and standard deviation) and inferential statistics for hypothesis testing and statistical methods such as (Kolmogorov-Smirnov test, Pearson correlation and regression test) were used.

Findings

The birth range was between September 23, 2008 to September 23, 2009. All subjects were enrolled in the first year of elementary school.in the table the number of sample has come according to the gender. Parents' education level is mentioned in Table 2.

Demographic variables results showed that %73.4 of the samples were men and 26.6% were women. Also, 27.7% of the sample holds a diploma, 13 percent of have an associate's degree, 26.6 percent of have a bachelor's degree, 3/22 percent of the sample has a master's degree and 10.3 percent of have a doctoral degree. Also 4/36 percent of the sample under 5 years, 31.4 percent of 10.5 years, 31.4percent of 15-10 years, 20-15 years and of the sample %2.8 of subjects had over 20 years of experience.

Illative results

Kolmogorov-Smirnov test was used in this test, also Pearson correlation and regression test research hypotheses to be explored. Before Pearson test and regression, non-parametric Kolmogorov-Smirnov test for normality was performed non-normal data. The results of this test showed abnormal data on the variables studied (Table 1).

Table 1. Kolmogorov - Smirnov test for research variables

Test result	The significance level	Kolmogorov - Smirnov Statistics (Z)	Variable
Normal	0.053	4.863	knowledge management
Normal	0.071	3.200	customer relationship management
Normal	0.054	2.519	organizational performance

According to the statistics Kolmogorov -Smyrnvf test can be observed that the significance level for variables is larger than 0.05 (P = 0.000> 0.05) the null hypothesis is rejected, ie,wit confidence interval of 95 percent ,statistical distribution of these variables is normal.

Analysis of research hypotheses

The first hypothesis: There was a significant relationship between knowledge management systems and customer relationship management in the Mehr bank of West Azerbaijan province.

Table 2. shows the results of the first hypothesis test, Pearson correlation coefficient

Customer relation Management	Knowledge Management	
0.531 0.000 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number

1 179	0.531 0.000 179	Customer management connection with correlation coefficients Meaningful relationship Number

As seen in Table 3 is at the significant level of range, the significance level was zero. This level of the minimum level is significantly smaller than the variable 0.05, there was a significant relationship between customer relationship management and knowledge management. the correlation coefficient the variable is 531/0. In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, by variable increase knowledge management, customer relationship management also will increase (improvement) and vice versa. Therefore, first study hypothesis is confirmed.

2nd Hypothesis: there was a significant relationship between knowledge management system and organizational performance in the Mehr Bank of West Azerbaijan province.

Table 3. Pearson correlation test results for the second hypothesis

Customer relation Management	Knowledge Management	
0.438 0.02 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number
1 179	0.438 0.02 179	Customer management connection with correlation coefficients Meaningful relationship Number

As seen in Table 4, at the significant level two range, the significant level is 02/0 and this level of significance level is smaller than 0.05. So there is a significant relationship between corporate performance management and correlation coefficient between the two variables 438/0 is. In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, with the increase of knowledge management variable, organizational performance also will increase (improvement) and vice versa. Therefore, the second hypothesis is confirmed.

3rd Hypothesis: there was a significant relationship between customer relationship management and enterprise performance in the Mehr bank of West Azerbaijan province.

Table 4. Pearson correlation test results for the third hypothesis

Customer relation Management	Knowledge Management	
0.428 0.003 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number
1 179	0.428 0.003 179	Customer management connection with correlation coefficients Meaningful relationship Number

As can be seen in Table 4 at the significant level two range, the level of significance is 0.05 of this level of significance level at least 0.003 smaller. The relationship between customer there is a significant

relationship between management and enterprise performance and correlation coefficient between the two variables is 0.428. In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, by increasing the variable customer relationship management, enterprise performance also will increase (improvement) and vice versa. Therefore, study third hypothesis is confirmed.

Fourth hypothesis; there is a significant relationship between knowledge management systems and performance of the Mehr Bank of West Azerbaijan province in the financial field.

Table 5. Pearson correlation test results the fourth hypothesis

Organizational performance in Financial Field	Knowledge Management	
0.564 0.000 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number
1 179	0.564 0.000 179	Customer management connection with correlation coefficients Meaningful relationship Number

As seen in Table 5 at the significant level two range, the significance level was zero. This level of significance level is at least 0.05 smaller. there is a relationship between customer relationship management and enterprise performance. significant correlation between the two variables is564/0 . In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, with the increase in knowledge management variable, also financial performance (improvement) will increase and vice versa. Therefore, study fourth hypothesis is confirmed.

5th hypothesis: There is a significant relationship in internal processes between Knowledge management systems and Mehr Bank of West Azerbaijan province.

Table 6. Pearson's correlation coefficient for the hypothesis 5 test results

Organizational performance in Internal Actions	Knowledge Management	
0.665 0.000 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number
1 179	0.665 0.000 179	Customer management connection with correlation coefficients Meaningful relationship Number

As seen in Table 6 at the significant level two range, the significance level was zero. This level of significance level is at least 0.05 smaller. there is a relationship between customer relationship management and enterprise performance. significant correlation between the two variables is665/0 . In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, with the increase in knowledge management variable, also internal processes will increase and vice versa. Therefore, fifth hypothesis of this study is confirmed.

6th Hypothesis: There is a significant relationship in internal processes between customer relationship management and performance of the Mehr bank of West Azerbaijan province.

Table 7 shows the results of the sixth hypothesis

Organizational performance in Costumer Relations	Knowledge Management	
0.414 0.000 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number
1 179	0.414 0.000 179	Customer management connection with correlation coefficients Meaningful relationship Number

As seen in Table 7 at the significant level two range, the significance level was zero. This level of significance level is at least 0.05 smaller. there is a relationship between customer relationship management and enterprise performance. significant correlation between the two variables is 0.414. In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, with the increase in knowledge management variable, also customer relations will increase and vice versa. Therefore, sixth hypothesis of this study is confirmed.

7Th hypothesis: There is a significant relationship in the field of growth and learning between Knowledge management systems and performance of the Mehr bank of West Azerbaijan.

Table 8. test results for Pearson correlation coefficient for the hypothesis 7

Growth and Learning Processes	Knowledge Management	
0.665 0.000 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number
1 179	0.665 0.000 179	Customer management connection with correlation coefficients Meaningful relationship Number

As seen in Table 8 at the significant level two range, the significance level was zero. This level of significance level is at least 0.05 smaller. there is a relationship between customer relationship management and growth and learning process. Significant correlation between the two variables is 665/0. In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, with the increase in knowledge management variable, also growth and learning will increase and vice versa. Therefore, seventh hypothesis of this study is confirmed.

8Th Hypothesis: There is a significant relationship between Knowledge management systems and financial field of the Mehr bank.

Table 9. test results for Pearson's correlation coefficient for the hypothesis eighth

Organizational performance in Financial field	Knowledge Management	

0.564 0.000 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number
1 179	0.564 0.000 179	Customer management connection with correlation coefficients Meaningful relationship Number

As seen in Table 9 at the significant level two range, the significance level was zero. This level of significance level is at least 0.05 smaller. there is a relationship between customer relationship management and financial field process. Significant correlation between the two variables is 564/0. In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, with the increase in knowledge management variable, also financial field process will increase and vice versa. Therefore, eighth hypothesis of this study is confirmed.

9^{TH} Hypothesis: There is a significant relationship in internal processes between Knowledge management systems and Mehr Bank of West Azerbaijan province.

Table 10: Pearson correlation test results for the ninth hypothesis

Organizational performance in Internal processes	Knowledge Management	
0.562 0.000 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number
1 179	0.562 0.000 179	Customer management connection with correlation coefficients Meaningful relationship Number

As seen in Table 10 at the significant level two range, the significance level was zero. This level of significance level is at least 0.05 smaller. There is a relationship between customer relationship management and internal processes. Significant correlation between the two variables is 562/0. In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, with the increase in knowledge management variable, also internal processes will increase and vice versa. Therefore, ninth hypothesis of this study is confirmed.

10^{th} Hypothesis: There is a significant relationship in customer relations and customer relationship management and performance of the Mehr bank of West Azerbaijan province.

Table 11. Pearson correlation test results for tenth hypothesis

Organizational performance in customer relation	Knowledge Management	
0.418 0.000 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number
1 179	0.418 0.000 179	Customer management connection with correlation coefficients Meaningful relationship Number

As seen in Table 11 at the significant level two range, the significance level was zero. This level of significance level is at least 0.05 smaller. There is a relationship between customer relationship management and customer relations. Significant correlation between the two variables is 418/0. In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, with the increase in knowledge management variable, also customer relations will increase and vice versa. Therefore, tenth hypothesis of this study is confirmed.

Hypothesis 11: There is a relation between growth and learning and customer relationship management and performance of the Mehr Bank of West Azerbaijan province.

Table 12. Pearson's correlation coefficient test results for hypothesis eleventh

Organizational performance in learning and growth field	Knowledge Management	
0.518 0.000 179	1 179	Knowledge Management correlation coefficient Meaningful relationship Number
1 179	0.518 0.000 179	Customer management connection with correlation coefficients Meaningful relationship Number

As seen in Table 12 at the significant level two range, the significance level was zero. This level of significance level is at least 0.05 smaller. There is a relationship between customer relationship management and growth and learning process. Significant correlation between the two variables is 518/0. In other words, correlation between these two variables was positive and showed a direct relationship between them. That is, with the increase in knowledge management variable, also learning and growth criteria will increase and vice versa. Therefore, 11th hypothesis of this study is confirmed.

Assumptions and results are summarized in Table 12.

Table 13. Review of results

Knowledge management systems and customer relationship management in the Mehr bank of West Azerbaijan province have a significant relationship.	confirmed
The knowledge management system and organizational performance in the Mehr bank of West Azerbaijan province have a significant relationship.	confirmed
International customer relationship management and enterprise performance in the Mehr bank of West Azerbaijan province have a significant relationship.	confirmed
Knowledge management systems and performance of the Mehr bank of West Azerbaijan province in have a significant relationship in financial field.	confirmed
The knowledge management system and the Mehr bank of West Azerbaijan province in internal processes have a significant relationship.	confirmed
Knowledge management systems and performance of the Mehr bank of West Azerbaijan province have a significant relationship with customers.	confirmed
Knowledge management systems and performance of the Mehr bank of West Azerbaijan province in have a significant relationship with growth and learning.	confirmed
International customer relationship management and performance of the Mehr bank of West Azerbaijan province in have a significant relationship in financial field.	confirmed
Customer relationship management and performance of the Mehr bank of West Azerbaijan province in internal processes have a significant relationship.	confirmed

Customer relationship management and performance of the Mehr bank of West Azerbaijan province in connection with the customers have a significant relationship.	confirmed
Customer relationship management and performance of the Mehr bank of West Azerbaijan province have a relation with growth and learning.	confirmed

Multiple regression model

According to Table 14 results regression model coefficients of determination and correlation of the sequence is equal to 0.284 and 0.489.

Table 14: Results of the proposed model regression analysis

summary Model				
Model	Multiple correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	Estimates Standard error
1	0.498	0.248	0.213	0.752

Table 15 summarizes the results of an analysis of variance, and since sig is less than 5 0/0 so there is a linear relationship between the variables.

Table 15. The results of analysis of variance

		Sum of Squares	Degrees of freedom	Mean Square	F	Significant
1	regression	6.98	2	3.473	7.094	0.002
	error	21.057	43	0.490		
	total	28.005	45			

As shown in Table 16 independent knowledge management variables with the customer relationship management, with the organizational performance have a significant relation.

Table 16. Regression coefficients table

Table 3: Table of model regression coefficients		Not standardized coefficients		standardized coefficients	t Statistic	Significant
		Beta	The standard error	Beta		
1	Range	1.573	0.867		1.796	0.02
	Knowledge Management	0.449	0.259	0.297	1.927	0.01
	customer relationship management	0.113	0.063	0.276	1.795	0.24

Discussion and Conclusion

As mentioned earlier in the theoretical study the examine the relationship between knowledge management systems and customer relationship management system is dedicated with the organizational

performance. The model that was discussed within the framework knowledge management also have indicators such as knowledge creation, preserve knowledge, sharing of knowledge, application of knowledge. And also customer relationship management variable includes indicators to identify the need, mutual understanding, flexibility, customer orientation, loyalty. This model considered the success of an organization in fulfillment of the four criteria of financial, processes, customer satisfaction and growth and learning. Based on the results of the analysis of the Pearson test for variables, there was a significant relationship between these variables, knowledge management, customer relationship management, organizational performance. Statistical analysis showed that all hypotheses are confirmed. Sig value for all variables were significant because they show less than 05/0 as well as solidarity between variables was confirmed using Pearson. Pearson's coefficient is a number between -1 and +1 with negative sign indicates negative correlation and positive a positive correlation. Pearson coefficients for all variables in the present study were smaller or equal to one which shows a significant relationship between the dependent and independent variables. Thus all the hypotheses were confirmed. Results of this research which were obtained using the phase hierarchical analysis, shows that risk factors for project prioritization based on customer relationship management, risk experts, among them 10 of the most important risk factors associated with the implementation of project management in Iranian customer have evaluated. Four categories of risk in general, "the owners and senior managers", four categories of risk in general, "the organization and its environment" and only one risk of each of the categories of "internal and external users" and "management and organization," were found. The Results of this research can be inferred that the CRM project managers often have risk factors which in the early stages of the project life cycle are considered in customer relationship management (such as a change in owners and senior managers of the organization, managers misunderstanding Customer Relationship Management and its strategic benefits and operational, insufficient understanding of the organization and its external environment, uncertainty in implementing the goals of customer relationship management) is more important than other factors in their risk assessment. This is because a large part of Iranian organizations is in the process of adopting customer relationship management and customer relationship management in only early stages of the life cycle of most Iranian organizations passed or is being passed. "Assess the level of maturity of knowledge management in organizations through knowledge management maturity model extended" as an article by Hasangholi poor and colleagues was conducted in 1388. The authors identified factors and indicators affecting the maturity of knowledge management and also prioritization indicators and determining their weight are considered, then to developing a knowledge management maturity model are based on the factors and indicators in practice, through which an organization can measure.

Review and approve agents and extractive research and indices as well as defining the level of approved indicators and factors in knowledge management maturity model developed through research by questionnaire of experts accepted the case, the analyze data through test, test, test of paired proportion Chi-square test and the weighted average method. The model developed in this research, the strengths and weaknesses of the Organization towards the ideal and optimal mode in each factor and the indices, the level of maturation of knowledge management in the Organization and to recognize the status quo in the desired indicators and factors can help model, and in line with the current situation, with a view to defining the priority indicators and factors aware model with the appropriate programming. More detailed status of the agents and their indicators improve and be able to achieve a higher level of maturity. The present research 8 factor and 42 indicators affecting the success of knowledge management projects of the literature on the subject and its relationship to knowledge management maturity factors experts would verify and all the main and secondary research assumptions through the tests with paired proportion high proportion has been confirmed, and this show from having verified the relationship between these factors and indicators on knowledge management maturity. In order to determine the extent of the importance and priority of each factor and the levels of factors that also determine the priority of the maturity model

is developed, the test has been used and was characterized by Friedman that the operating parameters of the process and strategy are the same rank, but other factors IE 6 operating indicators (leadership, culture, organizational structure, human resources, information technology, and evaluation) of the same rank and should be the priority of this index when the improvement notice. As well as the factors contained in the second and fourth levels level maturity model developed research, has the same priority level are available, but the third factor 3 (information technology in the first priority, the second priority and the process organizational structure is located in the third priority) has the same priority and are not the priority it should be noted. Moradzadeh et al. (2006) believe that the right of cultural knowledge management culture in which creativity can be considered as the value of and creativity, allow employees to try and error, experience and Learning is given, the governing organization of space in such a way that all persons with all the enthusiasm in the wake of learning and transfer their learned to others and are based on a share. "The main factors determining and prioritizing the implementation of successful knowledge management in small and medium-sized organizations the country» as the tracer is provided by Chengiz and Al-Mohammadi in 2009 to do. In the present study the operating support and senior management leadership 12, organizational culture, information technology, strategy, knowledge management, performance measurement, management, organizational infrastructure, processes and activities, reward and motivate, fix the limits of resources, training and retraining, human resources management, the best modeled as main factors for the success of the implementation of knowledge management is considered. Based on the results of all the factors on the basis of scores given by the experts and pundits for the successful implementation of knowledge management are very important and only three information technology, motivation and reward are lower than the mean average of the main factors. As well as leadership and support agents and senior management support and organizational culture from the perspective of experts and pundits are the most important factors in determining the success of the original.

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