

The Study of social competence intermediate role of the relationship of customer relationship management(CRM) on competitive advantage (case study: managers and employees Iran's west-north branches of sarmaye bank)

Babak beykpour^{1*} and Habib Ebrahimpour²

1- Department of Management, Germe Branch, Islamic Azad University, Germe, Iran

2- Associate professor of university of mohaghigh ardebili

Corresponding author: Babak beykpour

ABSTRACT: The present study was conducted in order to review the social competence intermediate role of the relationship of customer relationship management(CRM) on competitive advantage of managers and employees Iran's west-north branches of sarmaye bank. The purpose of the research is practical and its method is correlation descriptive. The statistical population of the survey are 91 managers and staffs Iran's west-north branches of sarmaye bank. It was used of Heydari and akhavan's CRM measurement three-factors questionnaire, Mehri's competitive advantage measurement five-factors questionnaire and standardized researcher's social competence measurement three-factors questionnaire for gathering data. The findings revealed that there is a significant relationship of competence intermediate role of the relationship of customer relationship management on competitive advance. Meanwhile, researches detected that there is a significant correlation between the factors of CRM, competitive advantage and social competence.

Keywords: Customer Relationship Management(CRM), Competitive Advance, Social Competence, Attracting Customers, Customer's Demand, Relationship Knowledge.

INTRODUCTION

At the present century, all bank and institutions found out their customers have difference demands. Severe requirements and increased competitions in particular among the monetary and financial institutions has led to the more and special importance of CRM understanding discussion and solving this missing link of money earning chain has got alot Politeness. In such financial, the bank manager and staffs can not manage his organizational acts and pay to the organizational goals. Recent researches on this topic agree that employee behavior and attitudes as an important component in dealing with clients, has a significant impact on customer perception of supplied service quality and customer satisfaction and loyalty.

This study attempts to capture the effectiveness of bank manger and staffs in absorbing monetary resources by studying the relationship between CRM and social competence to reach competitive advance.

1. Customer Relationship Managemet

Customer Relationship Managemet isn't a new discussion. The main component of CRM is manager and staffs ability in interacting with customer and social groups of different people. CRM is the ability to show an efficient reaction agains alien demands, on the other hand CRM help employees to act more effectivenessly in areas such as communication, negotiation and implementation, management and leadeship and motivating other places.

2. Dimensions of CRM

Some management Philosophers have seen “CRM” four dimensionally. Researchers who have described “CRM” as a Three dimensional structure, have mentioned I-attract, retain and expand the customer relationship II- infrastructure III-customer focus aspects for it. Thus it can be said that there is a consensus and only a small disagreement about components of CRM.

From different scientists and scholars we can point to Heydari and Akhavan (2009) that have discussed of this aspects.

3. Competitive advance

Competitive advantage have long been of interest to management sciences scholars. Today's management must know its social and public aspects and be aware of its organization effects on economic environment, also it must be concerned with issues of business. The concept of organizational Competitive advantage has led to promoting organizational responsibility toward innovation, productivity flexibility and more organizational successful. Competitive advantage reflects a related work which increases the efficiency and effectiveness levels of the organization through developing job to order to establish developing of market share.

4. Competitive advantage dimensions:

The results of the literature study suggests that Competitive advantage concept is very larg and differen description has made of them. Like Burgaise(1995), Porter(1985), Bhavadwaj(1993), Barney(1991) and etc.

Maybe it is better to say that the best and more authentic division of the elements of Competitive advantage provided by Mehri(1994) which was used in many researches. His division are as follows:

- I- dynamic Competitive advance
- II- Homogeneous Competitive advance
- III- Tangible benefits Competitive advance
- IV- Composite Competitive advance
- V- Sustainable Competitive advantage

5. Social competence

Filoup et al(2002) described social competene composite of skills, knowledge and views necessary to act effectiveness role. this research include three dimensions:

- I- communication skills, work, leadership and professional
- II- team activities
- III- decision-making and development capabilities.

6. The key elements of Social competence are as follows:

- It is a ability which is beyond what have been said for the employees of the organization formally.
- It is a kind of ability which is optional , based on the will of the individual.
- It is an important ability for the effectiveness and efficiency of the organization performance an success of the operation.

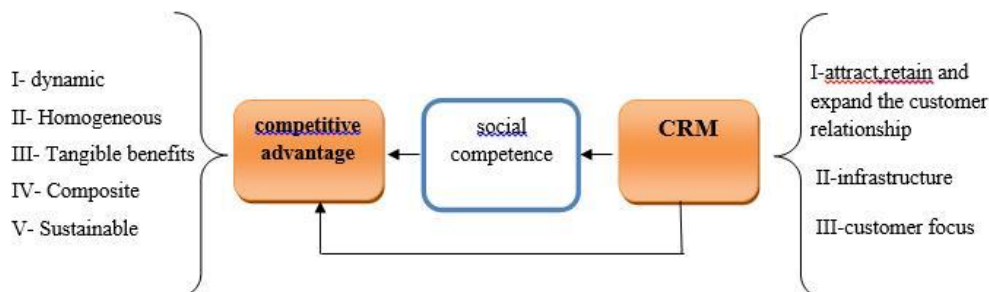
7. Policies to encourage Social competence.

- 1- **Employment and selection:** Hiring and recruiting plans of the organization should be in a line to attract people with high Social competence. Among the selection tools, interview is the best and it must emphasize on cooperative behavior.
- 2- **Training and development:** Using of educational programs leads to facilitate develop competence contributions among the personnel. It can be used of job rotation programs for developing staff skills.
- 3- **Performance and rewardable evaluation:** Organization can ease largely Social competence behavior creating by providing regular and logical systems for offering rewards for employee. Researces demonstrated that in activities with recieving compensation probability, there is much more cooperation.
- 4- **Informal systems:** Developing informal mechanizms like cooperative culture, is a pivotal element for reinforcing competence behavior in working environment.

People with high competence have more tendency to understand problems and gaining new skills and naturally adapt themselves with new backgrounds (Jhonsons and breet, 2006). These people not only give attention to the new challenges but also are related to different work backgrounds, share themselves in acquiring other people knowledge and experiments and accept the tasks in new places gladly.

8. Conceptual model of the research:

According to the our research subject , and in order to Study of social competence intermediate role of the relationship of customer relationship management(CRM) on competitive advantage among the managers and employees Iran's west-north branches of sarmaye bank, the following provided model will be studied.



Gathering data tool was Questionnaire and for measuring CRM, it was used of Heydari and Akhavan standard questionnaire. Mehri's competitive advantage standard questionnaire was used for measuring competitive advantage and for measuring social competence was used of researcher's standardised questionnaire. For determining the perpetuity of the questionnaire, Kronbach's Alpha Coefficient was used; this coefficient acquired 0/88 for CRM questionnaire, 0/86 for competitive advantage questionnaire and 0/85 for social competence questionnaire. In order to analysis data and examining relationship between variables and test hypothesis, statistical software lisrel was used. Statistical population of the research includes Iran's west-north branches of Sarmaye bank and the research was conducted among 91 employees. This research has used of three questionnaires; the first related to CRM measurement and include 14 questiones, the second to competitive advantage measurement with 17 questions and the third related to social competence measurement and include 10 questiones.

9. Findings of the research

Table 1. The results of CRM, competitive advantage and social competence

Element	N	K. Oskor	Kronbach's Alpha	Fault	Kalmograph	Significance Level
CRM	91	1.6	%88	0.000	0.071	0.2
competitive advantage	91	1.6	%86	0.000	0.052	0.2
social competence	91	1.6	%85	0.000	0.082	0.175

Table2. The acquired results from correlation test for performing model and the final result of the test:

Hypothesis	N	Pearson Correlation	Significant level	Test result
CRM and competitive advantage and social competence	91	0.47	0/000	Acceptance
CRM and social competence	91	0.25	0/000	Acceptance
CRM and competitive advantage	91	0.46	0/000	Acceptance
competitive advantage and social competence	91	0.35	0/000	Acceptance

Suggestions:

The main purpose of the present research is studying of social competence intermediate role of the relationship of customer relationship management(CRM) on competitive advantage among the managers and employees Iran's west-north branches of sarmaye bank. competitive advantage was studied with its five variables dynamic, Homogeneous, Tangible benefits, Composite and Sustainable. The results of the data analysis indicated that there is a significant relation between CRM, competitive advantage and social competence in the statistical population (main hypothesis confirmation of the research, 0/47). In alternative hypothesis, there were a significant relations between all dimensions.

Despite the different researches on CRM, competitive advantage and social competence, there is no research in this field.

10. Previous research cases:

Soch and sandhu(2008), Yu et al(2008), Roh et al(2005), Yanggui et al(2004), Reinartz et al(2004), Zablah et al(2004), Jain et al(2003), Gordon(2003), Brewton and Schiewmann(2003), Kelen(2004), Kraeuter and Moedritscher(2002), Wong and Richardkim(2007), Orban and Star(1991), Bear, Mink and Manning(2002), Swanson and Malone(1992), Coleman and Minnett(1992), Coleman and Minnett (1992).

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