

ORGANIZATIONAL CULTURE, ORGANIZATIONAL MEMORY AND PERFORMANCE OF SELECTED INFORMATION AND TECHNOLOGY FIRMS IN NIGERIA

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Abstract

The inability of Nigerian Information Technology firms to expand operations and gain competitive advantage especially in the face of foreign competition has remained a thing of concern to many stakeholders and hence this research which examines the effect of organizational culture and organizational memory on the performance of selected IT firms in Nigeria. A structured five-point Likert scale questionnaire was used in a survey design to gather primary data from a sample of 464 IT firms who were selected by way of census sampling technique. Multiple regression analysis was used to analyze the data. The study found that organizational culture has positive and significant effect on performance while organizational memory has a negative significant effect on performance. The study therefore recommends that IT firms should foster open communication and obtain regular feedback from both employees and customers. In addition, they should intensify efforts towards recognizing individual and group accomplishment which aligns with their objective and reward hardworking and innovative employees. Similarly, it was also recommended that IT firms should develop and maintain centralized systems that are easily accessible to all employees which allows documentation of key processes & procedures, and technical solutions. In addition, they should encourage continuous learning by organizing trainings and workshops especially on customer relationship management so as to store client-specific knowledge.

Keywords: Organizational Culture, Organizational Memory, IT, Performance.

INTRODUCTION

The ever-increasing competition in the market today has compelled the information technology firms to devise the strategies for enhancement of their performance to gain a competitive advantage in the market; most organizations are promoting the learning environment. The IT sector has remained a critical one for many economies worldwide given the increasing demand of fast and seamless connectivity as such the performance of IT firms is imperative for developed and even developing nations such as Nigeria. For Information Technology (IT) firms operating in today's dynamic global market and seeking to maintain their competitive edge, the recognition of knowledge as a prized asset is paramount. Organizational learning stimulates IT managers to acknowledge their responsibilities in fostering a culture of continuous learning; by actively integrating and utilizing various forms of knowledge and learning, IT companies can establish a solid foundation for developing activities that ultimately enhance their organizational performance (Ashwin & Nitin, 2019).

In theory and practice, organizational learning has gained recognition as a driver of firms' performance regardless of the sector such firm operates in. For example, in the aircraft industry it has been observed by managers that the idea of learning curve has actual practice value. It is believed that if it takes one year to assemble the first aircraft, it takes much less time to assemble the second one and the time reduces downwards to an infinitesimal level in subsequent assemblies which then implies performance improvement in all ramification. Similarly, in the IT sector, learning is expected to reduce redundant aspects, time and resources, thereby increasing general efficiency which in turn enhances overall performance and contribution of the IT sector to the Nigerian economy.

Organisational learning means creating, acquiring, conveying, and delivering current or fresh knowledge in the organisation, which strongly impacts organisational performance (Rehman et al. 2019). Organizational learning dimensions include elements such as knowledge acquisition, knowledge sharing, teamwork, organizational culture and organizational memory (Turulja & Bajgorić 2018; Seyed & Mehdi, 2014). However, this paper focused only on organizational culture and organizational memory dimensions of organizational learning.

Organizational culture is made up of shared values, beliefs and assumptions about how people should behave and interact, how decisions should be taken and how work activities should be carried out.

Organizational culture binds the workforce together and provides a direction for the organization. It includes the opinions and attitudes of a company. Management would like its employees to recognize and identify with the values, norms, and artifacts of the organization, in order to enable them to achieve their aims and objectives, for effective and efficient performance (Das & Tripathy, 2020). When the employees are guided by a culture in the organization it enhances productivity at a higher level.

According to Ashok and David (2016) organizational memory is the knowledge that has been accumulated from past experiences, which resides in the organization and can be utilized towards making decisions. The temporal processes in organizational memory where information is acquired, interpreted and retained constitute a complex phenomenon that extends far beyond the mere collection and storage of information. Information has to be internalized as organizational knowledge, retained and be readily available for use. The management of organizational memory is tied to the performance of IT firms, as it empowers them to make informed decisions, solve problems efficiently, foster innovation, retain crucial knowledge in a dynamic and competitive industry.

Businesses worldwide are forced to find new ways to improve their performance through technological advances, ever-increasing competition, and innovation. Information technology firms in Nigeria and particularly are not excluded because they must develop creative ideas, innovative products, remain open to technological developments, keep up with advances in technology and place equal importance on training in innovations to improve their performance (Wujiabudula & Zehir, 2016). This backdrop forms the basis for studying the effect of organizational learning on performance of information technology firms in Nigeria.

IT sector being technology and information based has witnessed firms investing heavily in technology acquisition and information gathering to facilitate their operations. However, despite the level of investment in the sector by these firms, their performance has remained abysmal as they have not been able to expand their operations towards improving competitive advantage especially as they are faced with foreign competition. This position was substantiated in the aggregate report obtained from the National Bureau of Statistics (NBS) in 2023 indicates a dwindling performance as illustrated in the sector's contribution to Gross Domestic Product (GDP) which revealed a quarterly growth decrease from 3.52% recorded in the last quarter of 2022 to 2.31% by the second quarter of 2023. Earlier, the sector recorded a negative growth of -5% in the 3rd quarter of 2017 which was however improved upon when it recorded 14.13% in the 4th quarter of 2020. This situation is very worrisome especially when compared with nations such as India where the IT sector accounts for \$194 billion in export revenue and \$51 billion in domestic revenue.

The study was guided by two specific objectives which are to:

- i. examine the effect of organizational culture on the performance of Information Technology firm in Nigeria; and
- ii. assess the effect of organizational memory on the performance of Information Technology firm in Nigeria.

The following hypotheses were tested in the study:

H₀₁: Organizational culture has no significant effect on the performance of Information Technology firm in Nigeria.

H₀₂: Organizational memory has no significant effect on the performance of Information Technology firm in Nigeria.

LITERATURE REVIEW

Organizational Culture

Organizational culture is in the form of beliefs, values, norms and expectations as described by Apriani et al. (2020) as follows: Organizational culture is the system of beliefs, values, norms, and expectations that governs the feelings and subsequent behaviours of all school constituents. It is the culminating result of the collective understandings and ways in which many people see things, but it becomes, in many ways, a

singular concern: Traditions, rituals, and expectations are formed ST strengthened, as an organizational culture becomes deeper and more fortified.

Samadara (2020) explained organizational culture as the set of assumptions, beliefs, values, and norms shared by an organization's members. This culture may have been consciously created by its members. Furthermore, it is the set of assumptions, beliefs, values, and norms shared by organizational members. An organization is a company is where all employees display their abilities. A good organizational culture is achieved if employees have high expectations, rewards for achievements, clear organizational values and ethical behaviour, empowered employees, loyalty to the team, a high work environment that is challenging, satisfying, and fun to work in clear results.

Organizational culture is a culture formed in accordance with organizational goals by sharing the things acquired by learning, and comprises all the values, activities, philosophy, and ideals of an organization. It is a social glue that bonds people together and makes them feel part of the organizational experience (Wambui, 2018). It plays a primary function in modeling the behavior and performance through the collective efforts of individual employees of the organization; and as such maintaining strong organizational culture is necessary for superior employee's performance and organizational performance (Joseph & Kibera, 2019). Besides, Qianqian and Zhihua (2020) noted that organizational culture can build friendly, family work atmosphere and care about development of employees, which is attractive for some employees who seek for employment ability, personal value, and career development.

Organisational Memory

Organization Memory (OM) can be define as the means by which knowledge from the past is brought to bear on present activities, thus resulting in higher or lower levels of organizational effectiveness. OM is sometimes called institutional or corporate memory and defined as the accumulated body of data, information, and knowledge created in the course of an individual organization's existence (Jennex, 2012). Organizational memory is the ideal output of the organization's learning process where information is stored until retrieved and processed again. Organizational memory is composed of the structure of its retention facility, the information contained in it, the processes of information acquisition and retrieval, and its consequential effects (Walsh & Ungson, 2011). The information stored consists of individual memories including experiences, beliefs, routines and tangible artefacts (Moorman & Miner, 2008).

Organizational memory includes files, documents, accounts, standard operating procedures, and rule books. In the social and physical geography of organizational structures and relationships; in standards of good professional practice; in the culture of organizational stories; and in shared perceptions of the way things are done around here (Rowlinson, 2010). Once the information has been stored it is further able to be retrieved from the organizational memory, then interpreted and utilized for specific purposes and converted into meaningful information.

Shodiya and Ojenike (2021) described organisational memory as stored information from an organisation's history that can be brought to bear on present decisions. They viewed organisational memory as a storage facility or perhaps a bin, including people, tradition, transformations, organisational structures, ecology, and external records. They also explained essential procedures linked to organisational memory performance (acquisition, retention, and retrieval) and the kinds of knowledge (what, why, who, etc.) that every retention bin could contain. According to this specific theoretical foundation, they formulated organisational memory propositions to numerous organisational procedures, such as decision-making and change management. They also offered a research plan to deal with the particular structure, process, and consequences of organisational memory, pointing out that future investigation on organisational memory could inform our knowledge of organisational phenomena, such as change, design, and structure.

Concept of Performance

According to Abubakar et al. (2023) organizational performance alludes to the realization as well as accomplishment of organizational objectives or grails. The organization must have or set measurable

objectives in order to measure its performance level. The ways of assessing organizational performance entails monetary benefits, profitability as well as successful implementation of organizational strategies. The achievement of organizational performance relies on the successful implementation of strategies that would assure the accomplishment of organizational goals or objectives.

According to Khang et al. (2014) performance is determined by the extent to which it achieves its objectives, its efficiency and effectiveness in attaining its economic, operational and market-oriented objectives. Therefore, it can be argued that it is of paramount concern how well an organisation implements its policies and programs and fulfills its strategic mission and vision. Performance of the firm relates to the extent to which the goals of a company are or have been achieved. Organizational performance also relates to a measure of how well a company uses its resources to achieve its objectives and goals. This study focused on the non-financial dimension of performance and adopted items developed by Gelmez et al. (2017) to measure performance.

Empirical Review

Organisational Culture and Performance

Elifneh and Embilo (2023) in Ethiopia' applied a quantitative research design to study the effect of organizational culture on performance. The target population was employees working in Ethiopian Institute of Agricultural Research's Head office (headquarters), The study used two sampling stages. The first one is to sample out the research centers within the institute; a purposive sampling technique were used to select the research centers among twenty research centers of Ethiopian Institute of Agricultural Research. Secondly, to select respondents (Researchers and administrative staffs) within the selected research centers, convenience sampling technique was adopted. A sample size of 327 was drawn from the overall target population (1850). The data was been analyzed by using multiple regression. The study found out that organizational culture positively and significantly influences performance. The use of convenience sampling might introduce a degree of bias, as those who are more accessible to participate may not represent the entire population accurately.

The influence of organizational culture on performance of state Civil Apparatus (ASN) at the Bengkalis Regency Food Security Service in Indonesia was researched by Dedi (2023) This research uses quantitative methods. Processing and hypothesis testing using SPSS version 25. The research location is a government institution in Riau Province. The population in the study was all office employees. In this study, sampling used a saturated sample, that is, if the population is smaller than 100 people, then the population is used as a sample, so that the number of samples studied is 35 employees. The results indicated that Organizational culture significant effect on performance. While using a saturated sample is practical, a larger sample size could have provided more statistical power and potentially enhance the robustness of the findings.

This study by Yeti (2023) employed descriptive and survey methods and researched on the nexus between organizational culture on performance at the PDAM office in Majalengka Regency, Indonesia. The samples were 115 employees taken using Solvin formula and random sampling technique. After analyzing descriptive data, the testing hypothesis was conducted through a quantitative approach. The hypothesis was tested using the Pearson product-moment (r) correlation technique to test the correlation and followed by simple regression analysis. The result indicated that organizational culture exerts a negative and significant effect on performance. Given the specific context and sample size, the external validity of the study and its ability to apply findings to a broader population is limited.

In another recent contribution by Ghumiem et al. (2023) in Lybia they empirically studied organizational culture influence on performance. A quantitative research approach was used in this study to achieve the set goals. The study population comprised 408 employees of General Electric Company of Libya (GECOL) who were sampled during the data collection stage of this study. Structural Equation Modelling (SEM) was used to evaluate the impact of organizational culture on performance. The study's outcome evidenced a significant positive impact of organizational culture on performance. The findings are specific to GECOL

in Libya and may not be directly applicable to organizations in Nigeria and as such the call for the current study.

In a similar research by Abane et al. (2022) they investigated the link between organizational culture and performance from the perspectives of employees of the Sekondi-Takoradi Metropolitan Assembly (STMA) in Ghana. The study used the quantitative approach with descriptive and cross-sectional designs. The simple random and stratified sampling techniques were used to select 132 respondents from the STMA using a self-administered survey questionnaire between August 2020 and December 2020. Denison's 1984 model of organizational culture was adapted to measure organizational culture while with the support of the "SPSS version 22," the study used descriptive statistics, bivariate analysis and ANOVA tests with hypotheses using standard regression methods. The findings indicate a positive and insignificant effect of organizational culture on performance. The data collection period spans from August 2020 to December 2020. The timing might not capture potential changes in organizational culture and performance dynamics over a more extended period.

Noora et al. (2022) investigated the relationship between organizational culture (OC) and the performance of organizations in the United Arab Emirates (UAE). A theoretical framework to measure this relationship in the UAE is designed. Interviews with experts and questionnaires were conducted to prioritize certain identifiers and indicators of the relationship between organizational culture and performance in the context of the UAE. The OC—performance relationship framework was analyzed and tested. The number of respondents from the UAE organizations is 131. The results of the study showed a positive insignificant relationship between organizational culture and performance, the findings are specific to the UAE context and may not be directly applicable to organizations or in Nigeria context with different cultural and economic factors.

Organisational Memory and Performance

To shed more light on this development, Emoh (2023) studied the relationship between organizational memory and performance of manufacturing firms in Rivers State, Nigeria. The cross-sectional survey which is a form of quasi experimental design was employed in this study. A total population of seven hundred and forty-five (745) employees was covered in this study but sample size of 254 was derived. Questionnaire was used in collecting data from respondent. The simple random sampling technique was used in this study. The retrieved data was analyzed using Spearman Rank Order Correlation Coefficient in order to ascertain if there is any significant relationship between the variables. The result of the bivariate hypotheses revealed that organizational memory relates significantly and positively with the measures of performance. The study uses a cross-sectional survey, which provides a snapshot of data at a single point in time.

This research was conducted by Prasetyo (2023) using a quantitative approach designed to determine the effect organisational memory on performance of SMEs in Indonesia. The population of this study is SMEs in the city of Jakarta, DKI Province. The determination of the sample was carried out using a purposive sampling technique, with the criteria of SMEs engaged in creative crafts having been running their business for at least 1 year. 150 respondents were selected in this study. Data collection was carried out by distributing online questionnaires to respondents. The questionnaire was measured using a 5-point Likert scale, furthermore; the data analysis process was carried out by SEM with AMOS. The results of this study indicate that organizational memory has a significant positive effect on SME performance. This limited sample selection might not represent the diversity of SMEs in Indonesia. The findings may not be generalizable to SMEs in Nigeria.

In Iraq, using descriptive and correlational method, Dhafer (2023) conducted a study to examine the effect of organisational memory on performance of Education Workers in Baghdad. The statistical population in this research was considered to be all the education and training workers of the city of Baghdad, whose number is 162 They were. The statistical sample was also selected using random sampling method and based on Morgan's table, 143 employees were selected and then they were examined through organizational

learning questionnaires by Niff, Torrance innovation, and Patterson job performance questionnaires. The findings showed that there is a positive and significant relationship between organizational learning on performance. The study focuses on education workers in Baghdad, which may limit the applicability of the findings to education workers in Nigeria.

A study conducted by Küsbeci and Altındağ (2022) in Turkey studied the relationship between organizational memory on the performance of Information and Technology companies operating in Istanbul. The survey method is chosen as the data collection method and 7-point Likert-type expressions are used in the scales. 635 questionnaires are collected from Information and Technology companies in the Marmara Region and the hypotheses in the research model are analyzed using the SPSS data processing statistics program. As a result of the analysis showed that organizational memory has negative significant effects on firm performance. The study focuses on Information and Technology companies in Istanbul. The findings may not be applicable to Information and Technology companies in Nigeria; hence the geographic specificity limits the generalizability of the results.

Olumasi and Rugami (2022) researched on the nexus of organizational memory on performance of container freight stations in Mombasa County, Kenya. The study target population consisted of 110 employees who were the Management Staff, operational and support staff from the Container Freight Stations in Mombasa County. The sample size of the study was 85 drawn from 110 respondents spread in all levels of management. Primary information was collected using structured and unstructured questionnaires. Pseudo R square statistics were utilized as a measure of relationship between organizational memory management and performance of container freight stations in Mombasa County, Kenya. The study findings indicated there was a positive and significant correlation between organizational memory and performance of container freight stations in Mombasa County, Kenya. However, the study faced a setback by employing a restricted sample size, which could hinder the ability to draw generalizations from the study's findings.

Learning Organization Theory

Learning organization theory was first derived by Senge (1990). Fulmer (1998) explained a learning Organization as an entity where individuals endlessly widen their ability to derive the outcomes they really need, where modern and broad patterns of thoughts are brought up, where overall expectation was set open, and where persons are endlessly understanding how to conceptualize things alongside each other (Senge, 1990). To add, such institutions have excelled in neglecting seven learning disabilities that repeatedly lead to failure of institutions. Such deficiencies were blame games, work personalization, rigidity and activities that don't yield outcomes and underrating the effect of evolutionary changes, the demeaning of learning from prowess as well as poor management decision-making processes. This study is anchored on this theory because the Learning Organization theory's principles are highly relevant to the dynamic and fast-paced nature of information technology firms. This theory provides valuable insights into how these organizations can harness the power of learning to improve their performance and competitiveness in the ever-changing technology landscape.

METHODOLOGY

This study adopted the survey design. The population comprised 464 MD/CEO of all the Information and Technology firms operating in Nigeria over the last five (5) years and that are duly registered with National Information Technology Development Agency (NITDA). Giving the small size of the population, a census sampling technique was employed to select the entire population as a sample size and hence, the sample size of the study is 464. Primary data was collected using a 5-point Likert scale questionnaire. The study adopted questionnaire items from the work of Jamrog et al. (2006) to measure organizational culture; organizational memory Templeton et al. (2002); Partha and Debangsu (2019) while performance was measured using a 6-items scale developed by Gelmez et al. (2017). Data were analyzed using the Ordinary Least Squares (OLS) multiple regression analysis. The model is specified below:

$$PRF = \beta_0 + \beta_1 OGC + \beta_2 OGM + e$$

Where: PRF = Performance, OGC = organizational culture, OGM = organizational memory, β_0 = Intercept
 β_1 β_2 = Coefficient of Independent Variable, e = error term.

RESULTS AND DISCUSSIONS

A total of 464 copies of questionnaire were distributed to the respondents out of which 396 were returned and valid after screening. Subsequent analyses were conducted using 396 representing 85% response rate.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
OGC	396	1	5	4.55	.887	-1.666	.125	1.469	.249
OGM	396	1	5	2.40	.976	-1.285	.125	1.216	.249
PRF	396	1	5	2.28	1.105	-1.668	.125	1.229	.249
Valid N (listwise)	396								

Source: SPSS Output, 2024

One of the basic assumptions of the OLS regression model is normality of dataset and hence the need to carry out a descriptive statistics test. The table above indicates the behavior of all the variables under study. The average value of organizational culture (OGC) recorded was 4.55 while the maximum and minimum value stood at 5 and 1 respectively. Also, the skewness value which stood at -1.666 indicates that the variable is normally distributed since it is less than 1.96. Also, organizational memory (OGM) recorded a minimum and maximum of 1 and 5 respectively, while the mean value stood at 2.40 with a skewness value of -1.285, the variable also indicated normal distribution. Lastly, performance (PRF) had a minimum and maximum values of 1 and 5 respectively with an average value of 2.28 and a skewness value of -1.668 signifying normal distribution.

Table 2: Correlations

		OGC	OGM	PRF
OGC	Pearson Correlation	1	.624**	.581**
	Sig. (2-tailed)		.000	.000
	N	396	396	396
OGM	Pearson Correlation	.624**	1	.614**
	Sig. (2-tailed)	.000		.000
	N	396	396	396
PRF	Pearson Correlation	.581**	.614**	1
	Sig. (2-tailed)	.000	.000	
	N	396	396	396

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

Source: SPSS Output, 2024

Another precondition for the OLS is the absence of multicollinearity among the independent variables and hence the need to conduct a correlation analysis. Table 2 above shows the correlation result of the variables under study. The result revealed a positive relationship between organizational culture, organizational memory and performance. Organizational culture has a positive relationship with organizational memory which stood at 0.624 and significant at 5% level of significance. This however falls below the 0.80 maximum benchmark for multicollinearity measurement and hence signifies the absence of multicollinearity among the independent variables (Berry & Feldman, 1985).

Table 3: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.720 ^a	.519	.516	.769	1.615

a. Predictors: (Constant), OGM, OGC

b. Dependent Variable: PRF

Table 4: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	242.105	2	121.052	204.846	.000 ^b
	Residual	224.559	393	.591		
	Total	466.663	395			

a. Dependent Variable: PRF

b. Predictors: (Constant), OGM, OGC

Table 5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.439	.210		2.085	.038		
	OGC	.169	.064	.136	2.628	.009	.476	2.101
	OGM	-.697	.058	-.616	11.945	.000	.476	2.101

a. Dependent Variable: PRF

Source: SPSS Output, 2024

The table 2 above showed an R-square value of 0.519 indicating that approximately 52% of the variation in performance is explained by organizational culture in conjunction with organizational memory while the remainder 48% is explained by other variables not included in the study. Table 4 above showed an f-statistics value of 204.846 with a p-value of 0.000 which implies that the model is fit to measure the association between the independent variables and performance.

Organizational culture showed a positive and significant effect ($b = 0.439$, $p = 0.009$) on performance. This indicates that IT firms have developed overtime, a culture that encourages and support learning and this has assisted in increasing the capabilities of their employees which has translated into improved organizational performance. Based on the result, the study therefore accepts the alternative hypothesis which states that organizational culture has significant effect on the performance of Information Technology firm in Nigeria. This agrees with the findings of Elifneh and Embilo (2023), Dedi (2023), Ghumiem et al. (2023) who all found positive and significant effect of organizational culture on performance. however, the finding disagrees with that of Yeti (2023) who found negative and significant effect of organizational culture on performance.

Conversely, organizational memory showed a negative and significant effect ($b = -0.697$, $p = 0.000$) on performance. This indicates that the IT firms have not done enough to keep unique information that has accumulated over time as it relates to experiences, actions, relationships and operations and this has affected their ability to effectively perform their present and future operations. Based on the result, the study therefore rejects the null hypothesis and accepts the alternative one which states that organizational memory has significant effect on the performance of Information Technology firm in Nigeria. This finding agrees with the finding of K sbeci and Alt ndaĝ (2022) who found negative and significant effect of organizational memory on performance. however, it disagrees with the findings of Emoh (2023), Prasetyo (2023) and Olumasi and Rugami (2022) who found positive and significant effect of organizational memory on performance.

CONCLUSION AND RECOMMENDATIONS

The study examined the effect of organizational culture and organizational memory on performance of Information Technology firm in Nigeria. The study found and concluded that the presence of a learning culture among the IT firms in Nigeria has helped them improve their performance however, this increase in performance has been dealt a blow by the negative effect found in organizational memory which suggest

absence of mechanisms to help organizations store important knowledge especially those in the hands of employees. Based on the foregoing, the study recommends that

- i. IT firms should foster open communication and obtain regular feedback from both employees and customers. In addition, they should intensify efforts towards recognizing individual and group accomplishment which aligns with their objective and also, reward hardworking and innovative employees. This will instill a mindset of commitment in the employees which could translates into higher performance.
- ii. Similarly, IT firms should develop and maintain a centralized database of information that is easily accessible to all employees which allows documentation of key processes & procedures, and technical solutions. In addition, they should encourage continuous learning by organizing trainings and workshops especially on customer relationship management so as to store client-specific knowledge.

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Questionnaire

Please rate your level of agreement with the following statements on a scale of 1 to 5, where 1 represents "Strongly Disagree, 2 represents "Disagree" 3 represents "Undecided" 4 represents "Agree" 5 represents "Strongly Agree."

	Organisational Culture (ORC)	5	4	3	2	1
ORC1	Employees in the organization are aware of the channels for getting the required relevant information					
ORC2	The organizational culture encourages innovation and creativity					
ORC3	The organizational culture encourages effective communication and collaboration					
ORC4	An effort is made to encourage employees to experiment and implement new ideas in the working day					
ORC5	Innovation proposals are welcomed in the organization					
	Organisational Memory (ORM)	5	4	3	2	1

ORM1	The organization utilizes historical information and lessons learned from the past					
ORM2	The organization has a memory system like a well-maintained document repository					
ORM3	The organization has availability of historical data and past project records available for the employees					
ORM4	Our organization actively encourages the preservation and use of historical data and knowledge					
ORM5	The knowledge and information stored in our organizational are up-to-date and relevant					
ORM6	My organization stores detailed information for guiding operations					
	Performance (ORM)	5	4	3	2	1
PER1	Our services consistently meet customer expectations					
PER2	The organization consistently meets its strategic goals and objectives					
PER3	Our firm effectively adapts to changes in the business environment					
PER4	Our organization fosters a culture of continuous improvement and innovation					
PER5	The firm introduces new products and services to the market before competitors					
PER6	Employee turnover in the firm is low over the past three years					