

Effects of Implementation of Knowledge Management on Customer Satisfaction in Automobile Importer Companies

(Case Study: Irtoya Company)

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Abstract: Knowledge management is a never-ending process that begins from a simple visit and conversation, it gradually takes place on the angles of thought, conscience and employees' behavior, and it finally becomes a new way of life. The first steps of this process have been taken for many years in our country, but it has been abandoned like many other areas of thought and action in the beginning. According to available models of knowledge management, needs of public sector to implementation of knowledge management, and lack of a fixed framework for knowledge management, the this research aims to study the influencing factors of the implementation of knowledge management in Airtoya Company in order to enable the organization to take the first step in achieving its goal of becoming a knowledge-based organization to create sustainable competitive advantage for the organization through the customer satisfaction. In the reliability test that was carried through Cronbach's alpha, it was found the questionnaire items and instruments have appropriate reliability (91.1%). In tests of the hypotheses that the simple linear regression and correlation test was used, it was determined that all the components (knowledge creation, storage and maintenance of knowledge, transfer of knowledge, use of knowledge, and enrichment of knowledge) affect the implementation of knowledge management and there is also a significant correlation between them. In the main hypothesis that the simple linear regression and correlation coefficient were used, it was found that implementation of knowledge management affects the customer satisfaction in Airtoya Company and also there is a significant positive relationship between these two components.

Keywords: Knowledge, Knowledge Management, Customer Satisfaction.

Introduction

Today, wealth and manpower are not as important as human knowledge the effective management of this knowledge in development. The experiences and achievements of the world's leading organizations suggest that this

pioneer and innovation are not possible but in the light of the creation, processing, development, exchange, registration and publication of organizational knowledge (De Jarnett, 1996).

Knowledge management is a never-ending process that begins from a simple visit and conversation, it gradually takes place on the angles of thought, conscience and employees' behavior, and it finally becomes a new way of life. The first steps of this process have been taken for many years in our country, but it has been abandoned like many other areas of thought and action in the beginning. Now, in the early years of the twenty-first century, only some public and private organizations have paid attention to the endless process despite all the shortcomings to help them in renovation of their ability and effective use of competitive advantage. It should be noted that the present world is in need of rapid response. Immediate adjustment, hasty conclusions, and the need for personal growth as the most important factor affected by the changes that need knowledge and creativity. Introducing the element of knowledge as the main source of funding organizations and the importance of knowledge workers, a new area has been spread in the administration and management of organizations.

Knowledge management is to achieve the goals of organizations by the efficient use of knowledge, ability of organization in the use of spiritual investment (experience and knowledge) and the public knowledge in order to achieve the goals such as knowledge creation, knowledge share, and use of knowledge by technology. Knowledge management is the key of success in the 21 century. Knowledge has more extensive meaning than data and information.

Knowledge is a set of information, practical solution, results of its use in different decisions, relevant training, and the people's view on jobs and responsibilities. Knowledge of every person even if in a specific case may differ from others. Knowledge is the base of skill and experiment for each one. Every organization uses of a set of knowledge in order to achieve its goals that this knowledge is in the mind of each employee (Tayyar & Shahin, 2008).

The main aim of this research is the lack of customer satisfaction in Airtoya Company that has been found in different areas, but no correct measurement has been taken for that. Due to the continuous change of managing the organization, it is essential to pay attention to knowledge management according to the expectations of country. It seems that it is possible to promote Aitoya Company by study and identification of the effective factors on implementation of knowledge management. Now, knowledge is scattered, but it is possible to share knowledge by the precise study and identification of the effective factors in order to satisfy customers.

Review of literature

Customer: The customer is the person or entity that we directly or indirectly supply goods and give services to them (Merwick, 2001).

- Satisfaction: Satisfaction is achieved through different understanding between customer expectations and actual performance of the product or organization.

Customer satisfaction is the result of the customer's perception of value in a transaction or relationship so that the price is equal to the ratio of quality to price the cost of customer service.

The definition of customer satisfaction is accepted by many experts: customer satisfaction is a result that is achieved through comparing expected performance with actual performance and the cost paid (Hassanzadeh, 2007).

Review of knowledge aspects in different periods shows that there is no unified theories regarding this issue. Some of these theories have known the technical and technological theories in the success of management, some other believe in human and cultural factors, and the third category believe in the combination of these theories. Alzami and Zaeiri are the researchers who have conducted many studies on this issue. They have identifies a various set of key factors for the success of knowledge management based on the view of experts that are provided on the

Table 1. Variables of knowledge management based on the experts.

Author	Variables of knowledge management
Wigg (1996)	Processes of knowledge creation: Transfer - Conversion - operation and maintenance knowledge
Davenport (1998)	Organizational and technical infrastructure - the structure of knowledge - the culture and friendly atmosphere in the organization - clear objectives and a common language - there are multiple channels to transfer knowledge top management support - removing barriers facing
Davenport & prusak (1998)	Technology - knowledge - knowledge sharing - electronic repositories of knowledge - education, culture and leadership - trust
Trussler (1998)	The existence of proper infrastructure in the organization - management commitment - motivation to share knowledge - finding the right information - Culture - Technology -

	convert and transfer of knowledge - education and learning
Manasco (1999)	Categories of knowledge - provide the right conditions - monitor the content knowledge - structural and technological support, process improvement, creation and distribution of knowledge
Bassi (2000)	Learning - distribution - implementation and application of knowledge
Skyrme & Amidon (2000)	Having a compelling vision - a strong relationship with business processes - knowledge management - knowledge creation and distribution of culture - an intelligent learning - technological infrastructure - systematic process
Steele (2001)	The structure of knowledge - knowledge organization - communication - information distribution - to date knowledge - management support

As it can be seen in the rest of the article, the used variables are taken from the different models and the general model of knowledge management that the research model is extracted by the researcher (Davenport & Prusak, 1998).

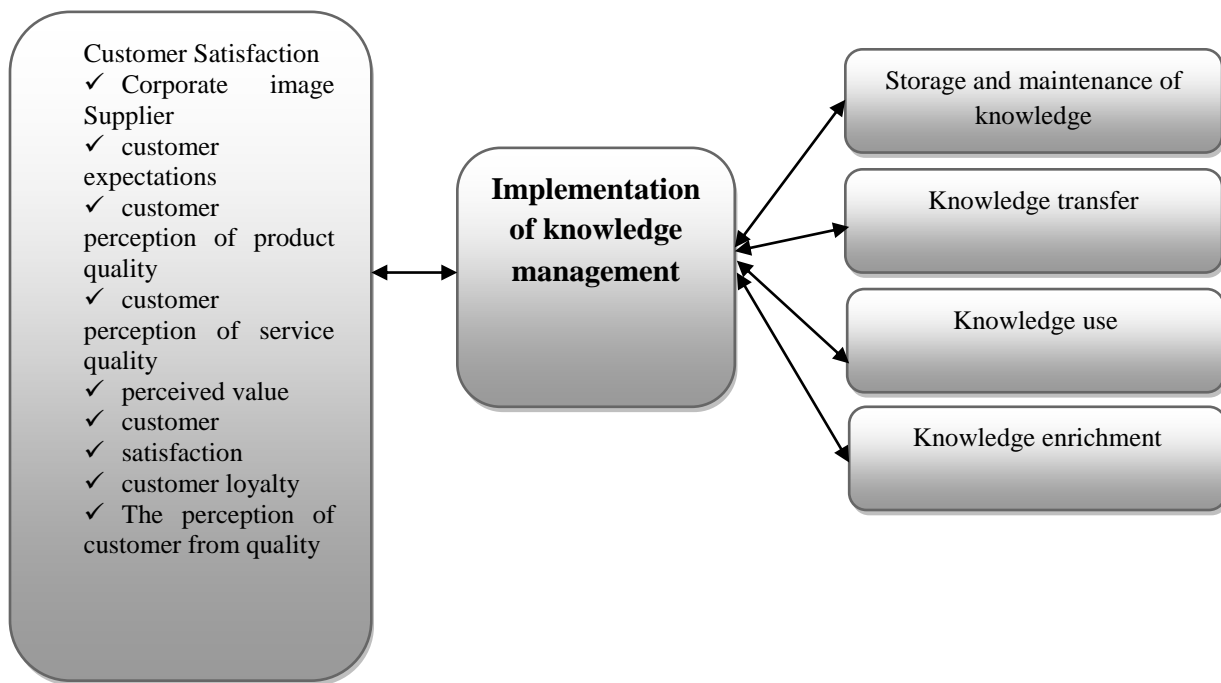


Figure 1. Research model (based on knowledge management general model, Newman and Conrad, Abtahi & Salavati, 2006).

Research hypotheses

The main hypothesis

Implementation of knowledge management affects the customer satisfaction in Airtoya Company.

Sub-hypotheses

- There is a positive and significant correlation between storage and knowledge maintenance and implementation of knowledge management in Airtoya Company.
- There is a positive and significant correlation between knowledge transfer and implementation of knowledge management in Airtoya Company.
- There is a positive and significant correlation between knowledge creation and implementation of knowledge management in Airtoya Company.
- There is a positive and significant correlation between knowledge use and implementation of knowledge management in Airtoya Company.

- There is a positive and significant correlation between knowledge enrichment and implementation of knowledge management in Airtoya Company.

Methodology

The present study is applied based on the objective and it is descriptive-correlation because it describes what it happens in the present time.

Data collection method

Data were obtained through interview, library studies, and the field studies in the industry.

Sample

The population includes 240 people of managers, assistants, and experts of Airtoya Company. Sampling was done by integrated method (classified random sampling and cluster sampling) that is the subset of the possible sampling. According to Morgan table, the questionnaire was distributed among 148 cases.

Data analysis method

The inferential statistics include Spearman correlational test (according to the use of ranks) in order to examine the correlation. Simple linear regression was used in order to examine the effect. Cronbach's alpha was used in order to examine the reliability.

The area of research

Time-line of research conduction: The study of knowledge management implementation and its effect on customer satisfaction was started from February of 2015 to May 2016. In other word, time-line of research conduction is cross-sectional.

Location: Office of Airtoya Company

Subject: The issues related to organizational development management

Validity

Validity refers to the objective of test and the subject has the validity that should be appropriate for something that should be measured. Validity indicates how much the aspects and elements are involved. In other word, the subject has the validity that is appropriate for something that should be measured.

Therefore, in order to examine the validity, we should answer this question: Has the instrument measured something that should be measured? The views of experts and professors were used to answer this question that it shows the content validity of test.

Reliability

Reliability is one of the technical features of instrument that deals with this issue whether the same results are obtained in the same conditions. This instrument refers to the accuracy and confidence of research. In other word, the reliability coefficient indicates how much the instrument measures the stability of subject.

The reliability of data that were obtained by SPSS was measured that the results are presented as follow:

Table 2. Reliability Analyze.

Component	Alpha coefficient
Knowledge creation	0.811
Storage and maintenance of knowledge	0.856
knowledge transfer	0.799
Use of knowledge	0.836
Knowledge enrichment	0.846

Cronbach's alpha was used that equaled 91.1% that indicates the internal consistency. In order to calculate Cronbach's alpha, the variance of scores should be measured. Cronbach's alpha is calculated by one of these equations.

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum_{i=1}^k S_i^2}{\sigma^2} \right) \quad \text{or} \quad \alpha = \frac{k\bar{C}}{\bar{V} + (k-1)\bar{C}}$$

K: the number of questions

S_i^2 : Variance of question

σ^2 : Total variance of questions

\bar{C} : Average of Covariance

\bar{V} : Average variance of questions

Results

As it can be seen, the hypotheses were analyzed by simple linear regression that the results are presented as follow:

Table 3. Results of testing hypotheses.

Hypotheses	Variables	Accepted or rejected
The first sub-hypothesis	Storage and maintenance of knowledge and implementation of knowledge management	Accepted
The second sub-hypothesis	Knowledge transfer and implementation of knowledge management	Accepted
The third sub-hypothesis	Knowledge creation and implementation of knowledge management	Accepted
The fourth sub-hypothesis	Application of knowledge and implementation of knowledge management	Accepted
The fifth sub-hypothesis	Enrich the knowledge and implementation of knowledge management	Accepted
The main hypothesis	Implementation of knowledge management and customer satisfaction	Accepted

Conclusion

In this study, we examined the effect of knowledge management on Airtoya. Therefore, it is recommended that the researchers should evaluate the performance of state and public companies. Accordingly, it is recommended that the views of customers should be considered in order to attract more customers and resources. It is recommend that the company should try to develop and teach the local costumers (i.e. the employees) in order to give more services that leads to customer-oriented. The advanced marketing courses, the way of communicating with the customers, training the new employees, and motivating the employees can fulfill the expectations and wishes of customers. Considering the view and situation of companies, the employees' uniform, local facilities such as money counters, water cooler system, telephone, and free Internet are so effective in attracting the customers. It is recommended that the companies try to improve the economic cycles in micro and macro levels by attracting the customers through concluding the contract and civil participation. The various competitors, changing the method of managing the companies, the young employees, and high speed in growth of the electronic company have caused many changes in the needs of customers that ignorance of these factors can lead to irreparable damages to the network of company.

Policies and objectives should identify the needs of new markets in order to fulfill them. Due to the competitive market and new services that are imitated, the companies should try to promote their products.

Conflict of Interest

The authors declare no conflict of interest.

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