

THE NEXUS BETWEEN ORGANIZATIONAL REMINISCENCE AND CORPORATE PERFORMANCE IN DUFIL PRIMA FOODS NIGERIA LIMITED

ABUH Astor. Idris¹, ROTIMI Grace Gift (Ph.D)², ALOGWUJA Unekwu Cynthia (Ph.D)³ and Muhammed I. Abraham⁴

¹Department of Business Administration, Faculty of Management Sciences, Nnamdi Azikiwe University Akwa Anambra State

^{2,3and4}Department of Business Administration, Prince Abubakar Audu University, Anyigba, Kogi State

Email Address: astor.abu@gmail.com

Tel: +23480629088355 & Tel: +234805846633535

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ABSTRACT

The contemporary world is a driven knowledge economy that requires an organisation to diversify its resources for the improvement of the physical and mental capacity of its human resources for productive performance. Knowledge management unlike the traditional means of economic power has helped to focus on capturing knowledge-based competencies and saving them for organizational advantage. Therefore, this study emphasized the nexus of organizational reminiscence on corporate performance among the staff of Dufil Prima Foods Nig. Limited. The study adopted a descriptive survey research design. The population of the research involves the total population of Dufil Prima Foods Nig. Limited in Port Harcourt which amounted to one hundred and twenty-three (123). The sample size of 59 managers was selected from each of the major departments in Dufil Prima Foods Nig. Limited using Yamane's Formula. A well-structured questionnaire was used to collect data from the staff of Dufil Prima Foods Nig. Limited, Nigeria. The Cronbach's alpha coefficient ranged between 0.758 and 0.905. A total of 59 copies of the questionnaire were administered with a response rate of 77.6%. The data that was gathered through the questionnaire were analyzed, using linear regression analysis. The findings revealed that there was a significant relationship between organizational reminiscence on organizational performance, recommends that Dufil Prima Foods Nig. Limited should pay more attention on improving and developing strategies on their organizational reminiscence thereby improving employees' technical know-how and corporate performance.

Keywords: Organizational Reminiscence, Knowledge Management, Corporate Performance

INTRODUCTION

A company's growth is commonly equated with success and knowledge has been a push factor for an organization to achieve success and growth (Mohamad & Yusof, 2012). Among various resources available to the company, knowledge is the most valuable company resource 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 organizations that improved their business performance do not only depend on the successful deployment of tangible assets and natural resources but also the effective management of knowledge. The fast growth of information leads to the importance of managing knowledge in organizations (Zuzana, 2007). Organizations should therefore recognize the value of the knowledge and experience of their employees, they should capture, organize and store knowledge within an organization and make it available for others in the organization.

Knowledge management deals with the process of how to make the best use of the knowledge in the organization. Drucker (1985) argues that knowledge is a critical source of an organization's competitive advantage, while Liao, Fei and Liu (2008) suggest that enterprises attempt to look for ways that strengthen the management of knowledge resources to cope with the company's challenges in competing for the environment for improved business performance.

Several studies found that the success and growth of a company are based on the efficiency and effectiveness of knowledge management (Canals, 2001; Omerzel, 2010; Salojärvi, Furu & Sveiby, 2005). Empirically, Salojärvi, Furu & Sveiby, (2005) have found a positive effect of knowledge management on organizational performance within small, and medium-scale enterprises (SMEs). The study by Salojärvi et al (2005), is in line with Omerzel (2010) who has also found a positive relationship between knowledge management and growth performance within SMEs companies. Omerzel (2010) concludes that companies with great utilized knowledge management are more possible to have high organizational performance than other companies which are lacking that mechanism. Some studies have accepted the idea that knowledge management influences the organizational performance of companies. With greater knowledge management capability, companies can obtain and use knowledge more effectively and efficiently which can increase the company's organizational performance (Mohamad et. al 2012).

Organizations have viewed knowledge as the most valuable and strategic resource; they are realizing that to remain competitive they must explicitly manage this resource (Zack 1999). The organization have to enhance its knowledge management practices (Organizational reminiscence) and any gap in these practices will affect corporate performance and will have an impact on its productivity, profitability and improvements (Zack 1999). Regulating how knowledge should be dispensed and transferring it

quickly and effectively is a huge challenge and knowledge is not something that can be easily quantified and is far more complex because it is copied out of human relationships and experience (Zack 1999). The focus should therefore be on distributed purpose rather than results or efforts. As a knowledge leader, the concerned person has the responsibility to collaborate with colleagues and persuade them to share their knowledge base for the benefit of the organization. Therefore, knowledge management can be considered the most important function that affects an organization's performance (Zack 1999). The objective of this study is to determine the effect of organizational reminiscence on corporate performance in Dufil Prima Foods Nig. Limited.

REVIEW OF RELATED LITERATURE

Conceptualizing Organizational Reminiscence

Morrison (1997), opined that organizational reminiscence is the systematic of memories and recollections to strengthen self-identity and self-worth (Murray & Lorne, 2002). Organizational reminiscence can be viewed as abstract or concrete. 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 reminiscence 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 reminiscence as having two functions, representation and interpretation. 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 Reminiscence.

	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 reminiscence exists. Organizational reminiscence is seen to have two principal 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 reminiscence as being the set of repositories of information and knowledge that the organization has acquired and retains. Stein and Zwass (1995) define organizational reminiscence as how 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 reminiscence as stored information from an organization's history that can be brought to bear on present decisions. The basic functions of organizational reminiscence are perception, acquisition, abstraction, recording, storage, retrieval, interpretation, and transmission of organizational knowledge (Stein & Zwass 1995). Walsh and Ungson (1991) propose that organizational reminiscence consists of five retention facilities: individuals, culture, transformations, structures, and ecology. These definitions suggest that learning and knowledge are associated with organizational reminiscence. They also provide insight into the content and repository perspectives of organizational reminiscence. 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 are stored and retrieved.

Organizational reminiscence is a generic concept that describes the storage, representation and sharing of knowledge, culture, power, practices and policy within an organization. Its purpose is to reduce the costs of the transaction, the speed of access to past practices and solutions, help in decision-making, the share of knowledge among the working members and teams and the reduction of the dependency of the organization on individuals (case of turnover). If this reminiscence is easily lost or almost useless, it will not help the organization to seek competitive advantages, develop the organization's learning concept and increase autonomy and competencies for sudden changes in the market (Croasdell, 2001). Hodge, Anthony and Gales (1996) highlight that for information management systems, two factors are critical in organizations: validity and reliability. The authors added that organizations are information processors used for decision-making on what and how to do or not to do things.

Corporate Performance (CP)

Performance is the result of activities; it includes the actual outcomes of the strategic management process (Alrubaiee & Jamhour, 2012). Likewise Ben, Louati and Affes (2015) posited that the performance of an organization is represented by its 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, organizational performance is the mirror that reflects the organization's ability to achieve 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 ethical 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 the communication and information technology sector and its resources or the difference between the financial goals and the non-financial ones in a specific period (Rajneesh & Kaur, 2014).

Venkatraman and Vasudevan, (1986) noted that measurement for corporate performance in business organizations vary and differ according to their different businesses' nature of activities and the degree of focus on the fields that are believed to achieve goals and are considered a priority for the organization (Giovanni, 2012). Although scholars have different attitudes towards identifying fields of performance and ways of measuring them, hence some of them pay attention to the shareholders' goals as major fields of performance that the organization should rely on measuring performance. Darroch (2005) concludes that financial performance will remain the field that determines the extent of the organization's success and its inability to achieve the basic level of financial performance. However, its 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). 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 performance gives an incomplete image of the organization. Therefore, this method of evaluation should be enhanced and supported by operational performance scales to build a measurement system for effective performance in the organization such as market share, and customer retention.

Noruzi, Dalfard, Azhdari, Nazari-Shirkouhi and Rezazadeh(2013) argued that if the manager cares about 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. Coulter and Robbins further pointed out that performance is an objectively existing fact that provides both objective and subjective evaluation. As a result, previous research studies looking into performance-related issues used self-reported financial and non-financial performance measures (Alrubaiee, 2012). However, Tseng and Lee (2014) pointed out, that some scholars have continually discussed the corporate performance measurement index. For example, Tippins and Sohi (2003) suggested profitability, rate of return on investment, customer retention, and sales growth rate as the corporate 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 corporate performance measurement indexes.

Corporate 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, Johnson& Yip, 2008). They state that corporate 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 some time. 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).

It will therefore not be out of place to state that the fulcrum of corporate performance and success lies in the employees of that organization. And for organizations to continue in their winning streak and accomplish the goals they have set, they must constantly put their employees on the front burner, motivating them, training them and seeking the best ways for them to contribute to the organization's quest for a competitive advantage (Brewster, Carey, Dowling, Grobler, Holland & Warnich, 2003). Freeman & Garety (2002), observe that every organization must operate a system of setting goals for its employees and marrying the corporate goals with the organization's goals to produce results that can distinguish the organization. He describes a corporate performance management system (PMS) as a system that facilitates the attainment and enhancement of individual and corporate goals. The system uses objective and measurable criteria for assessing employee performance and these criteria are specific to the individual being assessed. The system enables the organization to track and monitor the achievements of individual groups, and departments as well as at the corporate level. Freeman& Garety, (2002) also observe that performance management systems help organizations to better utilize their employees' potential and enhance the congruence desired among

the constituent parts of the organization. Performance management system, therefore, aids in the achievement of organizational goals thereby enhancing corporate performance.

THEORETICAL REVIEW

Knowledge Management Theory

In the early 1990s, knowledge management emerged as a formal scientific discipline supported by scholars in academia, practitioners in corporate environments, and consultants. Knowledge management is seen as the process of creating, sharing, using and managing the knowledge and information of an organization. It refers to a multidisciplinary approach to achieving organisational objectives by making the best use of knowledge.

The main focus of knowledge management is getting some of the best practices for effectively implementing a knowledge management system and the benefits it brings to the organization as it improves the way employees create, share and find information (Fares, 2018). The criticism of Fares' theory is based on the fact that the time spent in search of information and business tools is too much. Given this, Fares explained that different studies have shown that among the most recurrent problems facing organizations today is the time spent by their employees searching for insights into different business applications and communication tools. According to the International Data Corporation, the knowledge worker spends 2.5 hours per day, or roughly 30% of the workday searching for information. A 2018 Nintex study "The Definitive Guide to America's Most Broken Processes", a survey of 1000 full-time U.S. employees, found that 49% of employees have trouble locating documents. A further 43% identified document sharing and document approval requests as frequent problem. This can eventually lead to staggering costs for organizations.

The proponent of this theory is from the famous school of thought in knowledge management (Earl, 2001). He proposed that organizations must realize the potential of using knowledge management which helps to ease organizational learning and understanding, but the problem is how to find it and where to start from. So, Earl concluded that some sorts of models/frameworks are needed.

This theory is therefore related to this study as it holistically evaluates the effect of one of the dimensions (organizational reminiscence) of knowledge management on organizational performance.

Table: 2. Empirical Review of Knowledge Management.

Researcher	Focus	Methodology	Findings	Knowledge gaps	Current study
Cheruiyot et al (2012)	The study was based on the factors influencing the institutionalization of knowledge management in manufacturing firms in Kenya	The data used was gotten from 60 managers using a questionnaire for three manufacturing companies	The findings pointed out that two factors influence knowledge management institutionalization	They made use of three companies which made the generalization of the results questionable	The target population for the study was centred on manufacturing companies in Kenya.
Kidombo et al (2012)	The study examined the relationship between human resource strategic orientation and organizational commitment in Kenyan manufacturing companies.	They made use of a well-structured questionnaire in which 251 data were collected from HR managers of Kenyan manufacturing companies.	They found that HR practices are positively related to affective commitment.	The data used for the research was only based on HR managers of manufacturing firms.	The information gathered involved the HR managers, Finance managers, and production managers
(Omari, 2012).	The study focused on the influence of contextual and cognitive factors on the relationship between employee characteristics and employee outcomes in Kenyan public corporations	A questionnaire that covered 384 employees from 13 public sectors was used.	Practices and organization justice have more influence on employee outcome than age and psychological contract	The study did not concentrate on financial performance	The study focused on incorporated financial measures.

Kuo (2011)	The study explained the link between HRM, organizational learning, organizational innovation, KM capability and organizational performance in industrial companies in Taiwan	The use of a questionnaire that covered 659 employees from electronic companies in Taiwan	The HRM strategies have made organizational learning, organizational innovation has a positive effect on organizational performance	The participants that contributed to the negative effect have made the results questionable.	The participants involved include HR managers, production managers and finance managers among others.
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Source: Rose Ambula, (2015)

METHODOLOGY

This study utilized the descriptive survey research design. The descriptive survey research design was adopted because it involves an investigator examining variables at an instance, at one time only. The study population of this research work includes the staff of Dufil Prima Foods Nig. Limited, Nigeria. The information from HR revealed that, in all, the total workforce of Dufil Prima Foods Nig. Limited stood at 123. The choice of the Port Harcourt branch stem from the fact that the head office is domiciled in the state. The sample size for this study was 76 which was determined using the Taro Yamane formula. To achieve the objectives of this study, the information was gathered primarily using the questionnaire. A well-structured questionnaire was used to gather data on the workers' points of view about knowledge management and corporate performance. The study was analysed using regression analysis for the variables in question, using Statistical Package for Social and Management Sciences (SPSS) version 25. Regression analysis was used because the study sought to identify the effect of the independent variable on the dependent variable. All the hypothesis was tested at a 5% level of significance ($\alpha = 0.05$)

DATA PRESENTATION AND ANALYSIS

Response Rate

The study achieved a response rate of 77.6 and a non-response rate of 22.4 from a total sample of 76 copies of the questionnaire administered to the staff of Dufil Prima Foods Nig. Limited in Port Harcourt Rivers State, Nigeria out of which 59 were completed and returned.

Table 4. 1: Rate of Response by the Respondents

Response	Total	Percentage (0%)
Returned	59	77.6
Not-returned	17	22.4
Total Distributed	76	100%

Source: Field Survey, 2021

Data Analysis

This section contains descriptive statistics for all the variables used in this study. The data generated through the administered questionnaires are analyzed using Statistical Package for Social Sciences (SPSS) version 25.0. The study's independent variable is organizational reminiscence, while the dependent variable is corporate performance in Dufil Prima Foods Nig. Limited was investigated.

Testing of Hypotheses

The objective was tested through ten composites (10) composite measures which were laid on the scaled questionnaire.

Descriptive Analysis on Organizational Reminiscence

	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 have 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 the future problem has increased my experience	19 32.2%	26 44.1%	10 17%	4 6.7%	0 0%	59 100.0%
Employees have 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 is useful in the organization	14 23.7%	39 66.1%	2 3.4%	4 6.8%	0 0%	59 100.0%
Competitors have 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, training, workshop, and conferences have 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, 2021

The table above shows the descriptive analysis of the responses of the respondents with organizational reminiscence. 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.

Analysis of variance

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.374	10	.037	.943	.504 ^b
	Residual	1.906	48	.040		
	Total	2.280	58			

Source: Researcher's Field Survey Report, 2021.

Table 4.5 Regression Analysis

		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
Model		Unstandardized Coefficients B	Std. Error			
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 have 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 the future problem has increased my experience	.030	.034	.133	.890	.378
	employees have 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 is useful in the organization	.003	.037	.009	.068	.946
	competitors have helped to learn new ideas and knowledge for new methods of the work	-.052	.051	-.146	-1.021	.312
	seminars, training, workshop and conferences have 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, 2021.**Table 4.6 Correlation Analysis**

		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, 2021

Discussion of Findings

The result of the ANOVA shows that there is no significant difference in the perception of the selected males and females towards organizational reminiscence on corporate performance. This is evident by the non-significant value of 0.504. Not only that, the perception within each group (male and female), recorded no significant value. Therefore, all the respondents have a similar disposition towards organizational reminiscence. Thus, we accept the null hypothesis of no significant difference in the perception of respondents towards organizational reminiscence.

The result of the regression analysis shows that the systems to codify and categorize ideas have a positive and significant relationship with corporate performance. This is evident by the significant value of 0.044. The regression coefficient shows that organizational reminiscence will not be effective on the corporate performance of Dufil Prima Foods Nig. Limited, Nigeria. This is further proven as the correlation coefficient indicates a non-significant value of 0.910. It also shows that there is a negative impact of organizational reminiscence on corporate performance which shows a negative value of -0.15.

Also, the results reveal that employees' contributions toward providing extremely important information are positively and significantly related to corporate 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 reminiscence on corporate performance. The correlation analysis shows that the relationship between organizational reminiscence and corporate performance is negative but not significant. This is consistent with the regression analysis. Corporate

CONCLUSION AND RECOMMENDATIONS

This study reviewed the effect of organizational reminiscence on the organizational performance of Dufil Prima Foods Nig. Limited. Based on the findings of the study, the study concludes that there is no significant effect of organizational reminiscence on corporate performance in Dufil Prima Foods Nig. Limited. The hypothesis was approved as the results indicated that there is no significant difference in the perception of staff toward organizational reminiscence on corporate performance.

The analysis recommends that Dufil Prima Foods Nig. Limited should pay more attention to improving and developing strategies for their organizational reminiscence thereby improving employees' technical know-how and corporate performance.

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APPENDIX 1

Section A: Demographic Data

Kindly tick (✓) the response that best describes your demographic information below

1. Gender: ☐ Male ☐ Female
2. Age: ☐ 18 – 25 years ☐ 26–35 years ☐ 36-45 years ☐ 46-55 years ☐ 56-70 years.
3. Status: ☐ top level manager ☐ middle level manager ☐ low level manager
4. Highest Educational Qualification: WASCE/SSCE ☐ OND/NCE ☐ HND/B.Sc. ☐ MSc/MBA ☐ Ph.D. ☐

APPENDIX II

Section B:

The following statements are on organisational memory. Kindly tick (✓) the appropriate responses:

Strongly Agree (SA) = 5 Agree (A) = 4 Undecided = 3
Disagree (D) = 2 Strongly Disagree (SD) = 1

Organizational Reminiscence

S/N	Item	SA	A	U	D	SD
B1	The systems to capture and store ideas and knowledge has helped my work					
B2	The systems to codify and categorize ideas has made it easier for me to use in the future					
B3	IT helps me to facilitate the processes of capturing, categorizing, storing and retrieving knowledge and ideas					
B4	The system that helps to solve present and future problem has increased my experience					
B5	Employees has contributed towards providing extremely important information					
B6	Decisions made in the past are useful in making decisions for a current situation					
B7	Information prepared by consultants or experts are useful in the organization					
B8	Competitors has helped to learn new ideas and knowledge for new methods of the work					
B9	Seminars, trainings, workshop, conferences has helped to increase my knowledge					
B10	I am always rewarded for bringing a new source of quality information					

Section C: Corporate Performance

S/N	Items	SA	A	U	D	SD
C1	Corporate performance can be well understood if learnt					
C2	Perceived quality of products and services are relative to competitors					
C3	Production cost are relative to competitors					
C4	Market share are relative to competitors					

- C5 Performance is relative to competitors
- C6 Corporate performance is relative to industry average
- C7 I enjoy my time in the office
- C8 I receive bonus and commission based on my performance
- C9 Career development is encouraged by the HR
- C10 Division of work and team work improves Corporate performance