



2528-9705

Örgütsel Davranış Araştırmaları Dergisi
Journal Of Organizational Behavior Research
Cilt / Vol.: 5, Sayı / Is.: S2, Yıl/Year: 2020, Kod/ID: 71S2575



THE EFFECT OF KNOWLEDGE MANAGEMENT ON MARKETING MIX IN THE BRANCHES OF KESHAVERZI BANK

Vida RAHIM HASHEMABADI

MA in business management, Mehr-e-eAlborz University, Tehran, Iran.

Email: Vidarahimi69@yahoo.com

ABSTRACT

One of the reasons for the success of large organizations is the coordination and effort to deploy knowledge management in an organization that can make a positive difference in the formal and informal work process. The purpose of the present study is to investigate the relationship between knowledge management and marketing mix in agricultural bank branches based on Fong & Choi (2009) knowledge management model and Neil Borden mixed model derived from banking marketing. Knowledge management is examined in the four dimensions of creation, storage, transfer and deployment of marketing mix in terms of product, price, location and promotion. The purpose of this research is applied and is a descriptive survey in terms of data collection. The statistical population is 364 employees and managers of branches of Keshavarzi Bank. We selected a number of branches using a completely random sampling method. The main research instrument was a researcher-made questionnaire that was validated with Cronbach's alpha test. The findings of this study indicate a positive and significant relationship between knowledge management dimensions and marketing mix in banks. We conclude from the findings of this study that applying knowledge management in banks can improve bank effectiveness and efficiency and achieve goals.

Keywords: Knowledge management, marketing mix, marketing management.

INTRODUCTION

Today, organizations are operating in the customer-centric and multi-dimensional marketing environment. In this era, the customer is the real ruler of the market and this approach is the result of surplus capacity in delivering products and services. So organizations need to learn how to shift their approach from focusing on production and service to focusing on customer ownership and marketing strategy. In the current situation, customer satisfaction, customer relationship management, and market engagement are the most critical components of survival, development of organizations, assurance of profit and surpassing competitors. One of the competitive advantages of organizations in the 21st century is knowledge management. Knowledge management is now becoming the most important management principle in all banks because it simplifies the timely and effective delivery of information. This information is used in all organizational processes such as planning, marketing, control, decision making, evaluation.

Mozaffari (2014) states that knowledge management is a strategy that is used to gain more awareness of the needs and behavior of customers and to communicate with them more. Establishing a good customer relationship is the key to business success. When all aspects of knowledge management from knowledge acquisition, storage and sharing, service delivery

process and pricing and distribution conditions increase, strategy knowledge management will improve performance, competitiveness and organizational development. This is why sound management and the power of knowledge can drive an organization to become more flexible, innovative and smarter. (Khosravi, 2014)

Currently, in most countries, financial institutions, especially banks, have to increase the ability of their managers and employees to compete with their competitors in order to be able to express themselves and survive in the market. However, due to the hierarchical organizational culture in the organization, senior executives with a traditional view and lack of a research and technology unit in the organization make it difficult to modernize and maintain the status quo and significantly increase risk taking. It has also reduced the proportion of support for new ideas and ideas. It is therefore necessary to examine the viewpoints of the organization's staff regarding the new changes in KM and its impact on bank service type, service price and profit rate, location of branches and promotion status in the branches of the Agricultural Bank. This study examines the relationship between knowledge management and marketing mix in Agricultural Bank and to what extent this new science can influence banking marketing mix. Therefore, it is necessary to analyze the role of marketing mix components as well as knowledge management dimensions and evaluate their impact on the performance of Agricultural Bank. Since banks play an important role in financing the institutions of production and supplying the foundations of the economy of agricultural products, they are stepping up to supply the food chain with the most important and vital human need. (Rashidi, 2008) Therefore, the issue of the relationship between knowledge management and marketing mix in banks is a new and emerging need, and research in this area can remind of its effectiveness and ways of promoting this organization, which is one of the most important foundations of the agricultural industry. To associate and represent. It is hoped that by strengthening this pillar of the agricultural industry economy, one of the concerns of the state and the nation, which is employment and social welfare.

The main research question is what is the relationship between knowledge management and marketing mix in Agricultural Bank?

REVIEW OF LITERATURE

Previous research

Khosravi (2011) in his master thesis on "The relationship between knowledge management and 7p marketing mix in service organizations" examines the effects of knowledge management on marketing mix in Housing Bank branches in Sanandaj. The results show that knowledge management is effective in achieving the optimal marketing mix that is knowledge-based and among the knowledge management components the knowledge utilization component has the most impact on the optimal marketing mix influenced by knowledge management. The order of the elements of staff, facilities and physical assets, price, location are the most important.

Taghizadeh (2010), in a study entitled "Investigation of Knowledge Management Process Implementation in a Service Organization" examines the extent of knowledge management process utilization in a service organization and researches the application of knowledge management process and its five main stages, namely knowledge acquisition. Knowledge Registration, Knowledge Transfer, Knowledge Creation and Application of Knowledge in Organizations Using Fuzzy Set Theory concluded that the extent of application of knowledge



management dimensions in service organizations is moderate and also between the existing and desirable status of the five main stages of management. Knowledge There is a considerable gap in the organization under study. (Taghizadeh, 2010)

Farhoudi and Dorodi (2008), in a study entitled "The necessity of applying knowledge management to increase the quality of modern organizations' activities", is the main purpose of knowledge management of a modern and explicit knowledge conversion organization to achieve its goals. However, the closer the relationship between the ability to understand, the domain of knowledge and the human information can be, the more effective and practical knowledge can be hoped for. Their capital is considered to be the management of an organization that is expected to invest appropriately.

Alavi (2004) has done his master's thesis on "Investigation of Sales Managers' Participation in Marketing Channel Management in Relation to Their Management Class in Iranian Pharmaceutical Companies". The results of this study show that in our country, sales managers do not have an active or informed role in marketing channel management and marketing channel management is not defined or assigned according to the levels of sales managers. Therefore, companies should pay special attention to the design and implementation of sales managers' training programs so that they cover the new roles of sales managers in marketing channel management to increase the effectiveness and efficiency of the marketing channel. When hiring, companies need to recruit and hire people who not only have the ability to perform sales management roles but also have the ability to perform their role as marketing channel managers.

Abtahi and Salavati (2006) have done a research entitled "Knowledge Management in Organization" which includes three categories of factors affecting knowledge management in governmental organizations in Iran. These factors are:

Organizational factors including knowledge creation culture, knowledge resources, knowledge portals, knowledge leadership, knowledge structure, knowledge-based processes. Among these factors, knowledge creation culture and knowledge resources had the most impact on knowledge management.

Environmental factors were also examined in terms of political, cultural, and technological factors. According to data analysis and tests performed on the hypotheses, the effect of these factors on knowledge management was confirmed.

Gashvakabedi Research (2010): Knowledge management is a field of emerging specialization in a number of professional disciplines including information science, emphasizing the more active and visible role of professional staff in promoting knowledge management. (Khosravi, 2014)

Research by Hsu et al. (2009): Integrated marketing communications is an important process by which a company can improve its influence in its target market and product position and effectively activate its business image. The communication channel designed to influence customer buying behavior and promote sales is important, by best combining promotional tools including mental information processing rather than numerical. (Khosravi, 2014)

In an article titled "Marketing and Sales Integration", Roosevelt and his colleagues (2005) presented the theoretical framework for integration between marketing and sales units based on the existing literature. In this paper, they introduce a number of manageable management activities and policies that can improve the integration of marketing and sales units within the company and improve the performance of the company. These activities and policies are:

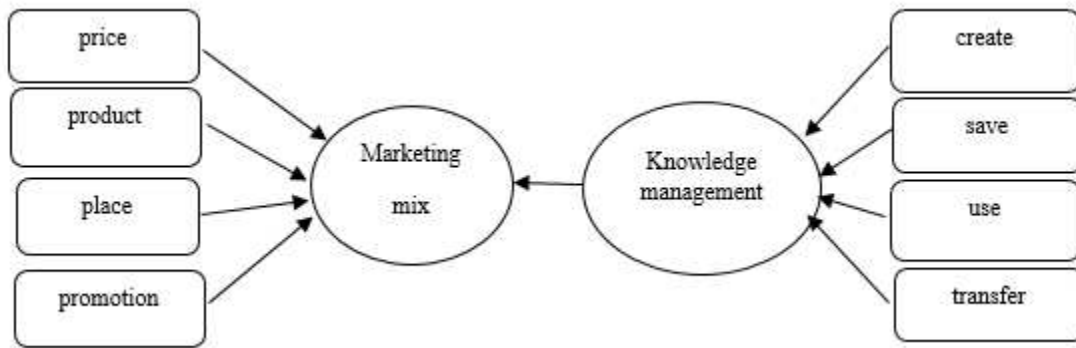


structure, process and system, culture and people. According to their studies, moderating factors also influence the relationship between the marketing and sales units and the firm's performance, which include the environment, customers, competitors and the company itself.

Cross et al. (2000) in their study, "Sales Force Activities and Marketing Strategies in Industrial Companies" examined the impact of joint marketing and sales efforts on creating value for customers. The results of their research showed that joint marketing and sales efforts have an impact on customer value creation and this is a competitive advantage for the company.

Conceptual Model of Research

This study examines the literature on knowledge management research and its dimensions, including the creation or acquisition of knowledge, knowledge storage, knowledge sharing and application of knowledge and then the importance and dimensions of the bank's marketing mix after formulating a competitive marketing strategy to prepare all the blended items. Plan your marketing and develop an action plan for each of them. Banking Marketing Mix Depending on the nature of the activity, the bank can name a set of currency and rial services, banking products, tools and relationships that the bank combines to meet the needs of customers and the public. These measures can be grouped into four known variables, namely price, product, distribution, promotion, and classified as four marketing P's. In this way, knowledge management is examined in four dimensions: creation, storage, transfer and utilization and marketing mix in terms of product (service), price, location and promotion.



Knowledge Management History

Knowledge management has emerged since the late 1970s. In this decade, artificial intelligence-based systems and intelligent systems have been applied to knowledge management, and concepts such as knowledge provision, knowledge engineer, knowledge-based systems and the like have emerged. (Rezaei, 2010)

Knowledge management is a set of strategies and capabilities that complement the coding, dissemination and application of knowledge in achieving the set of goals. Many knowledge management theorists have evolved and disseminated the management debate, among them prominent figures such as Peter Drucker and Peter Gauge from the United States. Drucker has furthered the cultural dimensions of knowledge management in the context of the importance of promoting simple information and knowledge as organizational resources, and Mr. Gauge has focused on learning organizations. Mr. Everett Rogers at Stanford University's influential

innovation in information and technology transfer led to further research and research, followed by the development of another scientist, Thomas Allen, who was instrumental in MIT's research during the 2011 years. To understand what knowledge management is. How is knowledge produced? How is it used? And how does it influence organizations? And ... offers. In mid-2013, the importance of knowledge became known as the asset of competition among organizations. In the year 2013, the development of knowledge management devices was introduced, using the work of artificial intelligence and smart devices to bring new concepts to the world as knowledge acquired knowledge engineering, knowledge based devices and computer based ontologies. . Recently, the word "knowledge management" has been incorporated into the dictionary. In the year 2010, he began work to prepare technology management based on a technology consortium of organizations in the United States to declare a pioneer in making knowledge management as capital in organizations. In 2001, for the first time, knowledge management materials were published in renowned publishing centers. It can be argued that the most extensive research work in knowledge management to date has been carried out in 1001 by Mr. Kojieh and Nafoka, Hirotakataki Shi in the Knowledge Creation Organization, How Japanese Companies Create Innovation and Dynamics. (Mohammad Tabrizi, 2009)

Knowledge

Because knowledge is recognized as an important source of competitive advantage and value creation. Its use is increasing among individuals, groups and organizations. There are many definitions of this term with different origins and backgrounds:

Knowledge is information combined with experience, conditions, interpretation, and thinking. Knowledge is a renewable resource that can always be used and accumulated through the use and combination of experienced staff.

Knowledge is a combination of data and information that adds to the experiences, beliefs, and skills of professionals and results in the creation of a valuable asset that is useful in decision making. According to Huber and Nonnak, Knowledge is belief and belief that leads to the potential increase of phenomena for effective actions and decisions. (King, 2003)

The concept of knowledge management

Knowledge management is an organized approach to the creation, acquisition, organization, acquisition and use of knowledge and learning in organizations and to improve decision making, greater flexibility, increase profits, innovation, increase productivity, create new business opportunities, Helps reduce costs, increase market share, and motivate employees. Knowledge management is a method by which the hidden knowledge findings, which in many cases are of significant value, can be achieved. This managerial approach seeks to encourage a spirit of partnership and integration in organizations and to broaden the system of collective thinking and sharing ideas. Managers also try to use knowledge extraction, storage, dissemination and utilization techniques to gain knowledge that helps them in organizational productivity, organizational innovation and so on.

Organizations that have a unique knowledge base and are capable of managing knowledge have the potential to achieve a different and superior result in their organizational performance than their competitors. Knowledge management is increasingly seen as a key source of distinct capabilities and competitive advantage in organizations today. To surpass competitors, any



organization must research and innovate intangible assets and turn them into their most important source of competitive advantage, which is undoubtedly one of the best tools for achieving this knowledge management success.

Knowledge management capability is crucial in today's knowledge-based economy. Creating and sharing knowledge have become important factors in becoming competitive. In a good sense, knowledge management is a combination of acquisition and storage of explicit knowledge, together with intellectual capital management. (Mahin Babaei, 2018)

Knowledge Management Process

The first stage of the knowledge management process of the stage of creating and acquiring knowledge, such as the creation of knowledge through research and development, customer surveys, trial and error, marketing research, direct customer visits, Internet use and information technology. In order to gain knowledge, study of in-company reports such as market reports, competitors, etc. refers to knowledge acquisition.

The second stage is the accumulation and organization of knowledge, emphasizing the existence of databases for information retention, knowledge and easy access to the archive of reports.

The third stage of the knowledge management process, which is knowledge sharing, such as supporting high-level management of knowledge dissemination within the organization, the desire of different levels of the organization to appropriately disseminate market knowledge (information) within the organization, providing incentives to employees in exchange for knowledge sharing. The use of tools such as video conferencing to disseminate information points to the use of electronic networks such as the Internet in organizations to share knowledge. The fourth stage is the application of knowledge. At this stage, indicators such as the extent to which knowledge is applied to customer needs, technological and competitor changes, the use of knowledge for specific purposes, and decision making, and so on must be considered. (Mahin Babaei, 2018)

Marketing

Marketing means searching for the most appropriate market and segments where the organization can be more efficient and effective and respond to people's needs and desires. It can be said that marketing is a conscious effort to optimally allocate resources and create some kind of market expertise. Marketing experts today define the process of satisfying human needs and desires.

Marketing mix

Marketing, in addition to transforming traditional dimensions, introduces a toolkit to make it more successful in the marketplace by utilizing those tools. These tools are known as marketing mix in the field of marketing. A term first used by marketing thinker Jerome McCarthy. McCarthy regards marketing mix as a set of controllable marketing variables, which the company addresses in order to respond to the target market, including all the actions the company can take to affect the demand for its goods and services.

According to the nature of its business, the marketing mix can be defined as a set of currency and rial services, banking products, tools and relationships that the bank mixes to meet customers and people. These measures can be grouped into four known variables, namely price,



product, distribution, promotion, and are defined as 4p marketing in a general category. (Norouzian, 2007)

Product (Service): The product is intended to refer to any of the marketplaces and services provided to the target market. The product comprises a multidimensional combination of tangible and intangible features and has defined the product as something tangible or intangible presented to the market to attract attention, use, and consumption with a view to satisfying customer needs and desires. Products in the bank include various customer accounts such as current accounts, savings, investment advisory products and loans.

Price: Price means the amount of cost that customers have to pay to get a product. Price is regarded as revenue and is the only marketing mix that generates revenue. Interest rates in banks are pricing, interest rates. Price decisions should be about the fair price of the services provided, taking into account the costs of such services, competing costs and other factors.

place: place or location refers to the activities of the company focusing on making the product available to the target customers. Delivering the right product and service to the right customers at the right time and place is the ultimate goal of location or distribution. Distribution includes distribution channel, distribution coverage, outlets, location inventory level. Location is often described as distribution because it refers to the availability of products by the target audience. Distribution refers to the steps that are taken to deliver and store the product and service from the supply stage to the consumer stage in a supply chain. Unlike in the past it was close to the benchmarks of choice. Today, with the advent of new technologies in business, location is characterized by the distribution and delivery of products or services. Therefore, it is important for banks to provide effective services to establish long-term relationships with customers.

Promotion: refers to activities that define product (service) concepts and persuade target customers to buy. Communications can be provided through people such as sales agents and media, or through media such as television, radio, newspapers, brochures, the Internet. The decision to upgrade promotes answers to customer-related questions. Promotion decisions answer questions about how to advertise services to be widely recognized. These include television and radio ads and personal calls by bank employees, public relations, and news article rankings.



RESEARCH METHOD

This research is based on applied goals and is based on correlational data gathering method. Research Method is a set of validated, systematized rules, tools, and ways to investigate the facts, discover the unknowns, and reach solutions to problems. The purpose of this study is to correlate between variables, which aims to determine the degree of coordination between two variables in order to determine how much the marketing mix will change if knowledge management variables are applied and this research is applied because The scientific application of knowledge management is oriented towards marketing and service. The statistical population of this study consists of 42 branches and 364 employees. The survey instrument was collected through a questionnaire which was also collected through a library including studies, books, documents, as well as materials needed from the Internet. Is. Frequency of options assessed with the Likert spectrum In order to measure the views and attitudes of the respondents, the respondent should identify each of the factors underlying a 5-point range from very low to strongly agree. The

reliability and validity of the questionnaire with Cronbach's alpha coefficient is 98% which indicates high reliability of the questionnaire and consistency with the questions. Therefore, the questionnaire has sufficient reliability. Normal or abnormal data were analyzed using Kolmogorov-Smirnov test. After examining the relationships using Pearson's correlation coefficient, the main purpose of the correlation research is to examine the relationships between two quantifiable variables that are measured.

RESEARCH FINDINGS

At first, the type of distribution of the data collected should be determined first to investigate the claim and the use of statistical techniques. That is, abnormality used nonparametric tests. For this purpose, at this stage of the study, we examine the results of Kolmogorov-Smirnov test for each variable.

index	Meaningful level	Error level	Confirm hypothesis	conclusion
Knowledge management	0.441	0.05	H0	Normal
marketing	0.816	0.05	H0	Normal
Total	0.489	0.05	H0	Normal

1. Result of normality test

dimension	Meaningful level	Error level	Confirm hypothesis	conclusion
Gain knowledge	0.074	0.05	H0	Normal
Save knowledge	0.073	0.05	H0	Normal
Transfer knowledge	0.44	0.05	H0	Normal
Use knowledge	0.055	0.05	H0	Normal

Pearson correlation coefficient was used to examine the correlation between knowledge management and marketing mix in banks, which showed a significant relationship between knowledge management and marketing mix at 99% level and its correlation coefficient was 0.224. So, as a result, there is a consistent relationship between knowledge management and marketing mix in the bank.

Pearson correlation coefficient was used to examine the correlation between knowledge management and marketing mix product in banks, which showed a significant relationship between knowledge management and marketing mix service at 99% level and its correlation coefficient was 0.326. So, as a result, there is a consistent relationship between knowledge management and marketing mix in the bank.

Pearson correlation coefficient was used to examine the correlation between knowledge management and marketing mix pricing in banks, which showed a significant relationship at 99% level between knowledge management and marketing mix service and its correlation coefficient was 0.108. So, as a result, there is a consistent relationship between knowledge management and marketing mix in the bank.

Pearson correlation coefficient was used to examine the correlation between knowledge management and marketing mix in banks, which showed a significant relationship between knowledge management and marketing mix service at 99% level and its correlation coefficient was 0.222. So, as a result, there is a consistent relationship between knowledge management and marketing mix in the bank.

Pearson correlation coefficient was used to investigate the correlation between knowledge management and promotion of marketing mix elements in banks. The result showed that at 99% level there was a significant relationship between knowledge management and marketing mix service and its correlation coefficient was 0.326. So, as a result, there is a consistent relationship between knowledge management and marketing mix in the bank.

Jay Huron Kim (2011) believes that the model of analysis between marketing, marketing mix, price channel performance, promotion, after-sales service states that the promotion of the elements of the mix is influenced by knowledge and how it functions.

DISCUSSION AND CONCLUSION

As noted, the main purpose of this study was to investigate the impact of knowledge management on the marketing mix. Therefore, after reviewing the literature, the required data were collected from the branches of the Agricultural Bank and a conceptual model was developed on the basis of knowledge in the field of knowledge of marketing and knowledge management. According to the research questions, all the relationships between the knowledge management component and the marketing mix variable were found to be consistent with each other, so knowledge management influenced the elements of the marketing mix. Therefore, given the increasing knowledge base in organizations, managers throughout the organization, especially in the marketing sector, need to implement knowledge management and create a culture of trusted employees and using specific strategies such as program execution. Train and support senior executives in such programs as providing sufficient funding and attention to motivational issues, organizational restructuring, and communicating the importance of personnel knowledge to knowledge management implementation, and by providing knowledge management in organizations and especially banks can serve Create greater acceptance and desirability for the customer and Loose knowledge, store knowledge transfer and application of knowledge can also increase the quality and quantity of service and type of service in the bank.



Practical suggestions

Holding brainstorming meetings in the organization: These meetings enable more people to interact with each other and provide more solutions to the organizational issues that foster innovation.

Involve all parts of the organization in knowledge activities

By utilizing knowledge management and identifying existing potentials, the locations of established branches are determined, and in this regard, using the knowledge and experience stored by the employees and the creativity of senior managers can be a good platform for finding the perfect location for bank branches.

Establish a team in the R&D unit to identify and analyze existing market conditions, how competitors operate, and plan the organization to select the location with the required performance so that the organization's ability to achieve further goals can be used.

Use customer feedback to identify new markets and locations for cash and cash transactions.

Needs assessment of marketing and banking courses.

Implement knowledge management in the organization in a step by step process.

Implementation of Knowledge Architectural Model tailored to organizational structure.

Investigate and identify market opportunities and gaps to create competitive advantage.

Evaluating the Knowledge Management Position in the Organization: Evaluating the existence of knowledge management can be a promising part of future planning in the field of knowledge management.

References

Khosravi, A. (2014). The Relationship between Knowledge Management and Marketing Mix in Corporate Organizations. *Master Thesis*. Islamic Azad University of Sanandaj.

King, Z. (2003). Measuring organizational knowledge: a conceptual and methodological framework. *strategic management journal*, 24(8), 763-772.

Mahin Babaei, A. R. (2018). Marketing Knowledge Management Process Assessment Model. *Journal of Business Management*.

Mohammad Tabrizi, A. R. (2009). *knowledgment management and organization resource planning*. Tehran: Saffar.

Norouzian, M. (2007). Knowledge Management Performance in Public Sector. *Tadbir Journal*.

Rashidi, D. (2008). Banking Marketing. *Koohsar Publication*. Tehran.

Rezaei, Z. (2010). The Relationship Between Knowledge Mnagement and Organization Creativity from the Viewpoints of Faculty Members of Islamshahr Azad University. *Master of Science in Educational Management*.

Taghizadeh, H. (2010). *Investigating the Application of Knowledge Management Process in a Service Organization*. Retrieved from Jame University: www.uast.ac.ir.

