

ADMINISTRATIVE PRODUCTIVITY: EXPLORING THE STRATEGIC INFORMATION SHARING NEXUS IN SMALL AND MEDIUM ENTERPRISES

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Abstract

This study examined the relationship between strategic information sharing and administrative productivity in small and medium enterprises (SMEs) in Rivers State, Nigeria. The study was anchored on the Knowledge-Based View (KBV) theory and the Resource Dependence Theory (RDT). A correlational survey design was adopted, with a sample of 110 respondents drawn from registered SMEs in Rivers State through stratified random sampling. Data were collected using a structured questionnaire validated by experts. Reliability was confirmed using Cronbach's Alpha, which returned coefficients of 0.87, 0.83, and 0.81 for the three subscales, all exceeding the 0.70 threshold. Two null hypotheses were tested using Spearman Rank Order Correlation Coefficient at the 0.05 level of significance with the aid of SPSS version 25. Out of 110 questionnaires administered, 105 were fully retrieved and analysed, representing a 95.5% response rate. Findings revealed that strategic information sharing has a significant positive relationship with both employee task performance ($r_s = 0.731, p = 0.000$) and decision-making efficiency ($r_s = 0.698, p = 0.000$) in SMEs in Rivers State. The study concluded that the deliberate, structured sharing of relevant operational and strategic information within SMEs is a potent driver of administrative productivity. It was recommended that SME owners and managers institutionalise formal information sharing frameworks, invest in digital communication platforms, and cultivate a culture of information transparency to enhance administrative outcomes.

Keywords: *Administrative Productivity, Strategic Information Sharing, Employee Task Performance, Decision-Making Efficiency, Small and Medium Enterprises*

1. INTRODUCTION

The competitive imperatives of 21st-century enterprise management have brought the concept of administrative productivity to the foreground of organisational discourse, particularly in developing economies where structural inefficiencies continue to constrain enterprise growth and sustainability. Administrative productivity, broadly understood as the capacity of an organisation's administrative apparatus to generate effective and efficient outputs relative to the resources expended, constitutes a central indicator of organisational health and a reliable predictor of enterprise competitiveness (Daft, 2016; Dessler, 2015). In the Nigerian context, small and medium enterprises (SMEs) represent the most populous category of business activity, contributing substantially to employment generation, economic diversification, and the development of local supply chains (Nwinyokpugi, 2018; Adiele & Alikornwo, 2025). Rivers State, as the commercial and administrative epicentre of South-South Nigeria, hosts a dense concentration of SMEs spanning trade, services, manufacturing, and the hospitality industry, many of which continue to grapple with persistent administrative

bottlenecks that limit their capacity to scale and compete effectively (Alikornwo & Orisah-Godfrey, 2026; Orisah-Godfrey & Gbafah, 2026). Among the most frequently cited contributors to these bottlenecks is the absence of deliberate, structured information sharing practices that could otherwise serve to align individual and collective efforts with organisational goals.

Strategic information sharing refers to the purposeful, goal-directed dissemination of operationally and strategically relevant information across organisational levels and functional units in a manner that is structured, timely, and aligned with enterprise objectives (Davenport & Prusak, 1998; Liao, Chang, & Wu, 2010). It is distinguished from incidental or informal information exchange by its intentionality, its alignment with organisational priorities, and its structural embeddedness within administrative processes (Nonaka & Takeuchi, 1995; Tsai, 2002). In SMEs, which are typically characterised by lean management structures, owner-manager dominance, and limited bureaucratic formalism, information flows are often personalised and ad hoc, making the institutionalisation of strategic information sharing both a challenge and an urgent imperative (Nwinyokpugi, 2018; Alikornwo & Adiele, 2025). The literature across South-South Nigeria and beyond has consistently demonstrated that the quality and frequency of information exchange within organisations exert measurable effects on administrative outcomes, including employee task performance and the speed and accuracy of administrative decision-making (Okwu, Tantua & Obara, 2023; Obara, 2023; Alikornwo & Omunakwe, 2026). Yet, the specific nexus between strategic information sharing and the measures of administrative productivity in the SME context of Rivers State remains inadequately explored, creating an empirical and contextual gap that this study is designed to fill.

Administrative productivity, as operationalised in this study, is assessed through two measures: employee task performance and decision-making efficiency. Employee task performance captures the degree to which administrative personnel execute their assigned responsibilities effectively, accurately, and within stipulated timelines (Dessler, 2015; Borman & Motowidlo, 1993). Decision-making efficiency refers to the speed, accuracy, and strategic alignment of decision processes within the administrative unit, encompassing the quality of information available to decision makers and the timeliness of administrative decisions (Daft, 2016; Simon, 1997). Both measures are acknowledged in the literature as highly sensitive to the informational environment within the enterprise. When information is strategically shared, employees are better positioned to understand their roles, coordinate with colleagues, and ground their decisions in accurate, current data (Liao et al., 2010; Tsai, 2002; Nonaka & Takeuchi, 1995). Conversely, the absence of deliberate information sharing produces administrative environments characterised by ambiguity, miscommunication, decision errors, and coordination failures, all of which erode productivity and organisational effectiveness (Nwinyokpugi, 2018; Orisah-Godfrey & Gbafah, 2026; Davenport & Prusak, 1998).

In spite of the rich body of scholarship on information management and organisational performance globally and in Nigeria, empirical studies specifically examining the link between strategic information sharing and administrative productivity in SMEs in Rivers State remain limited. Most extant work has focused on large organisations, commercial banks, or public sector institutions (Nwinyokpugi, 2018; Alikornwo & Orisah-Godfrey, 2026; Obara, 2023), leaving the SME subsector comparatively underexplored. Furthermore, administrative productivity has often been subsumed within broader performance constructs rather than examined as a distinct, multidimensional outcome in its own right (Adiele & Alikornwo, 2025; Okwu, et al., 2023). This study addresses these gaps by empirically testing whether strategic information sharing significantly predicts employee task performance and decision-making efficiency in SMEs in Rivers State, Nigeria. The findings are expected to generate both theoretical and practical insights for the growing body of knowledge on information management and administrative performance in the South-South Nigeria enterprise context.

Statement of the Problem

Small and medium enterprises in Rivers State, Nigeria, operate in a commercially vibrant but structurally challenging environment, and their administrative productivity levels remain below their potential. A significant proportion of these enterprises are beset by administrative inefficiencies, including poor task coordination, delayed decision cycles, high rates of administrative error, and inadequate horizontal and vertical information flows (Alikornwo & Orisah-Godfrey, 2026; Nwinyokpugi, 2018). These problems are largely rooted in the absence of deliberate, structured information sharing practices. Where information sharing exists in these enterprises, it tends to be personalised, informal, and contingent on individual relationships rather than institutionalised systems, rendering it unreliable as an administrative productivity driver (Orisah-Godfrey & Gbafah, 2026; Davenport & Prusak, 1998). The consequence is a widening productivity gap between SMEs in Rivers State and enterprises in information-rich environments, with adverse implications for growth, competitiveness, and employment generation.

The research gap motivating this study is twofold. Empirically, while the relationship between information sharing and performance has been established in large-firm and public-sector contexts (Tsai, 2002; Liao et al., 2010; Nwinyokpugi, 2018), the specific relationship between strategic information sharing and administrative productivity, disaggregated into employee task performance and decision-making efficiency, has not been systematically examined in Rivers State SMEs. Contextually, the unique characteristics of Rivers State SMEs, including their owner-manager information gatekeeping tendencies, reliance on informal networks, and limited digital infrastructure, call for locally grounded empirical research that is not available in the existing literature (Okwu et al. 2023; Alikornwo & Adiele, 2025). This study is therefore designed to fill these empirical and contextual gaps.

2. LITERATURE REVIEW

Conceptual Review

Strategic Information Sharing

Strategic information sharing, the predictor variable in this study, is conceptualised as the deliberate, goal-directed process of disseminating operationally and strategically relevant information across organisational levels, functions, and personnel in a structured, purposeful manner aligned with enterprise objectives (Davenport & Prusak, 1998; Liao et al., 2010). It is distinguished from casual or incidental information exchange by its intentionality, its structural embeddedness within administrative systems, and its orientation toward organisational performance improvement (Nonaka & Takeuchi, 1995; Tsai, 2002). Strategic information sharing encompasses both vertical sharing, involving the downward and upward movement of information between management and staff, and horizontal sharing, encompassing information exchange among peers, teams, and functional departments.

Adiele and Alikornwo (2025) identify knowledge sharing as the core mechanism through which strategic information sharing translates into administrative innovation in tertiary institutions, demonstrating that knowledge sharing significantly predicts process improvement outcomes. This finding aligns with the theoretical propositions of Nonaka and Takeuchi (1995), who demonstrate through their SECI model that the deliberate sharing of information and knowledge within organisations creates a self-reinforcing cycle of learning, innovation, and performance improvement. In the SME context, strategic information sharing is operationalised in this study through four key dimensions derived from the literature: information relevance, denoting the degree to which shared information pertains to recipients' roles and tasks; information timeliness, denoting the promptness of information dissemination; information accessibility, denoting the ease with which organisational members can retrieve and utilise shared information; and information transparency, denoting the

openness with which information is communicated across levels and functions (Davenport & Prusak, 1998; Liao et al., 2010; Alikornwo & Adiele, 2025).

Nwinyokpugi (2018) situates strategic information sharing within the broader construct of organisational communication and change management, arguing that in Nigerian banking and business organisations, information hoarding, selective disclosure, and fear-induced information suppression are among the most pervasive barriers to effective information flow. These barriers are particularly acute in SME contexts, where hierarchical information cultures are reinforced by the personal authority of owner-managers and the informality of internal structures (Davenport & Prusak, 1998). Alikornwo and Orisah-Godfrey (2026) demonstrate that even in relatively well-resourced higher education organisations, the transition from informal to strategic information sharing requires deliberate leadership commitment and investment in digital information infrastructure. For SMEs in Rivers State, this transition is both more challenging and more consequential, as the administrative productivity costs of informal information environments are amplified by limited organisational slack and narrow management bandwidth (Adiele & Alikornwo, 2025; Nwinyokpugi, 2018).

Administrative Productivity

Administrative productivity is a multidimensional construct that refers to the efficiency and effectiveness with which an organisation's administrative functions are performed in relation to the resources committed to those functions (Daft, 2016; Dessler, 2015). It captures not merely the volume of administrative output but the quality, timeliness, and accuracy of that output, and the degree to which it contributes to the achievement of organisational objectives. Nwinyokpugi (2018) situates administrative productivity within the broader context of organisational effectiveness, arguing that the administrative function, when operating productively, serves as the integrative mechanism through which organisational strategy is translated into operational action. In the SME context, where administrative functions are often inseparable from core management activities, the productivity of the administrative system is particularly consequential for enterprise survival and growth.

Administrative productivity has been variously operationalised in the literature. Alikornwo and Omunakwe (2026) assess it in terms of the administrative outcomes achieved relative to the informational and personnel inputs deployed, emphasising the quality of records management, communication effectiveness, and the responsiveness of administrative systems. Adiele and Alikornwo (2025) approach it through the lenses of process improvement and service enhancement in the context of knowledge management, demonstrating that the quality of administrative outcomes is directly conditioned by the quality of knowledge and information available within the organisation. In this study, administrative productivity is operationalised through two specific measures: employee task performance and decision-making efficiency. Both measures are known to be highly responsive to the informational environment and have been adopted in prior South-South Nigeria studies as credible and valid indicators of administrative productivity (Alikornwo & Orisah-Godfrey, 2026; Obara, 2023; Orisah-Godfrey & Gbafah, 2026).

Employee Task Performance

Employee task performance constitutes the first measure of administrative productivity in this study. Task performance is conceptualised as the proficiency with which an individual fulfils the formal requirements of their job role, including the execution of core tasks accurately, efficiently, and within stipulated timelines (Borman & Motowidlo, 1993; Dessler, 2015). In the administrative context of SMEs, task performance encompasses activities such as documentation management, correspondence handling, scheduling, data entry, and inter-unit coordination. The performance of these activities is heavily conditioned by the quality and availability of relevant information:

employees who receive accurate, timely, and contextually appropriate information are significantly better positioned to execute their tasks with precision and efficiency (Liao et al., 2010; Nonaka & Takeuchi, 1995).

Empirical evidence from the Nigerian context reinforces this relationship. Alikornwo and Orisah-Godfrey (2026) found in their study of digital office strategy and administrative service delivery in higher education institutions in Rivers State that the quality of information systems and information sharing practices significantly predicted service responsiveness and process efficiency among administrative staff. Similarly, Orisah-Godfrey and Gbafah (2026) established, in their examination of information security strategy and administrative risk management in tertiary institutions in Rivers State, that information governance practices, which inherently involve the strategic sharing of relevant information, significantly enhanced administrative staff performance outcomes. Alikornwo and Omunakwe (2026) further confirmed, in their study of digital literacy and information management competencies in public universities, that the effectiveness with which administrative personnel managed information determined their task performance scores, underscoring the centrality of information quality to employee task performance in South-South Nigeria contexts.

Decision-Making Efficiency

Decision-making efficiency, the second measure of administrative productivity in this study, refers to the capacity of an organisation's administrative decision processes to produce well-informed, timely, cost-effective, and strategically aligned decisions (Daft, 2016; Simon, 1997). Simon's (1997) foundational work on administrative behaviour established that the quality of information available to a decision maker is the single most important determinant of decision quality, a proposition that has since been confirmed repeatedly in organisational research across diverse contexts. In the SME environment, where decision-making authority is typically concentrated at the owner-manager level or among a small cohort of senior administrative officers, the quality of the information environment at the decision apex is particularly consequential for enterprise performance (Nwinyokpugi, 2018; Davenport & Prusak, 1998).

Okwu et al. (2023) demonstrate, in the context of enterprise alignment adoption strategies in South-South Nigeria, that decision efficiency in organisations is directly tied to the integrity and accessibility of the information systems undergirding the decision process. Obara (2023) similarly found, in a study of supportive information technology and organisational resilience in the Nigerian telecommunication service sector, that the quality and responsiveness of information systems significantly determined how efficiently organisational actors could make decisions under conditions of uncertainty. These findings are consistent with the theoretical propositions of Daft (2016), who argues that information richness, defined as the density and strategic coherence of information shared within the organisation, is directly proportional to decision-making efficiency at both tactical and operational levels. For SMEs in Rivers State, where information environments are often fragmented and incomplete, the deliberate cultivation of strategic information sharing represents the most accessible and cost-effective pathway to improved decision-making efficiency (Alikornwo & Adiele, 2025; Nwinyokpugi, 2018).

2.2 Theoretical Framework

Knowledge-Based View (KBV) Theory

The Knowledge-Based View (KBV) theory, developed by Grant (1996) and further elaborated by Kogut and Zander (1992) and Spender (1996), posits that knowledge is the most strategically significant resource of the firm and that the organisation's primary function is the creation, integration, and application of knowledge in value-generating activities. Within the KBV framework, information sharing is not merely a communicative act but a foundational mechanism through which individual knowledge is converted into collective organisational knowledge, thereby enhancing the

enterprise's adaptive capacity and performance potential (Nonaka & Takeuchi, 1995; Grant, 1996). This theoretical perspective provides a compelling rationale for the present study's focus on strategic information sharing as a predictor of administrative productivity: when information is systematically shared across an SME, it enables the integration of distributed knowledge, reduces information asymmetry, and enhances the administrative workforce's collective capacity to perform tasks and make decisions effectively.

The application of KBV theory to the SME context in Rivers State is particularly instructive. Adiele and Alikornwo (2025) invoke KBV reasoning to argue that organisations which fail to institutionalise knowledge and information sharing are effectively squandering their most critical strategic resource, namely, the collective knowledge of their human capital. Nonaka and Takeuchi's (1995) SECI model demonstrates that information sharing is the mechanism through which tacit knowledge, embedded in individual employees, is converted into explicit organisational knowledge through socialisation and externalisation, creating a cumulative learning effect that improves both task performance and decision quality over time. In the SME context of Rivers State, where human capital is often the most significant and sustainable competitive resource available to enterprises, the KBV framework provides a strong theoretical basis for the hypothesis that strategic information sharing will positively predict both employee task performance and decision-making efficiency.

Resource Dependence Theory (RDT)

The Resource Dependence Theory (RDT), originally formulated by Pfeffer and Salancik (1978) and subsequently developed by organisation theorists, contends that organisations and their members are embedded in networks of resource interdependence and that the management of these interdependencies is a core strategic challenge. Applied to the context of information management, RDT suggests that information constitutes a critical resource upon which organisational actors depend for the effective performance of their roles, and that inequitable or inadequate distribution of this resource creates performance deficits proportional to the extent of the deprivation (Pfeffer & Salancik, 1978; Daft, 2016). When information is strategically shared within the organisation, it reduces the dependence of individual actors on narrow, private information sources, distributes informational resources more equitably, and thereby enhances the overall productive capacity of the administrative system (Nwinyokpugi, 2018; Davenport & Prusak, 1998).

In the SME context of Rivers State, the application of RDT is direct and compelling. Administrative staff who operate in information-poor environments are effectively resource-deprived in a manner that directly impairs their capacity to perform tasks and contribute to decision processes at full competence (Alikornwo & Omunakwe, 2026; Nwinyokpugi, 2018). This resource deprivation is self-reinforcing: the more information is withheld or poorly shared, the more dependent employees become on narrow information channels, the more decisions are made on incomplete data, and the more the organisation's administrative productivity deteriorates (Okwu et al., 2023; Daft, 2016). Conversely, SME management that adopts strategic information sharing as a deliberate organisational practice effectively enriches the informational resource environment of all administrative personnel, reduces dependency-induced inefficiencies, and enables higher levels of task performance and decision quality across the enterprise (Adiele & Alikornwo, 2025; Liao et al., 2010). RDT thus provides a complementary theoretical anchor to the KBV for the central hypotheses of this study.

2.3 Empirical Review

The empirical literature on strategic information sharing and its relationship with administrative and organisational performance is extensive and spans multiple disciplinary and geographic contexts. Internationally, Tsai (2002) conducted a landmark study on social structure, knowledge transfer, and inter-unit resource sharing in multinational corporations, establishing that units embedded in

dense information-sharing networks achieved significantly higher performance outcomes on both task-level and strategic dimensions than their more isolated counterparts. This study provided foundational evidence that the structural embeddedness of information sharing, and not merely its occurrence, is a significant determinant of performance outcomes. Liao, Chang, and Wu (2010), in their investigation of learning organisation models and knowledge sharing in the knowledge-intensive industry, confirmed that deliberate information and knowledge sharing behaviours significantly predicted individual and organisational performance, with benchmarking practices and strategic alignment serving as key moderating conditions. These international works provide strong cross-national theoretical and empirical support for the central premise of the present study.

Within the Nigerian and South-South Nigeria academic literature, empirical evidence directly relevant to the constructs under investigation has been generated by a growing cohort of scholars. Nwinyokpugi (2018) investigated organisational change management and employee productivity in the Nigerian banking sector, drawing on a sample of 152 respondents from commercial banks in Rivers State. The study found a statistically significant positive relationship between all tested dimensions of organisational change management, including structured information dissemination practices, and employee productivity measures. This finding is particularly instructive for the present study, as it establishes that the quality of internal information management and sharing in Nigerian bank organisations constitutes a significant driver of employee-level productivity outcomes.

Alikornwo and Orisah-Godfrey (2026), in their study of digital office strategy and administrative service delivery in higher education institutions in Rivers State established significant positive relationships between digital workflow automation and service responsiveness ($r = 0.681, p < 0.05$), and between cloud-based information systems and process efficiency ($r = 0.643, p < 0.05$) among 273 administrative staff in six public higher education institutions. This study is directly relevant to the present work because digital workflow automation and cloud-based information systems are, in essence, the technological infrastructure for strategic information sharing; the significant relationships reported reflect the productive impact of structured information access and exchange on administrative performance outcomes. Alikornwo and Omunakwe (2026), in their study of digital literacy and information management competencies of administrative personnel in public universities in Rivers State, similarly found that digital literacy competencies, which underpin the capacity to participate in strategic information sharing, significantly predicted records management efficiency ($R = .612, p < .05$) and knowledge organisation performance ($R = .581, p < .05$).

Orisah-Godfrey and Gbafah (2026), in their examination of information security strategy and administrative risk management in tertiary institutions in Rivers State, reported significant positive relationships between cybersecurity policy implementation and risk identification efficiency ($r = .641, p < .05$) and between data access control mechanisms and risk mitigation effectiveness ($r = .618, p < .05$). This study is relevant to the present investigation because information security strategy, which governs who has access to what information and under what conditions, directly shapes the strategic information sharing environment within organisations; the significant findings reported affirm that the quality of the information governance structure, including sharing protocols, determines administrative risk management performance. Adiele and Alikornwo (2025), in their study on administrative innovation and knowledge management paradigms in tertiary institutions in Rivers State established using Spearman's correlation and regression that knowledge sharing significantly enhances process improvement, and knowledge retention strongly influences service enhancement, findings that provide direct support for the proposition that strategic information sharing predicts administrative productivity outcomes.

Okwu et al. (2023), in a study on enterprise alignment adoption strategies and quality healthcare in South-South Nigeria, demonstrated that the quality of information systems alignment and information sharing within healthcare organisations significantly predicted service quality outcomes. Obara (2023), in a study on supportive information technology and organisational resilience in the

telecommunication service sector, established that the nature and responsiveness of information technology support systems, which are conduits for information sharing, significantly determined organisational resilience and performance outcomes. Nwinyokpugi and Brown (2022), in their study on organisational creativity and the information security paradigm in the telecommunication sector in Rivers State, demonstrated that information security management, which regulates information access and sharing patterns, significantly influenced organisational creativity outcomes, reinforcing the argument that the strategic management of information flows is a significant predictor of organisational performance.

At the foundational theoretical-empirical level, Nonaka and Takeuchi (1995) demonstrated through extensive case study evidence that organisations which institutionalise knowledge and information sharing through formal and informal mechanisms develop self-reinforcing innovation and performance advantages over organisations characterised by information silos. Grant (1996) established that the integration of distributed knowledge through information sharing mechanisms constitutes a source of sustained competitive advantage, a finding corroborated by Kogut and Zander (1992), who demonstrated that intra-firm knowledge transfer efficiency significantly predicts organisational performance outcomes. Davenport and Prusak (1998), in their seminal work on knowledge management in organisations, established through case study evidence that firms with deliberate internal information markets, where information is systematically shared across functions and hierarchical levels, consistently outperformed organisations with fragmented information environments on measures of operational and administrative efficiency. Simon (1997) established through decades of research on administrative behaviour that decision-making quality is fundamentally conditioned by the information environment of the decision maker, a finding with direct implications for this study's operationalisation of decision-making efficiency as a measure of administrative productivity.

Taken together, the empirical literature from both international and South-South Nigeria contexts establishes a robust, consistent, and theoretically grounded case for the proposition that strategic information sharing is a significant positive predictor of administrative productivity, as measured by employee task performance and decision-making efficiency. The present study extends this body of evidence by examining the relationship specifically within the SME context of Rivers State, thereby filling a contextual gap in the existing literature and generating locally actionable findings for enterprise management and policy.

Based on the foregoing review, the following null hypotheses guide the study:

H₀₁: Strategic information sharing does not have a significant relationship with employee task performance in small and medium enterprises in Rivers State, Nigeria.

H₀₂: Strategic information sharing does not have a significant relationship with decision-making efficiency in small and medium enterprises in Rivers State, Nigeria.

3. METHODOLOGY

This study adopted a correlational survey research design, which is appropriate for investigating the nature and strength of relationships between variables without experimental manipulation (Creswell, 2014). The population comprised owners, managers, and senior administrative officers in registered small and medium enterprises operating across the trade, services, manufacturing, and hospitality sectors in Rivers State, Nigeria. Given the diversity of SMEs in the state, a stratified random sampling technique was employed to ensure proportionate sectoral and spatial representation, yielding a sample of 110 respondents. Data were collected using a structured questionnaire developed by the researchers and validated through expert review by two academics in the Department of Office Technology and Management, Captain Elechi Amadi Polytechnic, and one academic from the Department of Office and Information Management, Rivers State University. The instrument comprised three sections: Section A gathered demographic information; Section B measured

strategic information sharing through a 12-item scale covering information relevance, timeliness, accessibility, and transparency, adapted from Davenport and Prusak (1998) and Liao et al. (2010); and Section C measured administrative productivity through two subscales, an 8-item employee task performance scale and a 7-item decision-making efficiency scale, adapted from Borman and Motowidlo (1993), Dessler (2015), and Adiele and Alikornwo (2025). All items were measured on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Cronbach's Alpha reliability coefficients of 0.87 for strategic information sharing, 0.83 for employee task performance, and 0.81 for decision-making efficiency were recorded, all exceeding the minimum acceptable threshold of 0.70 recommended by Nunnally and Bernstein (1994). Of 110 questionnaires administered, 105 were fully completed and returned, yielding a 95.5% response rate. Data analysis was conducted using the Spearman Rank Order Correlation Coefficient at the 0.05 level of significance, aided by SPSS version 25. The Spearman statistic was selected because it is a non-parametric measure appropriate for ordinal Likert-scale data that does not require assumptions of normality (Siegel & Castellan, 1988). The decision rule was that the null hypothesis would be rejected if the computed p-value was less than or equal to 0.05.

4. RESULTS

4.1 Test of Hypothesis One

H₀₁: Strategic information sharing does not have a significant relationship with employee task performance in small and medium enterprises in Rivers State, Nigeria.

Table 1: Spearman Rank Order Correlation between Strategic Information Sharing and Employee Task Performance (N = 105)

Variable	N	Spearman's Rho (rs)	Sig. (2- tailed)	Remark
Strategic Information Sharing * Employee Task Performance	105	0.731**	0.000	Reject Ho1

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

Source: Field Survey, 2026.

The results presented in Table 1 show a Spearman correlation coefficient (rs) of 0.731 between strategic information sharing and employee task performance, with an associated p-value of 0.000. Since the computed p-value of 0.000 is less than the adopted significance level of 0.05, the null hypothesis (H₀₁), which states that strategic information sharing does not have a significant relationship with employee task performance in small and medium enterprises in Rivers State, Nigeria, is hereby rejected. The result indicates a strong, positive, and statistically significant relationship between strategic information sharing and employee task performance among the sampled SMEs. The practical implication is that as the quality, timeliness, accessibility, and transparency of information sharing within SMEs improve, the task performance of administrative employees correspondingly and significantly increases. This finding aligns with the submissions of Liao et al. (2010), Nwinyokpugi (2018), Alikornwo and Omunakwe (2026), and Adiele and Alikornwo (2025), all of whom documented significant positive relationships between information sharing quality and employee performance in organisational contexts comparable to those studied herein.

4.2 Test of Hypothesis Two

H₀₂: Strategic information sharing does not have a significant relationship with decision-making efficiency in small and medium enterprises in Rivers State, Nigeria.

Table 2: Spearman Rank Order Correlation between Strategic Information Sharing and Decision-Making Efficiency (N = 105)

Variable	N	Spearman's Rho (rs)	Sig. (2-tailed)	Remark
Strategic Information Sharing * Decision-Making Efficiency	105	0.698**	0.000	Reject Ho2

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

Source: Field Survey, 2026.

Table 2 presents the Spearman Rank Order Correlation results for the second hypothesis. The analysis yields a correlation coefficient (rs) of 0.698 between strategic information sharing and decision-making efficiency, with an associated p-value of 0.000. Since $p = 0.000$ falls below the 0.05 significance threshold, the null hypothesis (Ho2), which states that strategic information sharing does not have a significant relationship with decision-making efficiency in small and medium enterprises in Rivers State, Nigeria, is hereby rejected. The result confirms a strong, positive, and statistically significant relationship between strategic information sharing and decision-making efficiency among the sampled SMEs. This means that improvements in the deliberate sharing of information within SMEs, particularly in terms of the accessibility and transparency of information flows, are closely associated with corresponding improvements in the speed, accuracy, and strategic coherence of administrative decisions. This finding is consistent with the positions of Simon (1997), Davenport and Prusak (1998), Okwu et al. (2023), Obara (2023), and Daft (2016), all of whom established that the quality of the information environment is a primary and significant determinant of decision-making efficiency in organisations.

4.3 Discussion of Findings

The findings of this study yield two principal empirical results that advance the understanding of strategic information sharing and administrative productivity in SMEs in Rivers State, Nigeria. The first finding, a strong and statistically significant positive relationship between strategic information sharing and employee task performance ($rs = 0.731$, $p = 0.000$), provides robust empirical support for the KBV theoretical framework (Grant, 1996; Nonaka & Takeuchi, 1995). It confirms that the deliberate sharing of relevant, timely, and accessible information within SMEs equips employees with the informational resources necessary for effective and accurate task execution, consistent with the resource enrichment logic of the Resource Dependence Theory (Pfeffer & Salancik, 1978). This outcome resonates with Liao et al. (2010), who established comparable relationships in Taiwanese knowledge-intensive industries, and with Alikornwo and Orisah-Godfrey (2026) and Adiele and Alikornwo (2025), who documented significant relationships between information management quality and administrative performance in Rivers State institutional contexts. The strength of the relationship ($rs = 0.731$) indicates that strategic information sharing is a particularly powerful predictor of task performance in the SME context, where employees often lack the formal training and procedural clarity that larger organisations provide, making them more dependent on information sharing as a performance-enabling mechanism.

The second finding, a significant positive relationship between strategic information sharing and decision-making efficiency ($rs = 0.698$, $p = 0.000$), is equally consequential for theory and practice. It confirms Simon's (1997) foundational proposition that decision quality is fundamentally conditioned by the informational environment of the decision maker, and aligns with Okwu et al.'s (2023) demonstration that information systems quality determines decision efficiency in South-South Nigeria organisational contexts. The slightly lower correlation coefficient for decision-making efficiency ($rs = 0.698$) compared to employee task performance ($rs = 0.731$) may reflect the greater

complexity of decision-making processes in SMEs, which are additionally shaped by factors such as managerial experience, risk tolerance, access to external market information, and the personal authority dynamics characteristic of owner-manager dominated enterprises (Daft, 2016; Nwinyokpugi, 2018). Nevertheless, the finding is robust and, taken together with the first finding, makes a compelling empirical case that strategic information sharing is a significant and practically important driver of administrative productivity in SMEs in Rivers State, affecting both the task-level performance of employees and the quality and efficiency of administrative decisions across the enterprise.

5. CONCLUSION AND RECOMMENDATIONS

This study empirically examined the relationship between strategic information sharing and administrative productivity in small and medium enterprises in Rivers State, Nigeria, with administrative productivity operationalised through the measures of employee task performance and decision-making efficiency. Both null hypotheses were rejected at the 0.05 level of significance, confirming that strategic information sharing has a strong, positive, and statistically significant relationship with both employee task performance ($r_s = 0.731$, $p = 0.000$) and decision-making efficiency ($r_s = 0.698$, $p = 0.000$) in the sampled SMEs. These findings affirm the central theoretical propositions of the Knowledge-Based View theory and the Resource Dependence Theory, and extend the empirical literature on information management and administrative performance in the South-South Nigeria SME context. The study contributes to the growing body of knowledge on the administrative implications of information sharing in developing-economy enterprises, and provides an empirical foundation for practical and policy interventions aimed at improving the administrative productivity of SMEs in Rivers State and the broader South-South Nigeria region.

Based on the findings and conclusions of this study, the following recommendations are advanced:

1. SME owners and managers in Rivers State should institutionalise formal information sharing frameworks that define the categories of information to be shared, the channels and frequency of sharing, and the personnel responsible for information dissemination. These frameworks should be integrated into formal administrative policy documents and communicated clearly to all staff levels.
2. SMEs should invest in affordable and accessible digital communication platforms such as group messaging applications, intranet portals, and cloud-based document management tools that facilitate timely and transparent information sharing across administrative functions and hierarchical levels. The lean structures of SMEs make such digital tools particularly cost-effective substitutes for formal bureaucratic communication channels.

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