Do we need Moral intelligence
for Customer Knowledge Management to innovate?

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Abstract

Our research enhances the significant importance of moral intelligence as a competence that manager need to have, for Customer Knowledge Management to innovate. After the presentation of fundamentals concepts and our conceptual model, we have explored their relations among a quantitative research on 32 companies in different sectors. Firstly, we started with an exploratory phase with the factorial analysis on SPSS, secondly, we use in the confirmatory phase of model validation, Partials least squares structural equations models. The results present a further investigation to enrich the relation between different types of intelligence and innovation with the use of CKM. The fact of testing relations between complex variables allowed us to have theoretical and managerial contributions.

Key Words: Moral intelligence, Customer Knowledge Management, Products/services innovation, Smart PLS3.

I. Introduction

Many companies think know very well their customers, to create new products/services, they use only their own skills in their innovation. What companies still ignore, it is that from the moment when the contact with the customer is not established in an interactive continuous way, and analyzed effectively, the company will not know well his current customer and will meet difficulties detecting his prospects... Indeed, according to the recent works of the researchers, to well understand well customer, the company needs certain intelligent skills and effective secret relations for its interpersonal relations. We have inspired by the fact of inspire a reliable climate between the company and the customer is important. Credit note of the intelligently convertible information in knowledge is useful for the company, in particular in the process of innovation. We propose in our study, the moral

intelligence as necessary skill including moral values which every manager has to have it, we verify then its impact on the innovation products/services with an integrated system which is the customer knowledge management.

II.   Theoretical concepts

1. Moral intelligence

Although the review of the literature on the Moral intelligence is not rather rich and its integration with the innovation does not know heavy works in number, the latter presents very moved closer definitions, we can define it so: the moral intelligence by the capacity to handle the moral information and manage the auto-regulation in a way that the moral and desirable limits can be reached (affected). Our perception (collection) of a morally intelligent person is someone, which has the desire to try hard to reach moral goals and to use their principles as well as the skills of auto- regulation (Tanner and Christen, 2013).

The moral intelligence (IM) refers to the moral capacity of the administrators to manage moral problems (Tan and Bapthéen, 2013). The morality is generally described as the cognitive capacity to make ethical decisions in circumstances surrounding a given situation (Healthy and Wilde, 2014).

Moral being is a complex, difficult and long-lasting process, just like the development of the moral intelligence. They require an aware (conscious) knowledge, guided by a positive effect which takes place in a virtuous action (share) (Beheshtifar, 2011).

The moral intelligence is newer and less studied than the cognitive, emotional, and social more established, but a big potential to improve our understanding of learning and behavior (Beheshtifar and al, 2011). When we judge an action as morally true or false, we make it in an instinctive way, by tapping in a system of unconsciously operational and accessible moral knowledge (Rahimi, 2011).

The Association of the supervision and the curriculum development (ASCD), defines a legal entity as a person who respects the human dignity, is interested in the well- being of other, honorable the individual interests and the social responsibilities, demonstrates the integrity, thinks about the moral choices and looks for a peaceful resolution of the conflicts (Clarken, 2009; Lennik and Kiel, 2005) gets closer many of the definition of the ASCD for the moral intelligence and they consider it as is a concept, which consists of: the integrity, the responsibility, the forgiveness and the condolence.

2. Customer Knowledge Management

The understanding of the complexity of the purchasing behavior of the customer requires knowledge and skills (Sain and Wilde, 2014, p. 59). The process of knowledge management of the customer cannot be made without managing the knowledge of the customer which indicates needs and desires of the organizational customers (Haghighat and Yahyabeig, 2012). The main objective of the knowledge management of the customer, is to move the organization towards a place where the customer is the first priority, but by emphasizing the strategies KM integrated into the learning, into the sharing, into the communication and into the change which are fundamental concepts in CKM, thus only if it is accepted as a continuity only when the organization can supply products or effective services(departments) and can get closer to the global objective of the company which is the customer satisfaction (Haghighat & Yahyabeig, on 2012).

(Roscoe, on 2001), describes that CKM should be a system capable of reaching the goals of the company: to firstly retain the customers existents, gain the most cost-effective customer, obtain more important part of the spending of clients, to increase the set margins of the value of the client, and finally to assure that the experience of the customer corresponds to products and to offered services.

(Roscoe, 2001) describes the method CKM by an approach in four stages, consisting of: "customer Strategy ", " Customer Buying Process ", " customer Learning ", " Actions, tactics & Campaigns ", these dimensions can be used for the development of Products and services (Sain & Wilde, 2014), We present below a representative model:
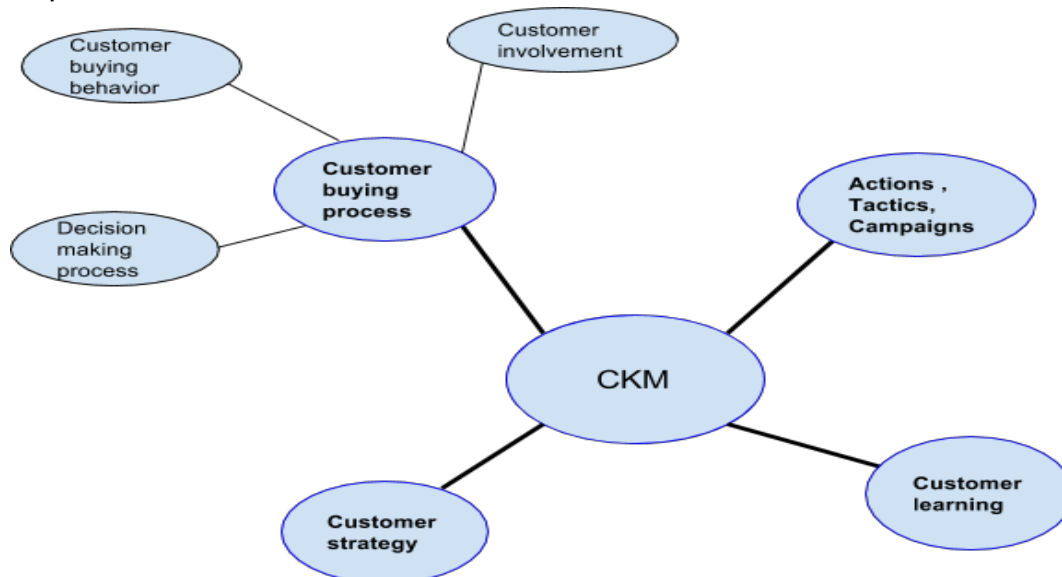

Figure 1: A representative Model of CKM (Roscoe, 2001; Sain & Wilde, 2014)

The innovation can be understood (included) as process, as contained, or a combination (overall) both (Billé and soparnot, on 2005). The innovation term indicating (appointing) at the same time the process of creation by the company of an offer considered as piece of news(short story) and the result(profit) of this process: a new product, a new service(department) or a new one manufacturing processes (Loilier and Tellier on 1999). The innovations arise from the phase of diagnosis of the business portfolio and can join the strategy of the company (Durieux, on 2001). According to Loilier and Tellier on 1999 she (it) consists in offering a product or a service (department) presenting at least a novelty with regard to(compared with) the existing offers perceived(collected) by the aimed market.

ill.   Conceptual   model   and   hypotheses

Indeed, The moral intelligence presents a primary element of search (research) in an objective where the company aims at improving the relation B to C, at developing loyalty of the customers, in practice, the loyalty is considered as one of the criteria the most important for a company to obtain a competitive advantage because it determines the repurchase of the customers in the future (Tuan, on 2015), and so that they are partners in his (her, its) concerns in particular in the innovation and this via the tacit and explicit knowledge of the customers. The customers are considered as equal partners. Needs and customer expectations are fairly treated. The objective of the administrators is to assure (insure) a real value for the customers, an information, a safety (security) and a sufficient (self-important) satisfaction of the use of products and the services (departments) of the organization (Hisrich and Ramadani, on 2017) .D Nowadays, numerous companies implement (operate) strategies centred on the respect for the customer to attract them, hold(retain) and well get on(hear each other) with them (Tuan, on 2015).

The ethical behavior plays a central role in the business company nowadays, in particular in the treatment of the clientele and their relations, as confirmed it Gardner (Healthy and Wilde, on 2014), they are necessary qualities if they want to compete successfully in the evolution of business environments and relations with Customers (Healthy and Wilde, on 2014). The right of the customers is always taken into account   (Hisrich   and   Ramadani,   on   2017).

All   these   arguments   allowed   us   to   propose   the   hypotheses   following   one:

H1: The Moral intelligence has a positive effect on the CKM

In organizations, the moral intelligence involves a combination of desire of knowledge and will, it involves the way we think of smelling and of acting (Clarken, on 2009). The ethical behavior plays a central role in the business of today company, in particular in the treatment of the clientele and the relations with the customers, confirmed   by   (Gardner,   on   2007).
A competitive advantage can be among others obtained by obtaining an advantage of knowledge. To be close to his customers and to meet their needs requires a

process of internal learning (Halawi and al, on 2006).

In other companies based on the modern company, the employees must be competent drawing a line in their productivity, worth knowing the use of knowledge and to concentrate on the satisfaction of the clientele, they are necessary qualities if they want to compete successfully in the evolution of the business environment and the relations with the customers. A company is informed well when it is aware of current skills of his employees and capable of aligning them with its marketing strategy. (Healthy and Wilde, on 2014).

H2: The CKM has a positive effect on the innovation product/services

The researchers recognized the management of the customer knowledge (CKM) as a key strategic resource to improve the innovation and support the long-term management of the relations with the customers (Fidel and al, on 2015).

Companies based on knowledge customers can use their customers to help improve their innovation (Blazevic and Lievens, on 2008). The companies which work to manage their knowledge and their innovation, will improve the performances while keeping a competitive advantage (Nonaka and Takeuchi, on 1995). The innovation is the application of knowledge their division resultant thanks to a collaborative innovation which becomes more and more important (Fidel and al, on 2015). The exploration and the exploitation of the market had implications important for the dependence of companies on external sources of information in the innovation (Salge Et al on 2013, Cui and Wu, on 2015).

Thus the innovative development of products is a process with strong intensity of knowledge which requires skills sophisticated in management of the knowledge (Hsu and Fang on 2009, Massaro and al., on 2015).
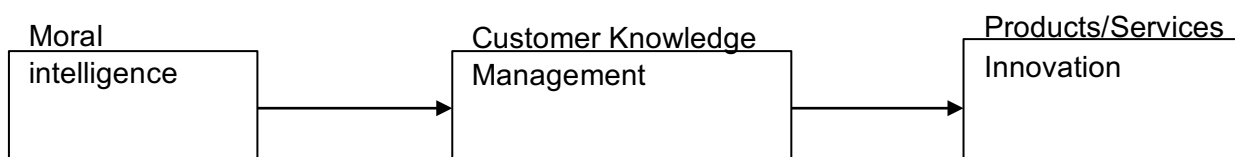
| Moral intelligence | → | Customer Knowledge Management | → | Products/Services Innovation |

Figure 2: Conceptual Model of the research

IV. Methodology of Research

By following a purely quantitative approach (initiative), we led our search (research) on 32 companies of various sectors. In the exploratory phase, we resorted (turned) for the factorial analysis of the data to the software SPSS, then in the confirmatory

phase, we based ourselves on the method of the structural equations based on the slightest square partial by using the Smart PLS3 software.

We present in the picture (board) following ones the guarantors (respondents) according to the various sectors:

Table 1: Presentation of Distribution of the respondents according to the business sector

Stock exchange activity	2
Insurance	1
Banking Sector	4
The modern	3
Food processing industry	2
Luxury brand clothing	1
Hygiene and regular consumption	2
Sanitary equipments	2
Consulting	5
Pharmaceutical companies	2
Software and technology	3
Automation, energy and connected houses	3
Telecommunications	1
Building and industry	2
Statistical operations and soudings	1

V. Results of research:

As results, we obtain 8 relations that we present in the figure 3 and the table 2, seen that the CKM consists of 4 dimensions.

We begin by presenting in the board following the results of the exploratory factorial analysis.

1. Presentation of the exploratory factorial analysis

A. Validation of the scale of measure of the explanatory variable "the Moral intelligence"

The scale (ladder) of measure of the variable " moral intelligence " contains 24 items noted on a scale (ladder) of Likert going from 1 to 5. In our sample, the average of these items varies between 2,94 and 3,44, showing that the participants grant an importance for the moral intelligence in their activity

1st ACP

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,884	
Bartlett's Test of Sphericity	Approx. Chi-Square		751,624
	df		276
	Sig.	,000	

2nd ACP

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,907	
Bartlett's Test of Sphericity	Approx. Chi-Square		724,702
	df		253
	Sig.	,000	

Reliability Statistics

Cronbach's Alpha	N of Items
,974	23

To study the dimensionality of a scale measurement, it is necessary to verify the respect for the conditions of factorization (Khayati, on 2010). We present below the results of test sphericity of Bartlett, allowing to reject the hypothesis of correlation no at the level of p= 0,000, as well as the test of KMO, which will be accepted for a level of KMO = 0,884.

We then proceeded to the realization of an ACP, thrown on 24 items of the scale of measure of our variable. The criterion of Kaiser indicates the existence of two dimensions which restore with a level of 62,045 % of the explained total variance. However, the study of the commonality led (drove) to us to eliminate the item

"IEIM2 ", indeed, the latter presents a value of commonality/quality of the lowest representation (0,072).

Then, we made an ACP, thrown on 23 items. In spite of in this second ACP, the test of sphericity of Bartlett rejected the hypothesis of correlation at the threshold of p=0,00, the test of KMO as for him exposes a value of 0,907, the latter allows to explain 64,450 % of the explained total variance. Indeed, as deduction, let us assert that the criterion of Kaiser indicates that these items group together into a single dimension (size), that they summarize in a very satisfactory way the collected information about this variable. Consequently, we hold (retain) that this variable is unidimensional having Alpha de Cronbach has (23 items) has = 0,974, which reflects

an excellent degree of internal consistency.

----> The scale of measure of the variable moral intelligence is unidimensional in 23 items present an excellent reliability.

We present in the following (figure) the results of Models of research on the software SmartPLS3.

B. Validation of the scale measure of "innovation products/services"

In our sample, average of 10 items, which serve to measure the variable innovation product/service, coded ' INNOV ', varies between 2,59 and 3,03. What allows us to conclude that the level of the innovation products/services within the companies, which establish our sample, is good?

a.

Determinan

t　　= 1,98E-

006

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,824
Bartlett's Test of Sphericity	Approx. Chi-Square		378,609
	df		45
	Sig	,000	

Reliability Statistics

Cronbach's Alpha	N of Items
,930	10

The obtained results show that the correlations are positive and significant, that the test of sphericity of Bartlett allows to reject the hypothesis according to which the coefficients of correlation are nil (p = 0,000), and that the indication KMO the value of which is equal to 0,824, allows the factorization, to throw afterward, an ACP on items relative to the variable "INNOV". Once the ACP is thrown, we obtained a percentage of total variance been understandable of 63,848 %. By referring to the criterion of Kaiser, our items group together into a dimension which summarizes very well the information collected on this variable, with significant factorial contributions. The internal coherence of this dimension is very satisfactory, because the Alpha of Cronbach has (10 items) = 0,930, and thus, our scale of measure unidimensional is considered reliable.

C. Validation of the scale of measure of the mediating variable Customer Knowledge Management.

The mediating variable CKM includes 4 dimensions to be noted; "Customer buying process", "Actions, Tactics and campaigns", "Customer Learning", "customer Strategy".

Test KMO et sphéricité de Bartlett

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,623
Bartlett's Test of Sphericity	Approx. Chi-Square	565,662
	df	231
	Sig	,000

a-Customer buying process

Reliability Statistics

Cronbach's Alpha	N of Items
,740	6

b- Actions, Tactics & Compaigns

Reliability Statistics

Cronbach's Alpha	N of Items
,443	8

c-Customer learning

Reliability Statistics

Cronbach's Alpha[a]	N of Items
-,119	4

The observation of the results shows that the matrix of correlation is positive, that the test of sphericity of Bartlett (p = 0,000) rejects the hypothesis of nullity of coefficients of correlation and that the test KMO the value of which is equal to 0,621 authorizes the factorization, what allows us to throw an ACP on 24 items of the variable CKM. The criterion of Kaiser indicates the existence of 4 dimensions which restore 59,873 % of the total been understandable variance (30,662 % for the first axis, 12,316 % for the second, 8,749 for the third and 8,146 % for the last one). However, the study of commonalities led us to delete both items "CC1.1 and CC4.3" because he presents a commonality inferior at the threshold of 0,3.

Afterward, we boosted the second one ACP on 22 remaining items. The results of this ACP after the purification, indicates a very light improvement of the value of the test of KMO (0,623), always by rejecting the hypothesis of nullity of the test of Bartlett; the explained total variance passed in 64,243 % (33,080 % for the first dimension 12,980 % for the second; 9,398 % for the third and 8,785 % for last one). The first dimension groups 6 items. Thus we name this dimension ' process of purchase-customer ' and we code them ' PROCLT '. This dimension presents an excellent internal coherence: alpha Cronbach, has (6 items) = 0,740 The second dimension, groups 8 items. These items measure the second dimension of CKM: "tactical actions", and thus we keep this name and we codify her as "ACTTAC". She presents a satisfactory internal coherence: alpha of Cronbach has (8 items) 0,443.

The third dimension contains 4 items. What allows us to name this dimension ' customer learning ' and to code her ' APPCLT '. His low reliability (Alpha of Cronbach, has (4 items) = -0,119) led to us to eliminate him.

The fourth dimension contains 15 items, which correspond to the dimension "Customer strategy" Of management of Knowledge, Coded STRACLT. His reliability, is considered satisfactory, The Alpha of Cronbach has (15 items) is around a=0,766. ---->The scale of measure of the multidimensional variable CKM in 22 items presents an excellent reliability.

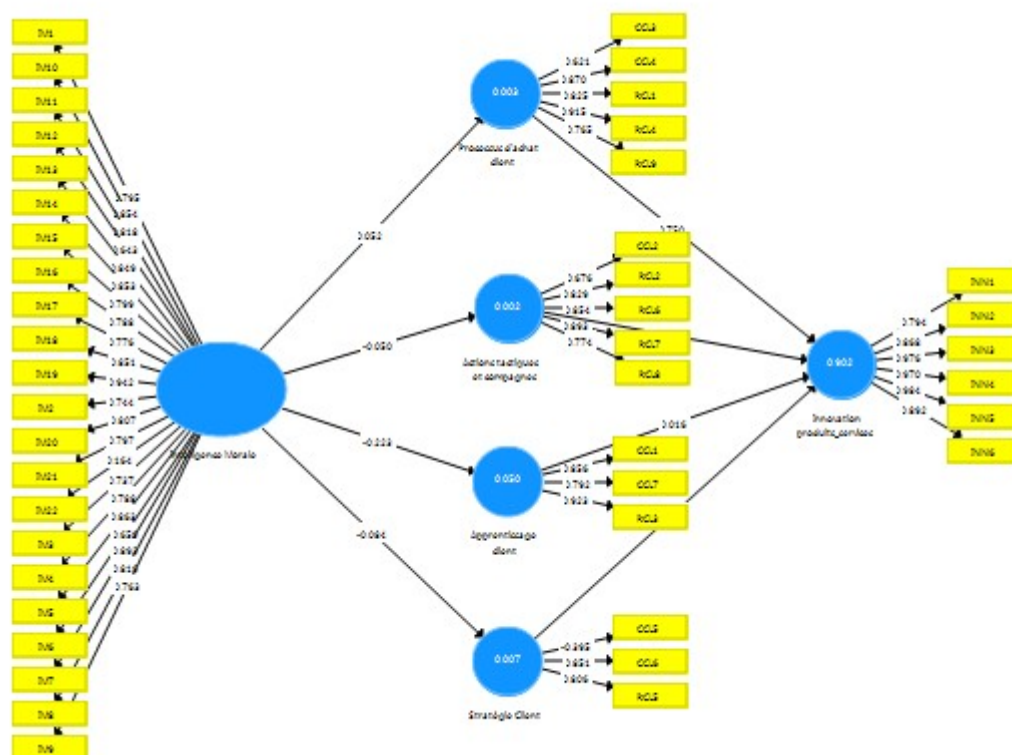## 2. Presentation of the Results of the factorial confirmatory analysis

Figure 3: Results of Research Models on the Software Smart PLS3

We present in the following boards the relations results of our research.

Tableau 2: Resultats of relations in research model

Rn	Relation entre les variables	Standardised Coefficients	T-Statistics	P-value	Significations
R1	**Moral intelligence -> Actions, tactics &**	0.252	0.247	0.805	Non significative

	Compaigns				
R2	**Moral intelligence -> Customer learning**	0.232	0.910	0.363	Non significative
R3	**Moral intelligence -> Customer Buying Process**	0.274	0.195	0.846	Non significative
R4	**Moral intelligence -> customer Strategy**	0.303	0.173	0.863	Non significative
R5	**Customer Buying Process -> Products/services Innovation**	0.086	8.855	**0.000**	**significative**
R6	**Customer Strategy -> Products/services Innovation**	0.148	0.252	0.801	Non significative
R7	**Actions tactics, & compaigns -> Products/services Innovation**	0.154	1.439	0.151	Non significative
R8	**Customer learning -> Products/services Innovation**	0.065	0.404	0.686	Non significative

Table 3: Results of the path-coefficients after Boostrapping techniques in Smart PLS3 software

Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
0.222	0.265	0.170	1.305	0.192
0.026	0.028	0.062	0.422	0.673
0.760	0.743	0.094	8.092	0.000
0.037	0.015	0.148	0.252	0.801
-0.062	-0.022	0.267	0.232	0.816
-0.211	-0.144	0.233	0.908	0.364
0.053	0.080	0.286	0.187	0.852
-0.052	0.040	0.306	0.172	0.864

To test the predictive quality of the structural model, we verified the coefficient of explained variance R ² of every endogenous variable which we present in the following picture (board):

Table 4: Presentation of Predictive Quality of CKM

R Square

Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples	

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Actions tactiques_ et compagnes	0.032	0.128	0.099	0.321	0.748
Apprentissage client	0.061	0.142	0.096	0.643	0.521
Innovation produits_services	0.905	0.929	0.023	40.120	0.000
Processus d'achat client	0.003	0.120	0.092	0.033	0.974
Stratégie Client	0.024	0.197	0.137	0.179	0.858

We recapitulate the results of the hypotheses in the following table.

Table 5: Results of the hypotheses

Research Hypothesis	Results
H1	Rejected
H2	Partially accepted

We deduct further to this analysis that the hypothesis H1, we notice that all the relations proposing a positive effect between the IM and 4 dimensions of the CKM are not validated, what diverges with the works of (Sain & Wilde, 2014) proposed that the intelligence; (more exactly that moral and/or emotional) is personality's feature, skill important for the CKM, is rejected and the hypothesis H2 is partially accepted. Parmis, 4 dimensions of the CKM, single dimension process of customer purchase which, is the base of the CKM impacts positively on the innovation products services. We notice then a difference with regard to compare with the works of (Balzevic and al. 2008), (Fidel and al. 2015), it is possible that the dimensions chosen by these authors, present a better measure to test the positive effect of CKM on the innovation.

VI. Conclusion and Contributions of research

In our research, our objective aims to study the impact of the Moral intelligence on the innovation products /services by the mediation of the CKM which is an integrated system based on the customer and the management of its knowledge. Among the objective of the CKM, we consider the participation of the customer in the process of company innovation. We also consider the CKM conception of Roscoe (2001) based on 4 dimensions and the Moral intelligence following the scales of measures of (Lennick and Keil, 2005), (Rahimi, 2011) and (Sain & Wilde, 2014): (the forgiveness, the justice, the honesty, the empathy, the Respect, The taking of care of others, coherence with one, responsibility, the Cooperation, the Logic.) Our contributions are of theoretical type, indeed, the presence of the values moral in the form of an intelligence weakly evoked in the review of the literature, for the control for the innovation products / services present a relation in theory new, so our proposal of the intelligence moral as a feature importing in tired knowledge management customers joins in recent works. Methodically, we proposed relations between with difficulty measurable and rather complex concepts a concept of which is psychological, and another one multidimensional. To finish, our research several managerial contributions which consist in taking into account at first skills moral of the managers to insure the reliable climate and the generation of the information, the improvement of the communication towards a better clarity and a honesty with a strong integrity of the customer and his implication to participate effectively in the process of innovation of new products / services. Besides, knowledge managements customers is today important in a more and more complex environment which aim towards the technological speed and a revolution of the information. We propose to the company to invest in sphere of the knowledge, to improve the customer trust, and finally to encourage the co-value creation of the product/services between customer and company on long lasting bases. These are competitive advantages that are hard to imitate.

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