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# KNOWLEDGE MANAGEMENT AND CUSTOMER SATISFACTION OF DEPOSIT MONEY BANKS IN RIVERS STATE

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## ABSTRACT

*This study examined the relationship between knowledge management and customer satisfaction of deposit money banks in Rivers State. Customer satisfaction has two (2) measures (customer loyalty and perceived value). In carrying out this study, we adopted a cross-sectional survey research method, the population of study comprised of the twenty-two (22) deposit money banks in Rivers State. The sample size was drawn from the study population. Five (5) respondents were drawn from each of the twenty-two (22) deposit money banks totalling one hundred and ten (110) respondents to whom copies questionnaire were administered. Analysis was done using the Pearson Product Moment Correlation with the aid of statistical packages for social sciences (SPSS) version 21.0 to determine the relationship between knowledge management and the dimensions of customer satisfaction. Findings revealed that knowledge management has a moderate and positive relationship with perceived value. While a weak relationship was found to exist between knowledge management and customer loyalty. Based on the findings, the study concludes that proper management of customers' knowledge is important in achieving customer satisfaction of deposit money banks in Rivers State. Therefore, the study recommends that deposit money banks should collect, analyse and distribute relevant information about customers among employees to enhance quality of service delivery which will in turn increase customer satisfaction.*

## INTRODUCTION

The banking industry is an important sector in the business world, which has a growing impact on all other sectors of the economy because of its financial service provisions. Banks have realised that customers are the lifeblood of the business or the reason why they are still in existence. Thus, business survival is largely dependent on customers. Knowledge management is primarily based on knowledge acquisition, integration, storage, exchange, transport, application and innovation, and directly related to leadership and strategy, organizational culture, performance assessment and technology (Consulting, 1999) as cited by (Al-Hadrawi 2018). This market intelligence involves the acquisition of customer information; the analyses of this information to create customer knowledge; the dissemination of customer knowledge throughout the firm; and the planning and coordinating of an organization-wide response, such as in solving customer problems or exploiting embryonic customer segments, that is based on what is learned from that market intelligence (Olimpia 2014). Knowledge management through the use of management information system helps the organization to acquire data about their competitors, their weaknesses and identify opportunities in the market (Alavi & Leidner, 2009).

The organization's ability to absorb and apply knowledge inside and outside of the organization is a simple but practical way, to create a competitive advantage. Managers are able to create competitive advantage by managing hidden and obvious knowledge properly (Rezaei-malek & Radfar 2013). Knowledge management can be understood as a creative, effective and efficient use of knowledge in order to attract and retain customers and improve the organization (McDonald, J, 1999) as cited in (Tehrani et al 2015). Oliver (2010) as cited in Hakim & Maamari (2017), defined satisfaction as the consumer's fulfilment response and the judgement that a product or service feature, or the product or service itself, provided a pleasurable level of consumption-related fulfilment. Customer satisfaction is strongly influenced by the interactions between customers and employees (Boshoff & Tait 2006). Satisfaction is the feeling of pleasure or disappointment resultant of the comparison of the waited performance of the product or service in relation to the expectations of customers (Kotler, 2000). This study therefore examines the relationship between knowledge management and customer satisfaction

### Study Variables and Conceptual Framework

The study has two variables: the predictor and criterion variables. The predictor variable is knowledge management, while the criterion variable is customer satisfaction. The criterion variable has two (2) measures namely; customer loyalty and perceived value.

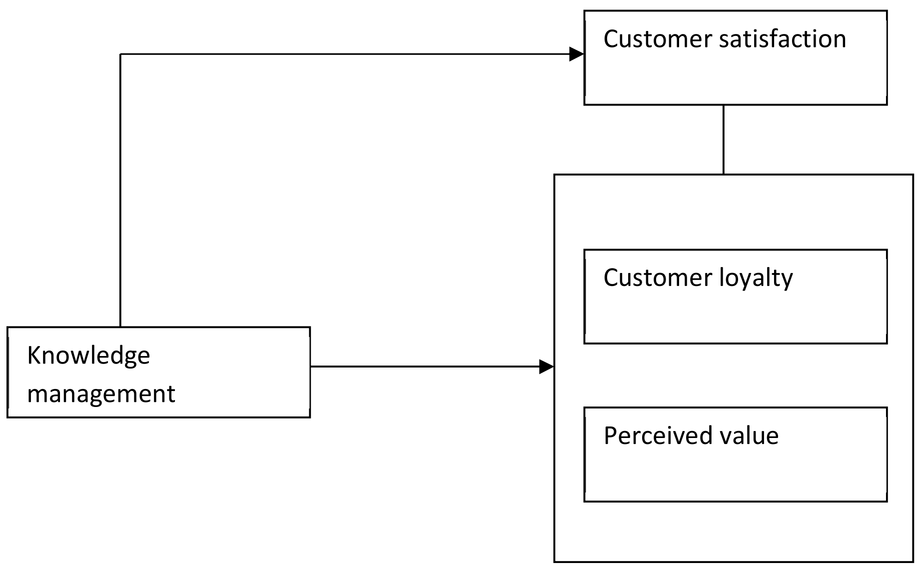


**Figure 1: Conceptual framework of the relationship between knowledge management and customer satisfaction of deposit money banks in Rivers State.**

## Review of Literature

### Theoretical Foundation

The theoretical foundation for this study on knowledge management and customer satisfaction include the social network theory by Barnes (1954).

### Social Network Theory

Social Network Theory views social relationships in terms of nodes and ties. Nodes are the individual actors within the networks, and ties are the relationships between the actors. There can be many kinds of ties between the nodes. In its most simple form, a social network is a map of all of the relevant ties between the nodes being studied. The network can also be used to determine the social capital of individual actors. These concepts are often displayed in a social network diagram, where nodes are the points and ties are the lines. Barnes (1954), posits that the power of social network theory stems from its difference from traditional sociological studies, which assume that it is the attributes of individual actors (friendly, unfriendly, smart or dumb) that matter. Social network theory produces an alternate view, where the attributes of individuals are less important than their relationships and ties with other actors within the network. Social networks have many benefits which include knowledge sharing, improved feedback/service and improved market and sales. From the organizations' viewpoint, use of social network channel enhances long term relationships with customers (Cheung, Chiu, & Lee, 2010, Cheung & Lee, 2009,). Social network is used to gather information from customers, analyse customer information, and respond to customers faster. Prior research on social network has mainly focused on individual perspectives such as the impact of social influence, social presence, and behaviour and benefits (Cheung, Chiu & Lee, 2010, Cheung & Lee, 2009). Customer loyalty is based on the link between the nodes and ties. The Social Network Theory is therefore suited to this study as gathering information from customers, analysing customer information, and responding to customers faster can lead to customer satisfaction, repeat customers and current customers referring new customers.

**The concept of knowledge management**

Effective organisations make concerted effort to capture, organize and share what the organisation and it employees knows. They create knowledge which is broader, deeper and richer than data and information. Knowledge is the blind of information, experience and insights that provide a framework that can be thoughtfully applied when accessing new information or evaluating relevant situations. Knowledge management therefore is defined as the process of creating an inclusive, comprehensive and easily accessible organizational memory which is often called the organisational intellectual capital (Zikmund 2000, Imiavan et al, 2009). Knowledge management also refers to the task of developing and exploiting an organisation's tangible and intangible knowledge resources. The company's tangible knowledge asset includes things like patents, licenses, and information on customers and competitors. Intangible knowledge assets are the knowledge employees possess, including their experiences and the method they've discovered for solving problems. Furthermore, knowledge management through the use of management information system helps the organization to acquire data about their competitors, their weaknesses and identify opportunities in the market (Alavi & Leidner, 2009). The purpose of knowledge management is to organize the intellectual capital of an organisation in a formally structured way for easy use. Knowledge is presented in a way that help employees comprehend and act on that information. New information technologies and new way of thinking about data, information and knowledge lie at the heart of knowledge management. Effective organizations systematically manage activities form information acquisition to knowledge distribution.

The way people capture, share and explain knowledge accumulated in organisational warehouse is very important in operational and strategic business activities aiming at retentive competitive advantage (Stefanou & Sarmanniotis 2003). It covers procedures to comprehend and acquire vital information and intelligence to support firms in making informed decisions. Knowledge Management practices has the capability to enhance innovation and it is considered as an important source that influences organisation aspirations to be competitive (Mohamad et al 2017). Knowledge management was primarily based on knowledge acquisition, integration, storage, exchange, transport, application and innovation, and directly related to leadership and strategy, organizational culture, performance assessment and technology (Consulting, 1999) as cited by (Al-Hadrawi 2018). The organization's ability to absorb and apply knowledge inside and outside of the organization is a simple but practical way, to create a competitive advantage. Managers are able to create competitive advantage by managing hidden and obvious knowledge properly (Rezaei-malek & Radfar 2013).

Knowledge management can also be understood as a creative, effective and efficient use of knowledge in order to attract and retain customers and improve the organization (McDonald, J, 1999) as cited in (Tehrani et al 2015). It is a critical step to organizations for the following reasons: First, it helps to address the issues related to developing, managing and maintaining the technical infrastructure that are required to hold and share knowledge. Second, it enhances business performance by maximizing the use of information and knowledge as well as maintaining its learning capacity to remain innovative and competitive (Mau, 2005) as cited by Talet (2012).

Knowledge management is about getting knowledge from those who have it to those who need it in order to improve organisational effectiveness. Without managing knowledge effectively, an organisation is not more than a collection of infrastructure, mixed with bunch of fairly-better-than-root-beings who can hardly achieve results. There are basically two approaches to knowledge management (Hensen et al 1999) and they include: Codification strategy and Personalization strategy. Knowledge is carefully codified and stored in databases where it can be accessed and used easily by anyone in the organisation. This strategy is document driven. Knowledge is extracted from the person who developed it, made independent of that person and re-used for various purposes.

Knowledge is closely tied to the person who has developed it and is shared mainly through direct person-to-person contacts. This is a person-to-person approach which involves sharing tacit knowledge. Knowledge management is about ability of an organization in using of intellectual capital means experience and the individual and collective knowledge in order to achieve its goals through the process of knowledge production, knowledge sharing and using it with technology. Principles of knowledge management include development, implementation and maintaining the technical and organizational infrastructures as obligation to publish and select the specific technologies (Norozian, 2005) as cited by (Hasanzadeh & Mahaleh 2013). This market intelligence involves the acquisition of customer information; the analyses of this information to create customer knowledge; the dissemination of customer knowledge throughout the firm; and the planning and coordinating of an organization-wide response, such as in solving customer problems or exploiting embryonic customer segments, that is based on what is learned from that market intelligence (Olimpia 2014).

**The Concept of Customer Satisfaction**

Customer satisfaction is a measure of the degree to which a company's product or service meets or exceed the customers' expectation. Oliver (2010) as cited in Hakim & Maamari (2017), defines satisfaction as the consumer's fulfilment response and the judgement that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfilment. According to Kotler and Keller (2006) as cited in Lien (2017) customer satisfaction refers to a person's feeling when they compare the perception of the product to their expectations. According to Pontell (2000) as cited in Souki & Filho (2008), customer's satisfaction is capable of stimulating repeat purchases as well as 'word of mouth' advertising, which leads marketing professionals to seek not just to satisfy, but moreover to 'delight' the customer, by offering attributes or qualities that not even the customer would have hoped to find in the product or service. Zineldin (2000) argued that customer satisfaction is an emotional reaction to the difference between what customers anticipate and what they receive. Fitzsimmons and Fitzsimmons (2001) explain that the creation of customer satisfaction for a service can be identified through a comparison between service perceptions with service expectation. Customer satisfaction is strongly influenced by the interactions between customers and employees (Boshoff & Tait 2006). Satisfaction is the feeling of pleasure or disappointment resultant of the comparison of the waited performance of the product or service in relation to the expectations of customers (Kotler, 2000). According to Zeithaml & Bitner (2003), customer satisfaction is more inclusive, that is, satisfaction is determined by the perception of service quality, product quality, price, situation factors and personal factors. Customer satisfaction is influenced by specific product or service features and perceptions of quality. Satisfaction is also influenced by customer's emotional responses, their attributions and their perception of equity (Zeithaml & Bitner 2003). Increased customer satisfaction can provide company benefits like customer loyalty, extending the life cycle of a customer, expanding the life of merchandise the customer purchase and increases customers positive word of mouth communication. Shin and Elliot (2001) posit that the importance of customer satisfaction is derived from the generally accepted philosophy that for a business to be successful and profitable, it must satisfy its



customers. They also concluded that through satisfying customers, organisation could improve profitability by expanding their business and gaining higher market share as well as repeat and referral business. Assael (1992) cited in Souki & Filho (2008) stresses that the heightened degree of satisfaction with the process of acquisition of goods and services leads to a predisposition to customer loyalty, as made evident by the continued preference in relation to a provider or supplier. Customer satisfaction is a barometer that predicts the future customer behaviour (Hill, Roche & Allen 2007). Moreover, customer satisfaction is affected by three antecedents or determinants: perceived quality, cost (perceived value), and expectations. If customers perceive that the performance is equal or superior to what was expected, there is a tendency of satisfaction. On the other hand, when the customer considers the performance as being inferior to what was expected, dissatisfaction results (Aaker 1991). Therefore, it is understood that the comparison between the perception of the performance of the product or service received with the customer's prior expectations should result in either the confirmation of choice (satisfaction) or in the conclusion that the choice was inadequate (dissatisfaction). There are several indicators or measures of customer satisfaction; however, this study adopts customer loyalty and perceived value as its measures

**Customer Loyalty:** Loyalty building requires the company to focus the value of its product and services and to show that it is interested to fulfil the desire or build the relationship with customers (Griffin, 2002). Cassidy & Wymer (2016) conceptualized customer loyalty as "one's feelings of devoted attachment to the loyalty object, rather than repeated commercial transactions. Oliver (1999), defined customers' loyalty as "a deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviour. Gremler & Brown (1996) also define customer loyalty as "the degree to which a customer exhibits repeat purchasing behaviour from a service provider, possesses a positive attitudinal disposition toward the provider, and considers using this provider when a need for this service arises. Thakur (2016) defined attitudinal loyalty as a customers' intention to remain committed to specific provider in the marketplace by repeating their purchasing experiences. Loyalty is therefore is an attitude or behaviour that customers explicitly vocalize or exhibit.

Loyalty can lead to minimizing time consumed in searching, finding, and evaluating substitutes. Also, the learning phase that consumes time and effort that customers need to become familiar with a new seller can be avoided (Yang & Peterson, 2004). Loyalty of customer is regarded as the behavioural propensity to prefer one brand to all others due to customers' satisfaction with the product, service or the business organization, its convenience or performance, or even the brand's familiarity and comfortableness (Tuan & Rajagopal, 2017).But loyalty is more than just behaviour. It is a fallacy to assume that a customer is loyal just because they continue to buy from you. There are many reasons why a customer repeats purchasing which have little to do with being really loyal. Consider the following: (1) there is a contractual arrangement with your company (2) It takes too much effort or money to change suppliers (3) You are low cost (4) Relationship is with an employee and not with your company (5) Habits are hard to break (6) May actually be in the process of finding an alternative supplier. If any of the above is the case, what do you think is likely to happen should a desirable competitor come around and seek out your customer's business? Loyalty is far more than repeat business (Nadube, 2017). Customer loyalty is viewed as the strength of the relationship between an individual's relative attitude and re-patronage. Customer's loyalty can be characterized as one of the important success measurements for different businesses in the marketplace (Nyadzayo & Khajehzadeh, 2016).

Loyalty will cause repetitive buying from the same brand or product purchase regardless of marketing challenging work or situational impacts (Chaudhuri & Holbrook, 2001). Anderson &



Jacobson (2000) posit that customer loyalty is actually the result of an organization creating a benefit for customer so that they will maintain or increase their purchases from the organization. They indicate that true loyalty is created when the customer becomes an advocate for the organization without incentives. Yuen & Chan (2010) regarded loyalty as an outcome constructing the retail service quality. Loyalty in service businesses refers to the customer's commitment to do business with a particular organization, purchasing their products repeatedly and recommending others to the organization's products. Marketing practitioners would ultimately embrace appropriate marketing strategies and approaches in order to maintain loyal customers towards their businesses (Zhang et al, 2016). The expenses to gain a new customer is much more than retaining existing one. Loyal customers will encourage others to buy from you and think more than twice before changing their mind to buy other services.

Customer loyalty is not gained by accident; they are constructed through the sourcing and design decisions. Designing for customer loyalty requires customer-centred approaches that recognize the want and interest of service receiver. Customer loyalty is built over time across multiple transactions. Customer loyalty is measured through questions on the likelihood to purchase a company's products or services at various price points. Customer satisfaction has a positive effect on loyalty, but the magnitude of that effect varies greatly across companies and industries (Cullen, 2001).

**Perceived value:** Perceived value has its basis in equity theory, which studies the percentage of the consumer's outcome and input to that of the service provider's outcome and input (Oliver & DeSarbo, 1988). Stonewall (1992) defined value as function of product features, quality issues, delivery, service and price. He also added that "value is always determined by consumer, in his or her own terms, timing and testaments" and that "value is a perception, a view, or understanding made up of measurable components." Perceived value is a comprehensive form of customer evaluation of service. Perceived value is the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given. It is the comprehensive assessment of the utility of perceived benefits and perceived sacrifices, or as the difference between perceived benefits and paid costs; it is also the ratio of perceived benefits in relation to the perceived sacrifices. Sacrifices encompass all the costs (purchasing price, acquisition costs, installation), while perceived benefits are the combinations of physical attributes of the available service in a given relationship of the product use (Varki & Colgate 2001). Similarly, Kim et al. (2007) define it as the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given. Accordingly perceived value is conceptualized as the trade-off between benefits and sacrifices related to consumer's perception of a firm's offering.

Consumer perceived value depends on the customer's experience and knowledge and is a critical factor which helps to draw new customers and keep present customers. Parasuraman & Grewal (2000) as cited in Li (2017) stated that perceived value can be measured according to the four facets of obtained value, transaction value, use value, and scrap value. In other words, the measurement of value is the feeling between the payment and the gains of the consumer for a product or service. Value is a "function of the overall quality and price of the firm's products and services compared to the competition" (Mokhtar et al 2005).

Perceived value is a measure of quality relative to price paid. Although price (value for money) is often very important to the customer's first purchase, it usually has a somewhat smaller impact on satisfaction for repeat purchases. Two questions measure the perceived value: overall price given quality, overall quality given price. Perceived price is usually only important in the first purchase decision (Ilieska 2013). Sweeney & Soutar (2001) defined customer value as a customer-perceived preference for and evaluation of, product attributes; attribute performance and consequences in terms of the customer's goals and purposes. Value perception may also differ according to the usage situation (Anckar & D'Incau, 2002). The term "value" refers to a judgment of preference by consumers (Gan et al., 2005).



## Knowledge management and customer satisfaction

Al-Hadrawi (2018) investigated the impact of knowledge management on customer satisfaction in Kufa cement factory Iraq. Questionnaire was used for data collection and seventy (70) copies of questionnaires were distributed to employees of Kufa cement factory in Iraq. Data analysis was done using coefficient of correlation and regression. The study found that employees play a crucial role in determining the success of each organization, it is clear that if the management is properly structured, it will be ready and able to provide high quality services to the company and as such, will achieve high satisfaction for customers in acquiring the services and products of this company.

The study concluded that organizations should adopt appropriate management mechanisms for knowledge in order to enhance productivity in terms of performance of duties and responsibilities and how best to provide services and products through adoption, generation, application and storage of knowledge.

Mehmood & Abedin (2017) conducted a study on does knowledge management influence the customer's satisfaction and intention to quit? the mediting role of customer relationship management in hotel industry in Gujranwala. The study adopted a descriptive research design. Data was collected using a simple random sampling technique. Two hundred (200) copies of questionnaire were administered to full time employees and customers visiting hotels in Gujranwala, which was anchored on a five-point Likert scale. Data was analysed and measured using Pearson Correlation. The study found that knowledge management is significantly and positively related to customer satisfaction. The study concludes that by using knowledge management, companies can gain many benefits by using the data they collect and convert it into constructive information.

Nodehi & Azam (2014) investigated the analysis of impact of customer knowledge management on customer loyalty in Tehran private banks. The study adopted a survey and descriptive research method. Questionnaire was used for data collection. Four hundred and fifty (450) copies of questionnaire were distributed to employees of Tehran private banks. Questionnaire validity was confirmed by Tehran university professors and experts. Cronbach Alpha method was applied for determining questionnaire reliability. Data was analysed using the regression coefficient with the aid of SPSS 20.0 and AMOS 20.0 Soft ware. The study found that customer knowledge management has effect on customer loyalty. The concludes that organisations can identify the required knowledge about customers, creating a knowledge bank from internal and external sources and can share it with other sections in the organisation. The study recommends that good relations should be created between sections in an organisation for sharing customer knowledge.

Khafajy et al (2016) conducted a study on analysing the effect of knowledge management processes in the services' quality of Iraqi commercial banks. The study adopted a descriptive research design. Questionnaire was used as the basic instrument for data collection. One hundred and twenty one (121) copies of questionnaire were distributed to manager of Iraqi commercial banks. The reliability of questionnaire was checked using Cronbach Alpha which ranged from 0.65 to 0.85. Data was analysed using ANOVA Test. The study found that the increase of commercial banks' management interest in all the process of knowledge management could help in improving the banking service quality. The study recommends the necessity of enhancing the managers awareness to make sure of the sustainability of the banking services quality in terms of improving and re-engineering the knowledge management processes that are compatible with the changes in the Iraqi banking environment in light of electronic and virtual business world so as to achieve excellence in the knowledge economy and the virtual economy. From the foregoing, the study hypothesized thus:

$Ho_1$: There is no significant relationship between knowledge management and customer loyalty.

$Ho_2$: There is no significant relationship between knowledge management and perceived value.

## METHODOLOGY

The study adopted a cross-sectional survey research design. The population of this study consists of twenty-two (22) deposit money banks operating in Rivers State as listed in Yellow Pages,



2013/2014 Edition. The study adopted the entire population as the sample size. Copies of the questionnaire were given to five (5) respondents from each of the twenty-two (22) deposit money banks in Rivers State. Hence, a total of one hundred and ten (110) respondents for the study to whom copies a structured questionnaire were administered. The validity of the questionnaire was determined through academic scrutiny while its internal consistency was ascertained via Cronbach's Alpha test of reliability, with a threshold of 0.70. Table 1 below presents a summary of the result of test of reliability.

**Table 1: Reliability analysis of items of all variables**

| S/N | Variables | Number of items | Cronbach's Alpha Coefficient |
|---|---|---|---|

| | | | |
|---|---|---|---|
| **1** | **Knowledge management** | **7** | **0.862** |
| **2** | **Customer loyalty** | **6** | **0.822** |
| **3** | **Perceived value** | **5** | **0.799** |

***Source: SPSS Output from Survey Questionnaire***

**Univariate descriptive statistics of study variables**
In this section, descriptive statistics of the individual variables of the study are shown.

**Table 2: Knowledge Management**

| | | fkm1 | fkm2 | fkm3 | fkm4 | fkm5 | fkm6 | fkm7 |
|---|---|---|---|---|---|---|---|---|
| N | Valid | 105 | 105 | 105 | 105 | 105 | 105 | 105 |
| | Missing | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mean | | 4.4190 | 4.6000 | 4.6095 | 4.1238 | 4.6571 | 3.8095 | 4.1810 |
| Std. Deviation | | .58476 | .49225 | .49020 | .54939 | .64790 | .94151 | .66189 |
| Minimum | | 3.00 | 4.00 | 4.00 | 3.00 | 3.00 | 1.00 | 3.00 |
| Maximum | | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Sum | | 464.00 | 483.00 | 484.00 | 433.00 | 489.00 | 400.00 | 439.00 |

***Source: Research Desk, 2019, (SPSS output version 21.0)***

The statistics on table 2 indicates that question 5 that determined the extent to which banks consider knowledge about customers in decision making has the highest sum statistics of 489.00 and highest mean score of 4.657. However, question 6 which was intended to determine the extent to which employees consider their knowledge as an organisational asset and not theirs has the greatest standard deviation of 0.941, indicating that data are most spread in question 6 than other items on the questionnaire.

**Table 3 Customer Loyalty: A Component of Customer Satisfaction**

| | | fcl1 | fcl2 | fcl3 | fcl4 | fcl5 | fcl6 |
|---|---|---|---|---|---|---|---|
| N | Valid | 105 | 105 | 105 | 105 | 105 | 105 |
| | Missing | 0 | 0 | 0 | 0 | 0 | 0 |
| Mean | | 4.3143 | 4.2952 | 4.3524 | 4.2190 | 4.1619 | 3.8190 |
| Std. Deviation | | .64023 | .57049 | .73355 | .60417 | .72223 | .94849 |
| Minimum | | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 |
| Maximum | | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Sum | | 453.00 | 451.00 | 457.00 | 443.00 | 437.00 | 401.00 |

***Source: Research Desk, 2019, (SPSS output version 21.0)***

The statistics on table 3 indicates that the minimum score for question 1, 2, 3, 4 and 5 are 3.00, while question 5 has 2.00 as its minimum score. However, question 1 which showed that deposit



money banks create benefits for their customers to maintain them has the highest sum statistics of 453.00 and the highest mean score of 4.314. Furthermore, question 6 which showed that customers devote less time to finding and evaluating alternative products and/or services has the greatest standard deviation of 0.948.

**Table 4 Perceived Value: A Component of Customer Satisfaction**

| | | fpv1 | fpv2 | fpv3 | fpv4 | fpv5 |
|---|---|---|---|---|---|---|
| N | Valid | 105 | 105 | 105 | 105 | 105 |
| | Missing | 0 | 0 | 0 | 0 | 0 |

| | | | | | |
|---|---|---|---|---|---|
| Mean | 4.4000 | 4.2667 | 3.9238 | 4.2667 | 4.1810 |
| Std. Deviation | .65925 | .62429 | .90612 | .62429 | 1.01698 |
| Minimum | 3.00 | 3.00 | 1.00 | 3.00 | 1.00 |
| Maximum | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Sum | 462.00 | 448.00 | 412.00 | 448.00 | 439.00 |

***Source: Research Desk, 2019, (SPSS output version 21.0)***

From the analysis of table 4 the minimum and maximum score for question 1, 2, and 4 are 3.00 and 5.00 respectively, while question 3 and 5 has the minimum score of 1.00. Furthermore, question 1 which showed that bank services are in accordance with social status of customers has the highest sum statistics of 462.00 and the highest mean score of 4.400. Also, question 5 which sought to determine the extent to which customers benefit from the payment made for a product or service has the greatest standard deviation of 1.017.

**Test of Hypotheses**

**$Ho_1$: There is no significant relationship between knowledge management and customer loyalty in deposit money bank in Rivers State.**

**Table 5 Relationship between knowledge management and customer loyalty**

| | | Knowledge management | Customer loyalty |
|---|---|---|---|
| Knowledge management | Pearson Correlation | 1 | .202* |
| | Sig. (2-tailed) | | .039 |
| | N | 105 | 105 |
| Customer loyalty | Pearson Correlation | .202* | 1 |
| | Sig. (2-tailed) | .039 | |
| | N | 105 | 105 |

*. Correlation is significant at the 0.05 level (2-tailed).

From the analysis of table 5, with a significance level of 0.05, the test indicates that correlation coefficient is 0.202 which shows that there is a weak relationship between knowledge management and customer loyalty of deposit money banks in Rivers State. The relationship between knowledge management and customer loyalty are significant because the probability value is less than 0.05($P<0.05$, $P=0.039$). Therefore, the null hypothesis is rejected; and the alternate hypothesis which states that there is a significant relationship between knowledge management and customer loyalty of deposit money banks in Rivers State is accepted.

**Knowledge Management and Customer Satisfaction of Deposit Money Banks in Rivers State**

**$Ho_2$: There is no significant relationship between knowledge management and perceived value in deposit money bank in Rivers State.**

**Table 6 Relationship between knowledge management and perceived value**

| | | Knowledge management | Perceived value |
|---|---|---|---|
| Knowledge management | Pearson Correlation | 1 | .475** |
| | Sig. (2-tailed) | | .000 |

| | | | |
|---|---|---|---|
| | N | 105 | 105 |
| Perceived value | Pearson Correlation | .475** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 105 | 105 |

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

From the analysis of table 6, with a significance level of 0.05, the test indicates that correlation coefficient is 0.475 which shows that there is a moderate and positive relationship between knowledge management and perceived value of deposit money banks in Rivers State. The relationship between knowledge management and perceived value are significant because the probability value is less than 0.05($P<0.05$, $P=0.000$). Therefore, the null hypothesis is rejected; and the alternate hypothesis which states that there is a significant relationship between knowledge management and perceived value of deposit money banks in Rivers State is accepted.

**Discussion of Findings**

The relationship between knowledge management and customer loyalty was found to be weak but positive with a correlation coefficient of 0.202. The relationship between knowledge management and customer loyalty is significant because the probability value is less than 0.05 ($P<0.05$, $P=0.039$). However, a moderate but positive relationship was found between knowledge management and perceived value with a correlation coefficient of 0.475. The relationship between knowledge management and perceived value is significant because the probability value is less than 0.05 ($P<0.05$, $P=0.000$). Based on these results, hypotheses one and two were rejected.

These findings affirm the findings of the study conducted by Al-Hadrawi (2018) on the impact of knowledge management on customer satisfaction in Kufa cement factory Iraq which found that employees play a crucial role in determining the success of each organization, as it is clear that if the management is properly managed, it will be ready and able to provide high quality services to the company and as such, will achieve high satisfaction for customers in acquiring the services and products of this company. Also the findings of Mehmood & Abedin (2017) conducted a study on does knowledge management influence the customer's satisfaction and intention to quit? Mediating role of customer relationship management in hotel industry in Gujranwala, found that knowledge management is significantly and positively related to customer satisfaction.

Our finding corroborate with the findings of Nodehi & Azam (2014) on the analysis of impact of customer knowledge management on customer loyalty in Tehran private banks and found that customer knowledge management has effect on customer loyalty. Also our findings are in line with the findings of Khafajy et al (2016) who conducted a study on analysing the effect of knowledge management processes in the services' quality of Iraqi commercial banks. The study found that the increase of commercial banks' management interest in all the process of knowledge management could help in improving the banking service quality. Based on these findings, the researcher concludes that perceived value is more influenced by knowledge management than customer loyalty in deposit money banks in Rivers State.



## CONCLUSION AND RECOMMENDATIONS

Based on the findings of this study, we conclude that proper management of customers' knowledge is important in achieving customer satisfaction of deposit money banks in Rivers State. From the above conclusion, the study recommends as follows:

1. That deposit money banks should collect, analyse and distribute relevant information about customers among employees to enhance quality of service delivery which will in turn increase customer satisfaction.

2. That deposit money banks should review their services regularly by interacting with these customers in order to identify where their services need improvement as this is likely to drive customer retention and establish a cordial long-term customer relationship.

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