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EFFECT OF ORGANIZATIONAL MEMORY MANAGEMENT ON PERFORMANCE OF CONTAINER FREIGHT STATIONS IN MOMBASA COUNTY, KENYA

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ABSTRACT

Container Freight Stations in Mombasa try to capitalize in crafting strategies that utilize knowledge to increase their performance. The main purpose of the research was to examine the effect of organizational memory management on performance of container freight stations in Mombasa County, Kenya. The study looked at five theories underpinning this study and they are; Resource Based View, Knowledge Based View, the Learning Organization Theory, the Balanced Score Card and the efficiency structure theories. 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. The validity of the research instruments was attained at through content validity while reliability was tested using the Cronbach's alpha technique. 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 adjusted coefficient of determination R square computed at 0.64, Container Freight Stations have introduced knowledge management in its undertakings with an average mean of 4.56 and average Standard Deviation of 0.54 and a coefficient of variation of 0.21. The study findings indicated there was a positive and significant correlation between organizational memory management and performance of container freight stations in Mombasa County, Kenya. The study indicated that. The organization memory management increased the performance of CFSs in Mombasa County thus positively affecting performance. The study recommended that CFSs should encourage their employees to utilize knowledge in order make them more effective.

Key Terms: *Organizational Memory Management, Knowledge Management Orientation, Knowledge Sharing, Knowledge Exploration, Knowledge Exploitation*

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INTRODUCTION

Across the globe, Knowledge Management is perceived as vital tool for firms that are market oriented. Singh, (2006) in his study of the firm's objectives for knowledge utilization alludes that management entail paving way for a quick response towards clients, embracing current technology. In accordance to Kumar in Asia, (2012), re-used information narrows down the clarity of old projects and buffers on wastage eradicating shortfalls that bedevil Container Freight Stations industry. In a global perspective, in from Italy, Wernerfelt (1984), perceived firms like CFSs as chunks of assets linked artificially to an endowed with crucial resources that cannot be imitated because they turn a firm to be the biggest market player. Container Freight Stations firms engage in knowledge management because of the numerous benefits that Knowledge Management brings in enhancing business performance (Leong, 2012).

Omogeafe, (2014) in his study concluded that there is a link between knowledge management and performance. In his study in the Nigerian campuses, he observed on the dynamism in knowledge management effectiveness. In South Africa, Knowledge Management had been viewed as a well-positioned asset and form of added advantage for most institutions (chigada,2014). In research done in Ghana titled the environmental enablers that promote Knowledge Management implementation in Ghanaian construction industry, the findings showed that the best environmental enhancers such as culture, infrastructure and technology are very critical to knowledge management implementation. (Lanme, 2018).

Locally in Kenya, Knowledge is perceived as a very important asset for any organization Evans, (2003) cited knowledge as a very crucial tool that organization can possess. In his conclusion, he discovered that tangible resource fades down while re-used in a firm; in the contrary knowhow broaden when constantly re-used. The Knowledge Management model and the Knowledge Based View illustrates that firms can try to look different from others through differentiation. A knowledge-based firm usually conforms into a critical asset through adoption and implementation of Knowledge Management strategies in this case, Container Freight Stations. For the Container Freight Stations to broaden knowledge acquisition and improve their performance, they require to grasp it, distribute it amongst themselves and utilize it within their companies. This work was meant to assess the effect of knowledge management strategies on performance of selected Container Freight Stations in Mombasa County.

Platt (2003) describes Knowledge Management as getting access, assessing and coordinating, organizing, sieving and disseminating information in a way that could be resourceful to consumer through a technological arena. On the other hand (Boomer, 2004) describes Knowledge Management a way to embrace knowhow as a strategic resource, link for long-term enterprise value and enhance an enterprise way to pinpoint, grasp, assess and share an organization's intellectual capital. Mclerney (2002) describes wisdom as input for enhancing valuable knowhow in an organization through enhancing information transmission, availing the means of learning and enhance the sharing of available knowledge resources. The description takes personnel and study activities within a firm scenario as a very vital principle. The process of knowledge provision, codification, transfer and application are critical components in the definition of knowledge management. Knowledge management is a method of pinpointing, capturing, disseminating and utilizing knowledge researched by individuals and members of an organization (Opp (2004).

Johnson (1998) described Tacit knowhow as information embedded in the head of a person that is not easy to exchange amongst groups in form of inscriptions or word of mouth, while explicit knowhow is knowledge that can be researched or obtained a very easy way by institutions (Kane, 2012). (Jian, 2013) alluded that knowledge orientation is divided into four forms, such as

knowledge receptivity, absorption, sharing and organization memory. In business performance, Knowledge Management Orientation has been found out to be a critical impact on corporate productivity (Yazhou, 2013).

Organizational memory Management is a corporate strategy dealing with organizing individually owned knowhow C. L. Wang et al., (2008). Moorman (1997) eluded organizational memory entailing of actions like assessing, utilizing as well as information storage. Organization memory had been pointed to have a critical effect on performance of corporate firms Baird, (2000). It has a high factor loading C. L. Wang et al., (2008). This high factor loading in organization memory depicts organizational memory as a very vital indicator of knowledge management framework. Therefore, organization memory therefore, has a critical effect on performance firms for instance the Container Freight Stations in Mombasa County. The historical, objectives and behavioral features are inscribed in knowledge resource (Olsen, 1976). The centralized and structured approach and scattered knowledge asset is an important factor that organization memory management contains. OM also enhanced knowledge storage, sharing, retrieval, and usage (Nohria, a 1999). In that connection, OMM serves both as the preservation of knowledge as well as the starting point for future knowledge acquisition (Hult et al., 2004). In a nutshell, Organization Memory management enhances systems that catches corporate learning, reserves knowhow for use in the later days, and enhance their access when required (Day, 1991).

Knowledge sharing constitutes of the core methods that the personnel could exclusively exchange knowhow in order to enhance the firm's competitive edge particularly in the case of Container Freight Stations. The sharing of information turns corporate knowhow into abroad group or personalized knowhow through conceptualization or socialization (Wang, 2012). KS was known as the passing of knowledge, prowess and technology amidst institutional units (Tsai, 2002). Transmission of knowledge depends majorly on people (Huber, 1991) it took place in organizations possessing supply chains (Hult et al., 2004). Information transmission connects those who need to obtain the knowledge intellect and those imparting the same wisdom, a series of knowledge sharing actions leading into reciprocal wisdom transmission (Gray, 2001). The transfers are vital in rivalry and enhanced performance of firms in this case Container Freight Stations, especially if they rely on tacit knowhow, which was owned by personnel or inscribed in corporate actions (Takeuchi, 1995). The research of Wang (2012) showed wisdom transmission had a big impact on the firm's productivity.

The third dimension of Knowledge Management was Knowledge Absorption. Wang et al. (2008) describes it as the ease with which a firm embraces the worth of innovative wisdom, consolidate and uses it to attain performance that is superior for instance Container Freight Stations performance. It highlighted two broad milestones: knowledge exploration and exploitation (Volberta, 2009). Exploration of knowhow dwelled on sensation and absorption of innovative wisdom; on the other hand, exploitation of knowhow puts weight on usage of current intellect (Levinthal, 1990). Knowledge Absorption's function dwelled in transforming knowhow to make it become inscribed knowhow in an organization. It entailed assessing or sieving knowhow based on the magnitude of critical of institutions. Creating the ease of conceptualizing varied wisdom, maintain knowledge according to its different nature and select an appropriate means to leverage every form of wisdom key to the exhaustion process and performance attainment. The research by Fisher, (2013) suggested there was enormous effect from Knowledge Absorption on corporate productive outcome. Jian (2013) discovered the importance of wisdom or knowhow towards corporate productivity.

The fourth dimension was Knowledge Receptivity. Wang et al. (2008) described that Knowledge

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Receptivity where institutions create ease to utilize wisdom inside the organizations. Onthe other hand, it portrays how easy innovative artifacts can be conceived in an institution. That was, the means with which innovative wisdom was taken or assessed in an organization holds the institutional bearing or boosts performance (Jian, 2013). Delong, (1998) debated that individual should own a perception that is positive towards knowledge that is innovative incase should be operationalized in an institution in order to boost performance. The perception entails employees being wise, sensitive, agreeing to discover innovative ideas, considering possible adoption of such new ideas. Very key was that, managers emphasizing for personnel to participate in giving their innovative wisdom besides victimization. The study of Hussein et al. (2017) on Indonesia's creative sector knowledge receptivity was portrayed as a model for explaining knowledge management orientation. It was an issue-based ideology where innovative wisdom was treated based on hierarchical model (Lipshitz, 1998).

Mombasa is a cultural and economic Centre with a very enormous port (KPA). It is also a very important regional tourism destination. It is located in the former coast province and acted as it headquarters. The major historical sites such as Fort Jesus, Mama Ngina drive are located here. Fort Jesus acted as the watch Tower for the Portuguese during the world war times. The Kilindini harbor hosts the docking site for the ships. Other towns located in Mombasa include Nyali, Changamwe, Mvita, Jomvu and Likoni. The major coastlines include: Kilindini Harbor located in Mombasa County. To add to the above are other Kenyan coastlines such as; Lamu port, Malindi, Kilifi, Mtwapa, Kiunga, Shimoni, Funzi and Vanga coastlines.

Container Freight Stations ideology was framed in 2007 to ease the congestion at the Kenyan Port and enhance improved efficiency propelled by the desire to minimize overheads and to promotes firm's competitiveness (Sharpe, 2010). The Container Freight Stations in Mombasa offer FCL and all container services. Their warehouse, have available space with the capacity to handle LCL containers, dangerous cargo and consignee disbursement. The Container Freight Stations have well trained workers and strategists that facilitate specialized carriage and handling of equipment to ensure priority delivery and safe transfer of cargo. Container Freight Station in Mombasa include Console base Limited, Mombasa Container Terminal, Compact, Interpel, Awanad, Mitchell Cotts, Port Side, Focus, Makupa Transit Shed and Mombasa Island Cargo Terminal.

RELATED LITERATURE

Theoretical Literature Review

The Knowledge-Based view

Hamel and Prahalad who were the founders of Knowledge Based View (1994) debated that knowledge, expertise, the brain resources and capabilities were major dictates of powerful productivity. Thus, Container Freight Stations needed to utilize the same knowledge to become more powerful in the market. Evans (2003) also alluded that wisdom is a very vital asset in an institution. Evans (2003) explained that tangible resources reduce with utilization, while knowledge resource expanded with utilization.

Beckmann (1999) outlined stages of knowledge class constituting raw information, secondary information, knowhow, experience and ability. Zack (1999) classified institutional knowhow into certain classes: foundation wisdom, progressed wisdom or creative wisdom. Foundation wisdom was the basic wisdom that drives an institution such as Container Freight Stations to thrive in the market in the short-run. Efficient knowhow gave an organization same know-how as its competitors and enables an organization to compete in the short run. Inventive knowledge enhanced the organizations such as a Container Freight Station with muscles to empower its competitors. An organization possessing creative know-how is in position to bring on board new

products or services, hence making it turn into a monopoly (Zack, 1999).

The theory is linked to the study in a way that the knowledge resource has navigated throughout the organizations such as CFSs to stir up the performance and increase the end returns that in a nutshell act as the propellant factor that pushes the firms to set up synergies that degenerate into monopolies in the market. By so doing, firms become viable in the competitive world.

The Resource-Based Theory

Penrose is the inventor of the RBV in 1959. She derived the fundamental cornerstone where the recent Resource Based View thrives. In her journal, in the growth theory, she focused on the organization as a bundle of innovative resources that were modeled to fit the organization. The Resource Based View was a theory of inter-organizational variance derived from the resources and abilities that an institution controls that are worthy, few, not easy to copy, and not easy to replace (Barney et al., 2001).

A scholar Wernerfeldt (1984) was one of the pioneer scholars to make strides far from ancient thinking and eluded that there is inter-connection between firm's valuables and competitive edge. His vibrant journal in which he put into practice the Resource Based View and was rewarded the Strategic Management article excellent token in 1984 due to powerful effect it brought (Fahy, 2000). In his writing, Wernerfeldt focused industries based on the resources they possess other than in respect to goods orientation that created economic weapons used in assessing the links amidst organization assets and gains. He gave means that firms might utilize certain artifacts to gage numerous strategic means arising from the Resource Based View. Barney (1986) was a pioneer to perpetuate the works of Wernerfeldt (1984) by putting attention on the assessment of organization's available assets and their connections with competitive edge.

Cool (1989) answered to Barney's (1986) gaps as follows, not all well positioned assets could be purchased and sold. He debates those key resources like organization asset, trust, and buyers trust were created and immersed within the organization, not in the market. The scholar further assessed the value of worthy resources not easy to copy and non-replaceable, and advanced various factors that affect the immutability of corporate assets.

The works of Wall (1992) were to investigate intangible assets as major factors to organization's excellence was one in which he came up with a model for establishing the major drivers of 13 non touchable assets to the major progress of the enterprises. He investigated 95 executives who represent firms from different institutions. The MDs were asked to give the ranking of every of the 13 assets based on how they lead to the organization's progress, then were requested to monitor substitution timeframes and pinpoint the most vital section of personnel understanding.

Irrespective of the most vital contributions a rising from Hall's (1992, 1993) study, some bottlenecks became evident. To start, Hall's research faced criticism, whereas Hall discovered that some assets limit sustainable competitive edge, he limited utilization Resource Based View to show case the magnitude to which the intangible assets were of worth, scarce, not easy to copy, and non-replaceable. Secondly, whereas research from Hall (1993) utilized an asset list consisting of some assets presumed to be vital, the resource list was widely vague, and not derived at with certain requirements to the firms utilized in his less complex model. Therefore, assets that might have been vital could not have been omitted in this experiment.

Barney (1991) alludes that major asset in a firm location was not necessary in other firm location. Some of Hall researches showed that asset positioning from the executives portrayed some extent of threshold. Asset mobilization in the sense of Resource Based View and its better use with the

help of Knowledge Management would help stem organizations such as Container Freight Stations to obtain competitive advantage over other firms.

The theory is linked to the study for the bundles of resources a firm possesses. The more resources the firm possesses, the greater the ability the firm has to position itself in a competitive environment. CFSs therefore ought to possess more bundles of resources in order to become more competitive than other firms. These resources give them more ability to challenge other market players hence more performance in terms of returns compared to other firms.

Learning Organization Theory Organization

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.

In a later discussion Senge (Fulmer, 1998) pinpointed challenges of problem solving, competition rather than alliances and put to duress testing and innovation as other obstacles to learning. In familiarization, the Learning Organization has an intermarried vision, activities, group discussions, exhibitions, high standard of individual intellect and systems conceptualization and owning the capacity to innovate constraining mental models.

For more than 15 years, Senge's (1990) theory of Learning Organization has been highly victimized, leading to its major changes. The learning organization, in his understanding (Fulmer, 1998), has always been a vision and ideology in the evolution process. Timpson (1998) sited more literature on the way in which subjects suffer from the eagerness and lack of knowledge wisdom without them actually providing concrete and achievable outcomes to some of the most complex management aspects. Alexiou (2005) specifically, pointed criticism to the Learning Organization literature for its deficiency in solving the fundamental and deep issues of power that is not well balanced and relationships in terms of gender within most institutions.

Specifically, they have shown their lack of satisfaction with the major debate of more of the original theory to enhance organizational learning and institutional format that is modern and have given proposals of definitions to be substituted. Crossan (2000), supported Senge in his acceptance that learning organization facilitate learning in its personnel and facilitate the company quickly gain sustainable advantage in businesses that complex for instance, surroundings such as core business competencies, culture of an organization, teamwork and Organization's systems (Hardie, 2007).

Janz, (2003) recommends that, institutions should modify their objectives in order that they attain their competitive edge in a surrounding that is dynamic thus attain their set objectives. Despite this, a firm has to come up with decisions that conform to learning for it to continue existing by manipulating activities in relation to the circumstances that are dynamic. It is same to psychology and cognitive study to a very big extent since learning commences at a discrete hierarchy.

There is linkage to the study due to emphasis on information access, transition, sharing and storage in order for goal attainment by the organization in this case the Container Freight Stations as conceptualized by Thatcher, (2008).

The Balanced Score-Card

It is a theoretical model that was first originated by Kaplan and Norton in 1992. It was arrived at after the two victimized the existing theories because they believed that the two were not accurate in measuring organizational performance. The model is a performance measure that is thought to be most a viable in testing on corporate performance Norton, (1992). It outlines four sensitive issues to address: The financial, stakeholder, internal organization process and learning viewpoints.

The main focus of Kaplan and Norton was to build emphasis on the organizational score card in a similar environmental play. They really put more emphasis on these aspects so as to build on corporate efficiencies. They are believed to be effective since they evaluate the competitive output (Malmi et al, 2005) outlines some shortfalls that cripple the efficiencies of the Balanced Score-Card, in the event where there are large quantitative measures, the Balanced Score-Card was limited on its accuracies. To fix this, the measures should be both backward and forward measures in order to be exhaustive. It especially ranged from 7 to 25 measures, and it is vital to maintain the focus points balanced, in order to approximate the same figures of measures for every focus point. Some of the measurements were supposed to be backward looking and some forward into the future. It was also vital to ascertain a balance to the financial and non-financial measures (Malmi*et al*., 2005).

To take full advantage of the measures, they were supposed to be improved constantly and their reliability, validity and internal relationships needed to be surveyed. If the measures depicted the wrong results or distorted the picture of the organization, it was wise to correct the measures so that they fitted the reality and theirs (Malmi*et al.,* 2005). The model was related to the study because every organization must measure its performance in order for it to make decision whether to continue with its activities or not. Balanced Score-Card is the best parameter that can be used to measure the performance of the Container Freight Stations in Mombasa County.

Efficient Structure Theory

The theory was first derived by Demsetz (1973) when he pointed out why it was required for firms to describe the market structure-performance linkage. The concept of the theory derives its roots on the reason why firms must operate more effectively so that they can attain more output than other firms. The operational effectiveness hierarchy within institution enables attainment of the viable market niche and a market saturation that is not balanced. The model has two major approaches the Scale efficiency and the X-efficiency. In the x-efficiency most vibrant organization realize their competitive edge through attainment of the cost that are effective. Institutions of these natures get greater market portion which may be used in attaining the standards that are optimal in the market (Delis, 2008).

Contrary to the latter, the scale approach attains the economies of scale that are viable instead of the management that is not uniform for instance in a manufacturing industry. For larger organizations, there are higher chances that they could attain least cost charges and greater rewards by insisting on the economies of scales. This enabled such organizations to attain greater rewards and bigger market share (Kolapo, 2012). The x-efficiency model was more viable for their ability to attain their effectiveness in manufacturing and service provision while the scale efficiency insisted on the value for organizations to use their outputs in a better way so as to attain greater returns and appealing market saturation. This theory would emphasize on the firm's ability to attain their strategic positioning in realizing organizational objectives. Furthermore, the management of firms needed to perform a general assessment of organizations to make sure that any model created in developing the institutions capabilities and objectives. Therefore, it was relevant to the study since it was a theory of efficiency determination. The efficiency of the Container Freight Stations in

Mombasa County was tested by the use of the above theory. The theory is linked to the study since organizational efficiency is paramount in measuring the performance of firms. For CFSs to thrive well, they need efficiency in order for them to yield more returns.

Organizational Memory Management and Performance

Peter (2001) carried research on Organizational memory in secondary schools. The goals of this study sort to establish the school norms while utilizing the OMM. The research gap that existed was that data collected using open-ended questions led to vague results since open ended questions gave freedom to respondent to answer anyhow instead of giving clear and accurate answers that the researcher wanted to attain. This meant that the researcher did not attain very accurate results from the open-ended questions. This led to skewed identification of eight shared basic assumptions and identification of some mechanisms of school's institutional engraved on prowess of those tutors who delivered a similar concept in the same setting of the organization prior 1998 at the time when an enormous institution. The issues discovered were challenges which require fixing for teaching institutions to grow.

Dunham, (2011) carried out research titled Knowledge Management in the context of old employees: Organizational Memory and mentoring. The objective of this research was inclined at analyzing a model of the similarity between Organizational Memory Management and empowerment. In the model organizational memory would be linked to requests to transmit wisdom, psychological empowerment in the organization; this meant, capabilities, self-esteem, effect and institution-based self-determination. The findings were that the significant similarity was noted between Organizational Memory Management and requests to disseminate wisdom, uplifting, and institution-based self-determination, it was also discovered that a positive stereotype existed towards aged employees and the frequency. The research gaps drawn were that some study determinants were not very clear while attaining reliable early development arch lion and that the research used in-effective samples that may reduce how the outcomes could be generalized. The similarity to the current study is that the study aimed to fix the gaps in the development arch lion literature constituting the function of the aged employees utilizing Organizational Memory Management and reliable role models. The research introduced the requests to disseminate wisdom to increase the organizational performance.

Orkhon (2014) conducted research on Organizational Memory Management in Building firms: a case-based conceptualization model as an institutional knowledge perpetuating weapon. The major goals of this research were to investigate the extent to which building firms come up with Organizational Memory Management and utilize resources in critical decision-making procedure. The finding of the research was that firms are progressive at obtaining and proper storage of wisdom though they were not well versed with DSSs that rely on Organizational Memory Management. These mechanisms support OL by enhancing implementers of decisions in processing, evaluating, consolidating and putting in order wisdom. The research gap is that the model derived 2 outcomes that portray the beauty of a project and rivalry of firms that may bring some prejudices and hindered the researcher to draw more accurate outcomes from varied outputs in decision making criteria. The link to the current study is that the Decision Support Systems in the Organization Memory Management, brought efficiency that increased organizational performance.

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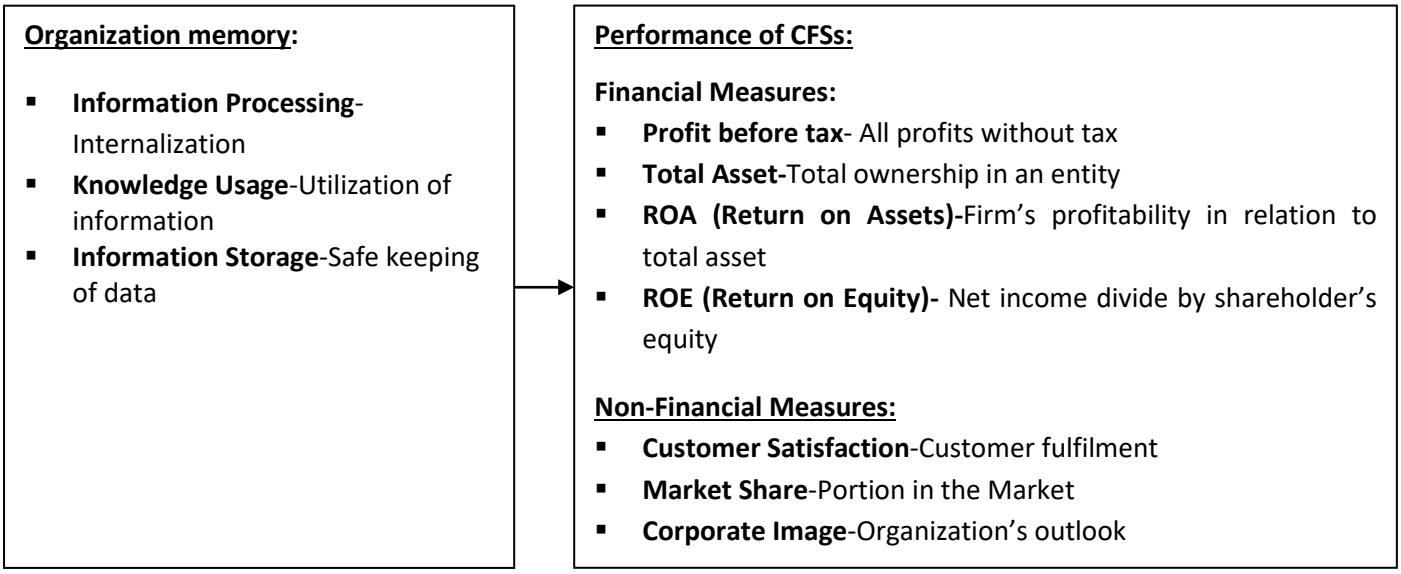

Figure 1: Conceptual Framework
Source: Author 2022

METHODOLOGY

A descriptive survey design was widely utilized because the data was collected from a sample of CFS companies in Mombasa County pinpointed to represent a larger population (Litondo, 2010). Descriptive research design determines, elaborates or pinpoints variable connection at a certain time frame (Ngechu, 2004). This survey was utilized in examine the effect of organizational memory management on performance of container freight stations in Mombasa County, Kenya because it was the most viable since it is non-manipulative of study variables. The study target population consisted of the following Mombasa Container Freight Stations outlined: Console base Limited, Mombasa Container Terminal, Compact, Interpel, Awanad, Mitchell Cotts, Port Side, Focus, Makupa Transit Shed and Mombasa Island Cargo Terminal. The total target population was 110 employees of the Container Freight Stations in Mombasa County. The study utilized stratified sampling technique to pinpoint the 13 CFSs in Mombasa County. This sample was drawn from a population of 110 computed at 100% level of confidence. The 11 CFSs were selected from the groups then the statistical formulae were utilized to calculate this sample. It was obtained by Yamane's simplified formula (Israel 2012), which is as shown below:

n= N/ {1+ (N) (e ^2)**}**
e^2 = 0.052

Where:
^ is the power of
n = sample size
e^2= confidence level
N =total study population

Therefore, the total population = 110
The sample,
n= N/ **{**1+ (N) (e ^2)**}**
n= 110/ {1+ (110) (0.052 ^2)}
= 84.78
Thus a sample size of 85 respondents.

FINDINGS

Effects of Organizational Memory and performance of CFSs

A question was posted to the respondents to state if the institution they served had organization memory management. For this case, (64%) of the respondents agreed that the institution they served

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had organization memory management strategies on the other hand (36%) disagreed that the organization lacked OMM as shown in Table 1.

Table 1: Presence of Organization Memory Management

	Respondence	Percentage
Yes	70	64%
No	40	36%
Total	**110**	**100%**

Source: Research Data (2022)

The respondents who show cased that they were aware of the knowledge security policies were inquired to deduce the type of the knowledge security policies available. From the evaluation outcomes in Table 2, the largest percentage of the respondents (31%) agreed that there was better Memory management in the organization to secure knowledge. Another group of 27 (87%) show cased that the institution had information processing. Another section of 26 (89%) showed that there was knowledge utilization by employees while 28(89%) indicated that there was information storage in the organization.

Table 2: Organization Memory

	Frequency	Percentage
Organization Memory	31	99%
Information processing	27	87%
Knowledge use by employees	26	79%
Information storage	28	89%

Source: Research Data (2022)

Results in table 2 above shows that the sampled CFS organizations performed OMM, information processing, Knowledge usage and Information methods. It showed that there was a growing rate of knowledge application amongst CFSs in Mombasa County.

Table 3: Regression Coefficients

Unstandardized Coefficients	**Standardized Coefficients**			**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	**0.986**	**0.142**		6.901	**.000**
Organization Memory	0.721	0.195	0.677	3.683	0.0002

a. Dependent Variable: Organizational Performance
Source: Author (2022)

The study model was: **Y = 0.986+ 0.721 X1+ *e***
The outcomes ascertained portray that ceteris paribus, a slight rise in the Organization Memory management would lead an increase of performance of CFSs by 0.721

CONCLUSIONS AND RECOMMENDATIONS

According to the study findings the study concluded that CFSs possess organizational memory Management which enables for the storage of important information in the organization hence increasing the performance. The stud indicated a

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strong positive and significant correlation between Organization Memory management and the performance of performance of container freight stations in Mombasa County, Kenya.

The study recommends that managers of the container freight stations in Mombasa County, Kenya should come up with better mechanisms that will ensure better implementation of KM in all their actively operating departments to boost organizational performance. Further the study recommended that managers should properly scrutinize their organizations and ensure that proper memory management is well implemented for the purposes of storage of useful information in their firms.

Suggestions for Further Studies

Due to the dynamics in the current world, the following suggestions ought to be incorporated: other than the current study which focuses on Organization Memory management and performance of CFS firms, future scholars ought to conduct that focus on effects of Organization Memory management on other different institutions other than CFSs and compare if similar outcomes will be obtained. On the other hand, future scholars ought to carry studies on Organization Memory management but they need to incorporate different study variables or objectives. Since technological aspect is a catalyst to performance growth in this study, the upcoming scholars ought to correlate it with their studies to gage whether if performance will be arrived at with speed as compared to the current study.

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