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Knowledge Management and Performance of Deposit Money Banks in Anambra State, Nigeria

Agogbua, Stanley Ndubisi[1]; Nzewi, Ugochukwu C[2]

[1]Department of Management and Entrepreneurial Studies, Paul University, Awka, Anambra State, Nigeria
[2]Department of Accountancy and Finance, Paul University, Awka, Anambra State, Nigeria

ABSTRACT

This study empirically investigated the influence of knowledge management on performance of quoted money deposit banks in Anambra State, Nigeria. A survey research design was adopted in the study, with closed ended questionnaire designed using 5 Likert scale as the research instrument. Using purposive and convenience sampling technique, a sample of 84 senior staff were drawn from population of 14 money deposit banks in Anambra State. Data obtained were analyzed using descriptive statistics (tables, figures, percentages and ratios); and hypotheses tested using regression, T-test and F- test statistics. The findings show that all the components of knowledge management (KM): Knowledge acquisition (KA), Knowledge Conversion (KC) and Knowledge application (KAP) in aggregate are statistically significantly related to organizational performance; measured in non- financial terms. The study concluded that when knowledge is managed effectively in an organization, it will lead to favorable outcomes that enhance performance. The study recommended embedment of knowledge management philosophy in Nigerian money deposit banking sector.

KEYWORDS: *Knowledge Management, Performance, Deposit Money Banks*

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INTRODUCTION

Every organization needs ideas, new or existing, in order to survive. Banking industry thrives on information and networking. Until the new millennium, banking industry in Nigeria was conducted using manual processes, without adequate connectivity with other branches and banks. Transaction was very slow and frustrating. The information and communication technology (ICT) revolution in Nigeria opened a new dawn in the banking industry, enabling high flow of information. Also with the world turning to a global village, these banks face high competition, not only with the local banks but also with foreign banks. Customers need to do quick transactions with their partners abroad, which require fast and efficient information flow. The task that banking industry faced and is still facing is how to manage these processed information (knowledge) to be competitive and achieve organizational objectives. Knowledge is becoming the most important factor of production, next to labour, land and capital (Sher & Lee, 2004). Hester (2009) suggests that knowledge is information that has been processed, organized, restructured and ready for use. Organizations' thrive with improved processes of acquisition, integration and usage of knowledge which is exactly what knowledge management entails.

A highly dynamic sector like Nigerian banking sector, with intense competition from home and abroad, needs effective use of knowledge to remain competitive. Knowledge management is thus of interest to banks management and researchers alike. Previous studies on knowledge management revealed a problem in identifying and measuring the effects of knowledge management in organizations. This is because neither theory nor practice has been able to develop a method that addresses the task of evaluating effects of knowledge management components and practice in organizations (Slovcovic & Babic, 2013). Attempts have been made in this regard but there is no uniformity as there is no consistent key performance indicator for all

organizations. More so, effect of knowledge management is non- specific, multidimensional and not precise to identify and measure. Also little research has been done to examine the independent effects of individual dimensions of knowledge management components on organizational performance in developing countries, especially Nigeria. There is lack of study that investigates the relationship between knowledge management capabilities and non- financial performance (Cho and Korte, 2014). Some researchers (Tubigi, Alshawi & Alalway, 2013) found that not every component of knowledge management influences performance significantly. This study takes a holistic view at investigating the individual influence of different components of knowledge management (Knowledge Acquisition, Knowledge Conversion and Knowledge Application) on non- financial performance. **The question is; how do these components of knowledge management influence non- financial performance of deposit money banks in Anambra State.**

Conceptual Review

Knowledge Management

Knowledge is an invisible and intangible asset and so difficult to measure or audit (Zaied, Huosein & Hassan, 2012). Knowledge is most commonly categorized as either explicit (coded) or tacit (that which is in peoples' heads). Tacit knowledge is personal with people, subjective, difficult to formalize, experience based and transferable through conversation or socialization and not by formal education or training. It appears to be subconscious but capable of becoming explicit knowledge (Nonaka and Tekeuchi, 1995; Hislop, 2013). Such knowledge is handy as it is used in performance of duties in organizations, hence it is action based and cannot be verbalized, can only be accessed indirectly (Baloh, Desouza & Paquette, 2011). Tacit knowledge can only be shared through networking in the organization, through the instrumentalities of communities of practice (COP). In contrast explicit knowledge is systematic, formal and can be collected, codified, stored and transferred; with the use of information technology. The codification can be done using tangible formats e.g. written documents or books, manuals, tables; and stored in databases; making it easy for organizations to have access to such knowledge.

The foregoing suggests that tacit knowledge is non-imitable by competitors and so a crucial source of sustainable competitive advantage; and thus needs to be managed appropriately. Koenig (2012) suggests that knowledge is better described as explicit, implicit and tacit. He sees explicit knowledge as ones set out in tangible form, implicit is also tangible, but could be made explicit and tacit is ones extremely difficult to be made tangible. Choo (2002) categorized knowledge to include tacit, explicit and cultural. Omotayo (2015) concludes that since knowledge is largely tacit and individually owned, organizations should strive to transpose tacit knowledge into implicit and explicit knowledge so as to derive maximum benefit by ensuring that individual knowledge becomes organizational knowledge. Such transposition, as stated is knowledge management. Knowledge is both a tangible and intangible resource, and so very difficult to conceptualize. The focus of knowledge management differs depending on which view is adopted. Alavi and Lerdner (2001) suggest that knowledge if viewed as a process, then the KM focus will be on knowledge flow and the process of creating, sharing and distributing knowledge; while when viewed as an object, then KM should focus on building and managing knowledge stocks. This study conceives knowledge management as a process. A highly dynamic sector like the Nigeria banking sector, with intense competition from home and abroad, needs effective use of knowledge to remain competitive. Having realized that technology based competitive advantages are transient, and that the only sustainable competitive advantages reside on the employees. To remain competitive, the banks must have a good capacity to retain, develop, organize and utilize their employee competencies (Omotayo, 2015). Processes and technology alone are not enough to drive an organization, but its human force (Staff), which are very integral to organization's success. In order to manage knowledge appropriately, there's need for effective mix of knowledge components: knowledge people, processes and technology. These three components are critical to build a learning organization and get good performance records. Majority of players in the Nigerian banking sector put emphases on technology and process, where as the "people" component has posed greater challenges.

Humans are valuable source of knowledge because of their creativity, coupled with their experience and talents. They are also the creators and consumers of knowledge. It is thus of strategic importance to consider people in knowledge management to ensure organizational success. The rate of staff turnover in Nigeria banking sector suggests a poor management of knowledge people because, these staff leave the organization with lots of important knowledge (tacit knowledge). Also in most cases no interview is organized for staff leaving the organization to be able to "dredge out" some knowledge from them. Also the banks do not have systems in place most often to

ensure the older staff the knowledge in them to the younger staff.

Knowledge Management Process

Scholars and Researchers differ in their perception of knowledge management process, and have adapted different processes or stages of knowledge management. Table 1 below provides a summary of these different processes by different authors and researchers.

Table1: Summary of Knowledge Management

Author	Processes
Alavi & Leidner (2001)	Knowledge Creation, Knowledge Sharing, Knowledge distribution.
Fong & Choi (2009)	Knowledge acquisition, Knowledge Creation, Knowledge Storage, Knowledge Distribution, Knowledge Use, Knowledge Maintaining.
De Jarnolt (1996)	Knowledge Construction, Knowledge Embodiment, Knowledge Dissemination and Use, Knowledge
Lettieri Et al. (1996)	KM cycle in non-profit organization, storage, retrieval, diffusion & presentation, application, creation.
Mills & Smith (2011)	Knowledge Creation, Knowledge Acquisition.
Mishra & Bhaskar (2011)	Knowledge Creation
Quinlas et al. (1997)	Process or Practice of Creating, Acquiring, Capturing, Sharing and Using Knowledge.
Singh & Soltani (2010)	Knowledge Creation, Knowledge Use, Knowledge Transfer.
Zack et al. (2009)	Knowledge Location and Sharing, Knowledge Utilization.
Zolingin, Streumer & Stooker (2001)	Acquiring Knowledge, Exterblishing Knowledge Diseminating Knowledge, Developing Knowledge, Applying Knowledge.
Yang and Wang (2004)	Knowledge Acquisition
Chen (1998)	Knowledge Selection, Acquisition, Learning, Creation, Dissemination, Construction, Storage, Management Systems and Culture.
Zaim (2006)	Generation and Development, Codification and Storage, Transferring and Sharing, Utilization and Knowledge.
Jashapara (2004)	Acquiring, Creating, Sharing, Capturing, Using Knowledge.
Gold, Molhotra & Segars (2001)	Acquiring, Conversion, Application and Protection.
Skyrme & Amidon (1998)	Creat, Transfer and Use
Delong (1997)	Capture, Transfer and Use.

Source: Adopted from Omotayo (2015)

Given different views on KM process, this study adopts Gold et al. (2001) important prescriptions: knowledge acquisition, knowledge conversion, knowledge application. Knowledge Acquisition is a company's capability to recognize, obtain and amass knowledge (internal or external) that is vital to its operations (Mills & Smith, 2011). At this stage of knowledge management process, the knowledge workers acquire information internally or externally through outsourcing, self-reporting, documentation, program, seminars, workshop, conferences, networking, and knowledge engineering (Bergeron, 2003). More so, Knowledge conversion is implemented along the supply chain of data, information and knowledge (Bhatt, 2001), enabling a speedy conversion of data into information and then to organizational knowledge to ensure enhancement of benefits to the organization. At this stage information is converted to meet the requirement of needs of the organization, currently and in the future. Bergeron (2003) suggests that the conversion stage has the following support mechanisms: editing tools, tracking, security and version control. Knowledge application involves actually putting the information or knowledge into use in furtherance of the organizations objectives. Tubigi, Alalwani and Alashawi (2013) conclude that knowledge employees fail to use or share, is of little importance to the organization. In the same vein, Bhatt (2001) opines that making knowledge more active and relevant for the organization in creating values depends on applying and sharing the knowledge. The support mechanisms for this stage are feedback system, tracking system, dissemination technology and search technologies (Bergeron, 2009). Knowledge being an important resource for an organization needs be protected. This involves storing information in the right forms to ensure ease of access and security of contents; using information technology, controlled vocabularies, DBMS, library, controlled environment and maintenance program (Bergerson, 2003). Saidi et al. (2002) proposed that every practice that is successful in an organization, e.g. decisions taken in the organization is a practice of knowledge or learning that must be stored and managed for future use.

Organizational Performance

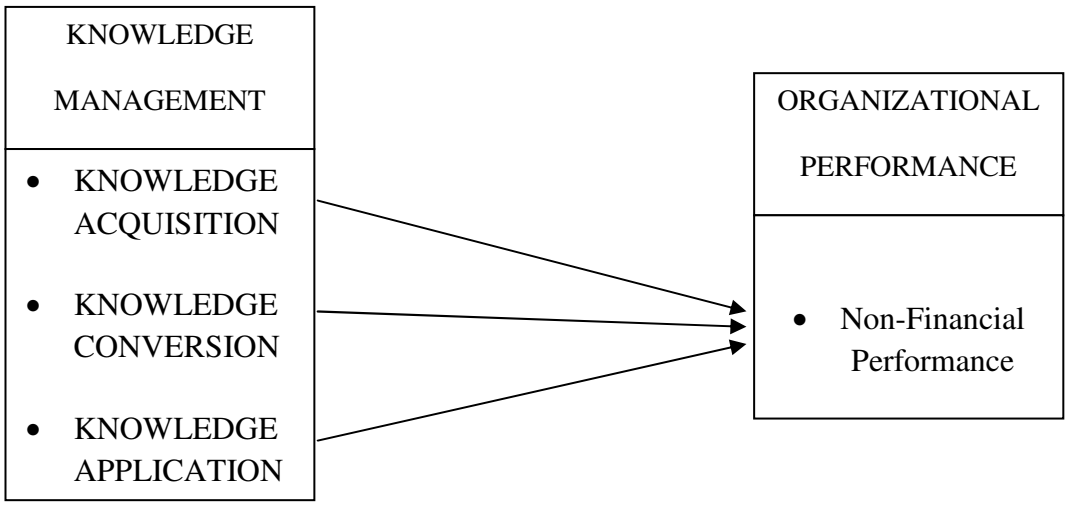
Organizational performance is a measure of an organization's ability to fulfill its stakeholder's requirements. It is also a measure of how well an organization has accomplished its objectives (Ho, 2008; Chung & Lo, 2007). Traditionally organizational performance is measured solely on financial terms, which ought not to be. Alrubaiee, Alubi, Hanandeh and Ali (2015) suggest that performance should not be treated only as a financial concept, particularly in the service sector; non- financial performance should receive serious consideration. Nofal et al. (2014) argued that reliance on financial ratios in evaluating performance gives incomplete image about the organization. The financial measures used in the literature reviewed are return on assets (ROA), return on investments (ROI), and return on equity (ROE), market share, sales growth and profitability. Such performance measures alone are inadequate to ensure sustainable competencies in a dynamic environment that prevails today. Organizational performance thus should be viewed as a multidimensional construct (Richard, Devinney, Yip and Johnson; 2009). This is because organizational performance incorporates financial performance on one hand, and integration of systems, operations, people, customers, partner, and management (Jyoti & Sharma, 2012); on the other hand.

There are different models for measuring performance in the business world with different dimensional attributes; examples are Economic Value Added (EVA), Market Value Added (MVA) and more integral measurement system- Balance Score Card (BSC): financial perspective, learning and growth perspective, customer perspective, internal process perspective. This study will adopt Ambula, Kariuki and Wasiki (2017) perception of organizational performance; which is seen in qualitative terms to include product or service quality, customer satisfaction, employee satisfaction and new product development. Employee satisfaction is a demonstration of feeling people have about their job; i.e. the extent to which employees like their job (Sharma and Mani, 2013). Customer satisfaction is a measure of the extent to which products and services supplied by a company meet or surpass customer expectation. Service quality is the service that meets the needs and expectations of the customers. New product development is the process of bringing a new product into the market. The quad- terms are key performance indicators in business and also part of a balanced score card, hence suitable for the study as non- financial performance metrics.

Knowledge Management Influence on Organizational Performance

After extensive review of past studies, we would demonstrate a model of relationship that exists between knowledge management (Independent variable) and organizational performance (Dependent Variable). We hypothesize that the three most important components of knowledge management as suggested by Gold, Malhotra & Segar (2001) have significant positive influence on organizational performance. These components of knowledge management are: Knowledge acquisition, Knowledge conversion and Knowledge application. Also organizational performance is seen in terms of non- financial performance. The Researcher thus proposes a structural model as seen in the figure 1 below, to guide this research work.

Figure 1: Conceptual framework



Source: Adapted from Gold, Malhotra and Segari (2001)

The framework suggests that knowledge acquisition has a significant influence on non-financial performance of money deposit banks in Anambra State. Cho and Korte (2014) see knowledge acquisition as a means of acquiring knowledge from either outside or inside the organization. Availability of knowledge is essential, as

Poter (1985) puts it: firms competitive advantage depends more on its knowledge; that is what the organization knows and how fast it can know something new. Knowledge thus provides an organization better capability to make timely decisions that are essential to superior organizational performance. Knowledge when acquired need to be organized, integrated and presented in a more effective way for it to be useful (Reisi, Hoseini, Talebpour & Naziri; 2013). Management of knowledge ensures that tacit knowledge is converted to explicit knowledge and then made available for use, re-use and sharing within the organization (Mills & Smith, 2011); which has positive significant influence on organizational performance. Knowledge acquired and converted to organizational vital resource needs to be used for decision making and problem solving. Application of knowledge can also incite innovation which influences positively organizational performance (Matin, Nakchian & Kashani, 2013) as presented in the structural model.

This study is anchored on resource based view (RBV) of the firm which postulates that organizations that possess strategic resources have competitive advantages over those that do not. Peterat and Barney (2003) opine that firms within an industry have heterogeneous resources, leading to having different resource based competencies that contributes to competitive advantage. These resources are not mobile across firms and so difficult to accumulate and imitate. The knowledge- based view (KBV) is in contravention of the resource- based view, as argued by Miller (2002), firms are bodies that generate, integrate and distribute knowledge; and the ability to create value is not based on physical or financial resources, but on a set of intangible knowledge- based capabilities. The KBV thus affirms that competitive success is governed by the capability of organizations to develop new knowledge assets that create core competencies (Pemberton and Stonehouse, 2000). Both RBV and KBV are of the same opinion as to importance of organizational resources to competitiveness and performance of a firm.

The knowledge based view (KBV) and Resource based view (RBV) are important to this study because they provide a way to understand how strategic resources and capabilities (Knowledge) aid firms in gaining excellent performance. However, the study hypothesizes that knowledge management processes have an array of resources and capabilities that fuel enduring success.

The literature reviewed revealed that knowledge management process seen broadly or specifically weld a significant positive influence on organizational performance; though defined differently by different researchers (Dermol, 2011; Vucsic & Stemberger, 2012; Slavkovic & Alalwany, 2013; Alrubaiee, Alzubi, Hanandeh & Ali, 2015). Also performance is seen differently, but there is consensus that performance will not be seen only in financial terms; as non- financial performance is also very vital especially in the service sector like the Nigerian banking sector. Little research has been done to examine the independent effects of the individual dimensions of knowledge management practices in developing countries, especially Nigeria. Also findings of previous research are inconclusive on link between knowledge management capabilities and non- financial performance. Some researchers (Tubigi, Alshawi & Alalwany, 2013) found that not every component of knowledge management influence non- financial performance significantly. The study aims to bridge the gap by investigating the influence of components of knowledge management processes on non- financial performance of money deposit banks in Anambra State.

Methodology

Survey research design was adopted; questionnaire was the research instrument for sourcing primary data from respondents. Using purposive and convenience sampling technique, a sample of 84 senior staff were drawn from population of 14 money deposit banks in Anambra State. Data for the study were primarily sourced directly from the banks' employees. These banks in exception of Wema Bank PLC have branches in Anambra State. These banks and their number of branches, at the time of the study, are stated clearly on the table 3.1 below.

Table 2: Branches of Money deposit Banks in Anambra State

S/N	Name of Banks	Number of Branches
1	Access Bank PLC.	12
2	Diamond Bank PLC.	16
3	Eco Bank PLC.	22
4	Sterling Bank PLC.	5
5	First Bank PLC.	29
6	United Bank for Africa PLC.	24
7	GT Bank PLC.	5
8	First City Monument Bank PLC	8

9	Fidelity Bank PLC.	21
10	Keystone Bank PLC	5
11	Union Bank PLC	14
12	Stanbic IBTC Bank PLC	4
13	Sky Bank PLC	12
14	Zenith Bank PLC.	13
TOTAL	14	190

Test of Hypotheses

The respondents' responses in section B of the questionnaire, where respondents were asked specific questions that were directed towards answering the research questions were used in the hypotheses test.

Response to Section B of the Questionnaire

S/N		SA	A	UN	D	SD
1.	The quality of service by Anambra state money deposit bank is satisfactory.	16	57	5	5	1
2.	The customers of Anambra state money deposit banks are satisfied with the services rendered by the banks.	15	60	5	3	1
3.	The employees of Anambra state money deposit banks are satisfied with how the banks treat them.	22	46	10	5	1
4.	Anambra state deposit banks develop new services that are satisfactory to stakeholders.	23	49	8	3	1
5.	Knowledge acquisition helps improve quality of service by money deposit banks in Anambra State.	24	47	3	9	1
6.	Knowledge acquisition improves the satisfaction of customers in Nigerian Deposit banks.	36	38	1	8	1
7.	Knowledge acquisition ensures that customers of Anambra state deposit banks are satisfied.	34	39	6	4	1
8.	Knowledge acquisition ensures that new products are developed by money deposit banks in Anambra state.	42	32	6	3	1
9.	Knowledge conversion helps improve the quality of service by money deposit banks in Anambra state.	20	45	6	11	2
10.	Knowledge conversion improves the satisfaction of customers in Anambra state deposit banks.	26	46	4	7	1
11.	Knowledge conversion ensures that customers of Anambra state deposit banks are satisfied.	18	43	10	10	3
12.	Knowledge conversion ensures that new products are developed by money deposit banks in Anambra state.	28	34	12	8	2
13.	Knowledge application helps improve the quality of service by money deposit banks in Anambra state.	20	50	8	6	0
14.	Knowledge application improves the satisfaction of customers of money deposit banks in Anambra state.	26	44	7	7	0
15.	Knowledge application ensures employees' of Anambra state money deposit banks are satisfied.	28	40	13	3	0
16.	Knowledge application ensures that new products are developed by money deposit banks in Anambra state.	22	46	12	4	0

Sourced from survey report, 2021.

The hypotheses tested are as follows:

H_{01}: Knowledge acquisition does not significantly influence non-financial performance of deposit banks in Anambra State.

H_{02}: Knowledge conversion does not significantly influence non-financial performance of deposit banks in Anambra State.

H_{03}: Knowledge transfer does not significantly influence non-financial performance of deposit banks in Anambra State.

The respondents' responses in section B of the questionnaire, where respondents were asked specific questions that were directed towards answering the research questions were used in the hypotheses test.The results of regression on hypotheses (H_{01}, H_{02} and H_{03}), are seen in the tables 4.4 and 4.5 below:

Table 4.4 Coefficients (a)

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
Model	B	Std Error	Beta		
1 (Constant)	2.026	.503		4.027	.00
Q2KA	.280	.095	.314	2.937	.004
Q3KC	.006	.096	.008	.062	.951
Q4KAP	.208	.118	.213	1.755	.083

Dependent Variable: Q1OVNFP

Decision Rule

If the calculated value is less and equal to table value, we accept the null hypotheses, otherwise we reject.

H_{01}: The calculated value (2.937) is more than the table value (1.980), so we reject the null hypotheses.

H_{02}: The calculated value (0.062) is less than the table value (1.980), so we accept the null hypotheses.

H_{03}: The calculated value (1.755) is less than the table value (1.980), so we accept the null hypotheses.

Table 4.5 ANOVA(b)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.849	3	2.950	5.600	.002(a)
Residual	42.139	80	.527		
Total	50.988	83			

a: Predictors: (Constant), Q1NFP, Q2NFP, Q3NFP b: Dependent Variable: Q1NFP

While the T-test measures individual performance of the studied variable, F- test measures the aggregate behavior of the variables.

Decision Rule: Reject H_0 if Fcal> Ftab at chosen level of significance.

The Fcal 5.600 > Ftab (2.680), so we reject the null hypotheses. This shows that in the aggregate, the variables are statistically significant.

Summary of Findings

The findings from the statistical analyses on the survey data are as follows:

- Knowledge Acquisition has a significant positive influence on non- financial performance of deposit banks in Anambra State.
- Knowledge conversion has no significant positive influence on non-financial performance of deposit banks in Anambra State.
- Knowledge application has no significant positive influence on non-financial performance of deposit banks in Anambra State.

Other findings of the study:

All the predictor variables (KA, KC, KAP), at aggregate level are statistically significantly related to the dependent variable (Non- financial performance). And the predictor variables (KC, KAP) except Knowledge acquisition (KA) at individual level are statistically not significantly related to the dependent variable (non-financial performance). But in aggregate, the dependent variable (Organizational Performance) is statistically related to the independent variable (Knowledge Management).

Conclusion

This study on influence of knowledge management on organizational performance was prompted by the view that knowledge is invaluable to organizational success: productivity, profitability and performance. A broad view of non- financial performance indicators was used in the study; and also the three most important components of knowledge management: knowledge acquisition, knowledge conversion and knowledge application. The study found that there is a relationship between knowledge management and organizational performance amongst banks in Anambra state; and concluded that when knowledge is managed effectively in an organization, it will lead to favorable outcomes by enhancing performance of the organization.

Recommendations

Having found that in aggregate knowledge management components influence organizational performance, the study recommended embedment of knowledge management philosophy in the banking industry, to catalyze success in the industry. This can be achieved through: Training and development, rewarding employees for sharing knowledge,

encouraging knowledge acquisition by employees; and promotion of culture of learning, innovation, knowledge acquisition and sharing.

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