

## Impact Organizational Learning is about CRM Performance Regarding the Relationship Between Integration of Marketing

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### Abstract

**Purpose:** What is changing today is expanding customer loyalty. In organizations such as the Melli Bank, customer relationship management is more sensitive. Because the customer is considered to be part of the service provided in the service delivery process, and the customers are the lifeblood of the banks. The Melli Bank can not only seek new customers, but also keep customers and convert them to loyal customers as one of the priorities. Customer relationship management is a multi-faceted approach to marketing, sales and customer care. The Melli Bank manages customer relationship management in order to create customer loyalty and improve organizational performance. The purpose of the present study was to identify the organizational impact on organizational performance by considering the relationship between marketing integration in the employees of the Melli Bank of Isfahan Is.

**Methodology:** This research, in terms of applied purpose and in terms of nature and method, is a descriptive survey. The statistical sample is 299 employees of the Melli Bank of the city of Isfahan. **Findings:** The method of collecting theoretical bases, libraries and data collection tools, a researcher-made questionnaire with Cronbach's alpha, 0/851 and response rate of 0/93. **Conclusion:** The results of the analysis indicate that organizational learning is effective on the performance of communication management.

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## 1. Introduction

Today, the intensity of competition in the manufacturing and service industries is evident throughout the world; this makes it more difficult to maintain customers and increase their loyalty in this space every day. Therefore, the provision of superior services will be the main and future challenge for companies active in this field; and only the organizations in the field of competition are in a position where the main focus of their activities is to meet the demands and satisfy the needs of customers at a minimum price and Maximum quality. Therefore, a successful and effective presence in the competitive market combined with the optimal use of all the facilities and the proper exploitation of all the new resources and resources for the production and provision of services that are desirable and appropriate to the customer's expectations is inevitable. Today, customer satisfaction is a critical and vital place in corporate goals, and senior executives are well aware that their success in achieving corporate goals depends on customer satisfaction. On the other hand, it cannot be said that all customers have the same share in the success of the company. Therefore, the satisfaction of key customers will be more sensitive. In this way, it is necessary to design and implement a system for attracting and retaining customers in each organization, a system that can properly manage the organization's relationships. Today, these systems are for management systems related to customers. Systems known as Customer Relationship Management have also become popular, which can make the organization more effective in satisfying customers. Organizational learning is expressed as the use of knowledge, skills, values, beliefs and attitudes-improving, maintaining, developing and developing the organization. Today, a large number of employees in organizations have found that tomorrow's success cannot be based on knowledge, strategies, leadership and technology yesterday. In the event of a merger of companies in a sequential manner, managers also find they need to increase their individual capabilities and employees in order to learn in order to maintain their competitive advantage in the new world. Customer relationship management is an approach based on Maintaining a positive relationship with the customer, increasing customer loyalty and expanding the value of the customer's life cycle. Understanding customer needs and providing services that create value for customers (Nimcheh, 2015).

## 2. Literature Review

In this environment, the company's relationship with the market is very important and it has completely changed the marketing strategies of the companies to the other side of the communication approaches and the expansion of customer relationship management as one of the areas of applied and research. Customer Relationship Management sources emphasize that companies maintain the existing customer base and seek to establish long-term relationships based on meeting the needs of these customers and then attracting new customers. These long-term relationships are significantly based on customer knowledge and learning systems not only improve the ability of organizations to contact, attract, and build customized relationships with customers, but also enhance their awareness of the field. Will expand (Walton, 2005,).

Therefore, the rapid and wide-spread advancement of information technology in the present era and the growing overt and covert competition in the world have increased the importance and necessity of organizational learning. Among the important factors of survival and organizational survival, human resources are qualitative and capable. In other words, the importance of human resources is far more than new technology, financial and material resources. The main difference between organizations should be

knowledge and ignorance. The role of efficient, able and intelligent human resources in achieving organizational goals is undeniable. The importance of continuous and strong learning in the organization has never been so vital. Due to the presence of forces such as globalization and technology, the speed and complexity of the changes increased in such a way that organizations were forced to learn more to continue their lives (Marquardt, 2002). Undoubtedly, in today's turbulent world where environmental changes are growing, organizations not only want to stay in the future but also want to maintain their own power. To this end, organizations must continually keep pace with environmental changes, and consistent with changes in organizational learning. The topic of organizational learning has recently attracted a lot of attention in organizational behavior and strategic management (Jegiel, 2005). Organizational learning is based on the knowledge and experience experienced in the organization's memory and depends on mechanisms like organizational policies. Groups and groups are the factors through which organizational learning can be realized (Yaguobi, 2007).

The current expansion of customer relationship management systems has attracted many researchers' attention to the value of customer data as a key organizational asset. There is little doubt that customer-quality databases are one of the basic requirements for developing and implementing interactive marketing strategies. Customer data as an appropriate resource for any business can make use of competitive advantages through multi-route incentives in order to maintain and maintain a close relationship with customers (Kumar et al., 2007).

The Melli Bank is constantly convinced of the fact that an organization with a superior performance is an organization that, over a long period of time, is capable of adapting appropriately to changes and responding promptly to these changes, creating a tightly-structured and targeted management structure, and appropriate treatment of employees as the main Assets will yield better results than equalizing organizations. Continuing the survival of organizations and realizing their goals requires the movement of creativity, learning and innovation in the organization's organs, namely employees, managers and others. Organizational structure is the predictive process and its process is continuously and comprehensively designed to reduce and eliminate the drama. Generally speaking, the relationship between the principles of communication management and the potential of the technology Learning can be considered as an important field of research nowadays and involves research. In addition, many active authors in this context believe that, in the same way While the majority of cases of research-management-related interactions have been attributed to post-technological developments, academic performance has been gradually being studied in this research area. Is gone (Zomeridian, 1995).

Successful customer relationship management requires creating a kind of information supply that flows throughout the organization and integrates operational and analytical systems. Organizational learning is also essential for the success and development of the Melli Bank. If the bank does not learn the costs The heavy duty of not knowing or reworking is the lack of efficiency and resourcefulness and skill management. The first Melli bank combines technology, research and development, and organizational learning-the development of a system-management-communication with the customer ultimately Competition will succeed. Castiglione (2006) emphasizes that an organization-based learning process is a workplace-based environment, an environment that encourages members of the organization to share their beliefs and attitudes at all levels. But in this article, organizational learning, beyond the above definitions and as a process of using organizational experiences through knowledge and insight, the distribution and interpretation of

information and changing attitudes and behavior to enhance commitment, accountability and accountability of members in order to provide effective solutions, providing customer needs and improving the organization. In this research, organizational learning involves components: commitment and responsibility, acceptability, risk taking, organizational improvement, interpersonal interaction, exploitation of experiences, and the discovery of the causes of the mistake and efficiency of organizational structure. Finally, organizational learning is possible when leaders take leadership and control techniques and welcome the systematic approach of organizational learning (Sobhani Nejad and youzbashi, 2006).

March & Simon in 1958, the first study of the central learning process began in 1978, the Argyless Wasschun first introduced the concept of learning in a central sense, describing the centrality of learning as the process through which organizations identify and validate the organization. In addition, the concept of organizational learning is very similar to that of learning. Axis 1990 suggested that organizational learning develops the ability of people to achieve the goals they are inclined to. Organizational learning makes people more integrated to study. Peetrusge in 1990 found that only team learning Organizationalism does not exacerbate, as well as the perception of the Harnis organization. Axial learning tends to describe processes and learning patterns (Ganz, 1999). In the following, we will focus on studies in the field of learning:

Kabalis et al. (2015) concluded in an article titled "Lacking the Importance of Customer Relationship Management in Santiago (Spain) Hospitals", avoiding or avoiding in any way Paying attention to the wishes of patients leads to a large number of clients coming to other centers, and this, in addition to distrust, reduces the income financially. Jennyonin and Jarksinin (2015) found that there was a significant relationship between organizational learning, dynamic capabilities, and innovation in interacting organizational learning, dynamic capabilities, and innovation and impact on corporate performance. But there is a strong relationship between organizational learning and innovation, and organizational learning and innovation have an impact on improving company performance. There has been an intermediate relationship between organizational learning and dynamic capabilities in the organization and has had a good effect on improving corporate governance. In a paper titled "Organizational Learning and Success in Customer Relationship Management". Peltier, Zahay and Lehman (2013) examined the impact of organizational learning on the performance of customer relationship management, and the findings of this study showed that a customer-quality database was the cornerstone of strategies Interactive marketing and tactics. Based on the understanding that the quality of customer data is not only technical but also an organizational issue, this study focuses on developing an organizational framework for learning about the relationship between organizational processes, customer data quality and corporate performance. These findings show that customer data quality affects both customer and business performance and is the most important driver of customer data quality from management suite. A high percentage of organizational impact on performance is possible due to customer data quality and file sharing. The results indicate that there is a hierarchy of impacts on data quality improvement, which has a wide range of organizational learning (depending on the common view of the relationship management data) to applied training (data sharing).

Reinartz, Krafft and Hoyer (2004), in an article titled "Effect of organizational learning on the quality of data sharing in the adoption of e-business and electronic work", also examined the impact of organizational performance on data quality and data sharing, which showed that At the most basic level, organizational education is a process of knowledge management that guides the way of adopting actions through information and insight. The organization's learning perspective is in the field of management Transmission between

companies is a prerequisite for improving customer data and customer data. Using a conceptual framework comparable to that of an orbital system, one examines the structure of the intelligence data: IT (information management), information management approaches (how to collect information), Management and use of information), and behaviors and values of information (how to use information). This study shows that organizational learning approved by senior executives is more effective in using information resources. Organizational learning and managerial support of the overall system in the system and the use of customer data provides an insight into the syntax of applied functionalities in order to reach the customer-centric. This common view requires the guidance from the top to bottom of interoperable relationships. Creating a market-based approach with particular attention to information and its use requires extensive changes in the organization's culture and the creation of a common corporate understanding of the market. Therefore, it is expected that learning will have a positive impact on improving the quality of employee and customer data and data sharing.

Salarzahi and amiri (2011) considered in a research entitled "Assessing the Quality and Information Sharing on the Establishment of Customer Relationship Management in Insurance Companies" a strong relationship with customers is the key to the success of each business, and hence the concept of customer relationship management, which means the effort The organization has been very much considered for creating and presenting value to the customer. The purpose of this study is to evaluate the quality and information sharing on the establishment of the customer relationship management process in insurance companies. For this purpose, after studying the theoretical foundations of the research, the research questionnaire has been designed and after confirmation of its validity and reliability, data collection has been carried out from the statistical community that is managed by the managers and experts of the insurance companies of Shiraz. The results of the data analysis indicate that the relationship between the quality of the data and the specific needs of the customer relationship management systems, including the point of contact with the customer (including the Internet, email, telephone), transaction data (shopping history, Credit history, payroll history), satisfaction and loyalty data (loyalty programs, satisfaction surveys), and long-term customer value data (maintaining, sharing financial resources). They have found that the quality of information dissemination contributes to the performance of customer relationship management and influences the successful establishment of the customer relationship management process in insurance companies.

### 3. Methodology

The research methodology is a set of rules, tools, and a valid and systematic way to investigate the facts and discover the unknowns and find the solution to the problem (Danaee et al., 2004). The present study aimed to "identify the impact of organizational learning on the relationship management function with regard to the relationship between marketing integration; in terms of purpose, an applied research is a survey in terms of the nature and method of a descriptive study. In this research, the community The statistical population including the total staff of the Melli bank of the City of Isfahan in 1394 is 1356 people based in 106 branches. The random sampling method is simple. The sample should be representative of society, ie all traits of society, especially those that are The subject matter of the research is important, in proportion to the sample, and the results can be obtained from the statistical society as a whole Generalized (simple,

1375). In determining the sample size, according to the ratio of  $P = 0.5$ , then, using the Cochran formula (with a population size of 1356) and a 95% confidence level, and a standard error of  $d = 0.05$ . The type of error was 0.05, the sample size was estimated to be 299.

$$n = \frac{\frac{t^2 pq}{d^2}}{1 + \frac{1}{N} \left( \frac{t^2 pq}{d^2} - 1 \right)} = \frac{\frac{1.96^2 \times (0.5 \times 0.5)}{0.0025}}{1 + \frac{1}{1356} \left( \frac{1.96^2 \times (0.5 \times 0.5)}{0.0025} - 1 \right)} \cong 299$$

The number of 300 questionnaires was distributed and all the questionnaires were addressed to the respondents, in this regard, any questions and uncertainties raised by the respondents. The research was conducted by a researcher. In this research, cluster random sampling was used. Finally, 278 return and analytical questionnaires were used to study the research hypotheses. The return rate for the analytical questionnaire is 93% and is desirable. In general, data collection methods can be divided into two categories of library methods and field methods. In this research, library methods such as books, articles, research on organizational learning and customer relationship management as well as Internet databases were used to write theoretical foundations and literature and research records. In the implementation phase, a questionnaire was used to obtain the required information from the responsive group. Which is the same field information gathering method.

In this research, a researcher-made questionnaire was used. In order to prepare and prepare a questionnaire, a number of questions were provided after studying the variables of the research and a large number of research questionnaires in the field of research variables. After examining the questions designed by the supervisor and consultant and relevant experts, the five most effective indicators were selected to test the hypotheses. The questionnaire has 30 questions in closed form and with a Likert 5-point option.

To determine the validity of the questionnaire, face validity and content validity were used. Content validity is usually used to examine the constituent parts of a measurement tool. The first questionnaire was then adjusted and then validated by the supervisor and some experts. Considering that structural equations and path analysis are used to investigate the research hypotheses, the structural validity was also verified by confirmatory factor analysis method. In the present study, for measuring the reliability of the instrument, the Cronbach's alpha coefficient was partially analyzed and analyzed using spss ver 19 software. Preliminary and preliminary tests were performed on a sample of 30 people. The Cronbach's alpha coefficient The whole questionnaire is 0.851. The alpha values for the whole questionnaire and its indicators are given in Table (1). Cronbach's alpha calculated for the questionnaire and research indicators is more than 0.7 and is indicative of the high reliability of the measurement instrument, therefore, it can be said that the data collection tool is reliable or reliable.

**Table 1.** The number of questions in each section of the questionnaire and the Cronbach's alpha coefficient for each section

| Cronbach's alpha | Variable                         |
|------------------|----------------------------------|
| 0/853            | Organizational Learning          |
| 0/832            | Marketing Integration            |
| 0/867            | Customer Relationship Management |

#### 4. Findings

The results of the descriptive statistics indicate that 30.2% of the respondents are women and 69.8% of them are male. The largest number of respondents were 53.2% of the population aged 30-40, and the lowest number of respondents, 2.5%, was over 50 years of age. In terms of education accountability% 9/48 has a Bachelor's degree and minimum number of respondents, % 2/7 has a bachelor's degree and higher. It should be noted that 71.2% of respondents have university education. The highest number of service records is 48.8% over 15 years of service experience, and the lowest number is 0.5% and 1 to 5 years of service. Kolmogorov-Smirnov KS statistics are used for normal testing.

**Table 2.** The results of the test were normal (number = 278)

| variables                        | K-S   | Significance |
|----------------------------------|-------|--------------|
| Organizational Learning          | 0.984 | 0.287        |
| Marketing Integration            | 1.180 | 0.124        |
| Customer Relationship Management | 0.795 | 0.553        |

Based on the results of the normal test in Table 2, it can be said that since the significance levels of the normal test for the main variables of the research are greater than the error of 5%. the results presented in Table 3 show that the comparison of the mean of the main variables with a mean Likert scale of 3, the significant levels of t test for all variables are less than 0.05 (and even 0.01), and therefore the assumption of the average of these variables varies with an average of 3. Considering that the average of these variables is higher than the average of 3, it can be said that respondents' attitude toward organizational learning variables, marketing integration, and customer relationship management behavior is more than average. The highest average of 3.41 is related to the organizational learning variable and is indicative of the desired attitude of the bank to learning. The lowest average of 3.20 is related to the variable "Customer Relationship Management Performance" and is indicative of a favorable attitude of the bank to the performance of customer relationship management.

**Table 3.** The mean of research variables based on t test.

| variables                        | K-S   | mean | Standard deviation | t    | Degree of freedom | Significance |
|----------------------------------|-------|------|--------------------|------|-------------------|--------------|
| Organizational Learning          | 0.984 | 3.41 | 0.74               | 9.29 | 277               | 0/001        |
| Marketing Integration            | 1.180 | 3.38 | 0.75               | 8.33 | 277               | 0/001        |
| Customer Relationship Management | 0.795 | 3.20 | 0.76               | 4.38 | 277               | 0/001        |

Before considering the main model test and also the hypotheses, using the factor analysis method, the ability to measure the variables of the research was measured by questionnaire questions. The results of the factorization of the factor analysis model by Lisrel software show that the RMSEA is 0.062 and because it is small (less than 0.08), the model has a quantitative error. The root residual root mean square root residual RMR is also equal to 0.305 and is a small amount indicating fitness is acceptable. The ratio of the chi-square to the degree of freedom, which is equal to 18/2 and has a value between 2 and 3, and also indicates the suitability of fitting the model. Fitness matrices (GFI), AGFI and PGFI are calculated as 0.84, 0.80, and 0.83, respectively, and are close to each other. The IFI, CFI, RFI, NFI, PNFI, NNFI indices are also high and close to one and are desirable. The criteria for the outcome are all indicative of the utility of the measured model. It can be said that questionnaire items measure well the research variables.

**Table 4.** Measuring the fitness of the model

| variable                        | Reported variable |
|---------------------------------|-------------------|
| chi                             | 860/77            |
| Degrees of freedom              | 395               |
| Chi-square to degree of freedom | 2/18              |
| RMSEA                           | 0/062             |
| RMR                             | 0/035             |
| GFI                             | 0/84              |
| AGFI                            | 0/80              |
| PGFI                            | 0/83              |
| NFI                             | 0/93              |
| NNFI                            | 0/94              |
| PNFI                            | 0/84              |
| CFI                             | 0/94              |
| IFI                             | 0/94              |
| RFI                             | 0/92              |

The results of Table 5 show that organizational learning positively and significantly affects the marketing integrity with a standard coefficient of 0.88. Therefore, the first hypothesis of the research is confirmed. In other words, with the increase of each organizational learning unit, the 0.78 unit of marketing integration increases.

**Table 5.** Test results of the first hypothesis

| From                    | to                    | Correlation coefficient | S.E.  | t    | p     | consequence |
|-------------------------|-----------------------|-------------------------|-------|------|-------|-------------|
| Organizational Learning | Marketing Integration | 8/69                    | 0/089 | 0/78 | 0/001 | confirm     |

The results of Table (6) show that marketing integration positively and significantly affects the performance of customer relationship management with the standard coefficient of 0.96. Therefore, the seventh research hypothesis is confirmed. In other words, with the increase of each marketing integrity, the 96.9 unit of customer relationship management function increases.

**Table 6.** Test results The second hypothesis

| From                    | to                               | Correlation coefficient | S.E. | t    | p     | consequence |
|-------------------------|----------------------------------|-------------------------|------|------|-------|-------------|
| Organizational Learning | Customer Relationship Management | 0/96                    | 0/10 | 9/38 | 0/001 | confirm     |

## 5. Discussion

The present study evaluates the effect of organizational learning on customer relationship management performance by considering the relationship between marketing integrity. Organizational learning affects the relationship management function with regard to the relationship between marketing integrity.



Organizational learning has a significant effect on the marketing and information marketing integrity. According to the previous results, the significance level of the test is less than 0.01. Therefore, there is a significant relationship between organizational learning and marketing integrity. So the hypothesis is confirmed. The results of the table show that organizational learning is positively and significantly with the standard coefficient of 0/78 On the integrity of marketing and information technology has a significant effect. Considering that the significance level of the test is less than 0.01, there is a significant relationship between marketing integration and the relationship between customer relationship management and the above hypothesis. The results of the table show that marketing integrity is positively and significantly affected by the standard coefficient of 0.96 on the relationship management function. Considering the first point and the effect of organizational learning on marketing bridges, these two variables have a direct relationship with each other, and by increasing training for employees, the attraction of new customers through the use of systems is also increasing. In other words, the dimensions of the proposed variable create the appropriate changes in the marketing and information processing. In interpreting the results, it can be stated that if employees, in providing superior service to customers and e-trained e-managers, manage bank management, also pay attention to those who are learning, and in the selection of experts and presenters, in terms of knowledge and The necessary experience is enough to ensure that marketing staffers are more successful in attracting new customers. So, the managers of the Melli bank should pay a lot of attention to this issue.

Given the confirmation of the effect of marketing integrity on the relationship management function, these two variables have a direct relationship with each other. Therefore, with increased marketing bridges, the performance of linkage management increases. Other expressions of the proposed variable will make significant changes in the performance of the relationship management. Therefore, it is imperative that the Melli bank manages customer information anywhere that the client contacts the call agency at the appropriate time. Therefore, the managers of the Melli bank should give great importance to this issue. Regarding the general concept of research and the effect of organizational learning on the performance of the relationship management, these two variables have a direct relationship with each other. Therefore, as organizational learning increases, the performance of the relationship management function also increases. Other expressions of the proposed variable will make significant changes in the performance of the relationship management. Organizational readiness of the employees and the employees of the day will require the required information and information, including e-marketing, both in terms of the richness of the information and the type of communication in the presentation. Servers will be more successful to customers. Service skills will be enhanced, and employees of the current customers will be more successful in attracting new customers, and a step towards customer satisfaction and loyalty will be removed. Accordingly, it is necessary for the Melli bank officials to develop short-term training courses for service staff, how to deal with clients, and to organize staff with different listening styles and, Generally, they are familiar with communication skills, so that employees can respond more appropriately to customer interaction.

The purpose of this study was to investigate the effect of organizational learning on the relationship between management and the relationship between marketing integration and information integration, sharing and quality of data. In this regard, factors associated with organizational learning and marketing integration have been studied. The findings of this research show that there is a significant relationship between organizational learning with the integrity of marketing and information technology, which is related

to studies by Reinhardt, Kraft and Hoyer (2004), Lin and Lee (2005), Pine and Ferrand (2005), Tannery (2005), Wagelbert, Carpenter and Sherry (2006).

Based on the results of research and in order to enhance organizational learning skills and increase satisfaction and loyalty of Melli bank customers, the following suggestions and solutions are presented. Considering the results of descriptive statistics of the demographic variables of research, the managers of the Melli bank should consider the demographic characteristics of their employees in the formulation of communication strategies and programs, and to develop client-oriented strategies with the requirements, requirements, Expectations and expectations of the main groups of customers. In order to have a positive impact on customer thinking in relation to the services provided, and as a result of customer satisfaction and loyalty, managers can hire people to assess their needs and their willingness to meet those needs. In other words, the market research department will be created in the bank to make this review work well. It should be noted that paying attention to the following is a great help. Based on the results of the hypothesis that the relationship between organizational learning and marketing information and information integration is reviewed, and given the correlation that exists, the enhancement of organizational learning skills improves the use of E-Systems and e-marketing systems that directly affect the management's performance Customer relationship and increased and more loyal customer loyalty to current customers and new customers. In this regard, the Melli bank must provide modern workshops and training courses to train the necessary skills.

in order to provide superior and high-speed service, is organized with the use of world-class technologies to prioritize the provision of services, in accordance with the requirements and requirements of customers. It is suggested that the Bank take careful consideration in selecting the experts from the knowledge and experience required, and by providing internal training packages and publications to increase the employee's knowledge of the use of hardware and software for customer relationship management. The ability and competence of the staff and the manner in which the personnel interact with their client is very effective. Usually, in any research, there are limitations and bottlenecks that encounter problems in dealing with work. This research, like other research, encountered some limitations and problems as follows: 1. The lack of an appropriate and comprehensive database on the subject of research in the target community. 2. Failure to allocate enough time to fill in the questionnaire by some respondents.

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