

Impact of Knowledge Leadership on Performance; Moderating Role of Customer Knowledge Management

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Abstract

Knowledge is the source of light of hope in the humans as well as in the organizations. Because only knowledge can create the difference between skilled, experienced and non-skilled and non-experienced persons. Organizations have realize this fact and they are also interested to create a difference between other organizations on the basis of knowledge. Organizations can sustain in them in this competitive world only if they have knowledge leadership which can manage the knowledge of their customer and enhance organizational performance. In this study knowledge leadership is taken as independent variable, customer knowledge management is taken as moderator and performance is taken as dependent variable. This is empirical study based on construction industry in Pakistan. Data is collected through adopted questionnaire. And the sample size is taken 200 employees by random sampling technique. After data collection different statistical tests are used for analysis by using SPSS 21.

Keywords: Knowledge leadership, Customer Knowledge Management, Project Performance and Organizational Performance

Introduction

Globalization has rapidly change the needs and wants of their customers and organizations have to realize the needs of their customers. Organizations have realized that they have to change their processes and products according to needs of their customers. The main purpose of need analysis is to develop and maintain long term and stronger relationship with their customers (Campbell, 2003). Most of the organizations have knowledge about their customers. But this knowledge is in scattered form which is not able to create the dual value creation of customer's knowledge. This scattered knowledge is difficult to share with other organizational team members because it is incomplete knowledge to interpret (Santos & Spring, 2015).

Customer knowledge management is not only the collection of customer knowledge but it is also understand the customer interests, needs and wants to develop strategies for stronger customer relationship (Sulaiman, Ariffin, Esmaeilian, Faghihi, & Baharudin, 2011). Organizations have to develop a system which is comprised on different processes to acquire, organize and utilize data about their customers which is used and share as information throughout the organization (Rowley, 2004).

Organizations have realize that the importance of knowledge team members especially the importance of visionary organizational leaders. Because only leaders have the vision to utilize customer knowledge management to achieve more benefits for organizations (Lehtimäki, Simula, & Salo, 2009). Customer knowledge management is the essential element for every organization because it is the only key to enhance organizational performance on the basis of customer's knowledge, needs and requirements. Customer knowledge management is the fundamental element for every project in the organization (Salojärvi, Sainio, & Tarkiainen, 2010).

In-depth literature review is based on different dimensions of knowledge management and leadership separately. But in this study the knowledge management and leadership is study together to find the effect of leadership and knowledge management on organizational and project performance (Haselberger, 2016). This study will also open the new dimensions in the literature. This study will implement in almost each level of project because it will concern with leadership, knowledge and organizational performance (Lee, Rho, & Yoon, 2015).

Objectives

- To find the effect of knowledge leadership on performance
- To find the role of customer knowledge management between knowledge leadership and performance

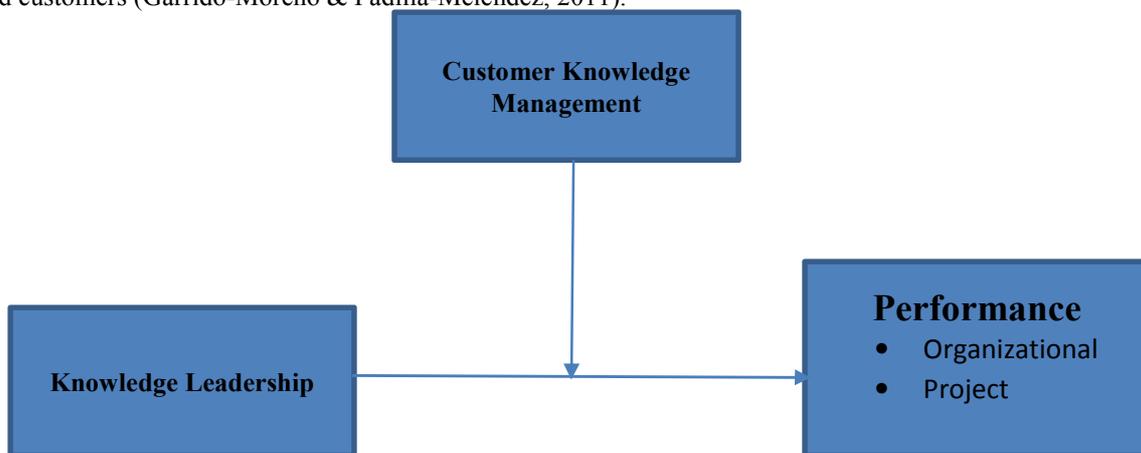
Literature Review

Knowledge is useful information it is based on applicable collection of different facts and figures. These facts and figures are integrated with other related information which is understandable and useful. Knowledge is defined in different dimensions by different scholars according to Davenport and Prusak (1998) knowledge is defined as it is the combination of views, experiences and information of different experts to develop a framework to acquire new knowledge, evaluate current knowledge and provide guideline to get new knowledge to enhance their knowledge and make it in their experiences.

Organizational performance can achieved through knowledge management. Organizations have realize

this fact that they can only enhance their performance on the basis of knowledge management which is integrated with customer relationship management (Alavi & Leidner, 2001; Cameron, 2004; Garrido-Moreno & Padilla-Meléndez, 2011; Sabherwal & Becerra-Fernandez, 2003; Srisa-ard, 2006). The integrated and structured form of information related to customers which are useful for both organizations and customers is called customer knowledge because most of the decisions related to customers are depends upon this customer knowledge (Campbell, 2003). It is the process of getting the knowledge from one current customer and then implement this knowledge to upcoming and new customer to make them loyal by fulfilling their needs (Gibbert, Leibold, & Probst, 2002). This knowledge is all about customers liking, disliking, needs and behaviors (Rowley, 2004).

Most of the organizations have realized that their innovation is depends upon the customer knowledge. Research and development department is specially focused on the customer knowledge while they are developing their plans and strategies to make their customers loyal towards their organization. They specially focused on the support and manage customer knowledge in efficient way (Gibbert et al., 2002). Customer knowledge provide the opportunities to the organizations to facilitate their customers and fulfilling their needs to develop long term relationship with their customers. Customer knowledge is the collaboration of knowledge among organizations and customers (Garrido-Moreno & Padilla-Meléndez, 2011).



Hypotheses

- Knowledge leadership has a positive effect on Performance
- Customer knowledge management plays moderated effect between knowledge leadership and performance

Methodology

Methodology is the combination of overall activities performed in the whole research. In this research the methodology adopted in this study. The nature of this study is correlational because the relationship is found among dependent, independent and moderated variables. The approach of this study is deductive because hypotheses are developed on the basis of literature review and these hypotheses are tested through statistical tests by using SPSS 21. Data is collected through survey method based on adopted questionnaire. Population of this study is construction industry in Pakistan. The sample size is taken 200 employees by using simple random sampling technique.

Tests and Analysis

After the collection of data, the first test of reliability of data is analyzed through Cronabech alpha test. Results of this test are shown below table.

Table 1: Reliability of Data (N=200)

Variable	Cronbach's Alpha	No of items	Source
Knowledge Leadership	.872	11	(Yang, Huang, & Hsu, 2014)
Customer Knowledge Management	.852	12	(Yang et al., 2014)
Performance	.869	16	(Yang et al., 2014)

The minimum accepted value of Cronbach's Alpha test is .6 and the values are analyzed from data are more than 0.6. So, the collected data against knowledge leadership, customer knowledge management and performance are reliable for further statistical tests. No of items shows total no of questions asked in questionnaire against each variables and source indicates the paper from which questionnaire is adopted.

Correlational Matrix and Descriptive Analysis

In the following table correlational matrix and descriptive of each research variables are interpreted.

Table 2: *Correlational Matrix and Descriptive (N=200)*

	Mean	S.D	KL	CKM	Prf.
Knowledge Leadership	3.60	.680	---		
Customer Knowledge Management	3.63	.636	.574**	---	
Performance	3.65	.601	.147**	.220**	---

** . Correlation is significant at the 0.01 level (2-tailed).

The above table shows the relationship magnitude and direction of relationship. In the above table direction of relationship among all variables are found positive at highly significant level and the mean value and standard deviation values both values shows most of the respondents are close to the central values and their response can be generalized easily.

Regression between Knowledge Leadership and Performance

After the correlational analysis, regression between knowledge leadership and performance is to be analyzed. Results between dependent and independent variables are given below.

Table 3: *Regression between Knowledge Leadership and Performance (N= 200)*

Model	R ²	Δ R ²	β	t	Sig.
KL	.022	.022	.147	2.087	.03

Dependent Variable: Performance

In the above regression table R² shows the effect of knowledge leadership on performance and it is .022 and the Δ R² is the change in the value of R² both values are same. And the value of β shows the standard coefficient and the value of β is .147 and the value of t test is 2.087 at the significant level. So, the values are significant that's why this model is accepted. And knowledge leadership is effecting on performance.

Moderated Regression Analysis

Moderated regression analysis among knowledge leadership, customer knowledge management and performance are given below.

Table 4: *Moderated Regression among KL, CKM and P (N= 200)*

Model	R ²	Δ R ²	β	t	Sig.
KL	.022	.022	.147	2.087	.038
Interaction	.046	.024	.344	2.246	.026

Dependent Variable: Performance

In the above model one regression table R² shows the effect of knowledge leadership on performance and it is .022 and the Δ R² is the change in the value of R² both values are same. And the value of β shows the standard coefficient and the value of β is .147 and the value of t test is 2.087 at the significant level. So, the values are significant that's why this model is accepted. And knowledge leadership is effecting on performance. All the values in model two are changed after the effect of interaction term and all the values are significant level. That's why customer knowledge management is effecting as moderator and the overall developed model is proved through statistical analysis.

Conclusion

This study is concluded that, knowledge leadership is playing an important role in organizational performance. The relationship between performance and knowledge leadership is positive. It means if the organizations have their leaders more knowledgeable as compared to their competitors then they will perform better as compared to their competitors. Because knowledge can create a difference among performance because knowledge is the only key to success. If the organizations have also knowledge about their customer and they can manage their customer knowledge through customer relationship management software's then they will further more enhance their performance. By applying customer knowledge management performance of organizations more enhanced.

Limitations and Future Directions

This study is limited only three variables of knowledge management, customer knowledge management and performance while all the other variables are ignored. While in future variables like innovation and training can be considered to enhance performance. This study is also limits in Pakistan while in the future study other geographical area and culture can be considered.

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