

KNOWLEDGE MANAGEMENT AND MANAGERIAL EFFECTIVENESS IN COMMERCIAL BANKS IN SOUTH-SOUTH, NIGERIA

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ABSTRACT

The study examined the relationship between Knowledge management and Managerial Effectiveness in Commercial Banks in South-South, Nigeria. The objective of the study was to examine how knowledge management interact with measures of managerial effectiveness such as timely information supply, effective decision making, and service delivery. The philosophical underpinning of the study was positivism. The findings revealed that a relationship exists between data storage and managerial effectiveness of Commercial Banks in South-South, Nigeria; there is a significant positive relationship between information management and managerial effectiveness of Commercial Banks in South-South, Nigeria; there is a significant positive relationship between knowledge management and managerial effectiveness of Commercial Banks in South-South, Nigeria. The study concluded that organizational memory is a major enhancer of managerial effectiveness of Commercial Banks in South-South, Nigeria. The researcher therefore, amongst other things, recommended that constant technological upgrade and consolidation on organizational memory by managers of Commercial Banks in order to enhance managerial access to information and decision making. Therefore, the study has bridged the knowledge gap that existed concerning the relationship between organizational memory and managerial effectiveness in literature by providing an empirical explanation of how dimensions of organizational memory such as data storage, information management, and knowledge management interact with managerial effectiveness in terms of timely information supply, effective decision making, and service delivery within the context of Commercial Banks in South-South, Nigeria.

Keywords: Knowledge Management, Managerial Effectiveness, Organisational Memory

INTRODUCTION

Ineffectiveness amongst managers especially in the Commercial Banks to be specific is becoming so alarming recently. There seems to be regular cases of delay in the supplying of information which ranges from sending of letters, circulars etc and other forms of information sharing within the office because of the inability of some managers to do their job properly (Akpan, *et al.* in Evans, 2012). Sometimes where this administrative information are being sent, appears not to be done with accuracy. Perhaps, this may be due to the fact that some of them may not have the necessary skills or experience needed in carrying out their core functions (Ikeme and Orela, in Pere, 2021).

It also appears that most policies implemented by managers of deposit money bank in South-South region of Nigeria does not favour their employees. The case of resuming duty by 8am and closing by 5pm-6pm is becoming a growing concern among married men and women working in the bank as they do not have much time to spend with their family which causes work-life imbalance (Senge, 1990; Pere, 2021). And as such employees bear it with grudges which is not healthy for attaining organizational success. By observation, it seems most managers of deposit money bank in South-South region of Nigeria are comfortable attending to their personal issues rather than focusing on organizational activities. This has hampered the operations of these deposit money bank as their employees imitates them by putting their self-first before the organizational goals. This has hampered the productivity and effectiveness of these respective organization (Saddat, *et al.*, 2016; Gitahi, *et al.*, 2017). This brings into question the issue of organizational memory. We do not know the level at which these organizations use accumulation online and offline knowledge base in ensuring effectiveness.

Another issue that necessitated this study is the fact that there appears to be a dearth of empirical studies on how organizational memory interacts with managerial health within the context of Commercial Banks in South-South, Nigeria. Over the years, several authors have their different view of organizational memory as it has been researched from different angles such as Ovoke and Chima (2020) examined organizational memory management and competitive advantage of Oil and Gas Firms in Rivers State, Nigeria. They found that organizational memory dimensions (personal memory, management memory, cultural memory and research and development memory) had a substantial positive relationship with competitive advantage of Oil and Gas Firms in Rivers State, Nigeria; Al-Hashem *et al.* (2021) examined the mediation role of the organizational memory in the relationship between knowledge capturing and learning organization in the Jordanian private universities. The study revealed that there is a significantly positive impact of knowledge capturing on organizational memory and learning organization. There is a significantly positive impact of the organizational memory on learning organization, and the organizational memory has a significantly impact in the relationship between knowledge capturing and learning organization; Zeinab and Hamid (2013) examined a survey of the relationship between organizational memory and organizational learning in public organizations of Kerman. They found that there is a significant positive relationship between each dimension of organizational memory (personal memory, cultural memory, management memory and R&D memory) and organizational learning in the organization. Liudmila (2012) theoretically studied organizational memory systems as a source of learning for new employees in an innovation context. The results show that new employees face a range of memory systems, and this range does not depend on the innovativeness of the work they are involved in; Argote (2015) examined the impact of organizational memory on employee retention in Singapore using four plastic manufacturing companies. The findings revealed that there is a significant positive relationship between organizational memory and employee retention; Bartsch and Maurer (2017) examined organizational memory as correlate of employee competence in Zimbabwe using five manufacturing companies. The findings revealed that is a significant weak relationship between organizational memory and employee competence.

Moreso, Reham *et al.* (2019) examined organizational memory, knowledge management, marketing innovation and cost of quality: empirical effects from construction industry in Jordan. They found that that organizational memory is significantly and positively related to both marketing innovation and cost of quality, and that knowledge management is significantly and positively associated with marketing innovation and cost of quality construction industry in Jordan; Wageeh (2019) studied organizational memory and organizational performance from the employee perspective: a study in the Egyptian context. It was found that organizational memory (technology organizational memory, marketing organizational memory and organizational memory) on Organizational Performance (marketing organizational performance and management organizational performance); Boma-Siaminabo (2020) examined tacit knowledge strategies and organizational competitiveness in paint manufacturing firms Port Harcourt. The results showed that dimensions of tacit knowledge strategies such as strategic deputization, externalization and information sharing culture significantly and positively affects measures of organizational competitiveness such as product innovation, satisfactory service delivery and outstanding brand image etc.

However, none of these aforementioned studies analyses organizational memory and managerial effectiveness specifically in Commercial Banks in South-South, Nigeria using dimensions, measures and indicators as used in the present study. None of the studies equally analyses the issue of technological infrastructure on how it could moderate the relationship between organizational memory and managerial effectiveness within the context of Commercial Banks in South-South region of Nigeria. Thus, the incumbent study examined the relationship between organizational memory such as data storage (database system, data access and data processing); information management (information control, information distribution and information security); knowledge application management (knowledge utilization, knowledge content and knowledge assimilation) and managerial effectiveness in terms of timely information supply (customer-business communication,

timely information access and timely feedback); effective decision making (operational efficiency, compliance to bank standard and decision implementation); service delivery (quality customer service, customer compliant redress and customer time saving) of Commercial Banks in South-South, Nigeria, adopting technological infrastructure (information technology capabilities, information technology investment and skill level) as its contextual factor. This is the knowledge gap which this study seeks to fill, and as well gives credence to this research effort.

Knowledge Application

In order to explain the concept of knowledge application, an understanding of the word knowledge is required. Amazingly, this concept has been discussed by philosophers for many years without a complete resolution. It has been characterized by residing in people's minds rather than in any stored form, it is also seen as being a combination of information, context, and experience, or as a high value form of information that is applied to decisions and actions (Taylor and Joudrey, 2009). Now, defining knowledge application management is much more complex, the reason is not far-fetched. It is complex because it means different things to different organizations, and each organization has chosen to adopt it as it relates to their progress.

Nevertheless, it is important to examine a number of working definitions of both knowledge and knowledge application management that have been given by various scholars, after which we would also contribute to knowledge by defining it as it relates to modern libraries. According to Davenport and Prusak (2018), knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experience and information. It originates and is applied in the mind of the knower. In organizations, it often becomes embedded not only in documents and repositories but also in organizational routines, processes, practices and norms. While data and information are in a sense bound objects, knowledge is much more a process, or an ability to understand and to share understanding. Alan (2012) averred that knowledge application management is the systematic dissemination of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge. Skyrme, (2011) defined Knowledge application management as the explicit and systematic utility of vital knowledge- and its associated processes of creation, organization, diffusion, use and exploitation in pursuit of business objectives. The best way to retain valuable knowledge in organizations is to identify intellectual assets and then ensure legacy materials are produced and subsequently stored in such a way as to make their future retrieval and reuse as easy as possible. The basic aim of knowledge application management is to leverage knowledge to an organization's advantage.

Knowledge application management may take different forms such as elaboration (when a different interpretation is required), infusion (finding underlying issues), or thoroughness (when different people or teams develop different understanding) (King, *et al.*, 2008). Furthermore, it is the process through which knowledge is directly applied to task performance or problem solving. Knowledge may be possessed and applied by individuals or by whole teams (Ajmal and Koskinen, 2008). As noted by Gasik (2011), companies benefit not from the existence of knowledge but from its proper application. McKeen, *et al.* (2006) posit that knowledge application management involves distinct but interdependent processes of knowledge creation, knowledge storage and retrieval, knowledge transfer, and knowledge application. If an organisation's internal knowledge is not shared with other people and groups in the organisation, it will remain at the individual level and will have little or no impact on the firm's innovation output or capacity. The knowledge users' capacity to assimilate new knowledge and their willingness to share their individual knowledge is therefore crucial in the creation of new knowledge. In the context of internal knowledge transfer, it is important to see assimilation capacity as the set of routines and processes that allow knowledge users to analyse, interpret and understand new knowledge (Zahra and George, 2022). This capacity includes the knowledge users' ability to learn new knowledge, and must be accompanied by a willingness on the part of organisational members to share their knowledge so that new knowledge can be transferred.

Knowledge is the insights, understandings, and practical know-how that people possess. It is the fundamental resource that allows people function intelligently. It can then be stated that knowledge is an invisible or intangible asset, in which its acquisition involves complex cognitive processes of perception, learning, communication, association and reasoning (Epetimehin and Ekundayo, 2011). Davenport and Prusak (2018) define knowledge as information combined with experience, context, interpretation, reflection, and perspective that adds a new level of insight. Knowledge becomes meaningful when it is seen in the larger context of culture, which evolves out of beliefs and philosophy. Sveiby (2011) describes knowledge as the capacity to act on information and thereby make it valuable, therefore knowledge can be said to be ineffectual if not used. In organisations, knowledge becomes embedded not only in documents or repositories, but also in organisational routines, processes, practices, norms and cultures.

Baloh *et al.* (2011) defines processes, which is another KM component, as mechanical and logical artifacts that guide how work is conducted in organisations. Processes govern work in organisation and so are critical to the functioning of organisation. It is therefore pertinent for a KM program to recognize their importance. Processes might be made of, and executed by, humans, machines, or a combination of the two. A critical requirement for KM is to be able to understand work processes and how to map them. By so doing, inputs, outputs, personnel, resources and work being conducted in a given process can be easily described. Mapping of processes helps to depict what is really going on in the organisation and how tasks are being accomplished. Knowledge needed to accomplish tasks can then be articulated and requisite technology or human intervention can be deployed to meet these needs with the goal of increasing effectiveness and efficiency in the organisation. Knowledge utilization, knowledge content and knowledge assimilation are used here as measures of knowledge application.

Knowledge Utilization: Knowledge utilisation is seen as an iterative process towards social impact. The individual or collective process aimed at using knowledge by one or more of the subprocesses of direction, routinization, diffusion, application, or exploitation. Knowledge utilization is a complex process involving political, organizational, socioeconomic, and attitudinal components in addition to the specific information or knowledge (Taylor and Joudrey, 2009). Knowledge utilization depicts using accumulated knowledge to tackle problems, develop new products and deal with unfamiliar situations. Knowledge is of no use unless it is applied to solve business problems. Thus, the effectiveness of a knowledge repository must be assessed less by the number of documents available and more by the number of downloads. Knowledge utilization process involves processes and systems in the organization to ensure that its knowledge-related assets are improved and effectively employed. It is therefore a process through which organizations generate value from their intellectual and knowledge-based assets. It uses an integrated approach in identifying, capturing, retrieving, sharing/protecting, and evaluating an organization's information assets. Knowledge-related assets include knowledge in the form of printed documents such as patents and manuals, knowledge stored in electronic repositories such as a best-practices database, employees' knowledge about the best way to do their jobs, knowledge that is held by teams who have been working on focused problems and knowledge that is embedded in the organization's products, processes and relationships (Stewart, 2020).

Knowledge utilization treats knowledge as an extremely important asset that deserves to be carefully looked after. Anything related to knowledge assets, their acquisition, creation, refinement, storage, transfer, sharing, and utilization, are KM activities (Stewart, 2020). Oliver (2014) noted that knowledge application management process aims at systematic finding, selecting, organizing, distilling and presenting information to improve an employee's comprehension in a specific area of interest. Knowledge utilization helps an organization to gain insight and understanding from its own experience. Specific knowledge application management activities help focus on organization on acquiring, storing and utilizing knowledge for problem solving, dynamic learning, strategic planning

and decision making. It also prevents intellectual assets from decay, adds to firm intelligence and provides increased flexibility.

Concept of Managerial Effectiveness

A manager is one who is expected to successfully carry out tasks that will ensure an organization reaches its purpose and targets. In other words, the manager is the title for the one who is expected to reach and achieve certain aims by carrying out administrative functions, regardless of the organization's structure or current position level (Koçoğlu in Divleli and Ergun, 2015). Erigüç *et al.* (2008) define the manager as "the person who is obliged to and responsible for efficiently and effectively managing, in order to make those who come together for a purpose achieve a target harmoniously and cooperatively". Managers wrap themselves up in different managerial styles based on their personal behaviours towards their subordinates, their approaches to the job and the authorization transfer. Management levels can be seen as a pyramid with management organs that allow the organization to achieve its set targets and delegate tasks to be done by others. In this regard, management can be categorized into three stages (Mucuk, 2008). Managers in large organizations are majorly grouped into three levels namely top level managers, middle level managers and lower level managers. The top level managers are those with the highest authorization and power, who bear the responsibility for the whole organization. They are those who define an organization's purpose, long-term policies and strategies, and who represent the organization with the widest authority in the external environment. The middle level managers are those who work to realize the purposes determined by top management through focusing on application, and their human skills are in the foreground. While the lower level managers also known as supervisors are those who are responsible first hand to the workers who actually carry out a task in addition to technical, commercial or administrative personnel (Ataman, 2009; Divleli and Ergun, 2015).

The term managerial effectiveness implies to the extent to which an employee achieves the output requirements of the organization by using and implementing his or her managerial skills and strategies through his work force, peer groups and subordinates. Whereby the organization gets the best output from each worker, resulting in maximum results and growth through the manager. For the organization the manager is a tool and for the organizational growth the worker acts as a tool (Ahmed, 2008). There is a mutual dependency in every level of internal business activities. Managerial effectiveness could mean achievement of organizational goals, increase in productivity, profit, workers' satisfaction, growth, diversification, etc. (Michael, 2018). Managerial effectiveness aims at optimum allocation and utilization of scarce organizational resources in order to achieve the goals at minimum cost. It aims at deriving maximum output out of minimum input. Successful managers keep the organization going in the present and future. An organization must be capable of performance, growth and change in the future. An organization that does not account for future do destroys capital at the detriment of its business activities. Managerial effectiveness aims at survival, growth and adaptability of organizations to the external environment. Managerially, effectiveness is doing the right thing at the right time, with the rightly available resources to achieve a delineated result. Managerial effectiveness is a crucial issue of concern across all organizations, as without them organization's growth, development and survival will remain fantasy. Managers who are effective in nature deploy unique behaviours that best align with the organization's mission, culture, customer needs and strategic goals as they attained predetermined goals and objectives for the organization. Effective managers solicit the input of employees to ensure the workplace is as free of stress and strife as possible, while still ensuring high productivity and a solid work product (Michael, 2018).

Apparently, managers' actions and inactions can make or break organization's reputation and business results. Managers have a key role in making a company run smoothly (Burjek, 2020). This is why the position of a manager is not an office where anybody can be employed to man both human and non-human resources towards and expected end. The position of a manager requires

skills, ideas, knowledge and experience to help him perform effectively and efficiently. Therefore, organizations top management must be careful when selecting individuals for managerial positions across all levels. Managers who understand these principles and function in their light will be achieving, accomplished managers'. Moreover, the presence of sufficient numbers of effective managers whose views determine the choices made towards the achievement of the organisations and even nations goals, success and sustainability, is in fact, determined by effective managers (Bao, 2010; Ali and Ahmad, 2006). It is further argued as Al-Hajji (2011) point out that effectiveness entails the prompt achievement of an objective, whereas efficiency, concerns the resources required to achieve it, thus, the relationship between effectiveness and efficiency is an important one, which presents managers with continuous challenges.

Social Learning Theory by Albert Bandura in 1976

The social learning theory was propounded by Albert Bandura in 1976. Social learning theory is a theory that explains skills acquisition and transfer of knowledge in individuals. Social learning theory suggests that social behavior is learned by observing and imitating the behavior of others. Psychologist Albert Bandura developed the social learning theory External link as an alternative to the earlier work of fellow psychologist B. F. Skinner, known for his influence on behaviorism. While behavioral psychology focuses on how the environment and reinforcement affect behavior, Bandura put forth that individuals can learn behavior through observation. Social learning theory is grounded by several key assumptions:

- i. People learn through observation. Learners can acquire new behavior and knowledge by merely observing a model.
- ii. Reinforcement and punishment have indirect effects on behavior and learning. People form expectations about the potential consequences of future responses based on how current responses are reinforced or punished.
- iii. Learning does not necessarily lead to change. Just because a person learns something does not mean they will have a change in behavior.

The theorist focused on the part played by models in transmitting specific behaviour, attitudes and emotional responses in different circumstances, indicating that there is much more to learn through role modeling than classical or operant conditioning. It explains that people learn new behaviour through observational learning, suggesting that if an individual observes pleasant, favourable outcome or consequences in the observed behaviour, they most likely imitate, and adopt the behaviour themselves. Therefore, by watching the behaviour of other people, we are capable of learning many behavioural patterns. Every individual has at one time or the other watched and tried to imitate actions of others in the performance of a task. This is particularly true when such activities involve social interaction and interpersonal communications. Bandura proposed that we observe others perform an action and then rehearse them until we become comfortable performing them when there is a need for it. The application of the social learning principles to the training and development of individuals were labelled a long time ago as behavioural modelling technique. The principles of social learning are assumed to operate in the same way throughout life.

Based on these general principles, learning can occur without a change in behavior. In other words, behaviorists say that learning has to be represented by a permanent change in behavior; while in contrast social learning theorists say that because people can learn through observation alone, their learning may not necessarily be shown in their performance. Learning may or may not result in a behavior change. This theory is based on the idea that we learn from our interactions with others in a social context. Separately, by observing the behaviors of others, people develop similar behaviors. After observing the behavior of others, people assimilate and imitate that behavior, especially if their observational experiences are positive ones or include rewards related to the observed behavior. Imitation involves the actual reproduction of observed motor activities.

Implication of Social Learning Theory to the Study

The implication of this theory as the theoretical base of this study is based on the fact that the theory is related to both the independent and dependent variables. The theory is predicated on the fact that the theory describes the interactions and relationship between a manager and how he gains and store data, information management and knowledge application. Through observation, imitation and modeling, the manager in a deposit money bank can acquire knowledge and as well transfer such organizational memory/knowledge to other staff in the organization. Through technological infrastructure and other requirements, the manager can build and store data, information management and knowledge application, which will enhance the managerial effectiveness in terms of timely information demand, decision making and task accomplishment.

Empirical Review

Ovoke and Chima (2020) examined organizational memory management and competitive advantage of Oil and Gas Firms in Rivers State, Nigeria. The aim of the study was to investigate how organizational memory management (OMM) such as personal memory, management memory, cultural memory and research /development memory relates with competitive advantage (CA) of oil and gas firms in Rivers State, Nigeria. The cross-sectional survey was carried out and a total of fifteen (15) oil and gas firms in Rivers State were covered as the population of the study. 602 Supervisors and managers drawn from the 15 selected firms served as the respondents. The Krejcie and Morgan (1970) table for sample size determination was utilized to arrive at a sample size of 234. Therefore, 234 questionnaires were distributed to respondents in the 15 firms. Questionnaire was utilized in data collection from respondents. Well-structured questionnaire which took the form of an open ended and multiple-choice format was utilized. The questionnaire was structure into two parts, the first deal with personal and demographic representative of the respondents. While the second section produced respondent's idea as it relates to the studied variables. The response to these items were measured on a 4-point likert scales ranging from 1 – 4. Where 1 = Strongly disagree, 2 = Disagree 3 = Agree and 4 = Strongly agree. Findings revealed that OM dimensions (personal memory, management memory, cultural memory and research and development memory) had a substantial positive relationship with competitive advantage of Oil and Gas Firms in Rivers State, Nigeria. It was concluded that increasing organizational memory management help enrich the wealth of knowledge of the firm and also ensure that accumulated experience over time are brought to bear in order to boost the competitive advantage of firms. Hence, it was recommended that the management should set mechanism in place to ensure continuous learning, knowledge storage and transfer among co-workers, as such will help in making informed decision and tackling problems in order to achieve competitive advantage.

Al-Hashem *et al.* (2021) examined the mediation role of the organizational memory in the relationship between knowledge capturing and learning organization in the Jordanian private universities. This study's major purpose is to explore the impact of knowledge capturing on learning organization and the mediation role of organizational memory in the relationship between knowledge capturing process and learning organization in the Jordanian private universities. This study uses descriptive analytical approach to answer the research question and to testes the research hypotheses. The population of this study composed of all employees at different managerial levels in the Jordanian private universities; a simple random sample was used for this purpose, a total of (648) questionnaires were valid for analysis out of (750) distributed in (10) universities, this represents (86.4%) of the returned questionnaires. A five-point Likert scale was used to answer the study questions. This study has deployed the Partial Least Squares-Structural Equation Modelling (PLS-SEM) via Smart-PLS 3.2.7 to assess our model and SPSS v23 to conclude the descriptive analysis. The study revealed that there is a significantly positive impact of knowledge capturing on organizational memory and learning organization. There is a significantly positive impact of the organizational memory on learning organization, and the organizational memory has a significantly impact in the relationship between knowledge capturing and learning organization. The results also

showed that universities did not take into consideration the following matters with high importance such as converting employees and expert's knowledge into knowledge base, information about external environment, collaboration among their employees, and sharing with their employees how implementing strategy vision. The study recommended that the Jordanian private universities should incorporate all units in the learning system and the learning organization building requires adopting various efforts concerning capturing the knowledge from several sources and maintain it as a memory that initiates the learning organization.

Zeinab and Hamid (2013) examined a survey of the relationship between organizational memory and organizational learning in public organizations of Kerman. The study aimed at investigating the relationship between organizational memory (personal memory, cultural memory, managerial memory and research/development memory) and organizational learning among employees of public organizations in Kerman. The population consists of all the 3119 employees of public organizations in Kerman. To acquire the sample, stratified systematic sampling method and Cochran formula were applied and 342 employees were selected. To analyze the data, descriptive and referential statistical methods as well as Spearman test were utilized. The instruments included organizational memory and organizational learning standard questionnaires. Research findings indicated that there is a significant relationship between organizational memory and organizational learning. Considering that there is a significant positive relationship between each dimension of organizational memory (personal memory, cultural memory, management memory and R&D memory) and organizational learning in the organization. Therefore, the importance of organizational memory for this organization in achieving the efficiency and appropriate use of resources and increase the productivity (that is benefits of organizational learning) has been determined.

Liudmila (2012) theoretically studied organizational memory systems as a source of learning for new employees in an innovation context. The purpose of this study is to explore an impact of the organizational memory in two such contexts, namely in a situation of presence of new employees and organization involved in innovation activity. The method chosen is a qualitative study, with a single-case study as a research design. This researched is performed in a form of a case study; where the object of study finds itself in a combined context – new employees of R&D department learn from different organizational memory systems. The data for this case study were collected through qualitative interviewing of both the newcomers and their supervisor. The results show that new employees face a range of memory systems, and this range does not depend on the innovativeness of the work they are involved in. It was found possible to look separately into the systems and methods the newcomers accessed them. The most important access methods in this case turned out to be personal communication and IT-enabled means, however a number of other methods were also found relevant for the case.

Argote (2015) examined the impact of organizational memory on employee retention in Singapore using four plastic manufacturing companies in Anambra State. Two research questions were used and correlational survey design was adopted. The population of the study consists of 275 staff and 100 staff was sampled. The data used was a primary data collected through structured questionnaire. The data collected was analysed using one Pearson Product Moment Correlation with the aid of statistical package for social science (SPSS, 17). The findings revealed that there is a significant positive relationship between organizational memory and employee retention. The study recommends that manufacturing firms should maintain effective and secured organizational memory so as to improve employee retention.

Bartsch and Maurer (2017) examined organizational memory as correlate of employee competence in Zimbabwe using five manufacturing companies. The study was guided by three research questions and descriptive survey design was used. The population of the study consists of 532 staff and 163 was sampled using simple random sample. Primary was used and it was collected through structured questionnaire. The data collected was analysed using Correlation. The findings revealed that is a significant weak relationship between organizational memory and employee competence.

Moorman and Miner (2017) investigated the impact of organizational memory on new product performance and creativity. The study argued that organizational memory affects key new product development processes by influencing the (1) interpretation of incoming information and (2) the performance of new product action routines, the authors introduce four dimensions of organizational memory, including the amount and dispersion of memory. Data from 92 new product development projects indicated that higher organizational memory levels enhance the short-term financial performance of new products, whereas greater memory dispersion increases both the performance and creativity of new products. They found that under some conditions of high environmental turbulence, high memory dispersion actually detracts from creativity and has no effect on financial performance. Under conditions of low turbulence, high memory dispersion promotes higher levels of creativity and short-term financial performance. These findings provide some initial evidence that knowledge is not an unconditionally positive asset and suggest that developing and sustaining valuable organizational memory may require attention not only to the appropriate levels of memory but also to managing subtle aspects of memory dispersion and deployment. These results imply that if organizations fail to understand the subtle ways in which different features of organizational memory influence product development, they may fail to harvest the full value of organizational learning.

Nwamadi (2021) examined the relationship between managerial competency and organizational success of telecommunication firms in Port Harcourt. The objective of the study was to examine how dimensions of managerial competency such as knowledge competency, skill competency and value competency interact with measures of organizational success in terms of market performance, internal process performance and environmental performance. The explanatory cross sectional survey research design was adopted for the study. The population of the study consisted of one hundred (100) registered telecommunication firms in Port Harcourt. The entire population of one hundred (100) registered telecommunication firms was used as the study sample with a total of two hundred (200) managers as respondents. Thus, the study is a census research which involves using the entire population rather than drawing a sample from it. The collection of primary data was done using a questionnaire designed by the researcher. Structured questionnaire was used as instrument for data collection after face-validation. Cronbach alpha was used to test the internal consistency of the instrument. Out of two hundred (200) copies of the questionnaire administered, a total of one hundred and eighty-two (182) were retrieved. Arithmetic mean and standard deviation was used for univariate analysis while bivariate analysis was done using Spearman Rank Order Correction, while Partial Correlation was applied for the multivariate analysis. The findings revealed that there is a significant positive relationship between dimensions of managerial competency such as knowledge competency, skill competency and value competency; and measures of organizational success like market performance, internal process performance and environmental performance. It was also found that organizational culture has a significant moderating role in the relationship between managerial competency and organizational success of telecommunication firms in Port Harcourt. The study concluded that managerial competency is a major determinant of successful telecommunication firms in Port Harcourt. It was equally concluded that telecommunication firms who fail to retain managers that are competent in carrying out duties at their discretion, might find it really challenging to compete favourably in the global market. The research therefore, recommended that management of telecommunication firms could ensure they create platform which knowledge can be shared; managers of telecommunication firms could ensure that they give technical support to each other to facilitate organizational goal attainment; management of telecommunication firms could ensure that managers uphold to the core values of their firm; management of telecommunication firms could ensure they adopt culture that favours both their workers and the organization.

CONCLUSIONS

Based on the results and discussion of findings, the study concluded that knowledge management is a major enhancer of managerial effectiveness in Commercial Banks in South-South, Nigeria. The study equally concluded that knowledge management optimizes managerial effectiveness in terms of timely information supply, effective decision making and service delivery. The study also concluded that technological infrastructure is a powerful organizational factor that controls and strengthens organizational memory and its interaction with managerial effectiveness of Commercial Banks in South-South, Nigeria. It was also inferred that Commercial Banks that fail to adequately leverage on organizational memory may find it difficult to achieve managerial effectiveness.

RECOMMENDATIONS

Based on the findings and conclusion, the following are recommended:

1. Managers should pay more attention to the use of internal and external knowledge management systems to enhance their information access and ability to supply needed information in time to stakeholders.
2. Management should invest more in emerging workplace social media-based knowledge management platforms to enhance their access to information for decision making and implementation.
3. Managers of various units and departments should pay more attention to knowledge contents and internalize all managerial information to be able to optimize the service delivery process.
4. Management should invest more in emerging banking technologies as well as digital upskilling of staff to boost the technological infrastructure of their institution.

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