



Relationship between Teamwork and Effectiveness of Registry Services in State Universities in North West Zone, Nigeria

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ABSTRACT

This study examined the relationship between teamwork and the effectiveness of registry services in state universities in the North West Zone of Nigeria. The study adopted a descriptive survey research design of a correlational type. The population comprised 2,337 participants. 333 participants were obtained based on the research advisors table (2006). Data were collected through two researcher-developed instruments title: Staff Job Performance Questionnaire (SJPQ) and Effectiveness of Registry Service Questionnaire (ERSQ). The instruments were validated, with content validity indexes of 0.89 for SJPQ and 0.93 for ERSQ. An internal consistency reliability technique was used, and an index of 0.92 and 0.88 were obtained using Cronbach's alpha. Data were analyzed using descriptive statistics of mean and standard deviation, while Pearson Product-Moment Correlation (PPMC) were employed to test the null hypotheses at a 0.05 level of significance. Findings revealed a higher extent of teamwork of registry staff in state universities within the North West Zone, Nigeria. Findings also showed that there is a significant positive relationship between teamwork and the effectiveness of registry services in State Universities in North West Zone, Nigeria ($r = .200, p < 0.05$) study recommend among other that University management should sustain and strengthen teamwork among registry staff by organizing regular team-building programmes, collaborative workshops, committee system and inter-unit meetings to promote cooperation, mutual support, and effective communication.

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INTRODUCTION

Teamwork is a fundamental mechanism for achieving organizational objectives as it enables employee to work collaboratively, share responsibilities and integrate their expertise toward the effective accomplishment of institutional goals. Globally, teamwork has become an indispensable component of organizational success and effectiveness. In an increasingly complex and dynamic work environment, organizations rely on collaborative efforts among employees to achieve their objectives efficiently and effectively. Robbins and

Judge (2022) describe teamwork as the process by which individuals work together through shared goals, mutual trust, and coordinated efforts to accomplish organizational tasks. Contemporary studies have emphasized that effective teamwork contributes significantly to productivity, employee engagement, and the achievement of organizational goals across various sectors, including education (Francis, Pritchard, Prytherch, & Rutherford, 2024; Hu & Chan, 2024).

The growing complexity of organizational operations in the twenty-first century has further reinforced the importance of

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teamwork. Advances in technology, globalization, and the increasing demand for quality service delivery have necessitated greater collaboration among employees and organizational units. According to Hu and Chan (2024), teamwork competency has become a critical requirement for effective organizational functioning, while Francis et al. (2024) noted that teamwork promotes cooperation, accountability, and collective responsibility among members of an organization. Consequently, institutions that foster collaborative work environments are more likely to achieve higher levels of effectiveness than those characterized by isolated individual efforts.

In the higher education sector, universities across the world operate within increasingly demanding environments characterized by expanding student populations, digital transformation, accountability requirements, and heightened stakeholder expectations. To respond effectively to these challenges, universities require strong collaboration among academic and non-academic personnel. Teamwork enables registry staff to coordinate activities, share information, solve administrative problems, and improve service delivery. Recent studies have shown that teamwork enhances knowledge sharing, strengthens institutional effectiveness, and promotes the achievement of organizational objectives within higher education institutions (Khoa & Huynh, 2024; Watson, Fulton, Carpio, & Boonsaeng, 2022).

Across Africa, universities are increasingly confronted with challenges arising from massification of higher education, technological changes, funding constraints, and the need to improve institutional efficiency. These challenges have increased the demand for effective administrative systems and collaborative work practices. Teamwork among administrative personnel has become essential for ensuring coordination, reducing duplication of efforts, facilitating knowledge sharing, and enhancing service delivery. Studies have shown that institutions characterized by strong teamwork cultures are better positioned to respond to

organizational challenges and improve operational effectiveness (Khoa & Huynh, 2024). In Nigeria, the rapid expansion of the university system has placed enormous pressure on administrative structures and service delivery mechanisms. The increasing number of universities, students, and academic programmes has significantly expanded the responsibilities of registry departments. Consequently, registry personnel are required to work collaboratively to manage complex administrative tasks and ensure efficient service delivery.

However, challenges such as inadequate communication, poor coordination, role conflicts, and limited collaborative practices may undermine the effectiveness of registry services. The need for teamwork has therefore become more pronounced as universities seek to improve administrative efficiency and institutional performance (Ajah, Chigozie-Okwum, & Eze, 2019).

Effectiveness of registry services are central to the administrative operations of tertiary institutions, serving as the backbone for student records management, documentation, and service delivery processes. The variable functions by ensuring that registries process requests efficiently, maintain accurate records, and provide timely responses to students, staff, and external stakeholders (Ajayi & Fasan, 2023; Sule & Babatunde, 2021). Effectiveness of registry services are vital for ensuring institutional credibility and compliance with regulatory agencies such as the National Universities Commission (NUC) (Saint, 2020). Ineffective record management or poor communication within the registry can lead to administrative bottlenecks and negatively impact university operations. Saint (2020) asserts that effectiveness of registry services encompass both human and technological dimensions.

Despite the recognized importance of teamwork in organizational effectiveness, empirical evidence on its influence on the effectiveness of registry services in Nigerian universities remains limited. Existing studies have largely focused on factors such as leadership, information and communication technology,



managerial competence, and organizational resources, with relatively little attention devoted to teamwork as a determinant of registry service effectiveness. This gap is particularly evident in State Universities in North West Zone, Nigeria, where registry departments play a pivotal role in supporting university administration amidst increasing operational demands.

It is against this background that this study examines the relationship between teamwork and the effectiveness of registry services in State Universities in North West Zone, Nigeria. The study seeks to provide empirical evidence on the extent to which teamwork contributes to effective registry service delivery and to offer recommendations for strengthening collaborative practices among registry personnel in the universities under study.

STATEMENT OF THE PROBLEM

Registry departments play a vital role in university administration by managing admissions, student records, examinations, staff matters, and other essential administrative functions. However, the increasing enrolment, expansion of academic programmes, and growing administrative responsibilities in State Universities in North-West Nigeria have placed greater demands on registry personnel, making effective teamwork increasingly important.

Despite the significance of teamwork in promoting coordination, communication, and efficient service delivery, registry departments still face challenges such as poor communication, inadequate coordination of activities, delays in service delivery, and duplication of duties. These challenges may reduce the effectiveness of registry services and hinder the achievement of university objectives. Furthermore, limited empirical studies have examined the relationship between teamwork and registry service effectiveness in State Universities in North-West Nigeria. Therefore, this study seeks to assess teamwork and determine its relationship with the effectiveness of registry services in State Universities in the North-West Zone, Nigeria.

Objectives of the Study

The main objectives of this study is to assess the relationship between teamwork and Effectiveness of Registry Services in State Universities in North West Zone, Nigeria.

The specific objective is to find out: The extent of teamwork of registry staff in state Universities in North West Zone, Nigeria.

Research Question

This study intends to provide answers to the following research question which includes: What is the extent of teamwork of registry staff in state Universities in North West Zone, Nigeria?

Research Hypothesis

Based on the research questions developed, the following null hypothesis was tested.

H₀₁ There is no significant relationship between teamwork and effectiveness of registry services in state Universities in North West Zone, Nigeria.

Review of Related Literature

Teamwork functions as coordinated social and task-oriented processes through which registry staff share responsibilities, integrate expertise, and collectively solve administrative problems to enhance service delivery outcomes. In registry operations, teamwork facilitates the alignment of individual roles toward collective institutional goals such as timely records processing, accurate documentation, and responsive student and staff services. Studies have shown that workplace synergy and cohesive interactions among registry staff significantly improve service delivery output and organizational effectiveness (Adebayo, Salami, & Ibrahim, 2021; Nwankwo & Eze, 2019).

Collaborative practices promote knowledge sharing, reduce task duplication, and foster mutual support, thereby enhancing administrative efficiency in bureaucratic settings. International organizational research further suggests that teamwork enhances coordination mechanisms and improves task interdependence, leading to higher performance outcomes in



complex administrative environments (Salas, Reyes, & McDaniel, 2018; Mathieu, Gallagher, Domingo, & Klock, 2019). Thus, teamwork operates as a social and functional mechanism that integrates individual competencies into collective administrative performance.

Teamwork in registry services comprise multiple interrelated dimensions, including team cohesion, communication quality, role clarity, mutual trust, shared decision-making, and collective problem-solving. Team cohesion reflects the degree of unity and interpersonal attraction among registry staff, which has been linked to improved task performance and service quality (Nwankwo and Eze, 2019).

Communication effectiveness and conflict resolution mechanisms enable teams to coordinate tasks and mitigate misunderstandings that could impede administrative processes (Adeyemi & Olasupo, 2019; Ogbonna & Ikwuanusi, 2021). Role clarity and task interdependence ensure that staff understand their responsibilities while relying on colleagues' contributions to complete registry functions. Trust and psychological safety further encourage staff to share ideas and collaborate without fear of criticism, which enhances innovation and service responsiveness (Salas et al., 2018). Collectively, these dimensions create a functional collaborative climate that supports efficient registry operations. Researchers have conceptualized teamwork as critical organizational processes that mediate the relationship between individual competence and institutional performance.

In Nigerian tertiary institutions, teamwork has been interpreted as workplace synergy that enhances administrative output through coordinated staff efforts (Adebayo et al., 2021). Nwankwo and Eze (2019) emphasized team cohesion as a predictor of task performance among non-academic staff. International scholars have framed teamwork as a dynamic system of shared goals, mutual accountability, and interdependent roles that significantly influence organizational outcomes (Mathieu et al., 2019). Consequently, teamwork is viewed not merely as interpersonal cooperation but as a structured

organizational capability that enhances administrative productivity and service quality.

Effectiveness of registry services are central to the administrative operations of tertiary institutions, serving as the backbone for student records management, documentation, and service delivery processes. The variable functions by ensuring that registries process requests efficiently, maintain accurate records, and provide timely responses to students, staff, and external stakeholders (Ajayi & Fasan, 2023; Sule & Babatunde, 2021). Research indicates that effective registry services are enabled through structured workflows, clear operational policies, and integration of technology for record management and communication (Bakare Fatungase & Oseni, 2024; Onuorah & Akinola, 2022). By facilitating seamless administrative operations, effective registry services directly impact institutional performance, decision-making, and stakeholder satisfaction (Echezonachi & Omeje, 2022; Igbineweka & Oshodin, 2022).

Effective registry services depend on teamwork task execution, shared knowledge, and coordinated workflows among registry personnel, making teamwork a critical determinant of service quality. Collaborative practices also enhance responsiveness to stakeholders such as students, faculty, and regulatory bodies, thereby improving institutional reputation and administrative effectiveness (Ajayi & Fasan, 2023; Iwu & Eze, 2022). Therefore, examining teamwork provides empirical insight into how interpersonal and organizational dynamics influence the efficiency and effectiveness of registry services in tertiary institutions.

Previous studies have highlighted the relationship between staff competence and registry effectiveness. Ajayi and Fasan (2023) emphasized that effective registry services depend on competent personnel capable of managing administrative processes efficiently. Similarly, Sule and Babatunde (2021) observed that administrative efficiency and service quality are significantly influenced by the skills and competencies of registry staff. Furthermore, technology integration through electronic records



management systems, digital communication platforms, and database technologies has been found to enhance operational efficiency and reduce bureaucratic bottlenecks.

METHODOLOGY

This study adopted a descriptive survey research design of correlational type. The total population consisted of 2,337 registry staff. To obtain a representative sample, the sample size determination table developed by Research Advisors (2006) was utilized. Based on the population size of 2,337, a sample size of 333 respondents was considered adequate for the study. Data were collected using a self-developed instruments titled the Staff Job Performance Questionnaire (SJPQ), and Effectiveness of Registry Services (ERSQ), which was designed based on insights obtained from the literature reviewed on staff job performance and effectiveness of registry services. Responses were measured on a five-point Likert scale model ranging from 5.0 = Very High Extent (VHE) 4.0= High Extent (HE), 3.0=Moderate Extent (ME); 2.0= Low Extent (LE) 1.0= Very Low Extent (VLE).

The validity of the instrument was established through face and content validation. The draft questionnaire was submitted to three experts in Educational Management and Test Measurement and Evaluation from the Faculty of Education, Abdullahi Fodio University, Sokoto and Usmanu Danfodiyo University, Sokoto. Their observations, corrections, and recommendations were incorporated into the final version of the instrument. The Content Validity Index (CVI) obtained were 0.89 and 0.93, indicating that the

instrument possessed a high degree of validity and was suitable for data collection. The reliability of the instrument was determined using Cronbach's Alpha reliability technique.

The analysis yielded a Cronbach's Alpha coefficient of 0.92, for SJPQ and 0.88 for ERSQ, indicating very high internal consistency among the questionnaire items. Since the coefficient exceeded the acceptable threshold of 0.70, the instrument was considered highly reliable for the study. Data collected were analyzed using descriptive and inferential statistics. Mean and standard deviation were used to answer the research questions, while Pearson Product-Moment Correlation (PPMC) was employed to test the hypotheses and determine the relationship between teamwork and the effectiveness of registry services in State Universities in North-West Nigeria at the 0.05 level of significance.

RESULTS

This section presents the descriptive analysis of teamwork of registry staff in State Universities in North West Zone, Nigeria. The analysis focuses on the mean scores and standard deviations of items measuring teamwork. A total of 326 questionnaires were correctly completed and returned by respondents out of 333 questionnaires across nine State Universities in the North West Zone, representing a 98% response rate.

Research Question One:

What is the Extent of Teamwork of Registry in State Universities in North West Zone, Nigeria?

Table 1: Mean and standard deviation on teamwork of registry staff in state Universities in North west, Zone, Nigeria.

S/N	Item Statement	Mean	SD	Decision
1.	I willingly cooperate with my colleagues to achieve departmental and institutional goals.	4.14	0.995	High Extent
2.	I actively contribute ideas during meetings or team discussions.	3.85	0.944	High Extent
3.	I work harmoniously with colleagues from different units to achieve common objectives.	3.90	0.916	High Extent
4.	I share ideas and relevant information with team members to facilitate smooth office operations.	3.84	0.890	High Extent

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S/N	Item Statement	Mean	SD	Decision
5.	Conflicts within the team are handled constructively without negatively affecting job performance.	3.72	0.827	High Extent
6.	Working as a team helps to meet deadlines and maintain high standard of service delivery.	3.97	0.993	High Extent
	Grand Mean	3.90	0.786	High Extent

Source: Field Survey (2026)

Table 1 presents the data collected on teamwork among registry staff in State Universities in North West Zone, Nigeria. Item one shows a mean score of 4.14 with a standard deviation of 0.995, indicating a high extent (HE) and that registry staff willingly cooperate with their colleagues to achieve departmental and institutional goals to a high extent, with moderate variation in respondents' opinions. In item two, a mean score of 3.85 and a standard deviation of 0.944 indicate that staff actively contribute ideas during meetings or team discussions to a high extent, with relatively consistent responses. Item three shows a mean score of 3.90 with a standard deviation of 0.916, indicating a high extent (HE) and that staff work harmoniously with colleagues from different units to achieve common objectives to a high extent, with moderate variability.

In item four, a mean score of 3.84 and a standard deviation of 0.890 indicate that staff share ideas and relevant information with team members to facilitate smooth office operations to a high extent, with moderate agreement. Item five shows a mean score of 3.72 with a standard deviation of 0.827, indicating that conflicts within the team are handled constructively without negatively affecting job performance to a high extent, with relatively consistent responses. In item six, a mean score of 3.97 and a standard

deviation of 0.993 indicate that working as a team helps to meet deadlines and maintain high standards of service delivery to a high extent, with moderate variability among respondents. The grand mean of 3.90 indicates that teamwork is practiced to a high extent by registry staff in State Universities in North West Zone, Nigeria.

Hypothesis Testing

The null hypothesis was tested using Pearson Product Moment Correlation Coefficient (PPMCC) with the aid of SPSS version 26 at 0.05 level of significance.

Hypothesis One

The hypothesis set for this study are presented and tested at 0.05 level of significant. The null hypotheses were tested using Pearson Product Moment Correlation Coefficient (PPMCC) with the aid of SPSS version 26 at 0.05 level of significance.

There is no significant relationship between teamwork and effectiveness of registry services in State Universities in North West Zone, Nigeria. The data for testing hypothesis one was derived from the Teamwork Scale and the Effectiveness of Registry Services Scale and are presented in Table 2.

Table 2: Relationship between Teamwork and Effectiveness of Registry Services in State Universities in North West Zone, Nigeria.

Variables	N	Mean	Std. Dev.	r-value	p-value	Decision
Teamwork	326	23.42	4.381			
Effectiveness of Registry Services	326	57.62	8.822	.200	.000	Reject H_0

Source: Field Survey (2026)

Table 2 presents the analysis of the relationship between teamwork and the

effectiveness of registry services in State Universities in North West Zone, Nigeria. A total of

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326 respondents were involved for both variables. The mean score for teamwork was 23.42 with a standard deviation of 4.381, while the effectiveness of registry services had a mean of 57.62 and a standard deviation of 8.822. The correlation analysis yielded an r -value of 0.200, indicating a weak positive relationship between teamwork and the effectiveness of registry services. The p -value of 0.000 is less than the 0.05 level of significance, showing that the relationship is statistically significant.

Based on this result, the null hypothesis (H_0) is rejected, signifying that teamwork has a significant positive influence on the effectiveness of registry services in State Universities in North West Zone, Nigeria. This indicates that registry staff who willingly cooperate, actively contribute ideas, and work harmoniously across units to achieve common objectives positively enhance the effectiveness of registry services in the study area.

Summary of Findings

The following are the summary of findings of the study:

1. The extent of teamwork of registry staff in State Universities in North West Zone, Nigeria is high, with an overall grand mean 3.90 across all six items measuring teamwork of registry staff. This indicates that teamwork is practiced by the registry staff in State Universities in the North West Zone, Nigeria.
2. There is a significant positive relationship between teamwork and the effectiveness of registry services in State Universities in North West Zone, Nigeria ($r = .200$, $p < 0.05$). The null hypothesis is rejected.

DISCUSSION OF FINDINGS

The following are the discussion of the findings of the study:

The first finding revealed that the extent of teamwork among registry staff in State Universities in the North-West Zone, Nigeria, is high, with an overall grand mean of 3.90. This

implies that registry staff frequently collaborate, share responsibilities, support one another, and work collectively toward achieving institutional goals. The finding suggests that teamwork is an established practice among registry personnel and contributes positively to the effectiveness of registry operations. This finding is consistent with the study of Nwankwo and Eze (2019), who investigated team cohesion and task performance among non-academic staff in Nigerian public universities. Their findings showed that strong teamwork, characterized by cooperation, shared goals, and mutual support, significantly enhanced task performance, efficiency, and quality of work output.

The researchers concluded that a collaborative work environment is essential for optimizing administrative staff performance. The finding also agrees with Adebayo, Salami, and Ibrahim (2021), who examined workplace synergy and service delivery output in Nigerian universities. The study found that a strong collaborative culture significantly predicted improved service output, faster processing of tasks, innovative problem-solving, and higher user satisfaction. The authors concluded that institutional leadership should promote teamwork and synergy to improve administrative effectiveness.

The second finding of this study revealed that there is a significant positive relationship between teamwork and the effectiveness of registry services in State Universities in the North-West Zone, Nigeria ($r = .200$, $p < 0.05$). Since the p -value is less than the 0.05 level of significance, the null hypothesis was rejected. This implies that effective teamwork among registry staff contributes significantly to the effectiveness of registry services. The finding suggests that when registry staff cooperate, share responsibilities, support one another, and work towards common organizational goals, the quality, efficiency, and timeliness of registry services improve. This finding is consistent with the study of Nwankwo and Eze (2019), who examined team cohesion and task performance among non-academic staff in Nigerian public universities. Their findings revealed that strong teamwork,



characterized by cooperation, shared goals, and mutual support, significantly predicted higher task performance, efficiency, and quality of work output.

The researchers concluded that fostering a collaborative work environment is vital for optimizing administrative staff performance. The finding is also in consonance with Igbineweka and Oshodin (2022), who found that staff competencies, including interpersonal skills and collaborative abilities, significantly improved job performance, which subsequently enhanced service quality in Nigerian university registries. The study concluded that strengthening staff competencies that promote cooperation and teamwork is essential for achieving high-quality registry services.

CONCLUSION

The study concluded that teamwork is highly practiced among registry staff in State Universities in the North-West Zone, Nigeria, and that registry services are delivered effectively across the universities. The study further established a significant positive relationship between teamwork and the effectiveness of registry services, indicating that collaboration, cooperation, and mutual support among registry staff contribute to improved service delivery and overall administrative effectiveness. Therefore, promoting and strengthening teamwork among registry personnel is essential for sustaining and enhancing effective registry services in the universities.

RECOMMENDATIONS

1. University management should sustain and strengthen teamwork among registry staff by organizing regular team-building programmes, collaborative workshops, and inter-unit meetings to promote cooperation, mutual support, and effective communication.
2. University management should establish recognition and reward systems for outstanding teamwork and service delivery, as this will motivate staff to maintain high levels of

collaboration and effectiveness in registry operations.

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