

The relationship between knowledge management and the quality of services (Case study: Kurdistan power Distribution Company)

Aida Rashidi¹, Qasem Ansari Ranani², Behruz Shahmoradi³

¹M.A student of International Business Administration, Islamic Azad University, Sanandaj branch

²Docent, PhD of Business Administration, Faculty member of Allameh Tabataba'i University

³Assistance Professor, PhD of Economic science, Department of human science and management, faculty member of Islamic Azad university, Sanandaj Branch

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ABSTRACT

The purpose of this research is the study of the relationship between knowledge management and the quality of services. In this regard, we have studied the aspects of knowledge management which include knowledge acquisition, knowledge storage, knowledge distribution and knowledge usage with five aspects and the quality services indicator which consist of tangibility, stability, accountability, trustiness and empathy. We have also assessed the relationship between knowledge management and the quality of services in Kurdistan Power Distribution Company. The population of this study consist of all managers and employees of Kurdistan Power Distribution Company (600 people of total staff) for the knowledge management and all subscribers for the quality of services variable. In this study it has been used Newman and Kenard standard inventory for knowledge management Parasuraman inventory for the quality of services. To investigate the relationship between knowledge management and the quality of services it was used Pearson correlation test, Friedman test and single variable T. The finding suggest that all hypotheses have been rejected and actually there is no significant and positive correlation between the knowledge management and the quality of services.

KEYWORDS: Knowledge management, quality of services, knowledge acquisition, knowledge storage, knowledge distribution, knowledge usage

INTRODUCTION

Knowledge is the only container which it will be broader as much as it is filled up. Although tacit knowledge belongs to the people and is not visible, it is growing through learning and it can be applied in production such as time and other resources by spending expenses (Hamidzadeh, 2008).

Although knowledge management is considered as a source, it is effective on the quality of services which are obtained through each of the organization resources (Mahdavi, 2012). The Knowledge management is a method by which it can be achieved the hidden results of people knowledge. This way of management tries to encourage the spirit of participation and integration in organizations and to discuss the mass thinking system and sharing ideas. The managers are trying to obtain a knowledge which can help them in the organizational productivity through extracting the informational findings and the knowledge of people and also storing and distributing them (Salavati and Haghazar, 2009). Today, people live in an environment which increasingly proceed towards service-based economy. The services are no longer a small part of the economy but they are considered as the heart of value creation in today economy (Ghanbarpour, Nosrati et al., 2012). The public services play a vital role in creating a stable environment for investing and economic growth. Hence, it must be admitted that the services are not subsidiary activities but are considered as the main component of the society. The services are essential for the life, survival and the community health and are located in the heart of the community (Lashni and Kheirkhah, 2011). So in this competitive environment, the organizations constantly improve the quality of their services to maintain their survival through the knowledge management. To satisfy the organizations customers the necessity of the quality of services is felt much more. In order to provide more quality services to the customers it is necessary to increase the organizations staff knowledge. In fact, by using and implementing of the knowledge management it can be helped improve the quality of these services. The quality of services can be better provided when the staff are more familiar with today knowledge and they would be able to adapt themselves to the today technology and can communicate with their customers much better using this knowledge and also would be accountable for their needs and questions. Since the customer satisfaction and well-being is one of the principles of respecting the customers so providing the good quality of the services to the customers in the electricity distribution company is necessary. In this respect, it is necessary to increase the staff knowledge for improving the quality of services. However, it has not been done any study

* **Corresponding Author:** Aida Rashidi, M.A student of International Business Administration, Islamic Azad University, Sanandaj branch

about the importance of knowledge management and the consistent quality of the services. So the main question is to understand whether there is any relationship between the knowledge management and the quality of the services. According to the above statements, it can be perceived that all organizations and public and private companies which provide the services and deal with the customers can benefit from the results of this study.

The Knowledge management:

Knowledge management refers to a process in which organizations evaluate the available data and information and it is a response to the concern that people should be able to convert their learning into usable knowledge (Jashni, 2008). According to James Haftman (2005) the knowledge management is the process of creating and sharing, transferring and protecting the knowledge so that it can be used in the effective in the organization (Jafari *et al.*, 2009). The successful organizations are those which distribute the new knowledge in the most widely level and apply it rapidly in the technologies and new products. This process will lead to the innovation and the development of competitive advantage. According to Demarest (1997) the other benefits of applying knowledge management include; increasing the organizational learning, advanced management of intellectual assets, increasing the efficacy, increasing the performance effectiveness and continuous improvement (Metaxiotis *et al.*, 2006).

Mehdi Jafari, Hasan Abolghasem Gorgi, Masoud Salehi and Babak Rastgarimehr (2011) in a study with the title of "the relationship between organization structural and cultural factors and the knowledge management strategy in Tehran University of Medical Sciences public health centers" found that the results of this study emphasize on the relationship between organizational factors and knowledge management and indicate that if the formality and complexity in an organization are lower and instead the communications are free and clear, the knowledge management will conduct with the least problems and it can be used for developing the organization and increasing the quality of services level. Mohammad Hasanzadeh (2009) in a study with the title of "the study of knowledge management main factors in the Islamic Republic of Iran concluded that knowledge is considered as a crucial organizational capital so it is required that the governmental bodies with an optimal management pave the way for promoting the organization and providing the services to citizens in the future (in general, the status of knowledge management main factors in the ministries and in the management and planning organization is not appropriate). In the other study which was done by Alireza Mogholi (2008) with the name of "The role of knowledge management critical success factors in gaining competitive advantage" this result was obtained that unfortunately, the X and Y companies in gaining the competitive advantage have major weaknesses because of using the knowledge management. This issue can be related to the lack of accurate and clear understanding of the knowledge management and its benefits such as; a quantitative view of senior management, lack of backup culture of knowledge sharing, inadequate training, incorrect use of document storage, information technology viewpoint and business strategy viewpoint.

The quality of services:

The quality has not long history in the field of physical goods products. The definition of quality of services depends on the persons and each person explain it from his or her view. The quality of service is comparing something that customers feel that they should have (expectations) with judging from received services (perceptions). This definition is considered as the difference between customer expectations of services and the received services and this is because of customer dissatisfaction (Sahney *et al.*, 2006). Measuring the quality of services is done in order to understand the services that organizations must provide, understanding the suitability of the services to the expectations of customers and also comparing the quality of services with other organizations. This measuring determines the degree and direction of the differences between customer expectations and the services of governmental bodies (Parasuraman *et al.*, 1988). Keles believed the quality of the services include focusing on what is delivered to the customers, the situation in which the services are provided and how those services are provided (Alameh and Noktehdan, 2010). According to Headley and Bowen (1997) the quality of service are considered as the degree and the direction of differences between the perceptions and expectations of customers (Hosseini and Hasheminasab, 2009).

In the past, the demands and needs of the customers were not considered for many reasons like increasing the demand and restricting the competition in the different areas and people had to receive their goods or services with every quality. The enterprises which are manufacturers of the different products in different societies were focusing their efforts on the quantity of product and the services not in the distant years and the quality factor in the management values cart had a lower priority (Anvari, Rostami *et al.*, 2005). The researchers concluded that the quality of services in the strategic business units is the most important factor which is influential on the performance of these units. They suggested that the superior quality can make more profits through the higher prices and also can make a way for growing the units (Philips and Sherli, 2001).

The quality of services is the degree of difference between the perceptions of the customers and their expectations. The quality of the services is an issue includes aspects such as reliability, accountability, reassurance, having empathy and maintaining the appearance (Ahmadi and Hosseini, 2006). According to the definition of Parasuraman *et al.* the quality of the services includes the degree of difference between the

perceptions of the customers and their expectations towards the services which are called expectations – perceptions gap (Ekinkı & Riley, 1998). Plessis and Bowen (2004), in a study with the title of "Knowledge management in e-commerce and customer relationship" concluded that knowledge about customers helps the organizations in providing more efficient and more effective products changes and also providing the services to the customers. Moreover, with such this knowledge it can be ensured that the organizational services has been provided for meeting the needs of customers. As a result, this issue will be caused pleasure in the customers. Thus, the impartible part of customer relationship management is knowledge management. Seyyed Taghi Mahdavi (2012) in his research "The relationship between maturity of knowledge management and innovation and the quality of services in Urmia Housing Bank" concluded that confirming the hypotheses test proves a significant and positive relationship between the maturity of knowledge management and innovation and the quality of services and also determines the level of the maturity of knowledge management in the organization. The quality of services includes the aspects like reliability, accountability, ensuring, empathy and maintaining the appearance (Ahmadi and Hoseiny, 2006).

The service organizations and the quality of services:

In recent years, competition in the services market has been increased. Those companies which have a correct understanding of the customers' needs and expectations and can give an appropriate response to changes in the market certainly can ensure their success compared to the other competitors. In the service organizations the customer considered as the central core. Increasing the level of awareness and knowledge of the customers and consequently, increasing their level of expectations and demands from the service organizations has caused these organizations face on the serious challenges (Osanlı and Khoddami, 2011). The most important factor in determining the proper quality of services is the service provider (the staff). As a result, the role of staff in providing the services especially in the service organizations is vital. So for a service organization one of the challenges is motivating the service staff for playing their role properly. Because by doing this it can ensure the high quality reception of services and consequently it can maintain the existing customers and also it can attract the new customers (Amiri et al., 2008).

The conceptual framework:

The aspects of knowledge management on the basis of Newman and Kennard model are as follows:

The knowledge acquisition:

The Knowledge should be acquired by knowing the capabilities from inside or outside of the organization. This knowledge is obtained from the sources such as customers, colleagues, competitors and other resources (RezaeianForduei and Ghazi Nouri, 2010).

The knowledge organizing (storing):

The knowledge should be stored so that it can be available and attributable for everybody. In fact, in this way it would be possible to remove the mental status from the knowledge and put the knowledge in the memory of the organization. If this issue is not done, the knowledge may be in the minds of employees, the founders and the organization managers and may be eliminated from the organization by their leaving or their death. Organizing the knowledge is done on the basis of storing, organizing, editing, analyzing and reporting the information. By such organizing it would be possible to recycle the information which may be required in the future (Haghighatmanesh and Taherzadeh, 2009). This step refers to the storage, registration, recording and storage of the knowledge in the form or a framework which can maintain the continuity of its components and have the capability of retrieving and using by the organization staff. In fact, organizing the knowledge is the background for transferring and exchanging the knowledge (Nouriet al., 2009).

Exchanging and sharing of the knowledge (the distribution of the knowledge):

The first important step in the process of knowledge management is sharing the knowledge (Haghighatmanesh and Taherzadeh, 2009). Exchanging the knowledge includes moving, distributing the knowledge between the individuals and the knowledge bases in the mechanized form or non- mechanized form and also in the mutual form. The knowledgesharing can be defined as a systematic activity in order to transfer and exchange of the knowledge and also the experience among members of a group or organization with a common goal (Hosseinpour et al., 2010). Transferring of the knowledge between members of the organization requires establishing the power knowledge sharing culture instead of power knowledge culture (Nouri et al., 2009).

Using of the knowledge (knowledge application):

Policy-making is essential to encourage the staff in applying their learning (Haghighatmanesh and Taherzadeh, 2009). Applying knowledge refer to this fact that the ideas and knowledge will be used if they are useful and suitable regardless of who has raised them (kwakman, 2004). This loop refers to the combination of knowledge with the action that is, applying the knowledge and its reflection in the services and goods of an organization (Nouri et al., 2009).

Parasuraman with the psychometric test and evaluating the attributes and characteristics of the quality of services customers in the public sector described five aspects of the quality of the services in the public sector which is used in most organizations:

Tangibility: Physical facilities, equipment, appearance of the staff and the organization environment

Reassurance: The proper, reliable and consistent ability of providing services and promises

Accountability and help customers: the organization tendency to provide services

Guarantee (the reliability): the staff knowledge and their ability to gain customer confidence. The knowledge and the skills of the staff and their ability to instill a sense of confidence and belief to the customers including communications, security and immunity, the ability, good behavior, reputation and confidence.

Empathy (compassion): special attention to the customers at the time of providing the services including the customer understanding and accessibility (individual attention of managers and the staff)

The hypotheses and research model

According to the purpose of this study that is, identifying the relationship between the knowledge management and the quality of the services in Kurdistan Power Distribution Company the research hypotheses are as follows:

The main hypothesis:

H₁: There is a significant relationship between the knowledge management and the quality of the services.

The subsidiary hypothesis:

H₂: There is a significant relationship between the knowledge acquisition and the quality of the services.

H₃: There is a significant relationship between the maintenance of knowledge and the quality of the services.

H₄: There is a significant relationship between the distribution of knowledge and the quality of the services.

H₅: There is a significant relationship between the application of the knowledge and the quality of the services.

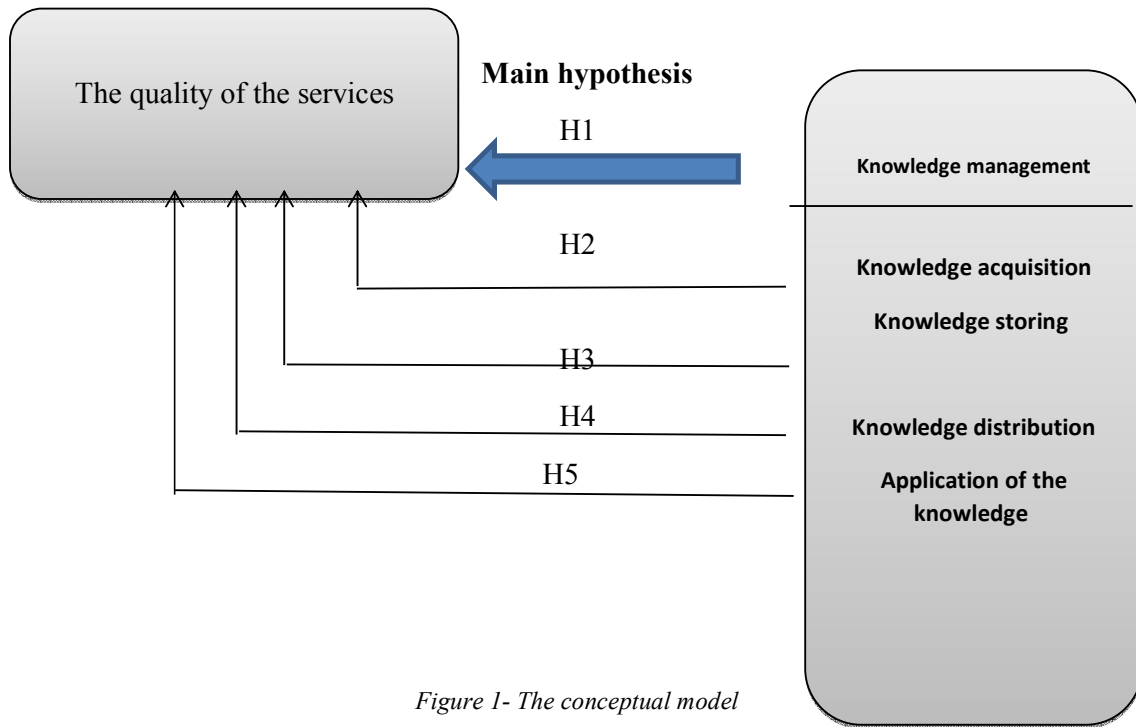


Figure 1- The conceptual model

RESEARCH METHODOLOGY

The present study in terms of the purpose is applicable and it is a descriptive study because its purpose is to describe the specific conditions or specific phenomenon. Since in this study the relationship between the knowledge management and the quality of the services is examined so this study is a correlation study. The population of this study is all the staff and subscribers from Kurdistan Power Distribution Company. The total staff is 600 people. The subscribers (clients) of this company is unlimited. For both aspects four cities were considered on the basis of the geographical area and greatness, medium small and centrality and then the inventories were distributed among all the staff of four cities (385 people). After distributing and collecting of the inventories, 292 inventories were selected for analyzing the data. 30 inventories were also collected in the pre-test. According to Morgan table 384 samples obtained for the customers who are the members of the population. Of course more people were considered and the inventories were distributed among 426 customers (clients) from Kamyaran, Marivan, Sanandaj and Dehgolan as a simple random sampling. This study was standard and its reliability had already been confirmed (knowledge management: Newman and Knard, the quality of the services: Parasuraman). On the other hand, it was also confirmed by the advisor and the consultant. In this study,

for obtaining the inventories stability it was used Cronbach alpha coefficient for the pre-test study (30 staff and 40 clients). Using SPSS statistical software trust factor was calculated through The Cronbach alpha method. Since the amount of Cronbach alpha was higher than 7, so the total questions of the knowledge management had the stability due to the amount of Cronbach alpha (91/0) and the amount of Cronbach alpha for the quality of the services (89/0).

The study of the main factors normality:

Using the Kolmogorov-Smirnov test the hypothesis of the main factors normality was studied. According to the results, the significance of the data was higher than 0.05 and all factors had a normal distribution.

The main hypothesis:

To find out the correlation between the knowledge management and the quality of the services the following hypothesis was tested which its results are as follows:

$$\left\{ \begin{array}{l} H_0: \rho = 0 \\ H_1: \rho \neq 0 \end{array} \right. \begin{array}{l} \text{There is no significant relationship between knowledge management and quality of service.} \\ \text{There is no significant relationship between knowledge management and quality of service.} \end{array}$$

Table 1: the correlation between the knowledge management and the quality of services

Quality of services	Knowledge management
0.164	Pearson correlation coefficient
0.76	Significance level
292	Number
N/A	Significance relationship

As it can be seen, there is no significant relationship between the knowledge management and the quality of services and the correlation coefficient is equal to 0.164. The significant number is greater than 0.01 which is higher than the level of standard ($\alpha= 5\%$)so the result is that the main hypothesis of the study indicating the relationship between the knowledge management and the quality of the services was not accepted.

The first hypothesis: To find out the correlation between the knowledge management and the quality of the services the following hypothesis was tested which its results are as follows:

Table 2: the correlation between the knowledge management and the quality of the services

Application of the knowledge	Knowledge distribution	Knowledge storage	Knowledge acquisition	Quality of services
0.047	0.110	0.046	0.032	Pearson correlation coefficient
0.420	0.062	0.432	0.591	Significance level
292	292	292	292	Number
No significant relationship	No significant relationship	No significant relationship	No significant relationship	Result

As it can be seen, there is no significant relationship between knowledge management and the quality of the services and the correlation coefficient is equal to 0.032. The significant number is greater than 0.05 which is higher than the level of standard ($\alpha= 5\%$)so the result is that the hypothesis of the study indicating the relationship between the knowledge management and the quality of the services was not accepted.

The second hypothesis:

To find out the correlation between the knowledge storage and the quality of the services the following hypothesis was tested which its results are as follows:

As it can be seen, there is no significant relationship between the knowledge storage and the quality of the services. The correlation coefficient is equal to 0.046 so the result is that the hypothesis of the study indicating the relationship between the knowledge storing and the quality of the services was not accepted.

The third hypothesis:

To find out the correlation between the knowledge distribution and the quality of the services the following hypothesis was tested which its results are as follows:

As it can be seen, there is no significant relationship between the knowledge distribution and the quality of the services. The correlation coefficient is equal to 0.110 so the result is that the hypothesis of the study indicating the relationship between the knowledge distribution and the quality of the services was not accepted.

The fourth hypothesis:

To find out the correlation between the application of the knowledge and the quality of the services the following hypothesis was tested which its results are as follows:

As it can be seen, there is no significant relationship between the application of the knowledge and the quality of the services. The correlation coefficient is equal to 0.047 so the result is that the hypothesis of the study indicating the relationship between the knowledge distribution and the quality of the services was not accepted.

DISCUSSIONS

The descriptive findings of the study:

According to the results of this descriptive study, the more respondents to the inventories were men (241 men and 51 women in the knowledge management aspect and 54 women in the quality of the services aspect). The respondents between 25 to 35 years old had the highest frequency (in the knowledge management aspect 160 respondents and in the quality of the services aspect 230 respondents had been between 25 to 35 years old. The majority of the respondents in the knowledge management aspect had undergraduate education (128) and in the quality of the services aspect the respondents had lower education (203). In total, 292 inventories of the knowledge management and 417 inventories of the quality of the services were collected.

The findings resulted from research hypotheses:

In this part it has been dealt with the discussion of the questions (hypotheses) results. For this reason, at first instance each of the research hypotheses will be raised and then according to the evidences of the statistical analysis the possible results and reasons for the confirmation or theirrejection will be discussed. Unlike our expectations and unlike Mortazavi study (2012) indicating the existence of the significant relationship between the level of knowledge management and the quality of the services maturity, the main hypothesis of this study indicating the existence of the significant relationship between the knowledge management and the quality of the services is not accepted considering the correlation coefficient 0.047 and with 95% assurance is not confirmed (in Mortazavi study the relationship between the level of knowledge management and the quality of the services maturity has been moderate. According to Jafari *et al.* (2011) if the formality and complexity in an organization is low and the communications is smooth and free, the knowledge management will be conducted with the least problem and this issue can be used in order to promote the organization and increasing the quality of the services. So maybe one of the reasons for rejecting this hypothesis is the formality and high complexity or lack of free communications. Hasanzadeh (2009) concluded that the status of the knowledge management factors are not suitable in the departments and in the management and planning organization. This could be a reason for rejecting the knowledge management in the organizations like Kurdistan Power Distribution Company. The results of this study is similar to the results of Mogholi (2006) study who believed the reasons for the knowledge management weakness include; lack of supportive culture from sharing of the knowledge, lack of document storage proper using, information technology view and the business strategy view.

The first hypothesis indicating the relationship between the knowledge management and the quality of the services was not accepted due to the correlation coefficient (0.032). The reason could be that there were no certain people who are responsible for obtaining the knowledge from the foreign sources. Because in the inventory this index received the lowest acceptance rating (88.4) (the highest percentage of low-middle (opposite) responses). The staff also do not pay attention to the new recruited staff knowledge. This issue does not affect the staff performance and people are not encouraged to develop their knowledge for analyzing their mistakes and generally job rotation is less encouraged.

The second hypothesis indicating the relationship between the knowledge storage and the quality of the services was not accepted due to the correlation coefficient (0.046) and the significance level (0.432). The reason for this result is that the data and information are not organized before being stored in the workplace; 74.30% people have given low-middle answers. There is no clear policy or strategy for maintaining the knowledge. To get information from the customers IT systems are not used.

The third hypothesis indicating the relationship between the knowledge distribution and the quality of the services was not accepted due to the correlation coefficient (0.046) and the significance level (0.062).

The reason for this result is that the knowledge sharing in the workplace is not a criterion for the staff performance (84.90%). It has not been used the internet for interacting with the customers and sharing the knowledge with the customers (83.60%). The knowledge was not shared by everyday interactions with the colleagues (79.50%).

The third hypothesis indicating the relationship between the application of the knowledge and the quality of the services was not accepted due to the correlation coefficient (0.047) and the significance level (0.420). The reasons for the rejection of this hypothesis are as follows: it was not used the costumers offers in improving the processes (decision-makings) (81.80%) and on the other hand, the people have less used the knowledge in the development of the new services (69.20%). Since the main issue of this study is the relationship between the knowledge management and the quality of the services, the overall results of the main hypothesis test and the subsidiary hypotheses of the study indicate rejecting of the existing relationships in the present study. On the other word, there were not any evidences indicating the acceptance of the four hypotheses which were based on the relationship between the indicators of the knowledge acquisition, knowledge storage, knowledge distribution

and the quality of the services. Of course the main point is that the study process will never end especially in the humanities. This means that always the findings of each study were considered as testing results and in the further studies it may prove that the results are incorrect (Irannezhad, 2003).

Other findings of the study:

The effects of demographic characteristics on the variables were studied which their results has come in the below table:

Table 3- the results of the demographic variables effects

Result	Hypothesis testing for the purposes of research	
Not Accepted	There is a significant difference between the men and women staff Knowledge management	Sex
Not Accepted	There is a significant difference between the quality of the services of the men and womensubscribers	
Not Accepted	There is a significant difference between the staff knowledge at the different ages	Age
Not Accepted	There is a significant difference between the quality of the services of subscribersat the different ages	
Not Accepted	There is a significant difference between the staff knowledge management with the different educational levels	Education
Not Accepted	There is a significant difference between the quality of the services of subscribers with the different educational levels	

Study’s suggestions:

Since every researcher in his or her studies faces with the limitations, defects or problems in the organization and since he or she is a person that the points or suggestions which can lead to the better organization functions come to his or her mind, the following suggestions are recommended:

Suggestions resulting from H1:

It would be better to establish a unit for acquiring the knowledge from sources outside the organization and some people from outside sources be responsible for acquiring the knowledge and the organization reliance would not be on the internal knowledge resources. It should be also adopted a plan for encouraging the staff to use the newly recruited staff knowledge and also for encouraging people to analyze their mistakes.

Suggestions resulting from H2:

It would be better to establish specific policies and strategies for the maintenance of the knowledge. For example, it is better to specify a suitable place and a certain person for maintaining the knowledge. It is better to use IT systems for getting the information from customer (the systems for connecting with the customer and for the quality management). All data should be properly selected and organized and then should be properly stored (all data should already be defined and a good place should be allocated to keep and save each of them).

Suggestions resulting from H3:

It would be better to use incentive programs, seminars and meetings to share the knowledge between colleagues in the workplace. By making groups in the organization and making a sense of healthy competition between working groups it would be possible to strengthen a sense of cooperation and also it would be possible to share the knowledge more broadly in the organization for learning and sharing the knowledge and using the encouraging policies for top groups. It should be also benefited from the experiences of the experienced staff. On the other hand, it should be made an encouraging atmosphere for the experienced people to motivate them (Giving special privileges and facilities) for holding the training classes and also encouraging the less experienced staff to participate in these classes.

Suggestions resulting from H4:

It would be better to use the suggestions and criticisms of costumers for improving the decisions (processes). This would be possible by providing the suggestions and the criticisms boxes in the organizations or making a blog for the organization and assigning a place for writing the suggestions and the criticisms of the subscribers and most importantly using these opinions. Moreover, the new knowledge should be learned for enhancing the better services and this new knowledge should be used in developing the services. By growing the expectations and by developing the knowledge throughout the world, the needs and the services of the people would grow. So for more suitable services, the staff need to be familiar with newer and more up to date knowledge. Thus, by establishing the classes, accessibility to newer and more up to date knowledge as well as using people who are more familiar with today knowledge, it should be benefited from this knowledge for providing the new services for the subscribers.

Further suggestions (Applicable to other organizations):

- 1- It is recommended that the culture of knowledge management will be taught for the successful establishment of the knowledge management in the organization.

- 2- Giving the incentives which are of two groups: individual incentives and group incentives. Individual incentives: for each of things which is done in the organization it should be considered individual incentives and punishments. This means that the definition of incentives and the definition of doing right things should be determined for each person. For example, people who do their jobs according to the organization goals and help the organization for realizing its goals, should be given certain incentives. On the contrary, a person who moves towards the opposite direction of the organization goals and does the destructive works, should be punished by certain punishments. The legal group incentives mean to divide people to the groups and to encourage or to punish them on the basis of group performance in acquiring the knowledge, knowledge distribution, knowledge storing and the application policy science.
- 3- Using the meritocracy in the organization
- 4- Assigning the appropriate facilities to all sections of the organization
- 5- Making some shelves for books or brochures with the informative and scientific contents which are useful for the staff and even the clients

Some suggestions for the prospective researchers:

- 1- In this study, the relationship between knowledge management (general model) and the quality of the services (SERVQUAL model) in Kurdistan power Distribution Company has been studied. Thus, it is recommended to the prospective researchers that use the other models of knowledge management or other models of the quality of the services.
- 2- Since this study has been conducted in Kurdistan power Distribution Company so it would be better to conduct in the other companies or other departments of the province which deal with the customers.
- 3- Since this study was conducted only in the four cities of the province due to the limitations so it is recommended to the prospective researchers that it would be better to study the whole province.

The limitations of the study:

The limitations of the study are those factors that create barriers in the way of data collection, analysis, and acquiring good results. Of course there is the limitation in every study inherently and this study is no exception to this principle and its restrictions are as follows:

Geographic restrictions:

Because of the remoteness of the route and bad weather conditions as well as Kurdistan cities hard roads only four cities were inevitably considered on the basis of the geographic area and the population (big and small towns) and the inventories were also distributed only among these four cities. This issue may reduce the accuracy of the study and on the other hand, it cannot be generalized to the entire Kurdistan province.

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