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**INTRODUCTION A MODEL TO RECOGNIZE AND PRIORITIZE THE
MANAGEMENT FACTORS OF EFFECTIVE KNOWLEDGE IN
IMPROVING THE QUALITY OF ELECTRONIC SERVICES
(CASE STUDY: SOCIAL SECURITY ORGANIZATION)**

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ABSTRACT

Rapid developments in the area of Digital Technology have led to vast developments in offering electronic services by various organizations and their application by citizens. At this challenging atmosphere, those organizations which offer more ideal and qualitative electronic services are more successful. In such atmosphere, role of the personnel's and customer's knowledge resources to improve provision of such services could not be ignored. This research tries to provide a model for improving quality of electronic services through benefiting from knowledge management. To this purpose, the customer's Knowledge Management and Personnel's Knowledge Management are considered as sub-variables of the Knowledge Management itself. Quality of electronic services was assessed by benefiting from factors of Information Quality, System Quality & Services Quality. This research has been conducted in one of the branches of social security organization, and all experts working there are considered as sample, because of the society's limited personnel number. Questionnaire was used for collecting data and the data were analyzed through structural equation model by LISREL 7.8 Software.

As shown by the results, Knowledge Management affects improvement of quality of electronic services by 84%.

Keywords: *knowledge management, E-service Quality, structural equation model*

INTRODUCTION

One of the features of the modern societies is an increase in using advanced information and communication technologies in all fields and the governments are moving towards computerizing. E-Government is a way for governments to use information technology and new technologies which give the necessary facilities for suitable access to information and public services, reforming their quality and offering more extensive opportunities for participation in the processes and democratic institutions.

Providing services electronically in organizations, on the one hand, result in reduced costs, productivity would increase and resource allocation is better performed, and on the other hand, the public services every day of week- 24 hours a day without being personally present at government offices would be at the service of the citizens. In e-government, electronic services the main channel relationship between government and citizens. Increasing use of electronic services brought up the need of standards definitions and quality assurance (Batagan et al, 2009). Providing high quality products or services are every organization's goals. Organizations try to provide maximum accessibility for citizens to the services along with providing improved quality services (Alrawajeb, Haboush, 2011). According to the Delon and McLean model (Zaied, 2012) the quality of Electronic services can be classified to three major dimensions of information quality, service quality and system quality.

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Since the nature of these services are related to the knowledge resources and organization information and individuals, On the one hand, the effective IT support is required for Structuration, distribution, calculation, evaluation, storage and knowledge creation, On the other hand, the impact of knowledge management and particularly customer knowledge in order to provide more complete services to the customers could not be ignored. Knowledge organization is defined as a collection of information, Data and procedures that are used by organization to provide services to customers, (Alrawajeb, Haboush, 2011). This knowledge exists as knowledge assets, such as documents or tacit knowledge of employees and customers. Using knowledge Management in E-government and in the implementation of e-services helps organizations to achieve three objectives: First it would not meet the rising expectations of users for better services and information access (Harman and Bryld, 2001).second, it would provide the predicted company forward movement. Third, it would facilitate the interaction between all of the existences of the electronic organization and its components. Therefore, knowledge management should have a special place in electronic organizations and electronic services.

This article presents a model for improving the quality of electronic services by the knowledge management.

At first, it is referred to the researches that are conducted in the quality of e-service.

Abdel Nasser Zaid in 2012 based on an initial model of Delon and McLean (2002) described his own proposed model in which evaluation quality of electronic service is performed in three steps: 1) The design phase includes system quality, information quality and electronic service quality. 2) An implementation phase where customer satisfaction is measured and 3) Result phase in which the benefit earned by organization is measured. Zaid knows related indicators of system quality as reliability, websites designs, response time, applicability, trust, usefulness, and availability and for information quality he counts integrity, intelligibility, personalization, security, availability, universality, accuracy, interaction as indicator, and for service quality, trust, reliability, accuracy, consistency, efficiency and responsiveness. Tivana (2003) emphasizes that the successful websites, focus on knowledge management and suggest a client knowledge management cycle that is consisted of three phases, acquisition, sharing, and applying and they are performed in parallel. Yadegari (2007) conducted his research on the evaluation of electronic service quality. He with referring to the Kolier and Stak model (figure 2-8) studied the different aspects of evaluation and at length concluded that; Electronic service providers should focus on the factors that lead to the attraction and loyalty of clients to reach the success in today's competitive situation. One of the most important factors influencing customer satisfaction id is the quality of electronic service which can help institutes in achieving these goals. Alirezaee (2009) conducted a research to identify and prioritize the effective factors in the success of electronic services. For identifying, he used the important factors of the recent articles and ideas of 310 experts, and after analyzing the data, presented a conceptual model in which eight groups of factors are studied, and finally divided into two groups of primary and secondary goals. The primary goals include: public trust, information access, public accessibility, service quality.

Sadeghi and Nemati (2012) stated their goals of the research, providing 7-dimensional model of customer satisfaction of electronic banking services in Iran. At first, they identified the important and effective factors on customer satisfaction through exploratory studies and collecting the opinions of experts in their research, and for evaluating each of them determined some parameters that in the final introduced a model including 7 effective factors, these 7 factors are as follow: Ease, accessibility, reliability, security, utility, mental image of bank, web portal.by studying the literature of the main hypothesis at first “Knowledge management has a significant effect on the improvement of the quality of electronic services” was brought up then by determining the indices, the subsidiary hypothesis and relevant questions were developed. These indices are illustrated in Table 1.

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Table 1: Extracted indices and variables

The client knowledge management factor	Assessing of client's basic needs	Rouholamin i,venkatesh,2011
	Identifying the channels to client communication	Re zae e malek, Radfar 2012
	Identifying the methods of maintaining customer trust	Chan,lp,2011
	Informing and training the customers to use e-services	Keshavarzi,Re zaiyan 2012:104
	Responding to customers' information requests	Keshavarzi,Re zaiyan 2012:110
	Creating structures and processes that encourage reuse.	Keshavarzi,Re zaiyan 2012:117
	Establishing the necessary basics for identifying and achieving the citizen's knowledge and using it to improve the services.	knogh,1998; 134
Employees Knowledge Management factor	Collecting the professionals to exchange the ideas and the best ways of doing the jobs	Keshavarzi,Re zaiyan 2012:140
	Encouraging and training the employees to use organization's internet for sharing knowledge	Ahmadi, Salehi 2010:350
	Allocating rewards to employees and to increase their motives for more active sharing of knowledge within the organization	Sin, Tes, Yim, 2011
	Recruiting new employees based on their abilities and knowledge capabilities	Ahmadi, Salehi 2010:255
Information quality factor	Completeness and comprehensiveness of information of customer demand	Zaied,2012-DeLone.McLean,1992
	Maximum protection and minimum risk of data loss	DeLone.,McLean,1992 -lire zae e ' 2009
	Availability of updated information to the customer	Sadeghi, Nemat i 2012
	Privacy and protection of clients' confidential information	Deh Yadegari 2007
	Maximum possible interaction and participation of clients	DeLone., McLean,1992
Service quality factor	Maximum access to services	Sadeghi, Nemat i 2012
	Ensuring quality of service	Ali re zae e 2009
	Responding responsibly and maximum clarity in Accountability	Abdel Nasser Zaied, 2012
	Searching and receiving the information and services in the shortest possible time	Ali re zae e 2009
System quality factor	Understanding customer needs in Website Design	Esmaili, Ghaedi 2009
	Design attractiveness and website innovation to attract customer	Zaied,2012 - Sadeghi 2012
	Usability of the system for most audiences	DeLone., McLean,1992
	Easiness of learning and using the system	DeLone., McLean,1992
	System reliability	Abdel Nasser Zaied, 2012

MATERIALS AND METHODS

The statistical society of this study is the all employees of one of the branch of SSO, but because some of the employee are service staff and has no activity regarding the use of e-services and receive no feedback from clients in this regard, statistical sample was determined as Non-random oriented and all the experts of the executive departments, and managers were considered as sample.

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From 118 distributed questionnaires, with a return rate of 0.94 , 111 questionnaires were returned. The normality of data distribution was examined using Kolmogorov-Smirnov method, According to the results in Table 2, it can be seen that the significant level of test is higher than 0.05 for all variables which means they have been distributed normally.

Table-2 : One-Sample Kolmogorov-Smirnov Test

	ck ¹	ek ²	iq ³	sq ⁴	sysq ⁵	
N	111	111	111	111	111	
Normal Parameters ^{a,b}	Mean	2.9356	2.7342	3.1369	3.0833	3.3568
	Std. Deviation	.57069	.54801	.59451	.61822	.57928
Most Extreme Differences	Absolute	.122	.143	.105	.122	.136
	Positive	.122	.143	.105	.121	.136
	Negative	-.097	-.083	-.067	-.122	-.095
Kolmogorov-Smirnov Z	1.288	1.503	1.102	1.286	1.437	
Asymp. Sig. (2-tailed)	.072	.122	.176	.073	.132	

a. Test distribution is Normal.

b. Calculated from data.

¹ - Customer Knowledge management

² - Employee Knowledge management

³ - Information quality

⁴ - Service quality

⁵ -System quality

Validity and reliability of the questionnaire

To calculate the validity of the used questionnaire, factor analysis and SPSS20 application were used. Due to the amount of the Bartlett test (KMO) = 0.824 and its higher value of 0.6 , the questionnaire is valid. In order to study the reliability of the questionnaire, the Cronbach's alpha test was used. . Cronbach's alpha coefficient for the 25 questions (the whole questionnaire) equal to 0.894 was obtained, but also for every single question was placed in a higher range of 0.8 .and this indicates a high degree of reliability of the questionnaire. The relation rate of items, indices and variables in the research were evaluated using exploratory factor analysis. In rotated factor matrix table, the levels of question proportion to each other were obtained. The obtained number indicates that ratio appointment of each question to each latent variable is at a high level, representing the proper selection of questions and the effective relationship of each question to each index an each latent variable. The items from 1 to 7 are defined in the form of an exogenous Latent variable called Customer Knowledge Management and items from 8 to 11 in the form of exogenous Latent variable of knowledge management.

For questions 12 to 16, 17 to 20 and 21 to 25 also three factors were identified as service quality, information quality and system quality.

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Table -3: Rotated Component Matrix ^a

	Component				
	1	2	3	4	5
q1	.200	.606	.016	.163	.214
q2	.208	.690	.208	.261	.018
q3	.108	.688	.279	.092	.127
q4	.191	.660	.086	.083	-.108
q5	-.103	.684	.087	-.047	.068
q6	.067	.818	.041	-.192	.073
q7	-.025	.474	.228	.291	.375
q8	-.039	.310	.241	.503	.136
q9	-.054	-.039	.338	.662	.075
q10	.090	.018	-.184	.730	.178
q11	.077	.162	.094	.728	-.061
q12	.162	.167	.696	.014	.257
q13	.082	.280	.764	.107	.056
q14	.186	.111	.724	.045	.279
q15	.369	.138	.727	.122	.068
q16	.221	.181	.724	.068	.170
q17	.277	.036	.287	.063	.722
q18	.490	.152	.006	.376	.650
q19	.352	.158	.403	.169	.637
q20	.191	.089	.218	.411	.515
q21	.761	.019	.031	-.038	.298
q22	.789	.088	-.116	-.173	.251
q23	.667	.071	.276	.060	.123
q24	.758	.152	.285	.085	-.005
q25	.685	.129	.412	.075	-.008

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

RESULTS AND DISCUSSION

In this section we will test hypothesis using the diagrams of path analysis and confirmatory factor analysis.

Results

A) Study of exogenous latent variable research: To study of exogenous Latent variable (independent variable) research, at first, the results of items (questions) of the numbers 1 to 11 of the questionnaire are entered into the Lisrel software. Then the performed confirmatory factor analysis and the output result of it are studied as diagram and numbers related to fit model.

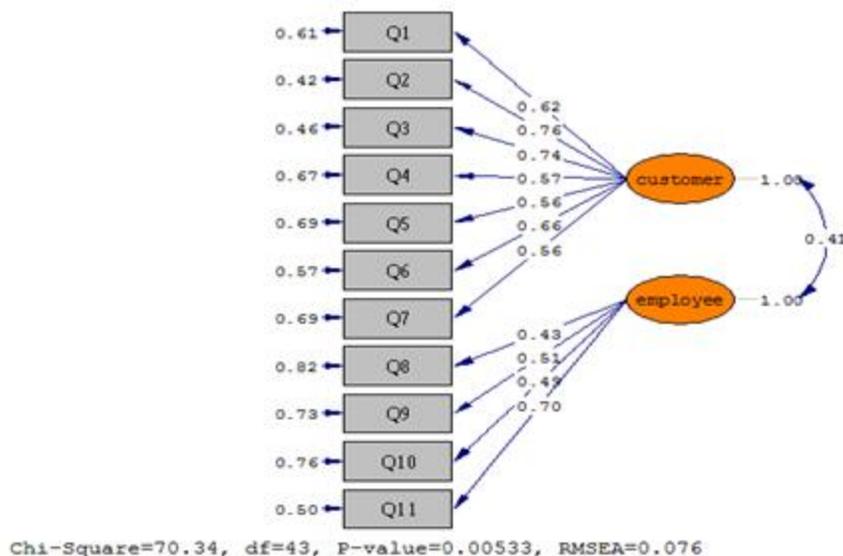


Figure 1: Indices evaluation of exogenous Latent variable research in standard mode

Table 4 – fit indices of exogenous latent variable model

Root Mean Square Error of Approximation (RMSEA) = 0.076

Normed Fit Index (NFI) = 0.97

Non-Normed Fit Index (NNFI) = 0.93

Comparative Fit Index (CFI) = 0.94

Incremental Fit Index (IFI) = 0.95

Relative Fit Index (RFI) = 0.94

Goodness of Fit Index (GFI) = 0.90

Adjusted Goodness of Fit Index (AGFI) = 0.94

According to Figure 1, related to the endogenous Latent variable and the result of indices related to the fitness which are shown in the table 4, three conditions are studied:

First condition: the amount of the coefficient of the mean squared error, that should be less than 0.1, and if a number is between 0.08 and 0.05 is a good indication of the model and if it is less than 0.05 it means that the model is an ideal one. Here the number 0.076 is obtained.

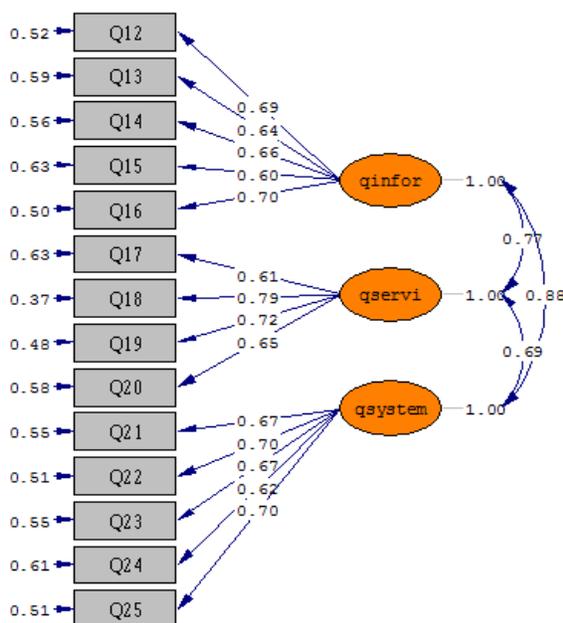
Second condition: some certain significant coefficients should be greater than +1.96 and smaller than -1.96 which in this diagram all the significant numbers have a value higher than +1.96. And the result of chi-square divided by the degrees of freedom equal to 0.94, which is higher than 0.05. Consequently this condition is true.

Third condition: the fit indices of the model should have value more than 0.9, according to the table 4, normal fit index (NFI) has a value of 0.97, comparative fit index (CFI), with values of 0.94, goodness of fit index (GFI) with value of 0.9, and Adjusted Goodness of Fit Index (AGFI) with the 0.94 were obtained. As a result this condition is true.

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Regarding to the acceptance of the three above conditions, it can be said that, the exogenous Latent variable model of research has a good and suitable fit.

B) study of the endogenous Latent variable Research, to study the endogenous Latent variable (dependent) Research the Results of items 12 to 25 from the questionnaire distribution were entered into the Lisrel software, and after performing of confirmatory factor analysis for three endogenous latent variable researches which are as follow: System quality, information quality and service quality. Its results were determined as Figure 2 (indices of evaluation in standard mode).



Chi-Square=246.54, df=74, P-value=0.001, RMSEA=0.046

Figure 2: Evaluation of endogenous Latent variable research in standard mode

To study the fitting model of endogenous latent variable as it was stated for exogenous latent variable study; it should be studied according to model outputs and indices to establish the conditions:

First condition: the coefficient of the mean squared error, which should be less than 0.1 and if a number between 0.08 and 0.05 is an indication of a good model and less than 0.05 it means to be an ideal model. here the number 0.046 is obtained.

Second condition: significant coefficients should be greater than the +1.96 and smaller than -1.96, all the significant numbers have value more than +1.96. As a result this condition is also true.

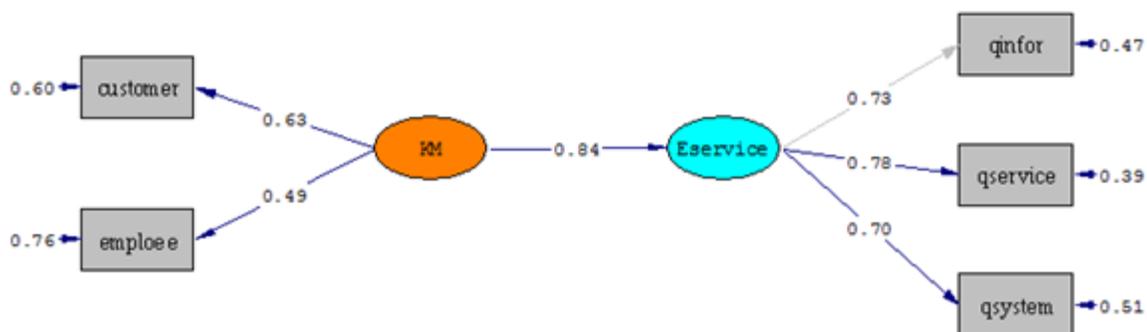
Third condition: fit indices of model should have value more than 0.9, where here, the normal fit index has a value of 0.98, the comparative fit index with value of 0.91, and Adjusted Goodness of Fit Index with the value of 0.93 were obtained, and as a result this condition is true. And regarding to the acceptance of the three above conditions, it could be said that endogenous latent variable research model has an ideal fitting.

Table 5: Indices of good diagram in order study the fitting of endogenous model

Root Mean Square Error of Approximation (RMSEA) = 0.046
Normed Fit Index (NFI) = 0.98
Non-Normed Fit Index (NNFI) = 0.96
Comparative Fit Index (CFI) = 0.91
Incremental Fit Index (IFI) = 0.95
Relative Fit Index (RFI) = 0.99
Goodness of Fit Index (GFI) = 0.98
Adjusted Goodness of Fit Index (AGFI) = 0.93

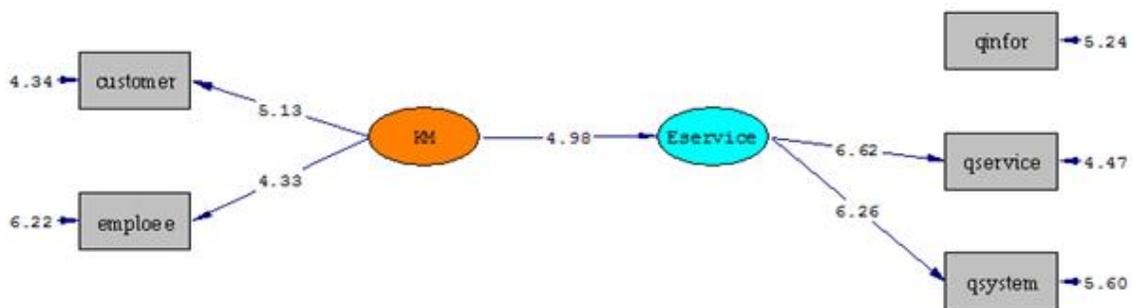
C): Verification of hypotheses: To study of hypothesis, the path analysis diagram was examined in the Lisrel software. Path diagram could be a means of demonstration of changes ratio of each variable to the other variables. If a model is drawn in the form of a path and be confirmed by fit indices, that diagram could be used for hypothesis test.

The main hypothesis: the knowledge management has a positive and direct effect on improving e-services. In Figure 3 of the main hypothesis which can say is the same conceptual research, in the standard mode and in the figure 4, conceptual model was examined in a significant mode. Figure 3 illustrates that the impact of knowledge management on the electronic services quality is 84 percent.



Chi-Square=8.74, df=4, P-value=0.00791, RMSEA=0.004

Figure 3: The study of main hypothesis of research (conceptual research model) in standard mode



Chi-Square=8.74, df=4, P-value=0.00791, RMSEA=0.004

Figure 4: The study of main hypothesis of research (conceptual research model) in significant mode

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In the following table 6, the outputs of fit indices and Chi square test and values of the mean square error latent variable

Table 6: The Output of hypotheses test

Conditions of accepting the hypothesis	$\chi^2/df > 0.05$	Fit Indexes				RMSEA < 0.1
		CFI>0.9	AGFI>0.9	GFI>0.9	NFI>0.9	
Main	2.185	0.97	0.98	0.97	0.95	0.004
Subsidiary1	1.62	0.96	0.95	0.91	0.92	0.076
Subsidiary2	1.58	0.97	0.95	0.94	0.93	0.063
Subsidiary3	1.37	0.99	0.90	0.96	0.97	0.058
Subsidiary4	0.64	1.00	0.96	0.98	0.98	0.000
Subsidiary5	2.52	0.96	0.93	0.92	0.94	0.017

According to the values in Table 6, the research results of the hypotheses are shown in Table 7.

Table 7: final conclusions of hypothesis

Subsidiary/hypothesis	Description of hypothesis	Significant coefficient	Impact of coefficient	RMS EA	Approved/disapproved
Main	Knowledge management has a direct and positive Impact on improving electronic services.	>1.96	84%	0.004	Approved
Subsidiary1	Customer's knowledge management has an indirect and positive Impact on improving electronic services.	>1.96	57%	0.076	Approved
Subsidiary2	Employee's knowledge management has a direct and positive Impact on improving electronic services.	>1.96	60%	0.063	Approved
Subsidiary3	Knowledge management has an indirect and positive Impact on Information quality	>1.96	82%	0.058	Approved
Subsidiary4	Knowledge management has an indirect and positive Impact on Service quality	>1.96	83%	0.000	Approved
Subsidiary5	Knowledge management has an indirect and positive Impact on Electronic system quality	>1.96	62%	0.017	Approved

According to the data result from structural equation and output of the Lisrel software in accepting or rejecting the research hypothesis, it could be explained as:

The main hypothesis (Knowledge management has a direct and positive impact on improving the E-services): All the values of normal fit index, Comparative Fit Index, Goodness of Fit Index, and Adjusted Goodness of Fit Index and also the ratio of chi-square on the degree of freedom were obtained

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in an acceptable range, And considering that the mean square error has a value of 0.004 and is less than 0.05, which represents that the hypothesis is an ideal one. The value of factor loading is 0.84 which represents that the impact of knowledge management on the improvement of e-services is 84%.

The first subsidiary hypothesis (Customer's knowledge management has an indirect and positive Impact on the improvement of electronic services): the values of Fitness indices and the ratio of chi-square on the degrees of freedom for the hypothesis, all of them are within the acceptable range and the coefficient of mean square error is 0.076 , therefore the mentioned hypothesis is accepted. And considering that the number 0.57 can be obtained for factor loading or impact coefficient, it could be explained that customer's knowledge management has an impact of 57% on the improvement of e-services quality.

The second subsidiary hypothesis (Employee's knowledge management has a direct and positive Impact on improvement of electronic services): fit indices and the ratio of chi-square on the degree of freedom have appropriate values for this hypothesis, and considering the number 0.063 for coefficient of mean square error, this hypothesis is also accepted. And the obtained value of 0.60 for factor loading of this hypothesis, indicating the 60 percent impact of employee's knowledge management on the improvement of e-services quality of the organization.

The third subsidiary hypothesis (Knowledge management has an indirect and positive Impact on Information quality): According to the obtained values for the fit indices and the chi-square ratio on degree of freedom, all of them are in the defined range and there are the necessary conditions to accept this hypothesis. Therefore, the mentioned hypothesis with the coefficient of mean square error of 0.058 is approved. The obtained factor loading of 0.82 indicates that the employees and customers' knowledge management have the indirect and positive impact 82% on the improvement of information quality in the process of providing the e-services of the organization.

The fourth subsidiary hypothesis (Knowledge management has an indirect and positive Impact on Service quality): the obtained data from the software shows the necessary conditions to accept this hypothesis, Furthermore, the mean square error is zero, indicating that this hypothesis is an ideal one. And the factor loading of this hypothesis is 0.83 which means the indirect and positive impact of 83 percent of employees and customers on services quality.

The fifth subsidiary hypothesis (Knowledge management has an indirect and positive Impact on Electronic system quality): all the necessary conditions to accept hypothesizes are true. Therefore, this hypothesis with the mean square error of 0.017 is an ideal number, and is accepted. Number 0.62 was obtained for the factor loading of this hypothesis, indicating the 62 percent impact of employees and customers' knowledge management on the quality of electronic system. finally, According to the above contents, all the hypothesis were confirmed. Among the subsidiary hypothesizes, the fourth hypothesis means: Knowledge management has an indirect and positive Impact on Service quality, with the best obtained values and has the least mean square error coefficient.

DISCUSSION AND CONCLUSION

The result of this research indicates that if the administration organization implements and executes the knowledge properly from the viewpoint of employees and customers' knowledge management, an acceptable improvement in the e-services quality could be achieved. According to research findings, employees' knowledge management with the coefficient of 60 percent has an effect a little more than customers' knowledge management with 57 percent on the improvement of e-services quality. And also the impact of knowledge management on the service quality is more than system quality and information quality. According to the results of this study, the following suggestions can be introduced: With the implementation of knowledge management at the branches of SSO, we can achieve the improvement of e-

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services quality which can reduce in-person visits to the branches and increase the customer satisfaction of the organization which is the insured people, contractors and pensioners of the organization. Due to the obtained optimized values for the fourth hypothesis which means: Knowledge management has an indirect and positive Impact on Service quality. In fact, by managing its employees and customers' knowledge management, Organization can achieve the improvement of service quality with maximum access to the services, ensuring of providing services with good quality, accountability, searching and receiving the information and services in the shortest possible time. As a result, one of the main goals of SSO for the promotion, service quality, and particularly, electronic services through its portals, the employees and customers knowledge management should be executed and to achieve this important goal, the following steps are necessary:

- Collecting the professionals to exchange the ideas and the best ways of doing the jobs
- Encouraging and training the employees to use organization's internet for sharing knowledge
- Allocating rewards to employees and to increase their motives for more active sharing of knowledge within the organization
- Recruiting new employees based on their abilities and knowledge capabilities

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