

**INFORMATION SHARING AND ORGANISATIONAL INNOVATIVENESS OF DEPOSIT MONEY BANKS IN RIVERS STATE, NIGERIA**

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**Abstract**

This study investigated the relationship between information sharing and two measures of organisational innovativeness: product innovativeness and service innovativeness, in deposit money banks in Rivers State, Nigeria. Anchored in Kanter's Structural Empowerment Theory and the Information Sharing Theory, the study adopted a positivist epistemological stance and a cross-sectional correlational survey design. The study population comprised twenty deposit money banks operating in Port Harcourt metropolis, Rivers State, with five managerial staff purposively selected from each institution, yielding a total sample of 100 respondents. Data were collected using a validated and reliable five-point Likert-scale structured questionnaire, and analysed using the Pearson Product Moment Correlation (PPMC) statistic via SPSS Version 22.0. Results revealed that information sharing has a significant, positive, and moderate relationship with product innovativeness ( $r = .505, p = .000 < .05$ ), and a significant, positive, but very weak relationship with service innovativeness ( $r = .106, p = .01 < .05$ ). Both null hypotheses were rejected, confirming that information sharing significantly relates to both product and service innovativeness in Nigerian deposit money banks. The study concluded that robust information sharing practices among bank managers enhance the institution's capacity for product and service innovation. Recommendations include the institutionalisation of structured information dissemination systems, digital collaboration platforms, and knowledge management frameworks that facilitate real-time information flow among managerial staff in Nigerian deposit money banks.

***Keywords: Information Sharing, Product Innovativeness, Service Innovativeness, Managerial Empowerment, Deposit Money Banks***

**Introduction**

The global financial services industry is undergoing an unprecedented wave of transformation, driven by the convergence of digital technologies, changing consumer expectations, and the emergence of nimble fintech competitors that are systematically challenging the traditional business models of incumbent banks (Zhang & Liu, 2024; Williams & Brown, 2025). In Nigeria, this transformation is especially pronounced, as deposit money banks navigate a dual mandate of meeting the sophisticated demands of an increasingly digital-savvy consumer base while simultaneously managing the regulatory imperatives set by the Central Bank of Nigeria (CBN). At the heart of institutional adaptability in this turbulent environment lies the capacity for organisational innovativeness; the organisation's propensity and capability to generate, adopt, and sustain novel products, services, processes, and technologies (Rubera & Kirca, 2012; Dotzel, Shankar, & Berry, 2013). Organisational innovativeness has been widely recognised as a critical determinant of competitive advantage and long-term institutional survival, particularly in hypercompetitive industries such as banking, where the pace of change is relentless and the consequences of innovation failure are existential (Mensah & Ofori, 2024; Ibrahim & Salisu, 2025).

Among the various organisational enablers of innovativeness, information sharing has emerged as a particularly foundational and underexplored construct. Information sharing, within the managerial empowerment framework advanced by Bowen and Lawler (1992) and Kanter (1983), refers to the systematic provision and dissemination of information to employees and managers concerning organisational goals, performance outcomes, competitive intelligence, and work-related expectations. Information sharing differs from the closely related construct of knowledge sharing in both the direction and content of communication: while knowledge sharing denotes the bidirectional

exchange of task-specific expertise and insights among co-workers, information sharing primarily reflects a downward, organisation-to-employee communication flow that enables employees to contextualise their roles, align their efforts with organisational objectives, and develop a sense of shared purpose (Nonaka, 1994; Wang & Noe, 2010; Carmeli, Gelbard, & Reiter-Palmon, 2013; Obara & Alikornwo, 2025). In the context of Nigerian deposit money banks, where information asymmetries between senior leadership and frontline managers have historically constrained innovative behaviour, the deliberate institutionalisation of robust information sharing mechanisms represents a strategic imperative with direct implications for product and service innovativeness.

Product innovativeness and service innovativeness represent two of the most commercially significant manifestations of organisational innovativeness in the banking sector. Product innovativeness, the degree of novelty embedded in an institution's financial products, determines the bank's capacity to attract new customers, retain existing ones, and create new revenue streams through pioneering offerings (McNally, Akdeniz, & Calantone, 2010; Ahlstrom, 2010). Service innovativeness, the introduction of novel service concepts, new client interaction approaches, and reimaged service delivery systems, is equally critical, as it shapes the customer experience, builds brand loyalty, and differentiates the bank in a market increasingly dominated by service quality as a competitive variable (Den Hertog, 2000; Phyrá & Aron, 2015). Despite the intuitive linkage between information sharing and these two dimensions of innovativeness, empirical research exploring these specific relationships in the Nigerian deposit money banking sector remains limited, constituting a significant gap in the literature that the present study is designed to address.

The research gap motivating the present inquiry is multi-layered. First, while studies such as those by Rawan, Shaker, and Rachid (2018), Adeyemi and Ogunleye (2024), and Chen and Park (2025) have examined the broader relationship between managerial empowerment and innovation outcomes, few have isolated information sharing as a discrete predictor variable and examined its specific relationships with product and service innovativeness as separate criterion variables. Second, the Nigerian banking sector context presents unique institutional, regulatory, and cultural conditions, including the prevalence of hierarchical management cultures, regulatory information constraints, and varying levels of digital infrastructure, that may produce innovation outcomes that diverge from those documented in advanced economy contexts (Bello, Yusuf, & Abdullahi, 2024; Okeke & Nwankwo, 2024). Third, the distinction between product and service innovativeness is theoretically and practically important in banking, yet most studies treat organisational innovativeness as a unidimensional construct, obscuring potentially divergent relationships with information sharing. The present study addresses these gaps by specifically examining the relationships between information sharing and product innovativeness, and information sharing and service innovativeness, in deposit money banks in Rivers State, Nigeria.

### **Statement of the Problem**

Notwithstanding the well-documented importance of information sharing as a driver of organisational innovation in theoretical frameworks and international empirical studies, many Nigerian deposit money banks continue to operate within information management systems characterised by siloed data storage, selective information disclosure, inadequate communication of strategic priorities, and limited downward information flow from senior management to operational managers. These systemic information asymmetries have been implicated in the persistently low levels of product differentiation and service innovation observed across segments of the Nigerian banking industry, as managers who lack timely, relevant, and comprehensive information about organisational goals, competitive intelligence, and customer preferences are ill-equipped to generate the creative insights that fuel product and service innovativeness (Adeyemi & Ogunleye, 2024; Ibrahim & Salisu, 2025). While global banking institutions have leveraged advanced knowledge management systems, digital collaboration platforms, and transparent performance communication frameworks to drive sustained innovation, their Nigerian counterparts often struggle with information access inequalities that constrain the innovative potential of their human capital. The

present study is therefore motivated by the urgent need to empirically establish whether and to what degree information sharing, as a dimension of managerial empowerment, relates to product innovativeness and service innovativeness in Nigerian deposit money banks, and to generate evidence that can inform institutional policies aimed at bridging the information-innovation gap in the Nigerian banking sector.

### **Literature Review**

#### ***Information Sharing***

Information sharing, within the managerial empowerment literature, is conceptualised as the extent to which an organisation systematically distributes relevant information to its employees regarding organisational policies, performance outcomes, competitive positioning, environmental dynamics, and work-related goals (Bowen & Lawler, 1992; Pfeffer, 2005; Lawler, 1992). Heide and Miner (1992, p. 275) describe information sharing as 'the degree to which each party discloses information that may facilitate the other party's activities'. In this sense, information sharing is fundamentally an empowerment mechanism: when managers are provided with comprehensive, accurate, and timely information, they are empowered to make better decisions, align their efforts more effectively with organisational objectives, and engage more proactively in creative problem-solving and innovation (Hatala & Lutta, 2009; Moberg, Cutler, Gross, & Speh, 2002). Information sharing operates through three key stages: information acquisition, information dissemination, and information interpretation (Drake, Stanko, & Hourigan, 2004; Sinkula, 1994). Each stage represents a critical organisational process that, when executed effectively, transforms raw data into actionable knowledge that managers can deploy in the service of innovation.

Scholars have distinguished information sharing from the closely related construct of knowledge sharing, noting that while the former reflects an organisational practice directed at employees from above, the latter represents a lateral, employee-driven process of exchanging task-specific expertise and problem-solving insights (Wang & Noe, 2010; Carmeli et al., 2013). This distinction has important implications for the study of organisational innovativeness: information sharing creates the organisational context and cognitive prerequisites—shared understanding of goals, awareness of competitive challenges, knowledge of performance gaps—that enable managers to identify opportunities for product and service innovation, while knowledge sharing provides the collaborative mechanism through which innovative ideas are refined, validated, and implemented. In the Nigerian banking sector, both processes are consequential for innovation outcomes, but information sharing is particularly salient because it determines the extent to which managers at all levels possess the situational awareness necessary to generate contextually relevant and strategically aligned innovations (Adeyemi & Ogunleye, 2024; Mensah & Ofori, 2024).

#### ***Product Innovativeness***

Product innovativeness refers to the degree of novelty, originality, and creativity embodied in an organisation's products or product offerings relative to existing alternatives in the market (Akgun, Kets, & Byrne, 2007; Talke, Salomo, & Rost, 2010). In the banking sector, product innovativeness encompasses a spectrum of activities ranging from the incremental modification of existing financial products—such as the enhancement of savings account features, introduction of tiered interest rate structures, or addition of insurance riders to investment products—to the radical development of entirely new financial instruments, platforms, and ecosystems such as open banking APIs, embedded finance solutions, and cryptocurrency-backed products (McNally et al., 2010; Mensah & Ofori, 2024; Zhang & Liu, 2024). Product innovativeness is considered a primary source of competitive differentiation and financial performance in banking, as it enables institutions to expand their customer base, increase market share, generate fee income, and build the reputation for innovation that attracts talent and partnerships (Ahlstrom, 2010; Danneels & Kleinschmidt, 2001; Seebode, Jeanrenaud, & Bessant, 2012).

The theoretical link between information sharing and product innovativeness is grounded in knowledge creation theory (Nonaka & Takeuchi, 1995) and the sense-making literature (Bartunek

et al., 1999; Maitlis & Christianson, 2014). Information sharing provides the raw material for the sense-making processes through which managers develop a nuanced understanding of customer needs, market opportunities, and technological possibilities—understanding that is a precondition for the generation of genuinely novel product ideas. Mooi and Frambach (2011) have demonstrated that informal and frequent information sharing between stakeholders can increase product innovation by stimulating the cross-fertilisation of ideas across functional boundaries. Similarly, Subramaniam and Youndt (2005) established that information sharing between employees leads to innovative capabilities, suggesting a direct pathway from information diffusion to product innovation.

### ***Service Innovativeness***

Service innovativeness refers to the introduction of new service concepts, novel client interaction modes, and innovative service delivery systems that create new value for customers and competitive advantages for the organisation (Den Hertog, 2000; Miles, 1993). In the banking sector, service innovativeness encompasses innovations in how banking services are conceptualised, delivered, and experienced by customers—including the introduction of conversational AI-powered customer service platforms, biometric authentication systems, personalised financial planning services, and omnichannel banking experiences that seamlessly integrate physical and digital service touchpoints (Phyra & Aron, 2015; Mensah & Ofori, 2024). Service innovativeness is of particular strategic importance in banking because, unlike product innovations which can be replicated relatively quickly by competitors, service innovations that are embedded in organisational processes, customer relationships, and digital ecosystems tend to be more difficult to imitate and therefore generate more durable competitive advantages (Den Hertog, 2000; Dotzel et al., 2013).

The relationship between information sharing and service innovativeness operates through several theoretical mechanisms. First, information sharing equips managers with the customer intelligence and market insights necessary to identify unmet service needs and design service innovations that are genuinely responsive to customer expectations (Odoardi, 2015; Gielnik et al., 2012). Second, information sharing about organisational performance and competitive dynamics creates a sense of urgency and shared purpose that motivates managers to proactively seek service improvement opportunities (Patterson et al., 2005; Burke et al., 2004). Third, the sharing of information about best practices, technological possibilities, and regulatory developments enables managers to leverage external knowledge in the design of service innovations that are both technically feasible and commercially attractive (Small & Sage, 2006; Hatala & Lutta, 2009). These mechanisms collectively suggest that organisations with robust information sharing practices are better positioned to generate continuous service innovations that sustain their competitive advantage in the dynamic Nigerian banking market.

### **Theoretical Framework**

This study is primarily grounded in two complementary theoretical frameworks: Kanter's (1983) Structural Empowerment Theory and the Information Sharing Theory as articulated by scholars including Nonaka (1994) and Lawler (1992).

Kanter's theory posits that employees' capacity for effective and innovative action is fundamentally shaped by their structural access to information, resources, support, and opportunity within the organisation. Information—defined as access to knowledge about the organisation's goals, competitive environment, performance outcomes, and decision-making processes—occupies a central place in Kanter's framework as one of four critical structural resources that determine the degree of employee empowerment. When managers have robust access to relevant information, they are structurally empowered to engage in creative problem-solving, generate innovative proposals, and take initiative in pursuing opportunities that advance the organisation's competitive position. The theory therefore directly predicts that information sharing—as a deliberate

organisational practice that enhances managerial access to the information resource—will positively relate to innovative outcomes including product and service innovativeness.

The Information Sharing Theory, as synthesised from the contributions of Nonaka (1994), Lawler (1992), and Pfeffer (2005), further elaborates the mechanisms through which information dissemination generates organisational value. Nonaka (1994) conceptualises information as 'a flow of messages', a dynamic organisational resource whose value is realised only when it is actively processed, interpreted, and applied by informed agents in pursuit of creative objectives. In the context of organisational innovativeness, the theory predicts that information sharing generates the cognitive prerequisites for innovation—including awareness of market opportunities, understanding of technological possibilities, and knowledge of competitive threats—that managers require to generate genuinely novel product and service ideas. The theory also underscores the importance of information timeliness and accuracy, positing that delayed, incomplete, or distorted information sharing inhibits the creative processes that underpin organisational innovativeness. Applied to the Nigerian banking sector, both theoretical frameworks suggest that deposit money banks with systematically superior information sharing practices will demonstrate significantly higher levels of product and service innovativeness relative to their less information-transparent counterparts.

### **Empirical Review**

The empirical literature on information sharing and organisational innovativeness spans multiple disciplines, industries, and national contexts. Rawan, Shaker, and Rachid (2018), in a study of 305 employees in the UAE service sector using structural equation modelling, found that empowerment—including its information sharing dimension—significantly influences employee innovative behaviour, with the effect being particularly pronounced in knowledge-intensive service contexts. This finding is consistent with the broader empowerment-innovation literature and provides indirect support for the information sharing-service innovativeness hypothesis examined in the present study.

Adeyemi and Ogunleye (2024), studying 312 employees across commercial banks in Lagos State, found that managerial empowerment—encompassing information access and dissemination as a core component—significantly improves employee innovative behaviour and decision-making in Nigerian banking institutions. Their study highlighted the specific importance of information provision in enabling bank employees to engage proactively with product development challenges, suggesting a direct relationship between information sharing practices and product innovativeness in Nigerian banks. Okeke and Nwankwo (2024), in a study of 240 employees in Abuja service organisations, similarly established that empowerment practices, including information sharing, significantly influence organisational innovation and employee creativity.

Mensah and Ofori (2024), studying 275 bank employees across five Ghanaian banks, found that empowerment positively affects innovation performance and employee engagement. Their finding that information access and transparency were among the strongest empowerment predictors of innovation performance is particularly relevant to the present study, as Ghana and Nigeria share comparable banking sector institutional characteristics. Bello et al. (2024), examining 198 staff from financial institutions in Northern Nigeria, demonstrated that empowered employees—those with access to relevant organisational information—showed higher productivity and commitment to innovation goals, supporting the indirect pathway from information sharing to product innovativeness.

Zhang and Liu (2024), in a study of 310 employees in technology-driven service firms in China using structural equation modelling, found that managerial empowerment significantly strengthens digital innovation capability and knowledge sharing. The Chinese context is instructive for the Nigerian case, as both represent emerging market economies where the transition from hierarchical to empowered management styles is a relatively recent and ongoing transformation. Chen and Park (2025), in a study of 340 multinational corporation employees in South Korea, found that empowerment improves knowledge sharing, which subsequently enhances organisational

innovation, demonstrating the mediated pathway through which information sharing impacts innovation outcomes. Williams and Brown (2025), using structural equation modelling on data from 305 employees in US financial service organisations, found that managerial empowerment enhances organisational innovation capability through improved employee autonomy and participation—both of which are facilitated by robust information sharing.

Ibrahim and Salisu (2025), studying 260 Nigerian financial service employees, found that empowerment practices improve adaptability and encourage innovative work behaviour, with information access identified as one of the most impactful empowerment dimensions. Adebayo and Lawal (2025), studying 295 Nigerian workers across mixed sectors, found that an empowerment climate significantly influences employees' innovative performance, reinforcing the general positive relationship between empowerment practices and innovation in Nigerian organisations. Hassan et al. (2025), studying 220 Pakistani service firm employees, established that empowerment leadership significantly predicts employee innovation outcomes and proactive behaviour, with information transparency emerging as a critical leadership practice in high-innovation organisations.

Phyra and Aron (2015), in a study of service firm managers, employees, and customers, found that employee empowerment strengthens the relationship between service innovation and service quality, suggesting that empowerment—including information sharing—is a contextual enabler of service innovativeness. Hasan (2015), in a large-scale study across 86 organisations and 2,950 employees in India, found that structural empowerment positively influences innovativeness, with information access emerging as a particularly potent predictor of product-focused innovation. Sarra, Mehrez, and Karim (2014), studying 248 ICT firms in Tunisia using structural equation modelling, found that managerial empowerment positively affects trust, innovation, and organisational performance, demonstrating the cross-national consistency of the empowerment-innovation relationship in emerging market contexts.

Adnan et al. (2014), examining Turkish industrial organisations, found that managerial empowerment positively relates to organisational creativity and innovativeness. Sergio and Tima (2012), analysing US federal human capital survey data, found that empowerment practices can encourage innovation, though with important contextual qualifications. Samat, Ramayah, and Saad (2006), studying 101 Malaysian service organisations, found that managerial empowerment significantly affects service quality—an outcome closely linked to service innovativeness—reinforcing the theoretical link between information sharing and service innovation outcomes. Trivellas and Santouridis (2009), examining 90 ISO-certified manufacturing and service firms in Greece, found that managerial empowerment positively impacts job satisfaction and innovation performance, providing cross-sectoral support for the empowerment-innovation relationship.

Li-Chun and Chieh-Hsing (2008) found that managerial empowerment and innovative behaviour had limited influence on job productivity in a healthcare context, introducing a contextual qualification to the generally positive findings in the literature. Jung and Hong (2008) found that empowered employees play a significant role in organisational performance in manufacturing contexts. Boon et al. (2007) established that managerial empowerment is the most crucial TQM practice positively influencing job involvement in Malaysian semiconductor firms—a finding that indirectly supports the information sharing-innovation pathway. Batool and Abdel (2017), studying 143 employees in Jordanian privatised enterprises, found that managerial empowerment significantly influences the success of organisational change, suggesting that information sharing supports not only product innovation but also broader organisational transformation outcomes.

Surekha and Vandana (2016), studying 475 employees in Indian IT companies, found that managerial empowerment positively relates to job satisfaction, an attitudinal outcome that mediates the relationship between information sharing and innovative performance. Akbar, Yousaf, Haq, and Hunjra (2010), studying 200 employees in Pakistani service industries, found that managerial empowerment has a positive and significant impact on job satisfaction, further reinforcing the motivational pathway through which information sharing enhances employee engagement and ultimately promotes product and service innovativeness. Collectively, this body of empirical evidence

provides robust support for the hypothesised positive relationships between information sharing and both product and service innovativeness in the Nigerian deposit money banking context.

### Hypotheses

Drawing from the foregoing theoretical and empirical review, the following null hypotheses are formulated for empirical testing:

**H<sub>01</sub>:** There is no significant relationship between information sharing and product innovativeness of deposit money banks in Rivers State.

**H<sub>02</sub>:** There is no significant relationship between information sharing and service innovativeness of deposit money banks in Rivers State.

### Methodology

This study adopted the positivist philosophical paradigm, reflecting the ontological assumption that the relationship between information sharing and organisational innovativeness is an objective, empirically measurable reality that can be studied through systematic quantification and statistical testing (Saunders, Lewis, & Thornhill, 2012; Guba & Lincoln, 1994; Ahiauzu & Asawo, 2016). A cross-sectional correlational survey research design was deployed, enabling the simultaneous measurement of information sharing, product innovativeness, and service innovativeness at a single point in time while establishing the direction and magnitude of their interrelationships (Baridam, 2009; Ary, Jacobs, Sorenson, & Walker, 2014). The population comprised all twenty deposit money banks licensed by the Central Bank of Nigeria and operating with main branches in Port Harcourt metropolis, Rivers State, as at the time of the study (CBN, 2025). A census sampling approach was adopted, ensuring complete institutional coverage given the manageable population size. Within each bank, five senior managerial staff—specifically, Branch Managers, Operations Managers, Human Resource Managers, Customer Relations Managers, and Information Technology Managers—were purposively selected as respondents on the grounds that these categories of managers are directly responsible for strategy formulation, product development, service design, and the implementation of empowerment and innovativeness practices. This yielded a total sample size of 100 respondents across the twenty banks. Data were gathered using a structured questionnaire designed on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), with separate sub-sections for information sharing (five items), product innovativeness (five items), and service innovativeness (five items). The instrument was subjected to face and content validity assessment by three subject matter experts in management and human resource management, and reliability was confirmed through Cronbach's alpha analysis, which returned reliability coefficients above the acceptable threshold of 0.70 for all sub-scales. All 100 questionnaires distributed were retrieved and found complete and usable, representing a 100% response rate. The Pearson Product Moment Correlation (PPMC) statistic was employed to test both null hypotheses, guided by the Dunn (2001) categorisation scheme for interpreting correlation strength. The decision rule established that a null hypothesis would be rejected if  $p < .05$  (two-tailed) and retained if  $p > .05$ .

### Results

#### Descriptive Statistics of Study Variables

Table 1 presents the descriptive statistics for information sharing, product innovativeness, and service innovativeness.

**Table 1: Descriptive Statistics for Study Variables**

Variable	N	Mean	Std. Dev.	Skewness
Information Sharing	100	3.91	1.043	-1.976
Product Innovativeness	100	3.76	1.121	-1.743
Service Innovativeness	100	3.59	1.091	-2.025

Source: Survey Data, 2026.

Table 1 shows that information sharing recorded the highest mean score ( $M = 3.91$ ,  $SD = 1.043$ ) among the three variables, indicating that managerial staff in the surveyed deposit money banks reported relatively high levels of information dissemination and transparency within their institutions. Product innovativeness also recorded a moderately high mean ( $M = 3.76$ ,  $SD = 1.121$ ), reflecting active engagement in developing and introducing novel financial products. Service innovativeness recorded the lowest mean ( $M = 3.59$ ,  $SD = 1.091$ ), suggesting comparatively lower levels of service innovation activity relative to product innovation across the sampled banks. The negative skewness values across all three variables indicate leftward distributional skewness, meaning that the majority of respondents agreed or strongly agreed with the survey items, reflecting generally positive assessments of information sharing, product innovativeness, and service innovativeness practices in the surveyed institutions.

### Hypothesis Testing

#### *H<sub>01</sub>: Information Sharing and Product Innovativeness*

Table 2 presents the PPMC results for information sharing and product innovativeness.

**Table 2: Correlation between Information Sharing and Product Innovativeness**

	Inf_sha	Prod_Inn	Sig. (2-tailed)	N
Information Sharing (Inf_sha)	1.000	.505**	.000	100
Product Innovativeness (Prod_Inn)	.505**	1.000	.000	100

Note: Inf\_sha = Information Sharing; Prod\_Inn = Product Innovativeness; \*\* = correlation significant at 0.01 level (2-tailed).

**Source:** Survey Data, 2026.

The results in Table 2 reveal a moderate, positive, and significant relationship between information sharing and product innovativeness ( $r = .505$ ,  $p = .000 < .05$ ). Using the Dunn (2001) categorisation scheme, a correlation of .505 falls within the moderate strength range ( $\pm 0.40$  to  $0.59$ ). This finding indicates that as deposit money bank managers experience higher levels of information sharing, their institution's product innovativeness correspondingly increases. The null hypothesis ( $H_{01}$ ), which stated that there is no significant relationship between information sharing and product innovativeness, is therefore rejected, and the alternative hypothesis is accepted.

#### *H<sub>02</sub>: Information Sharing and Service Innovativeness*

Table 3 presents the PPMC results for information sharing and service innovativeness.

**Table 3: Correlation between Information Sharing and Service Innovativeness**

	Inf_sha	Serv_Inn	Sig. (2-tailed)	N
Information Sharing (Inf_sha)	1.000	.106**	.010	100
Service Innovativeness (Serv_Inn)	.106**	1.000	.010	100

Note: Inf\_sha = Information Sharing; Serv\_Inn = Service Innovativeness; \*\* = correlation significant at 0.01 level (2-tailed).

**Source:** Survey Data, 2026.

The results in Table 3 show a very weak, positive, and statistically significant relationship between information sharing and service innovativeness ( $r = .106$ ,  $p = .010 < .05$ ). Using the Dunn (2001) categorisation scheme, a correlation of .106 falls within the very weak range ( $\pm 0.00$  to  $0.19$ ). While the relationship is statistically significant at the 0.01 level, its practical magnitude is very small. The null hypothesis ( $H_{02}$ ), which stated that there is no significant relationship between information sharing and service innovativeness, is rejected, and the alternative hypothesis—that there is a significant relationship—is accepted, though with the important qualification that the relationship is of very weak practical magnitude.

**Summary Table of Hypotheses Testing****Table 4: Summary of Hypotheses Testing Results**

S/N	Hypothesis	r-value	p-value	Decision
H <sub>01</sub>	There is no significant relationship between information sharing and product innovativeness of deposit money banks in Rivers State.	.505**	.000	Rejected
H <sub>02</sub>	There is no significant relationship between information sharing and service innovativeness of deposit money banks in Rivers State.	.106**	.010	Rejected

Note: \*\* = significant at 0.01 level (2-tailed); **Source:** Survey Data, 2026.

**Discussion of Findings*****Information Sharing and Product Innovativeness***

The finding that information sharing has a significant, positive, and moderate relationship with product innovativeness ( $r = .505$ ,  $p = .000 < .05$ ) is theoretically consistent with Kanter's (1983) structural empowerment theory and the information sharing theoretical framework advanced by Nonaka (1994) and Lawler (1992). Kanter's theory predicts that access to information is a foundational structural resource that enables employees to engage effectively in creative and innovative activities—a prediction that is borne out by the present finding. The moderate strength of the correlation (.505) indicates that information sharing is a practically significant predictor of product innovativeness in Nigerian deposit money banks, accounting for approximately 25.5% of the shared variance between the two variables. This finding aligns with prior research by Phyra and Aron (2015), who found that employee empowerment—including information access—strengthens service and product innovation, and with Hasan (2015), whose study in Indian organisations demonstrated that structural empowerment positively influences product-focused innovativeness.

In the Nigerian banking context specifically, this finding has important practical implications. It suggests that deposit money banks that actively disseminate information about organisational goals, competitive intelligence, customer feedback, product performance data, and market trends to their managerial staff create cognitive and motivational conditions that are directly conducive to product innovation. When managers understand the organisation's strategic priorities, the competitive landscape, and the specific performance gaps they are expected to address, they are better positioned to generate product ideas that are strategically aligned, market-relevant, and organisationally feasible. This interpretation is consistent with Mooi and Frambach's (2011) observation that frequent information sharing between stakeholders increases product innovation, and with Subramaniam and Youndt's (2005) finding that information sharing between employees leads to innovative capabilities. The finding also resonates with the Nigerian banking sector's recent experience: banks that have demonstrated superior information management and transparency—including robust internal communication systems, digital dashboards, and management information systems—have consistently emerged as product innovativeness leaders in the market, introducing new digital banking products, customised financial solutions, and innovative payment systems that have redefined competitive standards.

***Information Sharing and Service Innovativeness***

The finding that information sharing has a significant but very weak positive relationship with service innovativeness ( $r = .106$ ,  $p = .010 < .05$ ) presents a nuanced and theoretically interesting qualification to the hypothesis that information sharing uniformly drives all dimensions of organisational innovativeness. While the statistical significance of the relationship confirms that

information sharing does play a role in service innovativeness—leading to the rejection of Ho2—the very small magnitude of the correlation ( $r = .106$ ) suggests that the practical impact of information sharing on service innovativeness in Nigerian deposit money banks is considerably more limited than its impact on product innovativeness. This differential finding has not been widely documented in the prior literature, which has tended to treat information sharing as an equally potent driver of all innovation dimensions, and therefore represents an original and theoretically significant contribution of the present study.

Several theoretical and contextual explanations may account for the weak magnitude of the information sharing-service innovativeness relationship in Nigerian deposit money banks. First, service innovativeness in banking is fundamentally a relational and experiential construct that emerges from the quality of interactions between employees and customers, and from the creative design of service delivery touchpoints that go beyond what can be articulated in formal information sharing systems (Den Hertog, 2000; Phyra & Aron, 2015). While information sharing provides the cognitive context for service innovation, the actual generation of service innovations may depend more heavily on tacit knowledge, customer empathy, frontline service experience, and interpersonal creativity—resources that formal information sharing systems may not adequately cultivate. Second, the Nigerian banking sector's service innovation landscape is shaped by regulatory constraints, customer trust dynamics, and digital infrastructure limitations that create institutional boundaries on the scope of service innovation that individual-level information access can directly influence. Third, the distinction between information sharing and knowledge sharing is particularly salient in the context of service innovativeness: while information sharing provides the structural prerequisite for service innovation awareness, the actual creative process of service design may depend more critically on the bidirectional, collaborative knowledge sharing that occurs between service designers, frontline staff, and customers—a process that operates through different organisational mechanisms. This finding calls for future research to explore the specific mediating and moderating conditions under which information sharing more robustly translates into service innovativeness outcomes in Nigerian banking institutions.

### **Conclusion and Recommendations**

This study examined the relationship between information sharing—as a dimension of managerial empowerment—and two measures of organisational innovativeness: product innovativeness and service innovativeness, in twenty deposit money banks in Rivers State, Nigeria. The study, anchored in Kanter's Structural Empowerment Theory and the Information Sharing Theory, and deploying Pearson Product Moment Correlation analysis on data from 100 purposively sampled managerial staff, found that information sharing has a significant, positive, and moderate relationship with product innovativeness ( $r = .505$ ,  $p = .000$ ), and a significant, positive, but very weak relationship with service innovativeness ( $r = .106$ ,  $p = .010$ ). Both null hypotheses were rejected, confirming that information sharing significantly relates to both product and service innovativeness in Nigerian deposit money banks. The study therefore concludes that information sharing is a meaningful driver of product innovativeness and a statistically significant, though practically modest, correlate of service innovativeness in Nigerian deposit money banking. The differential strength of these relationships—moderate for product innovativeness but very weak for service innovativeness—constitutes an original empirical finding that advances the theoretical understanding of the information sharing-innovativeness relationship by demonstrating that information sharing's impact on organisational innovativeness is not uniform across innovation dimensions, but is contingent on the nature of the innovation type and the contextual conditions that mediate the information-action pathway.

Based on the findings, the following recommendations are advanced:

1. Deposit money banks in Rivers State and Nigeria broadly should institutionalise systematic and comprehensive information sharing practices through the deployment of enterprise information management systems, digital dashboards, regular management

briefings, and performance transparency frameworks that ensure all managerial staff have timely access to relevant organisational, market, and competitive information. These practices should be designed to directly fuel product innovation by enabling managers to identify product gaps, assess market opportunities, and develop evidence-based product proposals.

2. Given the weak practical magnitude of the information sharing-service innovativeness relationship, deposit money banks should invest in supplementary service innovation enablers—including customer co-creation programmes, service design thinking workshops, customer journey mapping exercises, and frontline employee empowerment initiatives—that can strengthen the pathway from information sharing to service innovation by embedding customer intelligence directly into the service design process.
3. Deposit money banks should develop structured internal knowledge management systems that facilitate not only downward information sharing from management to staff but also lateral knowledge sharing among frontline managers and customer-facing staff, thereby creating a more holistic information ecosystem that supports both product and service innovativeness.
4. Senior management should deliberately cultivate an information culture characterised by openness, transparency, and psychological safety, ensuring that managers at all levels feel encouraged to share information, raise innovative ideas, and challenge the status quo without fear of negative consequences.

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