

Thematic Analysis of Knowledge Management Practices and Performance of Multinational Manufacturing Firms in Nigeria



Jeremiah Kehinde Oludare¹, Oladoke Sunday Oladeji², Prof. Kenneth Adeyemi³,
Dr. Bisayo Otokiti⁴

^{1,2,3,4} Department of Business and Entrepreneurship, Kwara State University

ABSTRACT: Knowledge generation includes all activities which bring to light knowledge which is new, whether to the individual, to the group, or to the world. Multinational manufacturing corporations in South-western, Nigeria have not created responsiveness, acquisition, innovation, protection, integration, and dissemination of information needed to add value to their public image and job creation. This study adopted qualitative research design; eight respondents were interviewed to complement the findings of the questionnaire. Thematic analysis was used to analyze the interview data with the aid of Nvivo, the interview process involved recorded data which were then transcribed based on the responses of each of the participants. Majority of the respondents agree that top management of their company invests much human and financial resource for knowledge management. Top management of multinational manufacturing firms emphasizes the importance of knowledge management to organizational members. Top management of their company participates in and leads knowledge management activities (e.g., knowledge sharing and utilization). The study concluded that Knowledge generation and sharing improves public image and increases job creation through techniques, in form of acquisition of smaller companies. The multinational manufacturing firms' experiences public image through international standard, corporate social responsibility, and reputation. Multinational manufacturing firms' policy are designed to boost public image and prestige thereby ensuring sustained product value growth and development. The study recommends that Multinational manufacturing firms need to have an accurate, accessible and knowledge generation and storage to improve public image and increase job creation. Multinational Manufacturing corporations in Nigeria should encourage the creation of knowledge by supporting research activities and encouraging collaborations and teamwork.

KEYWORDS: Knowledge Generation, Knowledge Storage, Knowledge Management Practices, Public Image, Job Creation and Multinational Manufacturing Firms

INTRODUCTION

Knowledge management practices is one of the most critical resources of multinational corporations in Nigeria, they need to be properly managed to survive in the intensely competitive business environment. Demchig (2015) posits that multinational corporations are more concerned with knowledge embedded in individuals and tend to neglect knowledge at the organizational level. Multinational firms in developed economy have traditionally been leaders in the field of knowledge production, research, and societal development. Knowledge management practices is all about getting information from those who have it to those who need it to improve organizations effectiveness. It is the collection of processes that govern the creation, dissemination, and utilization of knowledge. Githinji (2014) studied the effect of knowledge management on firms' innovation performance and found that knowledge management practices are highly linked with innovative performance of firms, however the study employs the following elements of knowledge management leadership policies and strategies, training and mentoring reward system and communication.

Knowledge generation is important for Nigerian multinational manufacturing corporations to achieve their goals of meeting societal needs, at the same time internally improving the quality of education delivered. Knowledge generation processes have significant effects on knowledge management success and that IT impact on knowledge management success is not direct but mediated through knowledge management process. Knowledge generation includes all activities which bring to light knowledge which is new, whether to the individual, to the group, or to the world. Multinational manufacturing corporations in Nigeria have not created responsiveness, acquisition, innovation, protection, integration, and dissemination of information needed to add value to their public image. Knowledge generation focuses on knowledge generated for exploration and exploitation.

Thematic Analysis of Knowledge Management Practices and Performance of Multinational Manufacturing Firms in Nigeria

Therefore, it is against this background that this study intends to make an in-depth and critical analysis of knowledge generation and storage with a view of knowing its influence on the public image and job creation of selected multinational manufacturing firms in Nigeria.

STATEMENT OF THE PROBLEM

Knowledge resides in the user and happens only through the processing, analyzing, and filtering of data via humans. On the other hand, information refers to refined data that can be re-used. Because of their large benefits from trade and their small number, they also may not be able to avoid collective action problems (Kim 2017). The two are not the same yet many Nigerian multinational manufacturing corporations fail to understand the difference and become frustrated when significant investments in technology fail to build their public image. There is not much interest in decision-making system within the multinational manufacturing corporations which has led to poor implementation of knowledge management life cycle. Where knowledge generation is seen as an end in themselves, failure is guaranteed.

Knowledge storage have not been utilized to turn it into corporate knowledge that can be widely shared, strategic thinking and planning must come into play. Without a strategic plan or a guiding strategy for increasing margins, knowledge management and information systems are bound to fail. Dhamdhare (2015) on why knowledge management practices is of the opinion that Knowledge management can transform company's new levels of effectiveness, efficiency, and scope of operation, using advanced technology, data and information are made available to users for effective productivity. Knowledge management practice is thus crucial to the progress of firms, industries, and multinational corporations for harnessing its knowledge for possible gains.

STUDY OBJECTIVES

- I. what is the effect of knowledge generation on public image of selected multinational manufacturing firms?
- II. how does knowledge storage affect job creation of selected multinational manufacturing firms?

LITERATURE REVIEW

Knowledge Management Practices

Knowledge management practices are the mechanism by which an organization's knowledge and information is developed, exchanged, used, and managed. Management of information is seen as a mechanism in which several processes are developed to carry out key elements of the knowledge management policy and operations of an organization. Knowledge management practices improves organizational' performance through increased efficiency, productivity, quality, and innovation. It enhances better decision-making, streamline process time, reduces re-work, ensures high data integrity and greater collaboration. Knowledge management practices has become a priority for organizations' competitiveness and advantage because of the benefits it accrues.

Knowledge management practices is the information within the companies with respect to influencing three corporate building blocks, that is, corporate strategy, corporate culture, and systems. Knowledge management practices is the systematic coordination of knowledge processes by which knowledge is created. However, the process of systematically and actively managing the stores of knowledge leveraged in organizations is called knowledge management, (Ajiboye, Oyebanji & Awoniyi, 2017). Knowledge management practices are tool for managing and monitoring the organizations' tangible and non-tangible information assets. Therefore, knowledge management will entail all the processes required to effectively utilize these potentials in organizational members for success, survival, and sustainability.

Knowledge Generation

Knowledge generation strategies are effective acquisition and utilization of new knowledge are a source of flexibility and competitive advantage and hence associated with multinational firms' performance and indeed may be the most important aspect of innovation process influencing the performance of small firms. The adoption of adopting excellent practices by company is evident in their ability to create platforms for generating and sharing of knowledge. Knowledge generation causes significant influence on business management performance and competitive edges. Benson, Morgan, and Filipinos (2018) stated that social skill and inherent personal traits are more essential than technical or a degree qualification as results of these traits are pivotal to enhance training and career development.

Knowledge generation is the process of transforming information and intellectual assets into enduring value and of connecting people with the knowledge that they need to act when they need it. According to Fattahyan, Hoveida, Siadat and Tallabi (2017), in their study of an Iranian university, the above-mentioned researchers state that social capital and multinational firms' culture

Thematic Analysis of Knowledge Management Practices and Performance of Multinational Manufacturing Firms in Nigeria

are two important facilitators of knowledge generation. Another means of identifying knowledge generation, especially for the purpose of encapsulating tacit knowledge, is through network analysis or brainstorming sessions. According to Adhikari (2016), the radical changes pervading the multinational firms' environment require concerted efforts at knowledge generation implementation to derive 'bottom-line benefits.

Knowledge Storage

Knowledge storage provides tools to cope with increasing accountability demands and cost pressures, thus enabling greater efficiency in making the best use of available resources. One of the ways through which multinational corporations in Nigeria could increase job creation goals is through knowledge storage, (Marouf & Agarwal, 2016). Knowledge management may help improve business processes and strategies, enhance company reputation, and promote collaborations and knowledge storage. Knowledge storage involves the use of technological systems i.e., modern informational hardware/software and human procedures to classify organizational knowledge, then to code and index the knowledge for future recovery. There are problems of knowledge storage on the part of Nigerian multinational manufacturing firms, these ineffective practices have failed to create job opportunities. Also, there is poor performance of specific roles of evaluation of knowledge storage practice in multinational manufacturing firms. Storing knowledge can be easy through its automatic access and distribution to users based on their needs and interests; applying actions in support of decisions, problem-solving, providing job aids and training; creating, generating, or discovering new knowledge through research and development, experimentation, lessons learned, creative thinking and innovation. Caloghirou, Kastelli and Tsakanikas, (2016) posit that a relationship exists between strategic alliance and the extent of knowledge storage, including expertise and skills; capturing the existing knowledge through its formalized representation; acquiring necessary knowledge and information. Storage through knowledge management practices includes know-how; storing the existing, acquired, and created knowledge in properly indexed and interlinked knowledge repositories.

Performance of Multinational Manufacturing Firms

Multinational Corporations are those enterprises which own or control production or service facilities outside the country in which they are based. In the context of organizational performance, performance is a measure of the change of the state of affair of an organization, or the total outcomes that results from management (Maâlej, Zaid, Louati, & Affes, (2015). Multinational Corporations are corporations registered and operating in more than one country at a time, usually with its headquarters in a single country (Odunlami & Awolusi, 2015).

Public Image Multinational Manufacturing Firms

Nigerian multinational manufacturing firms' public image is extremely important in the business world. The term has evolved with the passage of time to become a strategic and intangible corporate asset and it has been used in daily life, business, and politics, etc. for a very long time. Public image is directly related to the core existence of organizations, and it is interpreted as an organization's ethos, goals and values that create a sense of belonging among institutions stakeholders (George, Owoyemi, & Onakala, 2012). Reputation matters and it explain why employees choose a particular organization in preference over others. It makes the difference between success and failure.

Public image has been achieved by setting and adhering to standards of quality and responsibility is verified through a strong orientation to service and values manifested through the multinational manufacturing firms' strong development and innovation policy credibility. The Nigerian economy witnessed nearly two decades of output and demand contractions in the face of increased volatility in inflation, devaluation, unemployment, and interest rates (Edwards, Marginson & Ferner, 2013).

Job Creation Multinational Manufacturing Firms

Nigerian multinational firms are very essential to the economic growth of Nigeria, they provide employment, contributes significantly towards the industrial development. Erabaddage, Mohd and Ali (2015) stated that employees' employability was clearly recognized as one of the major goals and aim of organizations; accreditation of services clearly shows the measurement of quality of training and capabilities through the contribution made towards employability. They are the source of capital formation, an avenue to produce intermediate goods and help in the development of craftsmanship. Multinational corporations can create enough job opportunities for Nigerian graduate to overcome entrenched local interests by offering more revenue or employment (Jensen, Glen, Quan & Edmund 2012).

The purpose of organizational training of individuals are aimed at transition of emergent workforce success among employees, firms, and industries. The teaching of employability skills can be embedded in the school curriculum and should shares a similar view that enhance conference/seminar and employability skills approach in the school of taught, since many students leave education without the requisite skills to succeed in the labor market. It is very important to identify the roles of multinational

Thematic Analysis of Knowledge Management Practices and Performance of Multinational Manufacturing Firms in Nigeria

manufacturing firms' collaborations in Nigeria in the empowerment and training of employees to be well equipped for any available job, since they have graduated, (Sodipo 2017).

Empirical Review

Victoria, Olu-Daniels and Nwibere (2020) studied conducted a study on the Knowledge Management and Performance of Organizations in Nigeria: A Case Study of Selected Food and Beverage Firms. The objective of the study is to ascertain the effect of knowledge management on the performance of organizations in Nigerian food and beverage manufacturing sector. The study used survey research design, with 320 samples from a population of 1587 employees of selected food and beverage firms in Nigeria. A validated questionnaire was used to collect data and structural equation modelling was used to analyze the data. Results showed that knowledge creation had a significant negative effect on innovation and knowledge sharing had a significant positive effect on innovation. The findings also revealed that knowledge creation has a significant positive effect on job satisfaction while knowledge sharing had an insignificant negative effect on job satisfaction. The study concluded that the performance of the manufacturing sector in Nigeria and other developing countries by adopting knowledge management initiatives to enhance performance levels. Manufacturing firms can also adopt innovation as a channel for knowledge management to boost the performance of their businesses.

Naome (2020) studied the Impact of Knowledge Management on Organizational Performance: A Case of U.S. Retail Firms. The study investigated the influence of knowledge management on organizational performance in the case of U.S. retail firms. The study is based on secondary data analysis, which was collected through a critical review of the literature. The analysis has shown that knowledge management has a significant impact on the performance of organizations in the case of U.S. retail firms. The study found that, when the management of a firm gives importance to the effective management of knowledge, it ultimately helps to improve the performance of that firm. Knowledge management in an effective way is considered important for ensuring long-term prosperity. Knowledge-based capacity is considered to a large extent a strategic resource but not the most strategic resource as there were other resources such as men, materials, money time, energy, information, and infrastructure. It was concluded that as shared knowledge increased, the performance of the firms also increased. The study recommended tacit dissemination and development are significant to achieve sustainable competitiveness.

A study conducted by Jackline and Willis, (2018) titled Critical Review of Literature on Knowledge Management Strategy and Organizational Performance in New York. Knowledge is a critical asset in an organization thus there must be an effective identification, acquisition, storage, sharing and implementation to achieve a sustainable competitive advantage. The study reviewed the empirical studies on knowledge management strategy and organizational performance in New York. The study also includes a critic, identifies the research gap, concludes on knowledge management, and captures recommendations of the study. The study demonstrates knowledge management strategy as being a driver of organizational performance and a vital tool for an organization to survive, be competitive and make profits. The study recommends that organizations in America need to develop a policy on knowledge management to enhance an effective knowledge management to improve performance. The study concludes that there has been an expansion in the field of knowledge management strategy which has grown from serving only one type of organization that is, the organizations providing consulting and professional services to serving many other diverse organizations, there's still a dearth in this research field as knowledge management strategy is still a growing subject and thus requires further investigations. To gain an insight into an organization's operation and its challenges, an organization requires a knowledge management strategy that's well developed.

In a similar study by Kumarave and Vikkraman, (2018) titled Assessment of Knowledge Management Practices in Institutions in India: A Structural Equation Modeling Approach. Knowledge Management (KM) is a new emerging field of research in the educational environment. The main objective of the study which analyzed the knowledge management readiness in institutions in India. A survey has been conducted through questionnaire from 540 faculty members working in institutions in India through Knowledge Management Assessment Instrument (KMAI) and Knowledge Management Enablers Scale (KMES). Structural Equation Modeling has been used to analyze the data. The present study also tries to investigate the impact of Knowledge Management Enablers Scale (KMES) on Knowledge Management Assessment Instrument (KMAI). The research findings indicate that there is a strong positive impact of KMES factors on KMAI factors. Knowledge management enablers are the critical success factors of Knowledge management implementation in Higher Educational Institutions (HEIs). Therefore, the study recommended improving the knowledge management enabling factors in the institutions in order to enhance the knowledge management practices. The study concluded that the present research provides a unique perspective of knowledge management readiness in higher learning institutions in India, which is not much covered in the knowledge management literature. The recommended that institutions readiness for implementing the knowledge management has been examined with the help of faculty members' opinion on creating

Thematic Analysis of Knowledge Management Practices and Performance of Multinational Manufacturing Firms in Nigeria

knowledge, capturing knowledge, organizing knowledge, storing knowledge, disseminating knowledge, and applying knowledge for effective implementation of knowledge management practices in institutions.

Ezinma and Ebele, (2015) conducted a study titled Knowledge Management and Organizational Performance in Selected Commercial Banks in Awka, Anambra State, Nigeria. The study examined the extent to which knowledge management improves the Performance of Selected Commercial Banks in Awka. The study specifically determined if there is a significant relation between knowledge identification and organizational performance. It also examined the extent to which knowledge acquisition affects the performance of an organization. The study employed descriptive research design; primary source of data is the major instrument used for the study. Pearson's product moment correlation was used to analyze the data. The findings reveal that there is a positive relationship between knowledge identification and organizational performance. It also reveals that knowledge acquisition has a positive effect on organizational performance. In conclusion, knowledge is the key resource needed if an organization intends to operate at a level that is equal to no other. The study therefore recommends that an effective system should be put in place to ensure that relevant knowledge that boosted performance. And, that knowledge acquisition is not only about acquiring mere knowledge but mindfully managing knowledge acquisition activities to tap into different kinds of knowledge. The study concluded that Organizations are often faced with the challenge of remaining competitive in a dynamic business environment and sustaining its comparative advantage which they hold over their competitors.

Gaps in Literature

Knowledge management is an urgent and critical issue, to such an extent that Nigerian multinational manufacturing firms must efficiently manage their knowledge bases and repositories to earn long-term competitive advantage (Kabiru 2017). The application of knowledge management practices offers firms with active potentials for enhancing knowledge quality and for consolidating the value and applicability of knowledge (Andrej, 2017). Due to the imperative nature of knowledge, scholars and practitioners have reported knowledge management practices adoption as being widely recognized and practiced in diverse industry and established to a large extent it's significance in terms of performance (Tseng, 2014). It has become an essential issue for Nigerian multinational manufacturing firms to comprehend in what manner knowledge management would be employed to instigate, improve, and sustain customer relationships, and increased firm performance.

METHODOLOGY

This study adopted qualitative research design; eight respondents were interviewed to complement the findings of the questionnaire. Thematic analysis was used to analyze the interview data with the aid of Nvivo, the interview process involved recorded data which were then transcribed based on the responses of each of the participants. Consequently, the study explored the opinions, practices, and understandings of critical participants because they signify the option of yielding most relevant facts for the study. The participants which covered eight operational and management staff of multinational manufacturing firms in Lagos State.

Thematic Analysis

The interviewees were informed of the study's objectives, approaches, as well as assured confidentiality. They were assured that none of the information will be used against the companies. In view of this, each of the responses was recognized in the thematic analysis by codes. The whole study is built around four thematic questions which are; what is the effect of knowledge generation on public image of selected multinational manufacturing firms? how does knowledge storage affect job creation of selected multinational manufacturing firms?

Table 1. Distribution of the Respondents' Demographic Information for Respondents

List of Respondents	Occupation	Address of Respondents	Age	Date of Interview
Informant 1	Operational Staff	Lagos	31 years	5/5/2022
Informant 2	Operational Staff	Lagos	32 years	5/5/2022
Informant 3	Operational Staff	Lagos	25 years	6/5/2022
Informant 4	Operational Staff	Lagos	24 years	6/5/2022
Informant 5	Managerial Staff	Lagos	31 years	7/5/2022
Informant 6	Managerial Staff	Lagos	32 years	7/5/2022

Thematic Analysis of Knowledge Management Practices and Performance of Multinational Manufacturing Firms in Nigeria

Informant 7	Managerial Staff	Lagos	34 years	8/5/2022
Informant 8	Managerial Staff	Lagos	36 years	8/5/2022

Source: Field Survey, 2022

Research Question One:

The first research question looked at what ways knowledge generation can improve public image of selected multinational manufacturing firms. Knowledge generation is the capture and representation of knowledge so that it can be re-used either by an individual or by an organization. This is evident from the responses of respondents coded Respondent 2 and Respondent 6.

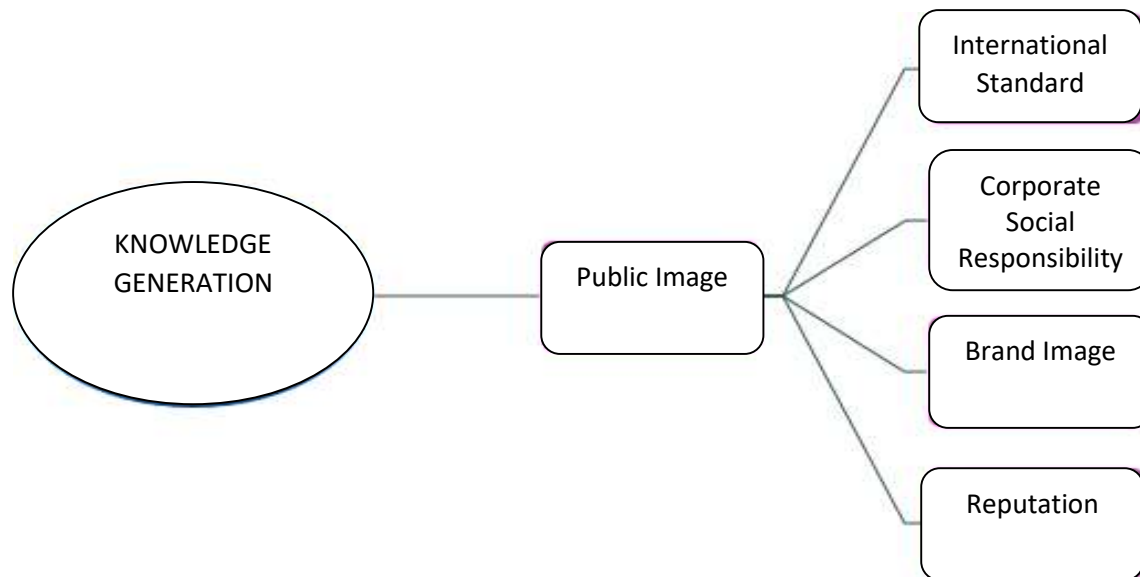


Figure 1. Theme on Knowledge Generation on Public Image of Multinational Manufacturing Firms

Figure 1. reflects the outline of responses for the study. For example, informant coded Respondents 2 said that “knowledge generation can be influenced by public image through international standard and corporate social responsibility”. This lack of utilization of available knowledge generation in the sector has hindered the competitiveness of these firms’ products and services, while further reducing the contribution of the industry to the country’s Gross Domestic Product (National Bureau Statistics, 2015).

In other responses by Respondent 2, he suggested that;

Public image involves international standard of multinational manufacturing firms and corporate social responsibility of the company. International standard puts the multinational manufacturing firms on the global platform for public image.

In other responses by Respondent 6, he suggested that;

Multinational manufacturing firms emerged from superior efficiency, as an organizational vehicle, to transfer knowledge across borders. Brand image relates to reputation of the company, a good company reputation increases the public image of a multinational corporation.

From Figure 1 knowledge generation have significant effect on the public image of a company. Foreign multinational firms build their services through international standard, corporate social responsibility, and reputation. Rosell, Lakemond, and Wasti (2014) asserted that knowledge generation and joint learnings with the market would provide a competitive advantage for the multinational corporation.

Research Question Two:

The second research question states that; how knowledge storage increase job creation of selected multinational manufacturing firms can. Knowledge storage helps to interpret and mitigate ambiguity, provide depth about the business environment, construe cultural nuances, and alleviate subtle problematic challenges. Alan (2020) asserted that the survival in the knowledge economy is based on the ability of business to store knowledge and create jobs. This is evident from the responses of respondents coded Respondent 4 and Respondent 8.

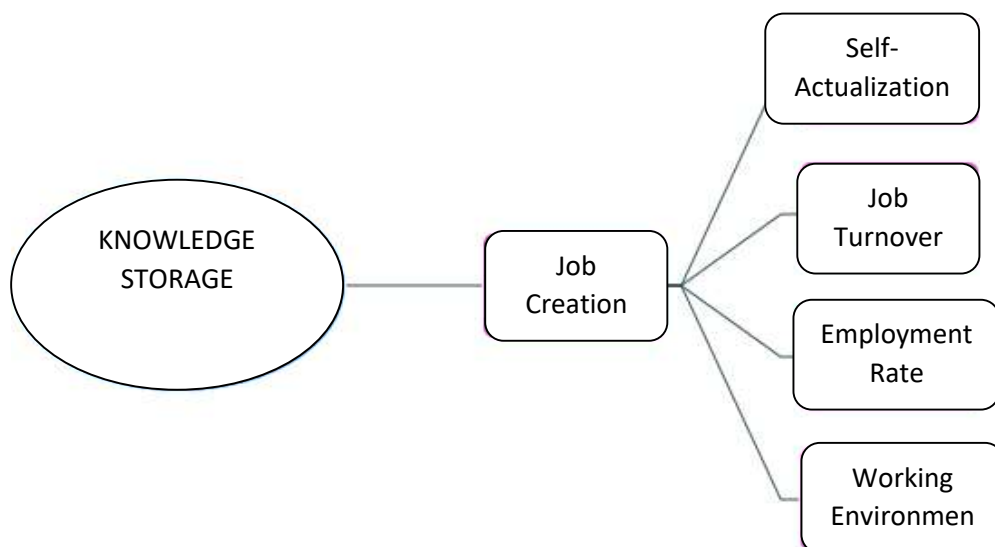


Figure 2. Sub-Theme on Knowledge Storage on Job Creation of Multinational Manufacturing Firms

There is a strong emphasis on knowledge storage as a factor for success and innovation in the organization. Figure 2 recognizes as crucial the roles the multinational manufacturing firms plays in job creation. Knowledge storage of firm processes job related policies that encourage learning and developing employee skills. Knowledge storage equips the company to deal effectively with the challenges and gaps in its market and climate.

In other responses by Respondent 4, he suggested that;

The capacity to manage job creation flows from knowledge storage as to be adequately harnessed for organizational innovativeness. Self-actualization of employee enhanced the levels of performance which its technology proffers solutions to any business organization that has it. Multinational manufacturing corporations also have a well specified job turnover, this guides their employment principles.

In other responses by Respondent 8, he suggested that;

Multinational manufacturing firms employs the best of candidates that applies for their job vacancies. These employees are properly taken care of so that they will not move to work for another multinational companies. This is easy achieved by creating a conducive working environment. Every employee wants to work in a very encouraging atmosphere that will compensate for the level of commitment to the company.

Knowledge storage as a fluid mix of practices, values, contextual information, and intuition that provides a structure to evaluate and incorporate job creation for talented employees. Knowledge storage is seen as the full utilization of information and data, coupled with the potential of people’s skills, competencies, ideas, intuitions, commitments, and motivations.

Performance of Multinational Manufacturing Firms in South-Western Nigeria

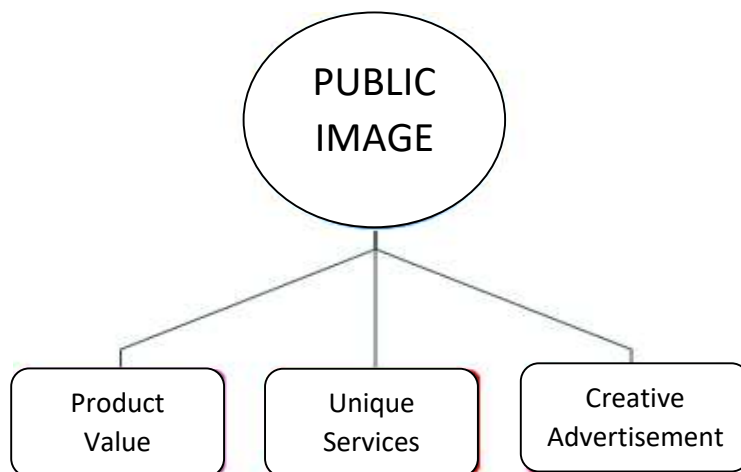


Figure 3. Performance Variable of Public Image of Multinational Manufacturing Firms

Thematic Analysis of Knowledge Management Practices and Performance of Multinational Manufacturing Firms in Nigeria

From Figure 3 Respondents 1 established that;

Multinational manufacturing firms' policy are designed to boost public image and prestige thereby ensuring sustained product value growth and development. However, this public image of the flows from the company's knowledge management practices which is the strong conditioned on the continuing importance of company's interest.

In other responses by Respondent 5, he revealed that;

Our company utilize the existing market existed for quality products and unique services to reach out to public. Innovation through unique service addresses the change, which allows for a competitive advantage, but in services. Technological advantage ultimately enables the organization leverage on corporate knowledge to better meet the needs of its market base by reducing the cost of production.

In other responses by Respondent 7, he established that;

Improving public image ensures creative advertisement is put in place, employee satisfaction and customers' delight. Multinational manufacturing firms also leverage on technology to create a friendly public image. Innovation advertisement has been noted to facilitate the achievement of organization's objectives as it helps in the transformation of ideas into new, better-quality products, and services through enhanced processes.

Knowledge management practices are increasingly recognized as the main source of competitive advantage in the knowledge-based economy. Unique services reflect a firm's tendency to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes (Lim 2017).

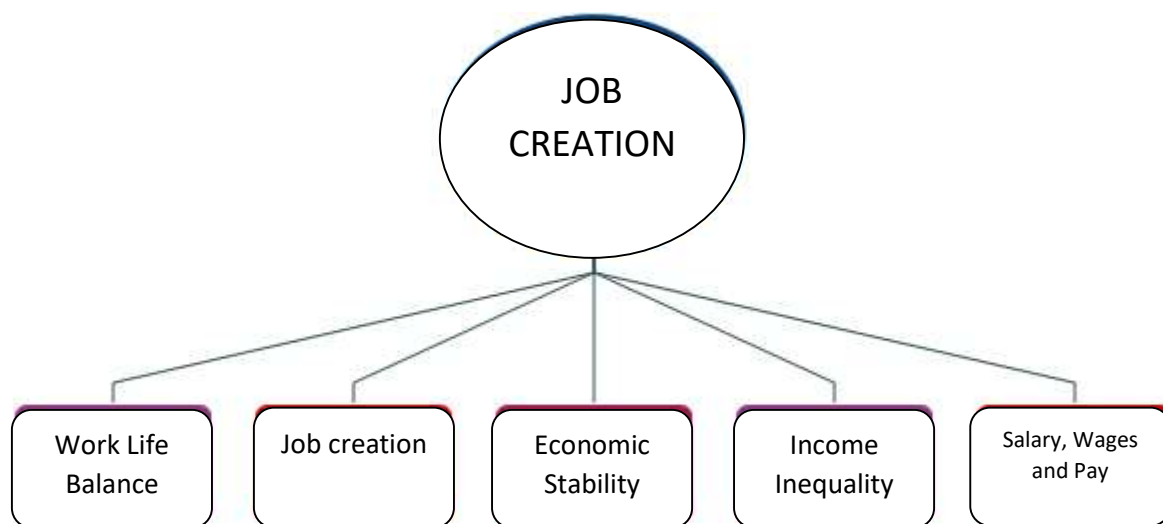


Figure 4. Performance Variable of Job Creation of Multinational Manufacturing Firms

Multinational corporations now give increased attention to employing talented Nigerian graduates. So long as the value created using the contributed assets is equal to or greater than the value expected by those contributing the assets. The assets will continue to be made available to the organization and the organization will continue to exist (Parthasarathy, 2015). An organization's culture shapes behavior, and so it is vital that the culture facilitates job creation.

In other responses by Respondent 3, he admitted that;

Managers of multinational corporations consider work life balance of their employees to stay ahead of the competition. Therefore, organizations adopt and institutionalize work life structures and features that focus more on improving their employee learning ability. Effective work life balance with the knowledge produces results.

In other responses by Respondent 5, he suggested that;

Promoting job opportunities gives room for employee learning processes and training or staff growth towards improving the organization's knowledge base. Multinationals typically pay at or above the going wage and provide superior training. In this sense, the multinational corporation acts as a training center in the developmental platform for Nigerian graduates.

Thematic Analysis of Knowledge Management Practices and Performance of Multinational Manufacturing Firms in Nigeria

DISCUSSION OF FINDINGS

From the first objective which investigated the effect of knowledge generation on public image of selected multinational manufacturing firms. Majority of the respondents agree that top management of their company invests much human and financial resource for knowledge management. Top management of multinational manufacturing firms emphasizes the importance of knowledge management to organizational members. Top management of their company participates in and leads knowledge management activities (e.g., knowledge sharing and utilization).

From the findings, objective two which examined how knowledge storage affect job creation of selected multinational manufacturing firms. Majority of the respondents agree that data standards, metadata, document codes, subject indexes and filing systems are widely used to enable efficient information correlation, storage, and retrieval. The records, data, and logs are required to be complete, meaningful, accurate and accessible (e.g., logs, minutes, test results).

CONCLUSION

Knowledge generation management improves public image of companies through techniques, in form of acquisition of smaller companies. The multinational manufacturing firms' experiences public image through international standard, corporate social responsibility, and reputation. Multinational manufacturing firms' policy are designed to boost public image and prestige thereby ensuring sustained product value growth and development. However, this public image of the flows from the company's knowledge management practices which is the strong conditioned on the continuing importance of company's interest. Multinational manufacturing corporations also have a well specified job turnover, this guides their employment principles.

RECOMMENDATIONS

- i. Multinational manufacturing corporations should carryout knowledge generation to public image. There should be areas of operations to inculcate such knowledge management practices into their business activities.
- ii. Multinational manufacturing firms need to have an accurate, accessible and knowledge storage to increase job creation. Multinational Manufacturing corporations in Nigeria should encourage the creation of knowledge by supporting research activities and encouraging collaborations and teamwork.

CONTRIBUTIONS TO KNOWLEDGE

The contributions to business practice, the findings of this study will present opportunities for knowledge management in the home and the host country. The host country (i.e., Nigeria) will benefit because of the increase in the performance of multinational manufacturing firms. The application of the knowledge generation from the study would serve as a means of equipping Nigerian multinational manufacturing firms through management practices. The study has also given multinational manufacturing corporations insight on how the important knowledge storage on to create jobs for Nigerian graduates. It will go a long way in reducing unemployment rate in Nigeria.

REFERENCES

- 1) Adhikari, D. R. (2016). Knowledge management in academic institutions. *International Journal of Educational Management*, 24(2), 94–104.
- 2) Ajiboye, S. K., Oyebanji, T. O., Awoniyi, S. A. (2013). Influence of higher education on employability as perceived by lecturers of university of Ilorin, Nigeria. *European Scientific Journal*, 9(22), 229-236.
- 3) Andrej, N. (2017). Knowledge management and organizational performance – literature review. *International School for Social and Business Studies*, Slovenia. Management knowledge and learning international conference 2017.
- 4) Alan, C. (2020). Knowledge-management-definition and interpretation; Knowledge management is an intentional action. *Cambridge Journal of Economics*, 23(2), 243-260.
- 5) Benson, E., Morgan, D., & Filipinos, G. (2013). Knowledge management and Performance in a private corporate organization: A case study of Benson Idahosa University. *West African Social and Management Sciences Review*, 1(8), 31-43.
- 6) Caloghirou, H., Kastelli, F., & Tsakanikas, T. (2016). Insiders, outsiders and host country bargains. *Journal of International Management*, 8(4), 3 – 9.
- 7) Fattahyan, S., Hoveida, R., Siadat, S.A., & Tallabi, H. (2017). Study of relationship between knowledge management enablers and processes with organizational performance. *Interdisciplinary Journal of Contemporary Research in Business*, 4(4), 36-44.7

Thematic Analysis of Knowledge Management Practices and Performance of Multinational Manufacturing Firms in Nigeria

- 8) Demchig, B. (2015). Knowledge management capability level assessment of the higher education institutions: Case study from Mongolia. *Procedia - Social and Behavioral Sciences*, 1(7), 3633–3640.
- 9) Dhamdhare, S. N. (2015). Knowledge management strategies and process in traditional colleges: *International Journal of Information Library and Society*, 4(1), 34-42.
- 10) Edwards, K. E. (2013). Knowledge work and workers: A critical literature review. university of Leeds, *Center for Employee Relations, Innovation and Change*. Leeds university business school, university of Leeds, Woodhouse Lane, Leeds LS2 9JT.
- 11) Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: what are they. *Strategic Management Journal*, 2(1), 1105-1121.
- 12) Erabaddage, G. T., Sumanasiri, M. S., Ab Yajid, F. H., & Ali, G. K. (2015). Review of literature on graduate employability. *Journal of Knowledge Management*, 17(3), 347-362.
- 13) Ezinma, H., & Ebele, R. (2014). Knowledge management and organizational performance in selected commercial banks in Awka, Anambra State, Nigeria. *Information and Knowledge Management*, 4(7), 12-23.
- 14) George, G., Owoyemi, D., & Onakala, P. (2012). A conceptualization of corporate reputation in Germany: An evaluation and extension of the RQ: *Corporate Reputation Review*, 6(4), 34-37.
- 15) Githinji, A. (2014). Effects of training on employee performance: A case study of United Nations support office for the African Union mission in Somalia. (Master Thesis, Chandaria School of Business, United States International University).
- 16) Jackline, O., & Willis, O. (2018). Critical review of literature on knowledge management strategy and organizational performance. *International Journal of Management and Commerce Innovations*, 5(2), (741-748), Month: October 2017 - March 2018,
- 17) Jensen, N., Glen, B., Quan, L., & Edmund, M. (2012). Politics and foreign direct investment. Ann Arbor, Mich.: University of Michigan Press.
- 18) Kabiru, D. A. (2017) Knowledge sharing and dissemination among academics in Nigerian universities: Patterns and trends. *Bayero University, Kano, P.M.B. 3011, Journal of Balkan Libraries Union*, 5(1), 21-27.
- 19) Kim, I. (2017). Political cleavages within industry: Firm-level lobbying for trade liberalization. *American Political Science Review*, 111(1), 12 - 16.
- 20) Kumarave, V., & Vikkraman, P. (2018). Assessment of knowledge management practices in higher educational institutions in India: A structural equation modeling approach. *International Journal Education Science*, 20(1), 120-136.
- 21) Maâlej, R., Zaiied, B., Louati, H., & Affes, H. (2015). The relationship between organizational innovations, internal sources of knowledge and organizational performance. international. *Journal of Managing Value and Supply Chains*, 6(1), 53 - 67.
- 22) Marouf, L. N., & Agarwal, N. K. (2016). Are faculty members ready? Individual factors affecting knowledge management readiness in universities. *Journal of Information & Knowledge management*, 15(3), 16-24.
- 23) Naome, G.L. (2011). Impact of knowledge management on organizational performance: A case of U.S. retail firms. *African Journal of Business Management*, 5(5), 64-70
- 24) National Bureau of Statistics (2015). Third Quarter Report, Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA) Annual Report.
- 25) Lim, K. K. (2017). Managing for quality through knowledge management. *Total Quality Management*, 10(5), 615-621.
- 26) Odunlami, S. A., & Awolusi, O. D. (2015). Multinational corporations and economic development in Nigeria. *American Journal of Environmental Policy and Management*, 1(2), 16-24.
- 27) Parthasarathy, N. (2015). Role of physical work environment on organizational performance (a case study of Mysore milk union ltd, Mysore). *Computer Science and Management Studies Journal*, 3(2), 5-8.
- 28) Rosell, D. T., Lakemond, N., & Wasti, S. N. (2014). Integrating knowledge with suppliers at the R&D-manufacturing interface. *Journal of Manufacturing Technology Management*, 25(2), 240-257.
- 29) Sodipo, O. (2017). Employability of tertiary education graduates in Nigeria: Closing the skills-gap. *Global Journal of Human Resource Management*, 2(3), 28–36.
- 30) Tseng, S. M. (2014). Knowledge management system performance measure index. *Expert Systems with Applications*, 34(1), 734-745.
- 31) Victoria, H., Olu-Daniels, S.O., & Nwibere, B. M. (2020). Knowledge management and performance of organizations in Nigeria: A case study of selected food and beverage firms. *International Journal Business and Management*, 9(2), 291–312.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.