THE NEXUS BETWEEN ORGANIZATIONAL MEMORY AND ORGANIZATIONAL PERFORMANCE: A STUDY OF KRESTA LAUREL COMPANY IN LAGOS STATE, NIGERIA

SHONUBI, Akeem Olalekan,
Department of Business Administration & Marketing,
College of Social & Management Sciences, McPherson University, Seriki-Sotayo, Abeokuta, Ogun State, Nigeria.
bosak200020012000@yahoo.com/akeemshonubi@gmail.com

OGUNDARE, Olusegun Samuel
Department of Business Administration,
Ajayi Crowther UniversityOyo Town, Oyo State.

and

OLULETI, Damilare John
Department of Business Administration & Marketing,
College of Social & Management Sciences
McPherson University, Seriki-Sotayo, Abeokuta, Ogun State, Nigeria

ABSTRACT

Traditionally, organizational memory was presented as a semantic extension of the individual memory located in the human brain. However, an organization has no brain and it is almost impossible to explain the organizational memory location. It is in light of this that this study investigated the nexus between organizational memory and organizational performance. This study adopted descriptive survey research design through the use of questionnaire. The population of the study comprised of 123 staffs of the company, which was further reduced to 76 staffs as the sample size through the use of a

formula derived by Taro Yamanne. Purposive sampling technique was used to select the staffs. The data was analysed using a statistical tool of Regression Analysis with the aid of the Statistical Package for Social Sciences (SPSS version 25.0) at 5% level of significance. Descriptive Statistics was also used to analyse the relevant data. Findings revealed that there is no significant effect of organizational memory on organizational performance. The study concluded that organization should look beyond this to enhance their performance.

Keywords: Knowledge, Organizational Memory, Management, Organizational Performance.

INTRODUCTION

Company's growth is commonly equated with success and knowledge has been a push factor for organization to achieve success and growth (Mohamad & Abu, 2012). Among various resources available to the company, knowledge is the most valuable company's resources because it embodies best practices, routines, Lessons learned, problem-solving methods and creative processes that are often difficult to replicate (Renzel, 2008). According to Lee and Sukoco (2007) most of the organizations that improved their business performance does not only depend on the successful deployment of tangible assets and natural resources but also on the effective management of knowledge. Fast growth of information leads to the importance of managing knowledge in organizations (Raid, 2013). Organizations should therefore recognize the value of knowledge and experience of its individual employees, they should capture, organize and store knowledge within an organization and make it available for others in the organization.

The organizational learning has been influenced by the organizational memory in noticeable ways. The importance of people as a retention structure means that people are exposed to loss of organizational memory (Paddy, 1999), if a number of staff left the organization within a short period of time. Some organizations do not experience this vulnerability. Argote and Epple (1990) studied organizations with high levels of routinization. In these companies, the knowledge was embedded in the work routines, and the staff needed little training. However, with a relatively low level of routinization, it had to develop resources and processes to ensure that existing knowledge was re-embedded in

new members of the organization. While staff had discretion in the performance of their jobs, and may have initiated (under supervision) changes to improve their job performance, it may be that the questioning of underlying assumptions that causes double-loop learning had to be initiated by the organization's leaders (Paddy, 1999).

This structural constraint on learning could also be seen within the staff, as a result of the informal structure of experience and expertise. There was evidence to suggest that acquired knowledge tended to be shared in a uni-directional way, from the more experienced people to the less experienced people (Cem, Yı ldı z & Güzey 2018). Businesses focus on efficiency in order to increase their lowered profit shares in the current competitive environment. This situation is a part of adaptation to environment and it necessitates important changes. However, individuals, who are the essential storage potential where businesses store their past knowledge, experience difficulty in keeping up with this change (Cem, Yı ldı z & Güzey 2018). One of the sources of this resistance is organizational memory. Individuals or groups resist change based on their former knowledge which they score in the organizational memory (Cem, Yı ldı z & Güzey 2018), the resisted change by those individuals or groups might be a positive change which may improve the organizational performance, once resisted will in turn affect organizational performance adversely.

LITERATURE REVIEW

Organizational Memory (OM)

Organizational Memory can be viewed as abstract or concrete (Murray & Lorne, 2002). It is comprised of unstructured concepts and information that exist in the organization's culture and the minds of its members, and that can be partially represented by concrete/physical memory aids such as databases (Murray & Lorne, 2002). It is also comprised of structured concepts and information that can be exactly represented by computerized records and files (Murray & Lorne, 2002). Sandoe and Olfman (1992) and Morrison, (1997) describe these two forms of Organizational Memory as having two functions, representation and interpretation (see Table 1). Representation presents just the facts (or knowledge or expertise) for a given context or situation. Interpretation promotes adaptation and learning by providing frames of reference, procedures, guidelines, or a means to synthesize past information for application to new situations.

Table 1: Forms and Functions of Organizational Memory

	REPRESENTATION FUNCTION	INTERPRETATION FUNCTION
CONCRETE FORM	Data Documents and hypertext formalized knowledge formalized expertise frameworks information	organizational device policies standard operating procedures
ABSTRACT FORM	cognitive maps conceptual lenses frameworks	culture ecology language social structures

Source: Sandoe and Olfman (1992) and Morrison (1997)

No single accepted definition of Organizational Memory exists. Organizational Memory is seen to have two principle goals: to integrate information across organizational boundaries and to control current activities and thus avoid past mistakes (Murray & Lorne, 2002). Huber, Davenport, and King (1998) summarize Organizational Memory as being the set of repositories of information and knowledge that the organization has acquired and retains. Stein and Zwass (1995) define Organizational Memory as the means by which knowledge from the past is brought to bear on present activities resulting in higher or lower levels of organizational effectiveness. Walsh and Ungson (1991) define Organizational Memory as stored information from an organization's history that can be brought to bear on present decisions. Basic functions of Organizational Memory are perception, acquisition, abstraction, recording, storage, retrieval, interpretation, and transmission of organizational knowledge (Stein & Zwass 1995). Walsh and Ungson (1991) propose that organizational memory consists of five retention facilities: individuals, culture, transformations, structures, and ecology. These definitions suggest that learning and knowledge are associated with Organizational Memory. They also provide insight into the content and repository perspectives of Organizational Memory. The content perspective focuses on the information and knowledge that is captured and the context in which it is used. The repository perspective focuses

on where and how information and knowledge is stored and retrieved. Both perspectives are relevant to this chapter. As such, we further define organizational memory and knowledge in the following sections.

Memory is the power or process of reproduction or recovery of what has been learned or retained, mainly through associative mechanisms, and can be classified into 3 different types (Croasdell, 2001):

A. Episodic – also known as individual memory and reflects knowledge acquired by individual experiences (memory episodes);

B. Semantic – factual knowledge (historical fact);

C. Procedural – contains abilities that will be acquired for the learning (for example, a swimming manual).

The organizations use information systems to store the individual experiences that are constantly requested and shared to understand and anticipate the events. According to Croasdell, (2001) "all new knowledge generates a disturbance in the system" and memory influences the individual behaviour because it provides insight for solving problems and decision-making. It serves as a reference for understanding human activities, since it is associated with collective memory (one of the factors that help create the model for an automatic memory system). Accordingly, this whole system helps in the recollection of the applicability of knowledge and this, in the creation of efficiency and productivity. Machado-da-Silva, Fonseca and Fernandes (2000) highlight that the process of solving problems may not necessarily occur according to environmental experiences, the accumulation of difficulty, repetition of errors or the event of serious problems may lead to radical contestation of the paradigm, generating changes of a fundamental nature. The organizational memory is a generic concept that describes storage, representation and sharing of knowledge, culture, power, practices and policy within an organization. Its purpose is to reduce the costs of transaction, the speed of access to past practices and solutions, help in decision-making, share of knowledge among the working members and teams and the reduction of the dependency of the organization in relation to individuals (in case of turnover). If this memory is easily lost or almost useless, it will not help the organization to seek competitive advantages, develop the organization learning concept and increase autonomy and competencies for sudden changes in the market (Croasdell, 2001). Hodge, Anthony and Gales (1996) highlight that for the information management systems, two factors are critical in

organizations: validity and reliability. The authors added that the organizations are basically information processors used for decision-making on what and how to do or not to do things.

Conceptual Review of Organizational Performance (OP)

Performance is the end result of activities; it includes the actual outcomes of the strategic management process (Alrubaiee, & Jamhour, 2012). Likewise, Zaied, Louati, and Affes (2015) posited that the organizational performance is represented by the success in achieving its goals. Organizational performance constitutes all behaviours related to organizational objectives depending on the contribution levels of individuals to the organization (Borman & Motowidlo, 1993). However, the organizational performance is the mirror that reflects the organization's ability in achieving high productivity provided it is combined with the customers' satisfaction and having a well market share that can provide a suitable financial refund and do social and ethic responsibilities towards the environment where the organization works and the society (Tubigi & Al shawi, 2015). Similarly, scholars considered organizational performance as the achieved results of the interaction between the activities of communication and information technology sector and its resources or the difference between the financial goals and the non-financial ones in a specific period of time (Rajneesh & Kaur, 2014).

However, organizational existence will be in danger, only if the performance includes non-financial scales, the background image of the performance will show up the thing which the financial indications fail to do (Zainol & Ayadurai, 2011). In consistent with this, Sink and Tuttle (1989) also realized that performance should not be treated only as a financial concept. Thus, it is suggested that particularly in the service sector, non-financial performance should receive serious consideration. Nofal, Surachman, and Djumahir, (2014) argued that relying only on the financial ratios in evaluating the performance gives incomplete image about the organization. Therefore, this method in evaluation should be enhanced and supported by operational performance's scales to build measurement system for effective performance in the organization such as market share, customer retain. To this end, Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi, and Rezazadeh, (2013) argued that if the manager cares of the total performance of the organization; he will be able to create a balance between the operational and the financial interests. Traditionally, firm performance has been viewed and measured in accounting

terms. An additional issue should be raised here; due to confidentiality concerns, it is often challenging to obtain actual accounting data from organizations unless they are publicly quoted companies. As a result, previous research studies looking into performance related issues used self-reported financial and non-financial performance measures (Alrubaiee & Jamhour, 2012). However, Tseng and Lee, (2014) pointed out, that some scholars have continually discussed the organizational performance measurement index. For example, Tippins and Sohi (2003) suggested profitability, rate of return on investment, customer retention, and sales growth rate as the organizational performance measurement indexes, while Lee and Choi (2003) suggested market share rate, comparisons of success with other companies, growth rate, profitability, and ability to innovate as the organizational performance measurement indexes.

Organizational performance describes how efficient the organization is in its quest to achieve the goals that have been set. How well an organization deploys its resources, human and material, determines how well set goals are accomplished (Richard, Devinney, Yip, & Johnson, 2009). They state that organizational performance consists of four major areas: financial performance, product/market performance, shareholder returns and non-financial performance. Financial performance relates to the measurement of profits, return on assets, return on investment, etc. that an organization has achieved over a time period. Product/Market performance relates to sales, turnover, market share, etc. Shareholder returns measure the benefits accruable to providers of financial capital to the organization. Non-financial performance refers to the measure of employee satisfaction and performance, customer service and satisfaction, quality/consistency of products and market share/growth/innovations. Employees contribute immensely to the good fortunes of organizations. These contributions have led to significant successes that organizations have recorded over the years (Collis & Montgomery, 1995).

Theoretical Review
This study was anchored on ecological knowledge management theory which focuses on people, relationships, and learning communities/environment, including interactions among individuals and organizations and the internal and external factors that draw people together to share knowledge. The knowledge ecology of an organization is composed of four segments: knowledge, communities, organizational resources and external environment (Deng-Neng, Ting-Peng, & Binshan, 2010). This theory assumes that "nature knows best",

that it is somehow goal-directed toward diversity or a "correct" ecology are, and will continue to be, difficult obstacles. These beliefs lie at the core of many people's fundamental conceptions of the world. They are exceedingly difficult to examine openly and rationally (Deng-Neng, Ting-Peng, & Binshan, 2010). It also assumes that people's understanding of nature varies according to temporal, spatial, and organizational scales. Different scales produce very different concerns about environmental management and policy. Time is at the core of many conceptualizations of environmental quality (Hull, Robertson, Richert, Seekamp, & Buhyoff, 2002).

Organizational Memory and Organizational Performance.

Bratianu (2015) in his book titled "Organizational Knowledge Dynamics": Managing Knowledge Creation, Acquisition, Sharing, and Transformation. He proposed that Organizational memory is a generic concept that reflects all processes of encoding, storing, retrieving and decoding the organizational knowledge in all its forms and structures. Traditionally, organizational memory was presented as a semantic extension of the individual memory located in the human brain. However, an organization has no brain and there is almost impossible to explain the organizational memory location. Thus, the metaphor of human mind proved to be inadequate. Thus, the individual memory metaphor has been replaced by the social metaphor. Social interaction creates and recreates continuously organizational memory. Transactive memory is an output of this new metaphor, and it is used for understanding team working and learning. After working together for some time, members of a group tend to rely on one another to obtain, process, and communicate information from distinct knowledge domain. While transactive memory exists in the mind of an individual, a transactive memory system exists between individuals working in a group. In a larger perspective, the organizational memory is composed of individual memories of all employees, cultural memory of the organization that encode both emotional and spiritual knowledge, and the prosthetic memory that creates the technological support of the organizational memory. The prosthetic memory can provide a huge volume for storing data and information, especially by the development of the Big Data capability in knowledge intensive companies. Big Data brings in not only new storage facilities but new algorithms for data processing, and for developing machine learning. Decision making becomes more and more a data driven process.

Adnan (2016) conducted a research titled "Challenges in Preserving

Organizational Memory" and concluded that organizational memory does not only look back to preserve the memories of the past and present but also look forward to the memory of the future (Byrne, 2014). Scalzo (2006) depicted that as long-tenured staffs begin to leave, they take with them their knowledge, skills and other valuable job-related information which is that may become inaccessible to the organization. Thus, Cruz, Perez and Ramos (2007) also concluded the role of leaders is important for the improvement of results and could be essential for the achievement of higher level of productivity. Every organization should take a special care of "human capital" which is very essential for its proper functioning and do all its best in order not to lose the "experience inventory" they gain over the years as its loss can lead an organization to poor performance, financial losses and even failure in operation. He also stressed on the memory is dependant on a context, accepted point s of reference and comparison, experience remains a sequence of disconnected episodes. This review paper concludes that the organizational memory is a process of acquire, retention and retrieval of knowledge in an organization and challenges faced by the management.

Articles referred in this review shows that most organizations having some barriers in managing knowledge. Some methods have been discussed by different example to overcome barriers. Most organizations realize the importance of keeping their knowledge to boost out the business decisions and to achieve goals. The tacit knowledge plays an important role in retain knowledge between people in an organization. Ashok and David (2016) Researched on "Organizational Memory": Antecedents And Consequences. They found that the organizational landscape has changed drastically since the original Walsh and Ungson (1991) article was published. With the widespread use of Internet and cloud-based storage, organizational memory is no longer contained only within the confines of the organization. The bulk of it, at least that has been codified, exists within what we label as 'global shared memory', accessible by anyone, anywhere, over the Internet. This is not to suggest that local organizational memory is not important, however, and this is demonstrated by the fact that many organizations go to great lengths to ensure the integrity of their memory by restricting access to critical private information. They suggested that new research should look into how global shared memory has affected organizational memory in terms of acquisition, retention and retrieval. Researchers could investigate how organizations decide what memory to retain internally versus what to store in the global shared memory.

They also suggested that there is still a need for more in-depth empirical studies. Past studies have primarily used survey, narratives or simulation data to measure organizational memory. Other sources of data (e.g. archival data) would strengthen the empirical findings on organizational memory. There is also the need for multilevel studies that connect individual, group (e.g., transactive memory) and organizational memory. Equally important is to understand the role of knowledge management where individual, group and external information is brought together in a timely manner (Anand, Manz & Glick, 1998). Research is still inconclusive on what organizational factors affect memory. What effect does the size, structure and type of the organization have on memory? Investigating the antecedents and moderators of organizational memory would shed light on this issue. Similarly, confusion still exists on the role of organizational memory on performance, and more in-depth studies are necessary to clarify this relationship. The important relationship between organizational memory and ORGANIZATIONAL LEARNING has been discussed repeatedly in the literature. Further research that explains when memory is conducive to learning versus when it is not can help identify the effectiveness of memory on learning.

Cem, Yıldız and Güzey (2018) conducted a research on "The Effect of Organizational Memory on Organizational Resistance to Change: A Research on the Construction Sector in Istanbul", The findings revealed that knowledge retained by the institutions could cause adverse effects in the event of change, and the necessity to act in line with unlearning ability in order to weaken these adverse effects have come to light. The actions taken after this awareness will be successful in the event that the individuals within the institution can appropriately manage the knowledge that they have or they will have. Individuals, one of the storage facilities of organizational memory, could improve and keep dynamic their memories with the job, social, cultural, political, external and internal associative knowledge that they host in their minds.

Cegarra, and Martelo, (2020), conducted a study on "The effect of organizational memory on organizational agility": Testing the role of counter-knowledge and knowledge application. The study shows that Intellectual capital includes what employees know and the agility to search and retrieve knowledge (organizational agility). Organizational agility could be seen as the result of

using validated routines and protocols (knowledge application), but also as the result of using unproven theories, rumors, colloquial expressions, or sayings (counter-knowledge), which means that organizational memory may enable both the application of good knowledge and the mitigation of counter-knowledge. The study examines the links between a firm's organizational memory, counter-knowledge, knowledge application, and organizational agility.

The results therefore supports that organizational memory not only enhances the application of gained knowledge but also allow the spreading of rumors, gossip, and inappropriate or false beliefs (counter-knowledge). Furthermore, the results support that the knowledge that emerges from the development in parallel or simultaneous of counter-knowledge and knowledge application provides bad references, which will lead to a degradation of organizational agility.

RESEARCH METHODOLOGY

This study is made use of descriptive survey research design. This was adopted because it involves an investigator to examine variables at an instance, at one time only. The investigator will consider the descriptive survey research design to be suitable since all the variables of the study are to be examined at once. It moreover involves the use of organised questionnaires that are proposed to acquire facts from the respondents (Shonubi, 2017). The study population of this research work includes staffs of Kresta Laurel Company, Lagos State, Nigeria. The information from HR revealed that, in all, the total work force of Kresta Laurel Company, Lagos State stood at 123. The choice of Lagos branch stem from the fact that, the head office is domiciled in the state. Thus, we expect balanced representation of the company's work force. Basically, the company is made up of six departments namely; procurement /purchasing department with 15 staffs, technical department with 40 staffs, finance department with 13 staffs, store keeping department with 22 staffs, training department with 27 staffs and digital marketing department with 6 staffs.

Sample Profile
The sample frame for this study is made up of all staffs of Kresta Laurel Company, Lagos, Nigeria. For each department, the sampling size was determined using the Taro Yamane's formula as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Total population

e = the error of 5 %

Table 2: The departmental distribution of sample size using Taro Yamane's Formula:

Units/ Departments	Population	Yamane Formula $$n = \frac{N}{1 + N(e)^2}$$	Sample size n
Procurement/Purchasing	15	15/(1+0.025(15))	11
Technical	40	40/(1+0.025(40))	20
Finance	13	13/(1+0.025(13))	10
Store Keeping	22	22/(1+0.025(22))	14
Training	27	27/(1+0.025(27))	16
Digital Marketing	6	6/(1+0.025(6))	5

Source: Field Survey, 2020

Procedure and techniques

Having derived the sampling size, in each department, the purposive or judgmental and convenience sampling techniques shall be used to select respondents for managerial employees and non-managerial employees respectively. The purposive sampling technique will involve a predefined group in mind. This means that, people whose opinions are relevant to the study will be chosen for the study. The purposive sampling technique will be used for managerial employees because they had to meet a criterion of belonging to the predefined group of top level managers. Again, the convenience sampling technique shall be for non-managerial employee. To achieve the objective of this study, the information was gathered from the primary source of data which involved the use of questionnaire.

METHOD OF DATA ANALYSIS

The study was analyzed using regression analysis for the variables in question, using SPSS package version 25. Regression analysis will be used because the study wants to know the effect of independent variable on the dependent variable. The hypothesis was tested at 5% level of significance (A = 0.05)

<div align="center">Results</div>

Testing of Hypothesis

Objective: To ascertain the effect of organizational memory on Organizational Performance.

Question: What is the effect of organizational memory on organizational performance?

Table 3: Descriptive Analysis on Organizational Memory

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
The systems to capture and store ideas and knowledge has helped my work	16 27.1%	27 45.8%	12 20.3%	4 6.8%	0 0%	59 100.0%
The systems to codify and categorize ideas has made it easier for me to use in the future	13 22.0%	29 49.2%	12 20.3%	2 3.4%	3 5.1%	59 100.0%
IT helps me to facilitate the processes of capturing, categorizing, storing and retrieving knowledge and ideas	27 45.8%	22 37.3%	9 15.3%	0 0%	1 1.6%	59 100.0%
The system that helps to solve present and future problem has increased my experience	19 32.2%	26 44.1%	10 17%	4 6.7%	0 0%	59 100.0%
Employees has contributed towards providing extremely important information	17 28.8%	31 52.5%	6 10.2%	2 3.4%	3 5.1%	59 100.0%
Decisions made in the past are useful in making decisions for a current situation	18 30.5%	35 59.3%	5 8.5%	1 1.7%	0 0%	59 100.0%
Information prepared by consultants or experts are useful in the organization	**4** 23.7%	39 66.1%	2 3.4%	4 6.8%	0 0%	59 100.0%

Competitors has helped to learn new ideas and knowledge for new methods of the work	24 40.7%	33 55.9%	2 3.4%	0 0%	0 0%	59 100.0%
Seminars, trainings, workshop, conferences has helped to increase my knowledge	25 42.3%	29 49.2%	3 5.1%	1 1.7%	1 1.7%	59 100.0%
I am always rewarded for bringing a new source of quality information	8 13.6%	20 33.8%	17 28.8%	10 16.9%	4 6.8%	59 100.0%

Source: Researcher's Field Survey Report, 2020

Table 3 showed the descriptive analysis of responses of the respondents in relation to organizational memory. By combining responses under strongly agree, agree, and undecided, 55(93.2%) of the respondents agreed and are undecided that the systems to capture and store ideas and knowledge has helped their work., 54(91.5%) of the respondents agreed and are undecided that the systems to codify and categorize ideas has made it easier to use in the future., 58(98.4%) of the respondents agreed and are undecided that IT helps them to facilitate the processes of capturing, categorizing, storing and retrieving knowledge and ideas, 55(93.3%) of the respondents agreed and are undecided that the system that helps to solve present and future problem has increased their experience., 54(91.5%) of the respondents agreed and are undecided that employees has contributed towards providing extremely important information., 58(98.3%) of the respondents agreed and are undecided that decisions made in the past are useful in making decisions for a current situation., 55(93.2%) of the respondents agreed and are undecided that information prepared by consultants or experts are useful in the organization., 59(100%) of the respondents agreed and are undecided that competitors has helped to learn new ideas and knowledge for new methods of the work., 57(96.6%) of the respondents agreed and are undecided that seminars, trainings, workshop, conferences has helped to increase knowledge., and lastly, 45(76.2%) of the respondents agreed and are undecided that they are always rewarded for bringing a new source of quality information.

Table 4: Analysis of variance

ANOVA

OMR

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.003	1	.003	.035	.853
Within Groups	5.386	57	.094		
Total	5.389	58			

Source: Researcher's Field Survey Report, 2020

The result on table 4 showed that there is no significant effect of organizational memory on organizational performance. This is evident by non-significant value of 0.853. Not only that, the perception within each group (male and female), recorded no significant value. Therefore, all the respondents have similar disposition towards organizational memory. Thus, we accept the null hypothesis of that states there is no significant effect of organizational memory on organizational performance.

Table 5: Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.893	.189		9.999	.000
	the systems to capture and store ideas and knowledge has helped my work	-.034	.033	-.148	-1.038	.305
	the systems to codify and categorize ideas has made it easier for me to use in the future	-.059	.028	-.295	-2.066	.044
	IT helps me to facilitate the processes of capturing, categorizing, storing, and retrieving knowledge and ideas	-.011	.035	-.045	-.308	.759
	the system that helps to solve present and future problem has increased my experience	.030	.034	.133	.890	.378

my experience					
employees has contributed towards providing extremely important information	.057	.029	.286	1.929	.060
decisions made in the past are useful in making decisions for a current situation	-.006	.042	-.019	-.139	.890
information prepared by consultants or experts are useful in the organization	.003	.037	.009	.068	.946
competitors has helped to learn new ideas and knowledge for new methods of the work	-.052	.051	-.146	-1.021	.312
seminars, trainings, workshop, conferences has helped to increase my knowledge	-.029	.038	-.117	-.785	.436
i am always rewarded for bringing a new source of quality information	.019	.024	.109	.808	.423

a. Dependent Variable: TP

Source: Researcher's Field Survey Report, 2020.

The result on table 5 showed that the systems to codify and categorize ideas have a positive and significant relationship with organizational performance. This is evident by a significant value of 0.044. Also, the table revealed those employees' contributions toward providing extremely important information is positively and significantly related with organizational performance. This is evident by a significant value of 0.060. Therefore, the remaining questions indicate a non-significant value which makes the null hypothesis of no significant effect of organizational memory on organizational performance.

Table 6: Correlation Analysis

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Correlations

		TP	TOM
TP	Pearson Correlation	1	-.015
	Sig. (2-tailed)		.910
	N	59	59
TOM	Pearson Correlation	-.015	1
	Sig. (2-tailed)	.910	
	N	59	59

Source: Researcher's Field Survey Report, 2020

The table 6 showed that the relationship between organizational memory and organizational performance is negative but not significant. This is consistent with the table 5.

The regression coefficients showed that organizational memory will not be effective on the organizational performance of Kresta Laurel Company, Lagos State, Nigeria. This is further proven as the correlation coefficient in table 6 indicated a non-significant value of 0.910. It also shows that there is a negative relationship between organizational memory and organizational performance which shows the value of -0.15.

DISCUSSION AND CONCLUSION

The study intended to examine the nexus between Organizational Memory and Organizational Performance. The null hypothesis of no nexus between Organizational Memory and Organizational Performance was supported by the finding. Also, the result indicated that Organizational Memory has a significantly negative relationship with Organizational Performance. Bratianu, (2015), in his book titled "Organizational Knowledge Dynamics": Managing Knowledge Creation, Acquisition, Sharing, and Transformation. He proposed that Organizational memory is a generic concept that reflects all processes of encoding, storing, retrieving and decoding the organizational knowledge in all its forms and structures. Traditionally, organizational memory was presented as a semantic extension of the individual memory located in the human brain. However, an organization has no brain and there is almost impossible to explain the organizational memory location. Thus, the metaphor of human mind proved to be inadequate. Thus, the individual memory metaphor has been replaced by the social metaphor. Social interaction creates and recreates continuously organizational memory. Transactive memory is an output of this

new metaphor, and it is used for understanding team working and learning. After working together for some time, members of a group tend to rely on one another to obtain, process, and communicate information from distinct knowledge domain. While transactive memory exists in the mind of an individual, a transactive memory system exists between individuals working in a group. In a larger perspective, the organizational memory is composed of individual memories of all employees, cultural memory of the organization that encode both emotional and spiritual knowledge, and the prosthetic memory that creates the technological support of the organizational memory. The prosthetic memory can provide a huge volume for storing data and information, especially by the development of the Big Data capability in knowledge intensive companies. Big Data brings in not only new storage facilities but new algorithms for data processing, and for developing machine learning. Decision making becomes more and more a data driven process.

Adnan (2016) conducted a research titled "Challenges in Preserving Organizational Memory". He concluded that organizational memory does not only look back to preserve the memories of the past and present but also look forward to the memory of the future (Byrne, 2014). Scalzo (2006) depicted that as long-tenured staffs begin to leave, they take with them their knowledge, skills and other valuable job-related information which is that may become inaccessible to the organisation. Thus, Cruz (2007) also concluded the role of leaders is important for the improvement of results and could be essential for the achievement of higher level of productivity. Every organisation should take a special care of "human capital" which is very essential for its proper functioning and do all its best in order not to lose the "experience inventory" they gain over the years as its loss can lead an organisation to poor performance, financial losses and even failure in operation. He also stressed on the memory is dependent on a context, accepted points of reference and comparison, experience remains a sequence of disconnected episodes. This review paper concludes that the organizational memory is a process of acquire, retention and retrieval of knowledge in an organization and challenges faced by the management. Articles referred in this review shows that most organizations having some barriers in managing knowledge. Some methods have been discussed by different example to overcome barriers. Most organizations realize the importance of keeping their knowledge to boost out the business decisions and to achieve goals. The tacit knowledge plays important roles in retain knowledge between people in an organization.

Furthermore, Ashok, and David, (2016), researched on "Organizational Memory": Antecedents and Consequences. They found that the organizational landscape has changed drastically since the original Walsh and Ungson (1991) article was published. With the widespread use of Internet and cloud-based storage, organizational memory is no longer contained only within the confines of the organization. The bulk of it, at least that has been codified, exists within what we label as 'global shared memory', accessible by anyone, anywhere, over the Internet. This is not to suggest that local organizational memory is not important, however, and this is demonstrated by the fact that many organizations go to great lengths to ensure the integrity of their memory by restricting access to critical private information. They suggested that new research should look into how global shared memory has affected organizational memory in terms of acquisition, retention and retrieval. Researchers could investigate how organizations decide what memory to retain internally versus what to store in the global shared memory.

They also suggested that there is still a need for more in-depth empirical studies. Past studies have primarily used survey, narratives or simulation data to measure organizational memory. Other sources of data (e.g. archival data) would strengthen the empirical findings on organizational memory. There is also the need for multilevel studies that connect individual, group (e.g., transactive memory) and organizational memory. Equally important is to understand the role of knowledge management where individual, group and external information is brought together in a timely manner (Anand, Manz & Glick, 1998). Research is still inconclusive on what organizational factors affect memory. What effect do the size, structure and type of the organization have on memory? Investigating the antecedents and moderators of organizational memory would shed light on this issue. Similarly, confusion still exists on the role of organizational memory on performance, and more in-depth studies are necessary to clarify this relationship. The important relationship between organizational memory and Organizational Learning has been discussed repeatedly in the literature.

Further research that explains when memory is conducive to learning versus when it is not can help identify the effectiveness of memory on learning. Cem, Yıldız and Güzey (2018) conducted a research on "The Effect of Organizational Memory on Organizational Resistance to Change: A Research on the Construction Sector in Istanbul", The findings revealed that knowledge retained by the institutions could cause adverse effects in the event of change,

and the necessity to act in line with unlearning ability in order to weaken these adverse effects have come to light. The actions taken after this awareness will be successful in the event that the individuals within the institution can appropriately manage the knowledge that they have or they will have. Individuals, one of the storage facilities of organizational memory, could improve and keep dynamic their memories with the job, social, cultural, political, external and internal associative knowledge that they host in their minds. Cegarra, and Martelo (2020), conducted a study on "The effect of organizational memory on organizational agility": Testing the role of counter-knowledge and knowledge application. The study shows that Intellectual capital includes what employees know and the agility to search and retrieve knowledge (organizational agility). Organizational agility could be seen as the result of using validated routines and protocols (knowledge application), but also as the result of using unproven theories, rumors, colloquial expressions, or sayings (counter-knowledge), which means that organizational memory may enable both the application of good knowledge and the mitigation of counter-knowledge. The study examines the links between a firm's organizational memory, counter-knowledge, knowledge application, and organizational agility. The results therefore supports that organizational memory not only enhances the application of gained knowledge but also allow the spreading of rumors, gossip, and inappropriate or false beliefs (counter-knowledge). Furthermore, the results support that the knowledge that emerges from the development in parallel or simultaneous of counter-knowledge and knowledge application provides bad references, which will lead to a degradation of organizational agility. This also supports the findings that as managers are willing to expand their knowledge horizon, this will improve their organizational memory only if the organization is ready to improve on their training and development, and their research which will in turn increase and improve the performance of the organization.

The finding of this study which showed a significant negative relationship between organizational memory and organizational performance as well as there is no effect of organizational memory on organizational performance concurs with the studies of other authors (Cegarra, & Martelo, 2020; Cem, Yı ldı z and Güzey, 2018).

PRACTICAL AND THEORETICAL CONCLUSSION

Though ecological knowledge management theory which focuses on people, relationships, and learning communities/environment, including interactions among individuals and organizations and the internal and external factors that

draw people together to share knowledge. Organizational agility could be seen as the result of using validated routines and protocols (knowledge application), but also as the result of using unproven theories, rumors, colloquial expressions, or sayings (counter-knowledge), which means that organizational memory may enable both the application of good knowledge and the mitigation of counter-knowledge which may impede organizational performance. The study also showed that organizational memory has no significant effect on organizational performance, so organizations should look beyond this to enhance their performance.

LIMITATIONS AND FUTURE RESEARCH

This study had encountered some limitations that should be addressed by future studies. Therefore, future studies should extend the study to other sectors such as educational, manufacturing, service, financial, to mention few. Future studies should also extend the geographical scope beyond Lagos State.

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