

Research Article

EFFECTS OF ORGANISATIONAL CULTURE, INFORMATION SHARING AND USE ON MANAGERIAL EFFECTIVENESS IN COMMERCIAL BANKS IN NIGERIA

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ABSTRACT

Purpose: Improving managerial effectiveness has been the great concern of the board of management of the commercial banks in Nigeria. Organisational culture has been found to enhance effective job performance of managers in banks. Information which is a critical resource for input in the smooth running of business operations of banks has not been researched into. Therefore, organisational culture, information sharing and use are considered as potential factors for improving managerial effectiveness in the commercial banks in Nigeria. This study was designed to examine the effects of organisational culture, information sharing and information use on managerial effectiveness in commercial banks in Nigeria. **Design/Methodology/Approach:** The survey research design of the correlational type was adopted. A total of 1900 managers were sampled from the 19 out of 25 commercial banks in Nigeria. The questionnaire was used for data collection from 1900 managers out of which 1443 responded yielding a response rate of 75.9 percent. The data were analysed using correlation and multiple regression analyses. **Findings:** The findings revealed that the commercial banks in Nigeria had good organisational culture, and information sharing behavior of managers were also good. The managers used both formal and informal sources of information in carrying out their job roles. Organisational culture, information sharing and use had significant correlations with and joint effects on managerial effectiveness in the commercial banks in Nigeria. **Originality/Value:** The study established the potentials of organisational culture, information sharing and use for improving managerial effectiveness in the banking industry. This study would assist the board of management and authority of central banks to leverage organisational culture and information particularly information sharing and use for improving the managerial performance effectiveness. **Research Limitation/Implications:** The study adopted survey research design of the correlational study. The survey design of longitudinal study could have been used to determine the effects of organisational culture, information sharing and use on managerial effects in the commercial banks in Nigeria over three year period.

Keywords: Organisational culture, Information sharing, Information use, Managerial effectiveness, Commercial banks in Nigeria.

INTRODUCTION

A commercial bank is a type of bank that provides checking accounts, savings accounts and money market accounts, and also accepts time deposits. Commercial banks exist in Nigeria because of the various services they provide to sectors of the economy such as information services, liquidity services, transaction cost services, maturity intermediation services, money supply transmission, credit allocation services and payment services. Managers in the Nigerian commercial banks direct bank branches and departments, resolve customers' problems, ensure that standards of service are maintained, and administer the institution's operations and investments. They also ensure that best employees are recruited, allocated to the right jobs, execute their assigned jobs, retained, disciplined and retired when their contribution to the profit margin of the banks is declined over a long period of time. It must be noted that the basic functions of managers in the Nigerian commercial banks include planning, decision making, coordinating, directing/leading, budgeting, monitoring, and evaluation of business operations of the banks. The board of management in commercial banks in Nigeria expects the managers therein their banks to be effective in their business operations performance. Managerial effectiveness is very crucial to the overall success of commercial banks, their market competition and survival in the Nigerian financial market and banking industry. Managerial effectiveness could be defined as the extent to which managers in any organisation, such as commercial banks, achieve the output requirements of their positions (Reddin, 1990).

According to Bamel, Rangnekar and Rastogi (2011), Rishipal (2012), Brown (1998) and Abel (2019), managerial effectiveness may be viewed as the degree to which managers realise the organisational goals given its resources constraints or other unpredictable events. Adelakun (2018) averred that managerial effectiveness in any organisation can be looked from the standpoint of how well the management does in both formulating business plans and realising organisational goals. The primary goals of any organisation, like commercial bank in Nigeria and elsewhere, are to make maximum profit, ensure staff job satisfaction, minimize the costs of business operations, reduce staff turnover rate and work absenteeism, have good market share, good industrial harmony, and increase in revenue profile. Maxwell (2018) noted that managers could be said to be effective in their job functions when they accomplish the objectives of their organisations and satisfy their individual motives, which is necessary for their cooperation. However, Adelakun (2018) and Stephen (2020) opined that effective managers must possess the following attributes: must be result-oriented, setting and keeping priorities, good decision makers, team builders, problem solvers, have high self-confidence, open-minded, good listener and frank, as well as task-oriented (Mary, 1992). Campbell *et al.*, (1970) has defined effective managerial job behaviour as any set of managerial actions believed to be optimal for identifying, assimilating and utilising both internal and external resources towards sustaining, in the long run, the functioning of the organisational unit for which a manager has some degree of responsibilities. They further suggested that managerial effectiveness in any organisation could be measured from the perspectives of the overall performance, using employee supervisory ratings; productivity using actual output data, employee satisfaction using self-report questionnaires, profit volume, and

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withdrawal based on staff turnover and absenteeism. It is more logical and reasonable to measure the managerial effectiveness from the angle of the job roles and behaviour of the manager using questionnaire method and to be completed by the manager self-report approach; subordinate rating, supervisor rating and peer (colleagues) rating and taking the mean/average of the ratings to arrive at mean index of the managerial effectiveness. It is therefore necessary to measure the managerial effectiveness of commercial bank managers in Nigeria because it has serious implications for banks survival and sustainable growth. The sound management of banks may be linked to the managerial effectiveness. Several scholars have observed that the managers in Nigerian commercial banks are effective due to the ever growing asset portfolio, low rate of bank failure, reduction in bad debt, high profit volume, increased job satisfaction of staff, and good liquidity base (Adelabu, 2015; Oyekan, 2017; Alao, 2018; Oyekan, 2019). In actual facts, bank managers since 2015 had started minimising the costs of their business operations by using appropriate information technologies and good maintenance of their infrastructure. It must be noted that the culture of an organisation may have significant effect on its managerial effectiveness. Moreso, organisational culture has been described as a management tool (Trice and Beyers, 1993), credited with creating a competitive advantage (Bennis and Nanus, 1985); as the reason for merger and acquisition failure (Donahue, 2001) and organisational effectiveness (Omoregie and Popoola, 2018). Canon (2001) described organisational culture as a communicatively constructed, historically based system of assumptions, values and interpretive frameworks that guide and constrain organisational members as they perform their organisational roles, and confront the challenges of their environment. It may also be defined as the values, attitudes, experiences, beliefs, and norms of the members of an organization shared together for some time. Organisational culture is a set of basic assumptions that a group has devised, discovered or developed on learning how to deal with external adaptation problems and that have worked sufficiently well to be considered valid and taught to new members as the right way to perceive, think and feel vis-à-vis these problems (Schein, 2001). Fleury and Fischer (1989) stated that organisational culture can be conceived as a set of basic values and assumptions, expressed by symbolic elements that in their capacity to ascribe meaning and construct organisational identity, both acting as a communication and consensus element and instrumental in power relationships. Fleury (2009) noted that organisational culture enhances or jeopardises the development of new competences of an employee in an organisation. Organisational culture affects both managerial competence and effectiveness within organisations particularly commercial banks. Past studies revealed that managers working in strong organisational cultures, or those with widely accepted beliefs and values within the organisation, performed better than those with a lack of shared values (Peter and Waterman, 1982; Owoyemi and Ekwoaba, 2014; Mathew, 2007; Anderson, 2012). Schein (2004) remarked that organisational culture can serve as strength as well as weakness to the organisation. If it serves as strength then it facilitates communication among members of the organisation, facilitates the process of decision making and control and creates commitment and cooperation within the organisation. The elements of organisation with weak culture include bureaucracy instead of entrepreneurship and creativity, as well as innovation, unwillingness to adopt best practices from outside of the organisation, political organisational environment and hostility to change (Kotter and Heskett, 2011; Rousseau, 2000; Mullock, 2014). Adkins and Caldwell (2004) found that job satisfaction was positively associated with the degree to which employees fit into both the overall culture and subculture in which they worked. They further stated that a perceived mismatch of the organisation's culture and what employees felt the culture should be is significantly related to a number of

negative consequences including lower job satisfaction, higher job strain, general stress, and turnover intent. However, Catherine and Cherly (2007) revealed that organisational culture has significant relationship with the perceived leadership effectiveness and personal effectiveness of managers across six countries in Europe. Organisational culture and climate were found to be significant predictors of managerial and organisational effectiveness (Peters and Waterman, 1982; Kilmann, *et al.*, 1986; Schein, 1990; Amjad and Patnaik, 2014). Goodman (2019) emphasised the relevance of information management in managerial effectiveness. Information management elements include information creation, capturing, storing, retrieving, sharing, use, disseminating/communicating and disposing.

Information may be defined as processed data and knowledge communicated to the users. Popoola (2006) perceived information as ideas, messages, symbol, sounds, signs, signal, databases, codes, voices, facts, images and processed data obtained from published and unpublished sources that are capable of improving the knowledge state of a receiver or user on a random event or topic. Managers in the banking industry need business information like prices of goods and services, household income and budget, state of technology, environmental management, consumer preferences, market information (suppliers and competitors), government bank regulations, interest rate, inflation rate, exchange rate, trade tariffs, political and legal information, unemployment rate and crime rate. No manager in business organisations like commercial banks can perform his/her job roles effectively without information acquisition, sharing and use. Babu, *et al.*, (1997) posited that timely availability and use of relevant information is vital for effective performance of managerial functions such as planning, organising, leading and controlling, as well as decision making, conflict resolution, politicking and negotiation (Popoola, 2019). Information sharing relates to activities of distributing useful information among people, systems or organisation unit in an open environment. Information sharing is the exchange of quality and relevant information between two or more parties (managers) for the purpose of enhancing their managerial effectiveness in an organisation like commercial banks. Managers in commercial banks are likely to share and use the following information for their managerial effectiveness: market, product, process, pricing, planning, inventory, logistic, job scheduling, demand forecasting, ordering, risk management, customer demand, market competition, technological know-how, sales forecast, debt management, loans payment and investment decisions. Previous studies indicated that information sharing among work team mates in organisations enhanced team performance, and promotes positive climatic states (e.g. trust and cohesion) (Beal *et al.*, 2003; Dechurch and Mesmer-Magnur, 2009) and decision making effectiveness (Campbell, 1992). Moreso, Moberg *et al.*, (2002) contended that both strategic and operational information should be shared between firms and their supply chain members. Oladele (2019) asserted that information sharing and use have great tendency of facilitating managerial effectiveness in organisations. When information is shared, transferred and use among managers in an organisation such as commercial banks, there is a great probability it will promote managerial effectiveness. When organisations allow information sharing and use among their workers, they are able to prepare and adapt for sudden changes in the environment as well as improve their job performance (Barua *et al.*, 2007; Johanson, 2000; Wagner, 2006).

More importantly, the information sharing, needs and behaviours of employees in organisations have been found to be driven by the characteristics of the organisational culture and its sub-cultures (Drake *et al.*, 2004; Dantes and Seville, 2006; Oliva, 2005). The board of management in any organisation must endeavour to promote information sharing and use among their employees

particularly managers so as to improve their job performance effectiveness. Similarly, continuous dissemination of new information to key individuals, sharing and use of quality information within organisations may likely result in improved managerial performance and effectiveness as well as their decision making (Li and Lin, 2006; Small and Sage, 2006; Adeleken, 2020). In actual fact, organisational culture particularly information culture may reinforce information sharing and use to bring about managerial effectiveness in business organisations. When the culture of an organisation places much value on information, as an economic resource and asset necessary for the production of value-added goods and services, the workers, specifically managers, therein will favorably dispose to information acquisition, sharing and use for their rational decision-making, job scheduling, formulating business plans, project management, programmes monitoring and evaluation, crisis management, staffing, socialising and politicking which are all components of managerial roles. The emergence of information and communication technologies (ICTs) has revolutionised the way by which managers share quality and relevant knowledge and information among themselves in the work settings. Managers in business organisations share job-related information and knowledge among themselves using e-mails (Barron and Yechiam, 2002; Barak and Rafaeli, 2004). Information technology like internet, electronic data interchange, online databases, instant messaging, online discussion forum and mobile telephone have been noted as important tools in information and knowledge sharing by the managers in business organisations (Mason-Jones and Towill, 1997; Lee *et al.*, 2000; Bhatt, 2001; Zhang *et al.*, 2006; Roaimah *et al.*, 2010). It must be noted that intensive use of information and communication technologies (ICTs) in the banking industry particularly commercial banks necessitated information and knowledge sharing of the managers through face-to-face interaction, discussion groups, newsletters, bulletin boards, coffee room discussion, company portals, e-mails, reports, magazines, handbooks/manuals and online social network sites such as facebook, yahoo messenger, twitter, blogs, YouTube and mobile phones. Olakunle (2019) and Kazeem (2020) reiterated that information sharing and use of workers in the private and public sector organisations may correlate with their work effectiveness as well as with their organisational effectiveness. Personal and impersonal information sources are available to managers in organisations (Choo, 2001). Popoola (2000) studied scanning the environment for competitive advantage of managers in the corporate banking in Nigeria and found that the major information sources used by them were colleagues, customers, private files, newspapers/magazines, radio/television, reports and trade association meetings.

Popoola (2002) also investigated information seeking behaviour and use as correlates of perceived work performance of corporate insurance managers in Nigeria and established that information sources used when performing their work were colleagues, customers, subordinate staff, reports, company files, newspapers/magazines, textbooks, journals, television/radio and government publications. Miller (2001) submitted that business information could better be sourced from direct contact with customers, printed information documents and electronic information services by managers in business organisations. Past studies revealed that managers in the banking industry required and used the following specific information: government monetary/fiscal policies, household income/budget, banking laws, price data, labour matters and technological changes when performing their roles (Popoola, 2006; Adufe, 2018; Olakunle, 2019). In the last decade, managers in commercial banks in Nigeria have placed much value on information acquisition and use for performing their job roles. They have positive perception of information by viewing information as an economic resource and asset necessary for the provision of value-added

financial products and services. In addition, they engaged in information sharing among themselves without formally institutionalised in their banks. Some scholars had also remarked that managers in commercial banks in Nigeria were effective in performing their job roles (Adelabu, 2015; Oyekan, 2017; Alao, 2018). Adisa (2013) noted that commercial banks in Nigeria had good organisational culture that promotes transparency, accountability and effective job performance of employees. It is very surprising to note that the literature in library and information science is silent about organisational culture, information sharing and use as they relate to managerial effectiveness in both public and private sector organisations. It is in the light of this that the present study investigated organisation culture, information sharing and use of managers in commercial banks in Nigeria.

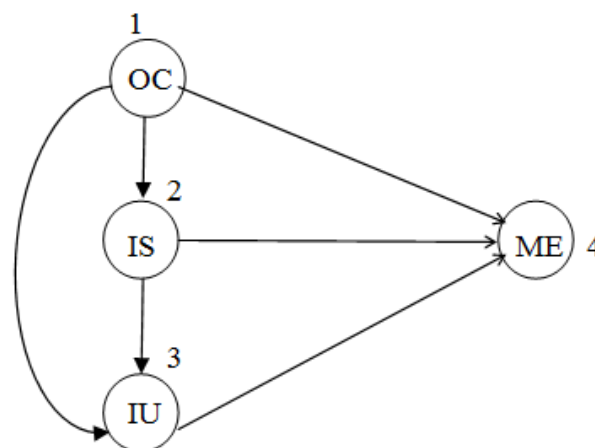


Fig. 1: Research Model of Managerial Effectiveness

The figure 1 which is the research model for the study was developed based on the review of related studies. Organisation culture (OC), Information sharing (IS), Information Use (IU) and Managerial effectiveness (ME).

OBJECTIVES OF THE STUDY

The specific objectives of the study are to:

1. find the level of managerial effectiveness in commercial banks in Nigeria;
2. ascertain the nature of the organisational culture in commercial banks in Nigeria;
3. find the level of information sharing of the managers in commercial banks in Nigeria;
4. ascertain the major information sources used by the managers in commercial banks in Nigeria;
5. determine the relationships that exist among organisational culture, information sharing, use and managerial effectiveness in commercial banks in Nigeria;
6. establish the effects of organisational culture, information sharing and use on managerial effectiveness in commercial banks in Nigeria; and
7. ascertain the relative effects of organisational culture, information sharing and use on managerial effectiveness in commercial banks in Nigeria.

HYPOTHESES

The following hypotheses were formulated and tested at $\alpha = 0.05$ level of significance to guide the conduct of this study.

1. There are no significant relationships among organisational culture, information sharing, information use and managerial effectiveness in commercial banks in Nigeria.
2. There are no significant effects of organisational culture, information sharing, and information use on managerial effectiveness in commercial banks in Nigeria.

METHODOLOGY

The descriptive survey research design of the correlational type was used in this study. The single stage random technique was used to select 19 out of the 25 commercial banks in Nigeria, and thereafter 100 managers were sampled from each of the 19 chosen banks, totaling 1900 managers. The names of the commercial banks are: First Bank, United Bank for Africa (UBA), Polaris Bank, Wema Bank, Guaranty Trust Bank, Standard Chartered Bank, Zenith Bank, Union Bank, Access Bank, Stanbic-IBTC Bank, Sterling Bank, Fidelity Bank, First Inland Bank, First City Monument Bank (FCMB), Ecobank, Unity Bank, Citibank, Heritage Bank, Titan Trust Bank, Jaiz Bank, Globus Bank, Sun Trust Bank, Providence Bank, Keystone Bank, and Taj Bank. The instrument used for data collection was questionnaire titled Organisational Culture, Information Sharing, Information Use and Managerial Effectiveness (OCISIUME) Scale. It is divided into five main parts. Part 1 deals with personal characteristics of the managers such as gender, age, marital status, educational qualification, years of working experience in banks. Part 2: It measures organisational culture of the banks and developed by Popoola (2019). It has 18 items with response format ranged between strongly disagree (SD) = 1 to Strongly agree (SA) = 4. It has a reliability coefficient of 0.74 using cronbach-alpha method. Part 3: It measures information sharing of the respondents. It is a 20-item information sharing scale developed by Popoola (2017) with the response format: very true of me = 4, true of me = 3, occasionally true of me = 2 and never true of me = 1. It has a reliability coefficient 0.86 using cronbach-alpha method. Part 4: It measures information use of the respondents. It is a 20-item specifying information sources that are likely to be used by managers in business organisations and it is also based on literature review. The response format include very highly used = 4, highly used = 3, occasionally used = 3 and never used = 1. It has a reliability coefficient of 0.84 using cronbach alpha method. Part 5: It measures managerial effectiveness of the respondents. It is a 38-item managerial effectiveness scale developed by Popoola (2017). The response format include Excellent = 5, Very good = 4, Good = 3, Fair = 2 and Poor = 1. The mean index of the managerial effectiveness was obtained by taking the average of self-rating and subordinate rating of each of the manager sampled. It has a reliability coefficient of 0.78 using cronbach alpha method. The copies of the questionnaire (OCISIUME) scale were administered on 1900 managers sampled from 19 commercial banks in Nigeria with headquarters in Lagos and Abuja, out of which 1378 responded giving a response rate of 75.9 percent (See Table 1).

Table 1: Questionnaire Administration and Retrieval

S/No.	Commercial Bank	Number sampled	Number Responded	Response rate
1.	First Bank Plc., Lagos	100	100	100
2.	United Bank for Africa, Lagos	100	100	100
3.	Union Bank Plc., Lagos	100	100	100
4.	Zenith Bank Plc., Lagos	100	90	90
5.	Wema Bank Plc., Lagos	100	80	80

6.	Guaranty Trust Bank Plc., Lagos	100	75	75
7.	Keystone Bank Plc., Lagos	100	70	70
8.	Stanbic – IBTC Bank Plc., Lagos	100	65	65
9.	First Inland Bank Plc., Lagos	100	60	60
10.	Eco Bank Plc., Lagos	100	72	72
11.	First City Monument Bank Plc., Lagos	100	89	89
12.	Heritage Bank Plc., Lagos	100	64	64
13.	Unity Bank Plc., Lagos	100	62	62
14.	Access Bank Plc., Abuja	100	59	59
15.	Sterling Bank Plc., Lagos	100	80	80
16.	Standard Chartered Bank Plc., Abuja	100	72	72
17.	Polaris Bank Plc., Lagos	100	66	66
18.	Citi Bank Plc., Lagos	100	69	69
19.	Fidelity Bank Plc., Lagos	100	70	70
	Total	1900	1443	75.9

THE FINDINGS

Personal Factors of the Respondents

The gender distribution of the respondents showed that there were more male managers 981(68%) than female managers 462(32%). Of the 1443 respondents, 1097(76%) were married while the rest 346(26%) were single. The age distribution of the respondents ranged between 38 and 60 years with mean (\bar{x} = 42.62, SD = 8.24) years. Of the 1443 respondents, 895(62%) had bachelor degree certificate, 510(35.3%) had master degree certificate and 38(2.7%) had doctoral degree certificate. Their years of working experience in the banks ranged between 12 and 34 years with mean (\bar{x} = 28.56, SD = 6.84) years.

Table 2: Organisational Culture of the Studied Commercial Banks in Nigeria

Items/Statements	\bar{x}	SD
1. Openness to change and adaptability to business environments are given much premium in our company.	3.98	0.114
2. Employees are given power to act.	3.82	0.128
3. Courage, risk taking and freedom to fail are allowed in our company.	3.99	0.111
4. Personal responsibility for decisions taken are encouraged among managers.	3.92	0.145
5. Intense pursuit of corporate objectives, mission and vision statements.	3.97	0.118
6. Rule compliance is highly emphasised.	3.72	0.122
7. Creative thinking and innovative ideas are given much priority.	3.96	0.108
8. Information and knowledge sharing among workers to build learning organisation is the cardinal principle.	3.93	0.120
9. Employees having faith in company's direction.	3.89	0.106
10. Commitment to customers' satisfaction and quality products and services.	3.90	0.101
11. Information use for problem solving and rational decision making.	3.86	0.116
12. High focus on work effectiveness and profitability.	3.99	0.124
13. Developing human capital optimally.	3.72	0.114
14. Accountability, transparency and good governance are our success story.	3.94	0.119

15.	Building culture of good industrial relations.	3.76	0.103
16.	Effective time management in all processes.	3.89	0.119
17.	Information management for national decision making, effective monitoring and evaluation of work activities.	3.97	0.126
18.	Our core corporate value is goal achievement.	3.88	0.113

17.	I and my colleagues exchange information through internet/e-mail in order to produce value-added goods and services to customers in our organisation.	3.94	0.119
18.	I share information to create strong relationships with members who have interest in the organisation.	3.66	0.114
19.	Sharing information with people in our organisation makes me feel very confident about my knowledge and skills.	3.72	0.121
20.	I share information with my co-workers in order to command respect among them.	3.04	0.115

Table 2 presents organisational culture of the studied commercial banks in Nigeria. Going by the test norm of organisational culture (OC) scale, a score of 1-24 indicates poor organisational culture, 25-48 – fair organisational culture and 49-72 – good organisational culture. Since the maximum score obtainable by a respondent on OC scale is 72 that is number of response (4) multiply by number of items (18). The overall mean score of the respondents on (OC) scale is (\bar{x} = 69.54, SD = 6.38) since this value falls within the interval 49-72, one can deduce that the surveyed commercial banks had good organisational culture. The reasons being that the majority of the respondents claimed that: courage, risk taking and freedom to fail are allowed in their company; high focus on work effectiveness and profitability; openness to change and adaptability to business environment are given much premium in their company; intense pursuit of corporate objectives, mission and vision statements; information management for rational decision making, effective monitoring and evaluation of work activities; creative thinking and innovative ideas are given priority; accountability, transparency and good governance; are their success story; information and knowledge sharing among workers to build learning organisation is the cardinal principle among others. Table 3 depicts information sharing of the respondents.

Table 3: Information Sharing of the Respondents

Items/Statements	\bar{x}	SD
1. I readily make work-related information available to my colleagues to improve their job performance.	3.99	0.122
2. Most frequently, I request information from my co-workers when the need arises.	3.62	0.101
3. I encourage my subordinates to share information with me and among themselves for success of the organisation.	3.98	0.113
4. I do not place restrictions on information I consider crucial to the successful operation of my colleagues within the organisation.	3.97	0.126
5. Most often times, I provide forum to discuss ideas and information obtained over time with other workers in my workplace.	3.98	0.119
6. I do not let personal disagreement interfere in my duty to make vital information available to my colleagues.	3.96	0.117
7. I will share information with my co-workers in exchange for a reward.	2.42	0.106
8. I will always hoard information that is very important to problem solving of people in my organisation.	1.09	0.016
9. Sharing information with my co-workers makes me lose my power base in the organisation.	2.01	0.018
10. I enjoy sharing processed data with people for achieving corporate goals.	3.99	0.124
11. I always scan the business environment for information and make it accessible for use of people in my workplace.	3.95	0.112
12. I would not hesitate to share internal reports and other official documents with my co-workers.	3.92	0.114
13. I often exchange ideas, facts, images, and statistical data at my disposal with people in my organisation when the occasion demands for it.	3.68	0.118
14. I will never link anybody in my work place with online databases that would be useful for them.	1.08	0.016
15. I have been instrumental to the success of my colleagues on their job by sharing with them necessary information.	3.88	0.112
16. I usually communicate current information that is essential to task performance of my workmates to them.	3.92	0.111

Table 3 depicts information sharing of the respondents. The test norm of the information sharing (IS) scale indicates a score of 1-26 – poor information sharing, 27-53 – fair information sharing and 54-80 – good information sharing. The maximum obtainable score by a respondent on (IS) scale is 80, that is number of response (4) multiply by the number of items (20). The overall mean score of the respondents on (IS) scale is (\bar{x} = 76.82; SD = 8.96) since this value falls within the interval 54-80, one can conclude that the respondents have good information sharing behaviour. The reasons being that majority of the respondents claimed that: they readily made job-related information to their colleagues for improved job performance; they encouraged their subordinates to share information with them and among themselves for success of their organisation; they enjoyed sharing processed data with people for achieving their corporate goals; most often times, they provided forum to discuss ideas and information obtained over time with other workers in their workplace; they do not place restrictions on information they considered crucial to the successful operation of their colleagues within the organisation; they do not let personal disagreement interfere in their duty to make vital information available to their colleagues; they would not always hoard information that is very important to problem solving of people in their organisation; they always scan the business environment for information and made it available for use of people in their workplace among others.

However, concerning the channels of information sharing used by the respondents when performing their managerial roles. They were provided the list of channels of information sharing that managers are likely to use in organisations when carrying out their job roles. They were requested to rate the extent of use of the channels of information sharing provided using the response format: very great extent = 5, great extent = 4, moderate extent = 3, low extent = 2 and never used = 1. The respondents used face-to-face interaction (\bar{x} = 4.99; SD = 0.232); staff meeting (\bar{x} = 4.98; SD = 0.135); smart phones (\bar{x} = 4.98; SD = 0.118); company webpage (\bar{x} = 4.96; SD = 0.142); and notice boards (\bar{x} = 4.95; SD = 0.148) to a very great extent for information sharing. They used bulletin boards (\bar{x} = 3.98; SD = 0.101); coffee room discussion (\bar{x} = 3.98; SD = 0.116); and electronic mails (\bar{x} = 3.94; SD = 0.121); social network sites e.g. facebook, whatsapp, instagram, twitter and youtube (\bar{x} = 3.94; SD = 0.108) to a great extent for sharing information. They used memoranda/circulars (\bar{x} = 2.96; SD = 0.112); trade association online forum (\bar{x} = 2.94; SD = 0.108) and peer assistance (\bar{x} = 2.94; SD = 0.106); coaching (\bar{x} = 2.92; SD = 0.101) and after action review (\bar{x} = 2.90; SD = 0.104) to a moderate extent for sharing information. They used seminars, workshops and symposia (\bar{x} = 1.94; SD = 0.092); mentoring (\bar{x} = 1.94; SD = 0.088); video conferencing (\bar{x} = 1.93; SD = 0.028); teleconferencing (\bar{x} = 1.92; SD = 0.038) and company portal (\bar{x} = 1.91; SD = 0.026) to a low extent for information sharing and never used story telling (\bar{x} = 1.28; SD = 0.011); knowledge repositories (\bar{x} = 1.24; SD = 0.014) and knowledge fair (\bar{x} = 1.18; SD = 0.012) for information sharing when performing their managerial roles.

Table 4: Information Sources used by the Respondents

Information Source	\bar{x}	SD
1. Customers	3.99	0.118
2. Colleagues	3.99	0.116
3. Subordinate staff	3.98	0.113
4. Internal reports	3.97	0.112
5. Competitors	3.97	0.112
6. Internal correspondence	3.95	0.110
7. Trade association	3.94	0.111
8. Government publications	3.93	0.110
9. Trade literature	3.93	0.109
10. Newspaper/magazines	3.92	0.107
11. Television/Radio	3.91	0.104
12. Internet/E-mails	3.91	0.106
13. Online databases	3.90	0.102
14. Textbooks/Journals	3.89	0.103
15. Business/professional associates	3.86	0.112
16. Company files	3.80	0.114
17. Indexes/abstracts	1.30	0.016
18. Theses and dissertations	1.26	0.014
19. Conference, workshop and seminar papers	1.26	0.012
20. Company library	1.22	0.011

Table 4 shows information sources used by the respondents. The major information sources used by the respondents were customers, colleagues, subordinate staff, internal reports, competitors, internal correspondence, trade association, government publications, trade literature, newspapers/magazines, television/radio (broadcast media), internet/e-mails, online databases, textbooks/journals, business/professional associates and company library were authoritative sources of information were never used by the respondents.

Table 5: Managerial Effectiveness of the Respondents

items	\bar{x}	SD
1. Develops plans and strategies effectively.	4.98	0.119
2. Sets priorities and focuses on what is critical	4.99	0.113
3. Confronts and solves problems very well.	4.97	0.108
4. Makes sound and timely decisions.	4.96	0.102
5. Evaluates subordinates fairly.	4.94	0.114
6. Monitors tasks implementation.	3.92	0.101
7. Decisive and trustworthy.	4.00	0.116
8. Negotiates effectively	3.98	0.117
9. Manages and organizes time effectively	4.92	0.106
10. Realises the need for change and manages change effectively.	4.98	0.106
11. Utilizes available resources effectively.	4.95	0.102
12. Develops subordinates' abilities.	3.99	0.101
13. Delegates authority to the right person cognitive skills.	4.91	0.103
14. Envision future trends.	3.96	0.113
15. Is open minded and accept new ideas.	4.98	0.105
16. Diagnoses situations accurately.	3.96	0.111
17. Creative and innovative	4.00	0.108
18. Analyses and utilizes information effectively.	4.97	0.106
19. Communicates effectively.	3.96	0.121
20. Builds good work relationships.	4.86	0.119
21. Understands others' needs and emotions.	4.75	0.104
22. Listens attentively and reacts correctly.	4.65	0.102
23. Appreciates and respects the idea of others.	4.82	0.111
24. Able to function well in a political environment.	4.68	0.122
25. Has a sense of humour.	4.75	0.126
26. Has high motivation to achieve and motivate staff for optimal performance.	4.98	0.121
27. Always encourage staff to work collaboratively	4.98	0.109
28. Is fully committed to achieving organisational goals.	4.96	0.108
29. Takes initiative and ready to act appropriately.	4.92	0.106
30. Keeps an optimistic view.	3.99	0.103
31. Has self-confidence and controls own emotions.	4.00	0.114

32. Knows own strengths and weaknesses.	4.62	0.115
33. Accept criticisms wholeheartedly.	3.62	0.112
34. Committed to high ethical and professional standards.	4.88	0.101
35. Committed to job and career.	3.52	0.107

Table 5 shows managerial effectiveness of the respondents. This is arrived at by taking the average of the self-rating and subordinate rating of each of the managers. The maximum obtainable score in managerial effectiveness (ME) scale by a respondent is (5x35=175) the number of response format = 5 and number of items = 35. The test norm of the (ME) scale indicates that a score of 1-58 – low managerial effectiveness, 59-117 – moderate managerial effectiveness and 118-157 – high managerial effectiveness. The overall mean managerial of the respondents is ($\bar{x} = 126.75$; SD = 10.25) since this falls within the interval 118-157, it is deduced that the respondents have high managerial effectiveness. The reasons being that the majority of the respondents claimed that: they set priorities and focus on what is critical; develop plans and strategies effectively, realise the need for change and managed change effectively; open minded and accept new ideas; always encourage staff to work collaboratively; have high motivation to achieve and motivate staff for optimal performance; confront and solve problems very well; analyse and utilise information effectively; make sound and timely decisions; fully committed to achieving organisational goals; and utilise available resources effectively among others.

Table 6: Pearson's Zero Order Intercorrelations Matrix of the Variables of Interest

Variable	\bar{x}	SD	1	2	3	4
1. Organisational culture (OC)	69.54	6.38	1.000			
2. Information sharing (IS)	76.82	8.96	0.621 Sig. P=0.003	1.000		
3. Information Use (IU)	74.24	7.22	0.644 Sig. P=0.008	0.721 Sig. P=0.016	1.000	
4. Managerial Effectiveness (ME)	111.75	10.25	0.634 Sig. P=0.011	0.562 Sig. P=0.013	0.666 Sig. P=0.014	1.000

Table 6 depicts Pearson's zero order intercorrelations matrix of the variables of interest. It is obviously seen that organisational culture ($r=0.634$, $p<0.05$); information sharing ($r=0.562$, $p<0.05$) and information use ($r=0.666$, $p<0.05$) had significant correlations with managerial effectiveness of the respondents. In addition, organisational culture had significant correlation with information sharing of the respondents ($r=0.621$, $p<0.05$). Information sharing had significant correlation with information use of the respondents ($r=0.721$, $p<0.05$). Organisational culture had significant correlation with information use of the respondents ($r=0.644$, $p<0.05$).

Table 7: Summary of Multiple Regression Analysis of Managerial Effectiveness of the Respondents

Source of Variation	Df	SS	MS	F-ratio	Sig. P.
Due to Regression	3	49,374	16,458		
Due to Error	1,439	148,122	102.933	159.89	0.026
Total	1,442	197,496	16,560.933		

Df = Degree of freedom Adjusted R = 0.7883
 SS = Sum of Squares Adjusted R Square = 0.6214
 MS = Mean Squares Standard Error of Estimate = 10.1456

Table 7 indicates summary of multiple regression analysis of managerial effectiveness of the respondents. It is deduced that there was significant joint effect of organisational culture, information sharing, and information use on managerial effectiveness of the respondents ($F=159.89$, $df=3$; $1,442$; $p<0.05$). More so, there was significant multiple correlation of organisational culture, information sharing and information use with managerial effectiveness of the respondents (adjusted $R = 0.7883$; $p<0.05$). The adjusted R square of 0.6214 implies that there is a goodness fit of the regression model specified. It is also shown that joint effect of organisational culture, information sharing and information use accounted for 62.14 percent variance in managerial effectiveness of the respondents. Table 8 presents relative effect of organisational culture, information sharing and information use on managerial effectiveness of the respondents.

Table 8: Relative Effect of Organisational Culture, Information Sharing and Use on Managerial Effectiveness of the Respondents

Variable	B	SE (B)	Beta	t	Sig. P
Constant	1.4108	0.4210	-	3.35	0.002
Organisational Culture (OC)	0.4234	0.0112	0.4421	3.78	0.018
Information Sharing (IS)	0.5480	0.0210	0.4889	2.61	0.023
Information Use (IU)	0.6221	0.0141	0.5421	4.41	0.034

B = Unstandardised regression coefficient

SE (B) = Standard Error of (B)

Beta = Standardised regression coefficient

The estimated regression model can be mathematically expressed thus $ME = \text{constant} + 0.4234OC + 0.5480 IS + 0.6222 IU$.

DISCUSSION OF THE FINDINGS

In recent times, it has been a great concern for the board of management in commercial banks in Nigeria on how best to improve the effectiveness of their managers. It is pertinent to note that if managerial effectiveness is achieved in the commercial banks in Nigeria, there is a likelihood that this will translate to improved organisational performance. This study found that there was high managerial effectiveness in the commercial banks in Nigeria. The reasons being that the outcome of the assessment of the effectiveness of the managers in their various banks showed that they set priorities and focus on what is critical; develop plans and strategies effectively; realised the need for change and managed change effectively; open minded and accept new ideas; always encouraged staff to work collaboratively; have high motivation to achieve and motivate staff for optimal performance; confront and solve problems very well; analyse and utilise information effectively; made sound and timely decisions; fully committed to achieving organisational goals; and utilised available resources effectively among others. Some scholars also remarked that managers in the commercial banks in Nigeria were effective in performing their job roles (Adelabu, 2015; Oyekan, 2017; Alao, 2018).

This study revealed that the commercial banks in Nigeria had good organisational culture. The reasons being that the majority of the respondents claimed that courage, risk taking and freedom to fail were allowed in their company; high focus on work effectiveness and profitability; openness to change and adaptability to business environment were given much premium in their company; intense pursuit of corporate objectives, vision and mission statements; information management for rational decision making, effective monitoring and evaluation of work activities; accountability, transparency and good governance are their success story among

others. Adisa (2013) also noted that the commercial banks in Nigeria had good organisational culture that promotes transparency, accountability and effective job performance of employees. Organisational culture enhances or jeopardizes the development of new competencies of an employee in an organisation (Fleury, 2009).

This study showed that the respondents exhibited good information sharing behaviour. Indeed, majority of them claimed that: they readily made job-related information to their colleagues for improved job performance; they encouraged their subordinates to share information with them and among themselves for success of their organisation; they enjoyed sharing processed data with people for achieving their corporate goals; most often times, they provide forum to discuss ideas and information obtained over time with other workers in their workplace among others. Williams (2019) stressed that good information sharing behaviour among bank workers provides the basis for the sound management of resources therein and better service delivery. Past studies also indicated that information sharing among work team mates in organisations enhanced team performance, and promotes positive climatic states (e.g. trust and cohesion) (Beal *et al.*, 2003; Dechurch and Mesmer-Magnus, 2009) and decision making effectiveness (Campbell, 1992). In addition, it was found that the respondents used face-to-face interaction, staff meeting, Smartphone, company webpage and notice boards to a great extent as channels of information sharing when performing their managerial roles. Similarly, Bhatt (2001), Samuel (2016) and Roaimah (2010) reiterated that information technology tools such as mobile phones, webpages and e-mails were extensively used by managers in the business organisations for sharing job-related information among themselves. It was established that customer, colleagues, subordinate staff, internal reports, competitors, internal correspondence, trade literature, government publications, trade association, newspaper/magazines, television/radio, internet/e-mails, online databases, textbooks/journals, business/professional associates and company files were the major information sources used by the respondents when performing their managerial roles. Past studies also found that customers, colleagues, subordinate staff, electronic data online databases, internet/e-mails, annual reports, newspapers/magazines, broadcast media (radio/television), company files, government documents, professional associates, competitors, and textbooks were major sources utilised by managers when performing their job functions (Auster and Choo, 1994; Babu *et al.*, 1997; Choo, 2001; Popoola, 2000; Miller, 2001; Popoola, 2006; Olakunle, 2019; Adufe, 2018; Popoola, 2009; Popoola, 2019).

Moreover, it was established that organisational culture had significant relationship with information sharing and use; information sharing had significant relationship with information use; and that organisational culture, information sharing and use had significant relationships with managerial effectiveness in the commercial banks in Nigeria. Some authors corroborated these findings by submitting that the information sharing, needs and behaviours of employees in organisations have driven by the characteristics of the organisational culture and its subcultures (Drake *et al.*, 2004; Dantes and Seville, 2006; Oliva, 2005). However, Catherine and Chery (2007) reported that organisational culture had significant relationship with the perceived leadership effectiveness and personal effectiveness of managers across six countries in Europe. Goodman (2019) stressed the relevance of information management (information creation, capturing, storing, retrieving, sharing, use, disseminating and disposal) to managerial effectiveness in organisations. Olakunle (2019) and Kazeem (2020) posited that information sharing and use of workers in both private and public sector organisations may correlate with their work effectiveness and their organisation effectiveness.

More importantly, this study established that organisational culture, information sharing and use had joint and relative effects on managerial effectiveness in the commercial banks in Nigeria. In the same vein, organisational culture and organisational climate had been found to be significant predictors of managerial and organisational effectiveness (Peters and Waterman, 1982; Kilmann *et al.*, 1986; Schein, 1990; Amjad and Patnaik, 2014). Babu *et al.* (1997) and Popoola (2019) posited that timely availability and use of relevant information is vital for effective performance of managerial functions such as planning, organising, leading, controlling, decision making, conflict resolution, politicking and negotiation. Oladele (2019) also asserted that information sharing and use had great tendency of facilitating managerial effectiveness in organisations. Some scholars also averred that when organisations allow information sharing and use among their workers, that is, including managers, they are able to prepare and adapt for sudden changes in the environment and also improve their job performance (Barua *et al.*, 2007; Johanson, 2000; Wagner, 2006). It has been noted that continuous dissemination of new information to key individuals, sharing and use of quality information within organisations may likely result in improved managerial performance and effectiveness as well as their decision making (Li and Lin, 2006; Small and Sage, 2006; Adeleken, 2020). Indeed, organisation culture, information sharing and use are critical factors for fostering managerial effectiveness in any organisation whether private or public organisation.

CONCLUSION AND RECOMMENDATIONS

It is generally believed that culture influences behaviour through assumptions, values and norms which affect interpretations and responses to information identified in the environment. Organisational culture affects the way information flows in an organisation. It influences the managers' perception, attitudes to, preference, sharing and use of information when performing their job roles in an organisation. Information is a critical economic resource for the production of value-added goods and services by the organisations. Information gives competitive advantage to organisations and a vital asset to be managed well for their survival in a turbulent environment. No organisation like banks can survive in the business world without acquisition, sharing and use of information by its employees particularly managers. Information is a weapon that managers use to improve their job performance. Sharing and use of job-related information stimulate managerial effectiveness in organisations like banks. The critical findings of this study are: there are significant relationships among organisational culture, information sharing, information use and managerial effectiveness of the respondents. Moreover, there are significant joint and relative effects of organisational culture, information sharing and use on managerial effectiveness of the respondents. Based on these findings, it is therefore recommended that the board of management of the commercial banks in Nigeria should endeavour to pay much attention to organisational culture specifically adopting strong organisational culture so as to enhance managerial effectiveness. They should encourage their managers to share job-related information and make intensive use of information to improve their job performance effectiveness.

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