

# Information management practices and team vitality in public universities in Bayelsa state

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## ABSTRACT

This study investigates the relationship between information management and team vitality in public universities in Bayelsa State. Specifically, it examines the extent to which information sharing, transfer, and dissemination influence team resourcefulness. A cross-sectional research design was used, focusing on Senior Administrative Officers, including Assistant Registrars, Principal Officers, Deputy Registrars, and Administrative Secretaries, with a population size of 261 from three universities: Niger Delta University, Bayelsa Medical University, and University of Africa. Data were collected using structured questionnaires, and the Pearson Moment Correlation Coefficient was applied for inferential analysis, processed through SPSS V.23. The findings reveal a significant relationship between all dimensions of information management (sharing, transfer, and dissemination) and team resourcefulness. Based on these findings, the study recommends encouraging knowledge sharing, enhancing information transfer mechanisms, and promoting information dissemination to foster greater resourcefulness among teams in public universities.

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## 1. INTRODUCTION

Organisations are being tasked with making complex decisions more often than individuals within organisations. Instead of simply one hiring manager, a committee is frequently involved in the selection of personnel. In these kinds of situations, the key benefit of using teams is the greater range of knowledge available, which enables higher quality answers that one person alone might not be able to accomplish. But in order to come up with these better answers, team members need to combine their distinct, pertinent, and frequently varied knowledge in an efficient manner. The goal of a team-based organisational structure is to improve performance. Because team-based structures are thought to increase individual dedication and performance, many product and technology advancements are moving towards them (Ramesh & Tiwana, 2019). To develop products, enhance services, and oversee operations, organisations rely on a variety of cooperative groups (Cummings, 2014). Teams are especially important for producing novel technologies and products. In the current economic climate, team vitality has gained significant importance as more companies implement team-based organisational structures in an effort to boost output, profitability, and service standards. Managers and other organisational members are always looking for ways to improve profitability and business outcomes. A lot of them believe that team-based, horizontal structures are the best way to involve all employees in achieving business success (Fapohunda, 2016). To put it simply, team vitality is a key indicator of an organization's performance and capacity to carry out its objectives and mission. This suggests that a worker's ability to carry out required tasks connected to their profession is reflected in the team's vitality (Wang, 2014). Enhancing client results is the main goal of initiatives to increase team vitality. In any setting, team vitality—which includes a variety of activities targeted at improving team performance—is essential. Its goal is to bring forth the best in a group of people by encouraging personal growth, constructive communication, leadership abilities, and the capacity to collaborate closely to solve issues (Fapohunda, 2016). Giving and receiving (Savolainen, 2017), exchanging (Burnett, 2012; Hazel, 2014; Hersberger, 2015), reciprocal sharing (Fulton, 2019; Huotari and Chatman, 2021), and cooperative information seeking (Hertzum, 2018) are all considered forms of information sharing. Narrowly speaking, it can be viewed as top-down distribution (Brown & Cregan, 2018) or directive sharing (Talja, 2002), as it is frequently referred to in management literature. Wittel (2015) hypothesised that modifications to the technology landscape might have a significant effect on sharing customs. Digital technologies have changed the nature of sharing, which was previously primarily about exchange, into a hybrid of distribution and exchange (Wittel, 2011). Studies show that the phrases knowledge sharing and information sharing are frequently used synonymously (Savolainen,

2017). This is a practice that some researchers have followed (e.g., Ahmad, 2017b; Widén-Wulff, 2007).

### 1.1 Problem statement

Teams are being adopted by organisations at a quick pace due to the assumption that creating robust and efficient management and production teams may improve output and increase employee happiness. Teams increase employee involvement, which creates synergy. A team builder's job is to lead the group towards harmony and efficiency. Similar to individual workers, teams also create unique dynamics that require ongoing support and upkeep. When people work together to accomplish common objectives, they contribute to the organization's overall performance in a team-oriented setting. Despite having various responsibilities and working for different departments, they collaborate to achieve the organization's main goals. Their positions help to further this shared goal, which serves as the driving force behind their actions. When individuals are appreciated, supported, driven, and cared for instead of exploited or in charge, team resourcefulness flourishes. Heap (1996) opined that love and spirituality are the foundation of team vitality because they promote humanity, compassion, and respect for one another at work. Teams who prioritise one other's success above those that are just motivated by management goals, procedures, policies, performance reviews, or skills are more effective. Great teams are usually those that decide to pursue their own interests. While it is evident that efficient information sharing (IS) is crucial for team decision-making (Bunderson & Sutcliffe, 2002; Jehn & Shah, 1997), prior studies have demonstrated that teams frequently do not make the best use of information when making decisions. Instead of acting as a forum for the exchange of fresh knowledge, discussions typically serve to confirm each person's pre-discussion preferences (Stasser & Titus, 1985). The relationship between information sharing and organisational effectiveness has been examined in earlier research. People are the foundation of every workplace, hence interpersonal connection for professional goals is inevitable. Thus, teamwork is crucial to accomplishing organisational objectives. In order to maximise the advantages of group efforts, organisations work hard to foster a sense of teamwork among employees. Unrestricted communication is necessary for team building. Actions to suppress knowledge from coworkers can impede business objectives by destroying collaboration. On this note, the study aims to examine the relationship between information management practices in the workplace and team vitality in public universities in Bayelsa State.

### 1.2 Research objectives

- Examine the extent to which information sharing relate to team resourcefulness in public universities in Bayelsa State.

- Ascertain the extent to which information transfer relate to team resourcefulness in public universities in Bayelsa State.
- Determine the extent to which information dissemination relate to team resourcefulness in public universities in Bayelsa State.

### 1.3 Research questions

- To what extent does information sharing relate with team resourcefulness in the public universities in Bayelsa State?
- What is the correlation between information transfer and team resourcefulness in the public universities in Bayelsa State?
- To what extent does a relationship exist between information dissemination and team resourcefulness in public universities in Bayelsa State?

### 1.4 Hypotheses

H<sub>01</sub>: There is no significant relationship between information sharing and team resourcefulness in public universities in Bayelsa state.

H<sub>02</sub>: There is no significant relationship between information transfer and team resourcefulness in public universities in Bayelsa state.

H<sub>03</sub>: There is no significant relationship between information dissemination and team resourcefulness in public universities in Bayelsa State.

## 2. CONCEPTUAL REVIEW

### 2.1 Information Management

Academic information management has been characterised in a number of ways. It is defined as concentrating on strategies, policies, and tactics that improve an organization's competitiveness by maximising employee collaboration, efficiency, and creativity (Sousa and Hendriks, 2006). From a different angle, Alavi and Leidner (2001) define information management as a process that includes tasks associated with producing, transporting, storing/retrieving, and using information. Information management has attracted a lot of interest from academics and the business world since the dawn of the information economy era (Xu & Bernard, 2011). Information management, according to Paramasivan (2003), puts doing the right thing ahead of doing things right. According to him, it's a framework in which an organisation views all of its operations as information-driven, involving the production, sharing, updating, and use of information to support and grow the organisation. Information management is a business process that companies use to create, synthesise, and share their collective knowledge, insights, and experiences. These are then combined with external information to solve business problems, according to Griffiths and Lemenyi (2008). In accordance with Teng and Song (2011), information management is important for all areas of the economy, not just information-intensive businesses in high-tech industries. Zack (2003) goes on to say that efficient information management can help even established businesses like cement manufacturing. All industries, including education, banking, telecommunications, manufacturing, and the public sector, benefit from information management, in essence. Due to its potential to produce strategic outcomes linked to profitability, competitiveness, and capacity enhancement, information management has gained popularity in business and management circles (Chua, 2009; Jeon, Kim & Koh, 2011). Promotions highlight information management as being essential to an organization's ability to survive and remain competitive. It is viewed as a framework for developing the strategy, structures, and procedures of an organisation so that it may use its knowledge to generate social and economic value for its clients and the community. Organisations must be able to retain, develop, organise, and use the skills of their workforce in order to remain competitive. Effective management and conveyance of knowledge are vital for organizational innovation and success (Riege, 2007).

### 2.2 Information Sharing

Information should be freely available to everyone inside an organization, enabling its usage at any time and location. Information is widely disseminated thanks to modern technologies including intranets, the Internet, creative teamwork, and other digital tools (Yaghoubi et al., 2011). Establishing information dissemination policies and procedures within the organisation, using Internet technologies and office automation, encouraging team resourcefulness, hosting joint conferences, making sure that employees at all levels have easy access to information, regularly scheduling meetings for information exchange among employees, and publishing innovative employees' creative work through electronic means like the Internet and e-magazines are all important operational indicators of effective information dissemination (Anvari-e-rostami et al., 2009). These days, a lot of CEOs and managers understand how important it is for staff members to share

information, and they are keen to implement information management practices at work. According to Chaudhry (2015), over the previous five years, a number of studies have examined information management techniques and information-sharing policies in local businesses. For instance, Singapore makes a compelling case study. Chaudhry (2015) claims that Singapore is a special society that strikes a balance between a commitment to Asian cultural values and an openness to innovation and creativity. Meritocracy and system efficiency are the two main pillars of Singapore's heterogeneous and multiethnic society, and they are essential to the success of information management initiatives. However, not all organisations have adopted information-sharing procedures yet. Information sharing is not ingrained in the operations of many public and private organisations, especially those associated with multinational corporations. When private businesses do embrace information sharing, they frequently use their ingenuity and inventiveness to increase their revenue and expertise. Chong (2003) showed that knowledge exchange in some situations occurs informally through face-to-face conversation and collaborative workgroups. According to his research, these activities are supported by a culture that values knowledge exchange, learning from mistakes, and skill growth.

### 2.3 Information Transfer

Information transfer in an organisation is the distribution of data among groups and individuals. Information flow is very important for companies as, as a benefit, knowledge increases value via use (Quinn et al., 1996). Many businesses have tried to improve their information management systems to more successfully extend their current knowledge through employee information transfer (Watson and Hewett, 2006), given the relevance of knowledge and information sharing for a company's competitive advantage in today's business environment. Information flow, according to Szulinski (1996), can result in employee behavioural changes as well as the emergence of fresh ideas that propel such actions (Davenport and Prusak, 1998). But for information to flow inside a company, staff members and teams of workers must show great degrees of cooperative behaviour (GoA successful information transfer depends on honest and open communication, as well as developing trust within the communication and information flow systems ingrained in the company's structure and culture. of the company. A review of these contributions has helped to classify the factors of the information transmission process and find strategies for a better understanding of it (Minbaeva, 2007). The 2019 Ferri et al. study examines the interaction between two IT systems—patents and academic spin-offs—the 2019 Ferri et al. study looks at how patents, which reflect the knowledge passed on from the parent university and academic founders, affect the performance of these spin-offs. Using panel data models, the study examines data from 132 academic spin-offs spread over 67 Italian universities. Ferri et al. (2019) add to the IT literature in three major areas and give ideas for future study. Firstly, they argue that IT researchers should consider evaluating patents and spin-offs together, given that they are both common strategies used by universities to transmit information. Secondly, the analysis demonstrates that patenting processes serve as an effective mechanism for conveying explicit knowledge in academic spin-offs. Thirdly, the authors contribute to the continuing discussion concerning the trade-off between obtaining external information and preserving internal information, offering insight on the issues academic spin-off founders confront. While patenting is demonstrated to be a favourable factor in the performance of spin-offs, the findings also alert academic entrepreneurs about the possible downsides.

### 2.4 Information Dissemination

The act of disseminating information involves making it available to a large number of people or specific individuals. Many fields rely on this procedure, including the academic world, medical field, government, corporate world, and news media. Print media and digital platforms like social media, email, and websites have both grown and changed in today's fast-paced, technologically sophisticated world when it comes to the methods of delivering information. In order to cultivate an educated society, it is crucial to comprehend the mechanisms of information diffusion and the effects it has on many aspects of life. The reliability and validity of the information's source are critical considerations in its transmission. The efficacy of the information sharing is highly dependent on the honesty and reliability of the data provided. The danger of false information spreading rapidly has grown in the era of instantaneous digital media sharing. Disinformation is intentionally misleading or untrue, whereas misinformation is the accidental dissemination of inaccurate information. As seen in the case of the COVID-19 pandemic, both of these things may greatly hinder the spread of accurate information and lead to disastrous results. For example, according to the World Health Organisation (2020), there were public health issues caused by the propagation of misleading health information on social media. A message's reach and effect are influenced by

the medium it is transmitted via. For a long time, the main ways that information could reach the general public were through traditional media like newspapers, radio, and television. The legitimacy of these kinds of media is guaranteed by regulation and the fact that they usually adhere to journalistic standards. On the other hand, the proliferation of the internet has made it easier for people to share knowledge. Blogs, social media, and websites have made global information dissemination possible for anybody with an internet connection. This has helped disseminate biased or unsubstantiated information, but it has also made knowledge more accessible to more people.

Social media sites such as Instagram, Facebook, and Twitter have grown in importance as means of disseminating news and other information. Thanks to these platforms, information can be shared and commented on in real-time, allowing it to travel quickly throughout the world. When time is of the essence, such during a natural disaster or political turmoil, they are invaluable for the rapid dissemination of information. However, another potential downside is the ease with which information may travel on these platforms; this makes it harder to confirm facts before they are shared widely. Thus, misinformation can spread and make it harder for organisations to manage the story (Chen et al., 2015). Disseminating information is essential for knowledge exchange in the realm of education. Institutions of higher learning disseminate course materials, research findings, and scholarly conversations using both conventional and digital channels. More people now have access to more knowledge than ever before thanks to online platforms like virtual libraries and e-learning websites. This accessibility might help close the achievement gap in education, particularly in areas with low physical resources. One way that digital textbooks and online courses are helping to level the playing field is by making high-quality education more accessible to students in rural and distant places (Anderson & Rainie, 2017). Efficient transmission of information is also vital in the healthcare sector. The success of public health initiatives relies on the timely and correct dissemination of information on health policy, treatment alternatives, and preventative measures. Outcomes in public health are significantly influenced by the spread of health information through public health organisations, websites, and media campaigns. The dissemination of false health information, however, can have negative effects, just as it does in other areas. For example, according to Larson et al. (2014), vaccine-related disinformation can cause vaccination rates to drop, which in turn can cause avoidable illnesses to reappear. To sum up, the transmission of knowledge is an intricate and crucial social process. Factors that greatly influence the effect of information include how quickly it spreads, the reliability of the source, and the medium itself. While innovations in technology have facilitated the widespread dissemination of knowledge, they have also brought up new difficulties, such as the proliferation of false information. In order to keep a society that is both educated and responsible, it is essential to promote media literacy and make sure that accurate information is shared.

## 2.5 Team Vitality

The idea of team vitality offers a useful structure for comprehending the dynamics of companies and their capacity to adapt to environmental problems. Team vitality is the set of traits and values a company has right now that will help it to reach great performance going forward. This idea underlines that rather than only producing temporary results, really healthy companies are those ready for sustainable success. According to De Smet et al. (2006), the capacity of healthy companies to create environment fit for long-term success defines them. Likewise, Clark (1967), as quoted in Bruhn & Chesney (1994), defines a healthy organisation as one in which groups and people reach a state of homeostasis or equilibrium in their capacity for expansion. With everyone working cooperatively towards common organisational goals, a healthy organisation thus fosters a culture of trust, openness, and involvement, so enabling ongoing learning and improvement. Practically, one can evaluate organisational health by considering the present situation of the company (its degree of performance) and its risk factors for the future—more especially, the efforts the company is making to reach its desired future state. Ten interacting measures are therefore absolutely vital within this framework: responsiveness, communication appropriateness, power equalisation, resource use, cohesiveness, morale, innovativeness, autonomy, adaptability, and problem-solving capacity. These steps taken together affect the general vitality and condition of the company. Team vitality research has produced two primary points of view. Rooted in occupational health, workplace health promotion, and traditional organisational psychology and sociology, the first point of view sees team vitality from the standpoint of organizational members. Often referred to as "atomistic," this viewpoint emphasizes on the capacity of the company to maximise employee health. Emphasised are low absence rates, strong productivity, and great degrees of employee satisfaction. Teamwork is a critical component of success in various fields, including business, education, and healthcare. It involves the collaborative effort of individuals to achieve a

common goal, leveraging diverse skills and perspectives to accomplish tasks more effectively than could be done individually. The benefits of teamwork are numerous, ranging from enhanced problem-solving capabilities to improved morale and job satisfaction among team members. One of the key advantages of teamwork is the pooling of diverse talents and experiences. When individuals with different skills and knowledge work together, they can approach problems from multiple angles, leading to innovative solutions that might not emerge in a more homogeneous group. This diversity fosters creativity and innovation, as team members can draw on their unique backgrounds to contribute to the team's success (Katzenbach & Smith, 1993). For instance, in a corporate setting, a team comprising members from various departments such as marketing, finance, and operations can provide a comprehensive approach to a project, ensuring that all aspects of the business are considered.

## 2.6 Resourcefulness

Resources are assets, capabilities, organisational systems, features of a company, data, knowledge under control by the company. Barney (1991) claims that proper and efficient use of these resources helps to preserve the general state of an organisation. Qualities including value, rarity, inimitability, and non-substitutability—collectively known as the VRIN factor—strongly link a firm's resources to its competitive advantage. Dierickx and Cool (1989) contend that the degree to which a company's competitive advantage and asset position may be replicated or replaced determines their sustainability. They underline how elements like asset mass efficiencies, connectivity, asset degradation, causal ambiguity, time compression diseconomies, and asset stock greatly influence the interaction between resources and competitive advantage. Barney (1991) argues that for an organisation to reach outstanding performance, its resources must not only be valuable, scarce, and inimitable but also the organisation must have the suitable systems in place to maximise the use of these resources. Beyond resources, Eisenhardt and Martin (2000) contend that a company's organisational and strategic processes are absolutely vital as they allow dynamic capacities to turn resources into value-creating strategies. Miller and Ross (2003) also look at the resource-based view (RBV) at the organisational level, looking at why resource use—as gauged by efficiency—may differ greatly inside a company. In terms of scale resources, programmatic and managerial efficiency, and firm performance, they see the link between resource use and competitive advantage as one between King (2007) investigates in terms of tacitness, complexity, interconnectivity, temporal and geographical distance, cultural and strategic distance, motivation, and cognition the relationship between skills, resources, capabilities, competitive advantage, and causal ambiguity. Fahy (2000) also contends that when a competitive strategy concentrates on improving the resource pool, organisational entrepreneurship can result in ongoing performance.

## 2.7 Theoretical framework

This research is based on social cognitive theory to examine team vitality and the Resource-Based View (RBV) to illustrate the importance of information as a valuable asset within an organization. In accordance with social cognitive theory, reciprocal causality—where behaviours, personal attributes, and environmental circumstances interact—shapes both individual and collective actions. Understanding the sociopsychological mechanisms influencing team responses might be suitable for this idea (Campbell & Martens, 2009). Team response can be affected by elements including direct success, observation of others, verbal encouragement, and physiological conditions. Personal successes are the most important source of information for performance or task success, according to Bandura (2000), followed by seeing others doing comparable tasks, and lastly, by motivating comments or persuasion. According to Campbell and Martin (2009), while repeated failures may reduce team responsiveness, good performance combined with vocal support from team members may improve it. Understanding group dynamics requires one to grasp social cognitive theory, which clarifies how people learn via social interactions and observations (Swanson and Holton, 2001). Socializing is the process by which companies teach new hires their values and direction on how to perform well within the company (Swanson and Holton, 2001). Furthermore, Tajfel and Turner's (1981) social identity theory has been used to explain team response. This theory offers an understanding of why and how people fit into and behave within social groupings.

## 2.8 Empirical literature

Reviewing information management and team vitality one after the other helps one to look at worldwide results from many studies. Onwubiko (2022) looked at how staff performance in university libraries responded to organisational culture and information sharing policies. Selected from two

university libraries in Nigeria, the 79 library employees included in the study were chosen by means of a survey design. Two measurement and assessment specialists verified the validated four-point Likert scale questionnaire used in data collecting. Four research questions and one null hypothesis informed the study; multiple regression analysis and Pearson Product Moment Correlation (PPMC) examined this null hypothesis. The results revealed that most employees of libraries followed timeliness and timely job completion, shown great dedication to their work, and successfully fulfilled library goals and deadlines. The survey revealed several staff information-sharing strategies included departmental meetings, general meetings, face-to-face contacts, regular unit meetings, informal sessions, report writing, training, and WhatsApp groups. The study also underlined seven main obstacles to information exchange in university libraries that affect staff performance: lack of trust among staff, individual staff idiosyncrasies, absence of organisational policies on information sharing, factors inhibiting staff performance, inadequate managerial skills, poor communication (both written and verbal), and a discriminating attitude by university librarians towards staff. A study by Khattak et al. (2020) that looked at the connections between information sharing, team creativity, and team performance. They also looked into the moderating effect of supervisor assistance. The study picked 224 workers from chosen organisations using convenience sampling and used a cross-sectional survey to gather data using structured questionnaires. Data analysis was done using statistical procedures including regression analysis, reliability, and correlation. The findings demonstrated a favourable correlation between teamwork and information sharing as well as between team productivity and inventiveness. The associations between information sharing and team performance as well as between team resourcefulness and team performance were also shown to be favourably moderated by supervisor support. In accordance to this study, in order to promote communication and cooperation among team members and ultimately increase overall team performance, organisations should try to strengthen the sense of supervisor support. Support from supervisors was shown to be helpful in resolving employee conflicts and fostering team cohesion, which enhanced output. Israillidis et al. (2021) investigated key failure factors (CFFs) in information exchange. The study sought to ascertain the reasons for rigid policies, poor information flow, and inadequate systems, as well as ways to minimise these problems. Data were gathered using a case-based inductive method from nine semi-structured interviews with experienced staff members from an aerospace and defence company and 375 completed questionnaires from the same company. The article emphasized the importance of controlling organizational ignorance when producing new information and avoiding failures, as well as the six CFFs that influence information sharing. The results provide fresh perspectives on the difficulties of information exchange and imply solutions to solve these shortcomings, thereby helping to clarify the reasons behind the frequent failure of knowledge sharing in companies. Khin (2021) looked at the mediating function of information sharing in this connection and how information infrastructure competence affects information sharing and organisational effectiveness. Under Myanmar's Ministry of Electricity and Energy, 107 management and supervisory staff members of Yangon Electricity Supply Corporation—using a simple random sample technique and structured questionnaires in January 2021—had their data gathered Using Structural Equation Modelling (SEM) with Linear Structural Relationships (LISREL) 8.72, the study was carried out According to the research, information sharing and organisational performance are directly influenced by organisational culture and structure as well as indirectly by one another. Technology directly influences organisational effectiveness but has little bearing on information exchange. Though not for technology, information exchange was found to be the complete mediator between organisational culture, structure, and performance. According to the report, Yangon Electricity Supply Corporation should maximise the application of cutting-edge technologies to increase information collecting and distribution, thereby strengthening organisational performance.

### 3. METHODOLOGY

This study employs a cross-sectional research design, with the population of a study is the entire universe of all objects, entities and people that are of interest to the researcher at a given point in time. For this study, the population is made up of Senior Administrative Officers which includes, Assistant Registrar, principal Officers, Deputy Registrar, Administrative Secretary of the universities, and the population size which is 261 was obtained from the Establishment Departments (Statistics Unit) of the various state-owned universities in Bayelsa State. They include, Niger Delta University, Wilberforce Island, Bayelsa Medical University, Yenagoa and University of Africa, Toru-Orua. Structured questionnaire was developed and used as the primary instrument for data collections. Lastly, the analysis was done inferentially using the Pearson Moment Correlation Coefficient was used. This is owed to its ability to show association between two different

variables. All of these was done using the Statistical Package for Social Sciences (SPSS V. 23.0).

### 4. RESULTS AND DISCUSSION

After coding, collation, and analysis using SPSS application, the results was presented below:

*Correlation Results on the Relationship between Information Sharing and Team Resourcefulness*

**Table 1.** Correlation

		Information Sharing	Team Resourcefulness
Information Sharing	Pearson Correlation	1	.690**
	Sig. (2-tailed)		.000
	N	114	114
Team Resourcefulness	Pearson Correlation	.690**	1
	Sig. (2-tailed)	.000	
	N	114	114

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

**Source:** Survey Data, 2024 via SPSS V.23.0 Output.

From the correlation coefficient of  $r = 0.690$ , the study's outcome indicates that there is a high positive and significant relationship between information sharing and team resourcefulness. This implies that as the efficiency and effectiveness of information sharing increase, the level of team resourcefulness also improves substantially within the context of the study. Additionally, the significance level of this relationship is observed to be  $p = 0.00$ , which is less than or equal to the 0.01 threshold ( $p \leq 0.01$ ). This statistically significant result means that we can confidently reject the null hypothesis that stated there is no relationship between information sharing and team resourcefulness. Therefore, the findings of the study provide strong evidence to support the claim that there is a meaningful and significant relationship between the transfer of information and the effectiveness of team resourcefulness in public universities located in Bayelsa State. This highlights the importance of efficient information flow in fostering collaborative efforts among teams within the universities. results are in line with Onwubiko's (2022) study, which examined how organizational culture and information sharing procedures affected university library staff performance. The study analyzed the data using frequency and straightforward percentages, and then utilized multiple regressions and Pearson Product Moment Correlation (PPMC) to test the null hypothesis. According to the findings, the majority of library employees consistently arrive on time, do their work on schedule, and are dedicated to their overall responsibilities, which allows them to successfully achieve deadlines and library goals. The survey also found that library employees share information using a variety of methods, including face-to-face encounters, departmental/unit meetings, general meetings, informal sessions, reporting, training, and WhatsApp groups

*Correlation Results on the Relationship between Information Transfer and Team Resourcefulness*

**Table 2.** Correlation

		Information Transfer	Team Resourcefulness
Information Transfer	Pearson Correlation	1	.618**
	Sig. (2-tailed)		.000
	N	114	114
Team Resourcefulness	Pearson Correlation	.618**	1
	Sig. (2-tailed)	.000	
	N	114	114

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

**Source:** Survey Data, 2024 via SPSS V.23.0 Output.

From the correlation coefficient of  $r = 0.618$ , the study's outcome indicates that there is a high positive and significant relationship between information transfer and team resourcefulness. This implies that as the efficiency and effectiveness of information transfer increase, the level of team resourcefulness also improves substantially within the context of the study. Additionally, the significance level of this relationship is observed to be  $p = 0.00$ , which is less than or equal to the 0.01 threshold ( $p \leq 0.01$ ). This statistically significant result means that we can confidently reject the null hypothesis that stated there is no relationship between information transfer and team resourcefulness. Therefore, the findings of the study provide strong evidence to support the claim that there is a meaningful and significant relationship between the transfer of information and the effectiveness of team resourcefulness in public universities located in Bayelsa State. This highlights the importance of efficient information flow in fostering collaborative efforts among teams within the universities. The results are consistent with Khin's (2021) investigation, which explored the link between

information infrastructure capabilities and organizational performance, as well as whether information transfer acts as a mediator in this relationship. The findings showed that organizational structure and culture had an indirect influence on organizational performance but a direct impact on knowledge transmission. Information transit is unaffected by technology, yet it does have a direct impact on organizational effectiveness.

*Correlation Results on the Relationship between Information Dissemination and Team Resourcefulness.*

**Table 3.** Correlation

		Information dissemination	Team resourcefulness
Information dissemination	Pearson Correlation	1	.572**
	Sig. (2-tailed)		.000
	N	114	114
Team resourcefulness	Pearson Correlation	.572**	1
	Sig. (2-tailed)	.000	
	N	114	114

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

**Source:** Survey Data, 2024 via SPSS V.23.0 Output.

Based on inferential analysis, the result ( $r = 0.572$ ) indicates a strong positive significant relationship between information dissemination and team resourcefulness. The correlation coefficient,  $r = 0.572$ , suggests that as information dissemination improves, the level of team resourcefulness also tends to increase considerably. This positive correlation implies that effective communication and sharing of information among team members can enhance their collaboration and cooperative efforts. This finding indicates that how information is shared and communicated within the university greatly impacts the effectiveness and cohesion of team efforts among staff and students. Efficient information dissemination ensures that everyone is on the same page, leading to better collaboration, reduced misunderstandings, and a more united approach to achieving common goals. In the context of the public university in Bayelsa state, this relationship underscores the importance of implementing robust communication channels and strategies to enhance team resourcefulness, ultimately contributing to the overall performance and success of the institution. The findings are consistent with those of Khattak et al. (2020), who examined the moderating role of supervisor support in the relationship between information sharing, team resourcefulness, and team performance among professionals in construction project-based organizations in Rawalpindi and Islamabad. Regression analysis, correlation, and reliability testing were among the statistical methods they used. The findings showed that there was a favorable relationship between collaboration and performance as well as between information sharing and team performance. Furthermore, it was discovered that the association between information sharing and team performance was positively moderated by supervisor support.

## 5. CONCLUSION

The study was conducted to examine the empirical relationship between information management and team vitality in public universities in Bayelsa State. Both descriptive and inferential analysis was used to give meaning of data collected with questionnaire. However, from the data generated and analyzed, it was revealed that there is a significant relationship between all the dimensions of information management and measures of team vitality which was stated previously in the summary of findings. Conclusively, the study has shown that there is an empirical relationship between information management and team vitality in public universities in Bayelsa State.

## 6. RECOMMENDATIONS

Based on the findings and conclusion drawn, the study recommends as follows:

- The study found a correlation between information sharing and resourcefulness, therefore recommends that team members should be encouraged to sharing knowledge/information that will help to acquire and efficiently deploy resources.
- The study further recommends that information transfer mechanisms should be consolidated in order to support team members' capacity to remain resourceful.
- The study recommends that management should encourage information dissemination as it found to relate with team resourcefulness

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