



Employee's Perceptions of Information Sharing for the Delivery of Services in the City of Tshwane's Customer Relations Department

Henry Cooke

Wits School of Governance: University of the Witwatersrand

Supervisor: Kagiso 'TK' Pooe (PhD)

July 2022

Declaration

The work that I am submitting for assessment is my own work and I have followed the required guidelines in terms of referencing as explained by the Wits School of Governance. The correct method of referencing was discussed during our orientation class which includes correctly acknowledging sources. I am aware that the University of the Witwatersrand takes plagiarism in a serious light and failure to obey the referencing guidelines may lead to disciplinary action been taken against me. Lastly, I would like to also declare that this study was edited by a professional editor in line with editing principles and guidelines.



Henry Cooke

Johannesburg, July 2022

Dedication and Acknowledgements

To the Almighty Allah Subhanahu wa ta'ala ("The most glorified, the highest"), completing this project was not going to be possible without your interventions. I, therefore, ask that you help me to be among the righteous and help me to follow in your path today and always with anything that will please you Ya Allah, Ameen.

To my late mother, Judith Rita Cooke (Kamwendo), whose advice on the value of education inspired me to take an interest in education. To the late Professor Ivor Sarakinsky who inspired me to further my studies in the field of Governance, I thank you. May their souls rest in peace.

To my wife Odelia Lorna Cooke, who stood by me throughout this journey, I thank you. Without your support through a very tough 2020 and 2021, this journey would not have been possible. To my daughters Tiler and Lameez, and my son Raees, you are part of the reason I was inspired to complete this qualification. This qualification is dedicated to you!

To my supervisor Doctor Kagiso Poe, the successful completion of this project confirms your relentless guidance and support in this journey. At some point, I thought I might not make it after I had experienced unexpected delays. Your continuous feedback shaped the structure of my research report, and your positive feedback showed your commitment to my success. For this I thank you.

To the City of Tshwane, your approval for me to conduct my research at your organisation during office hours is appreciated. Covid-19 did not make things easy; however, the support I received from the City of Tshwane was overwhelming. I would also like to thank the participants who took time off their daily schedules to accommodate me and this project. Your contribution to this project is appreciated, as without your participation this project would not have been accomplished.

Lastly, I am thankful to the rest of my family, friends, colleagues, and staff at the Wits School of Governance who contributed to this project.

Abstract

Information sharing is one of the fundamental tools that enables organisations to deliver services. Since information is such a broad topic, the information referred to in this study is limited to information that is needed to keep citizens informed regarding the delivery of services in the Customer Relations Management Department, regarded as the front office of the City of Tshwane (Tshwane, 2021b). Previous research has showed that lack of information sharing leads to inefficient and ineffective service delivery. It is for these reasons that this study aimed to explore employee's perceptions of information sharing for the delivery of services in the City of Tshwane's Customer Relations Department.

The study was rooted in practice and social exchange theory, practical theory, and expectancy–value theory. The chosen research approach for this study was the qualitative approach. This study used semi-structured interviews and a non-probability purposive sampling method. Ten participants across the regions of the City of Tshwane took part in this study. Permission was received from the City of Tshwane to conduct the interviews and the Wits School of Governance provided the researcher with ethical clearance. The main research question, "what are employees' perceptions of information sharing for the delivery services in the City of Tshwane's customer relations department?" was answered.

This study found that the perceptions of employees on information sharing for the delivery of services in the customer relations department in the City of Tshwane were not to the standard required by a local government organisation. Based on these findings, the researcher was able to provide recommendations to the City for Tshwane on information sharing for the delivery of services, and these findings opened up others areas for future research.

Key Words: Information sharing, knowledge sharing, perceptions, public sector, service delivery, local government, City of Tshwane.

Definitions

Information:	Information referred to in this study is limited to information that is needed to keep citizens informed regarding the delivery of services in the City of Tshwane Customer Relations Management department.
Customer Relations:	For this study, the Customer Relations Department is used interchangeably with the Customer Relations Management (CRM) Department.
Front Office:	Customer Relations Management
Back Office:	Finance, Energy and Water Department
Perceptions:	Views and opinions of employees in the Customer Relations, Finance, Energy, and Water Departments in the City of Tshwane who took part in the study.
Platforms:	The different ways to communicate and engage the City of Tshwane
Constitution:	The 1996 Constitution of the Republic of South Africa
Customer:	For this study, a customer is an individual with whom the municipality interacts from a service delivery perspective
Citizen:	Referred to in this study as a customer
Local Governments:	For this study, local governments, municipalities, and local municipalities are regarded as the same
Intra-organisational:	For this study internal will be interchangeably used with inter-organisational

Abbreviations

APP	Application
AU	African Union
ANC	African National Congress
Covid-19	Coronavirus Disease 2019
CM	City Manager
CBD	Central Business District
COT	City of Tshwane
EVT	Expectancy–Value Theory
EM	Executive Mayor
MM	Municipal Management
CRM	Customer Relations Management
RSA	Republic of South Africa
SA	South Africa
SET	Social Exchange Theory
LG	Local Government
LED	Local Economic Development
IDP	Integrated Development Plan
GSDRC	Governance, Social Development, Humanitarian Issues, Conflict
GH	Group Head
SALGA	South African Local Government Association
SPOC	Single Point of Contact
MIS	Management Information Systems
MMC	Mayoral Committee Member
WHO	World Health Organisation

Table of Contents

Declaration

Dedication and Acknowledgements

Definitions

Abbreviations

Table of Contents

List of Tables

List of Figures

Chapter 1: Introduction to the Research

1.1	Introduction.....	1
1.2	Background.....	3
1.2.1	<i>The Customer Relations Management Department.....</i>	<i>6</i>
1.2.2	<i>Information Sharing Between CRM and Energy, Water, and Finance Department in The City Of Tshwane Municipality.....</i>	<i>7</i>
1.3	Rationale for the Study.....	10
1.3.1	<i>Employee Perceptions.....</i>	<i>10</i>
1.3.2	<i>Aim of the Study.....</i>	<i>11</i>
1.4	Problem Statement.....	12
1.5	Purpose Statement.....	13
1.6	Objectives of the Study.....	13
1.7	Research Question	14
1.7.1	<i>Sub Questions</i>	<i>14</i>
1.8	Ethical Considerations.....	14
1.8.1	<i>Ethics Clearance.....</i>	<i>14</i>
1.8.2	<i>Safety.....</i>	<i>15</i>

1.8.3	<i>Confidentiality and Anonymity</i>	15
1.8.4	<i>Validity</i>	15
1.8.5	<i>Reliability</i>	16
1.8.6	<i>Dependability</i>	16
1.8.7	<i>Positionality</i>	16
1.9	Limitations.....	17
1.10	Overview of Chapters.....	18
1.11	Chapter Summary.....	20

Chapter 2: Literature Review and Theoretical Framework

2.1	Introduction.....	21
2.2	Literature Review.....	22
2.2.1	<i>South Africa Today</i>	21
2.2.2	<i>Local Municipalities in South Africa</i>	22
2.2.3	<i>Service Delivery in Local Municipalities</i>	23
2.2.4	<i>Customer</i>	26
2.2.6	<i>Information</i>	27
2.2.7	<i>Information Sharing</i>	29
2.2.8	<i>Information Sharing Methods in Government</i>	29
2.2.9	<i>Advantages of Information</i>	31
2.2.10	<i>Challenges of Information</i>	33
2.2.11	<i>Trust as a Tool for Information Sharing</i>	34
2.2.12	<i>Information Sharing for Delivery of Services</i>	35
2.3	Theoretical Framework.....	36
2.3.1	<i>Selection of Theory</i>	36
2.3.2	<i>Practical Theory</i>	37
2.3.3	<i>Social Exchange Theory</i>	38

2.3.4	<i>Expectancy-Value Theory</i>	41
2.4	Chapter Summary	42
Chapter 3: Research Methodology		
3.1	Introduction	44
3.2	Research Approach.....	44
3.3	Research Tools and Their Application	45
3.4	Sampling	46
3.5	Process of Analysis.....	47
3.6	Presentation of Data.....	49
3.7	Feasibility.....	49
3.8	Chapter Summary.....	50
Chapter 4: Presentation of Research Empirical Findings		
4.1	Introduction	51
4.2	Date of Interview and Participant's Department.....	52
4.3	Types of Interviews.....	53
4.4	Employment Experience of Participants.....	54
4.5	Presentation of Findings and Emerging Themes.....	55
4.5.1	<i>Insufficient Information Sharing</i>	55
4.5.2	<i>Information Sharing Methods</i>	57
4.5.3	<i>Trust and Information Sharing</i>	60
4.5.4	<i>First Point of Contact</i>	61
4.6	Responses to Question 9.....	62
4.7	Response to Question 10.....	63
4.8	Triangulation.....	63
4.9	Chapter Summary.....	64

Chapter 5: Analysis of Research Findings

5.1	Introduction.....	65
5.2	<i>Data Analysis</i>	66
5.2.1	Analysis of Research Findings.....	66
5.2.2	<i>Presentation of Emerging Themes</i>	67
5.2.2.1	Insufficient Information Sharing.....	67
5.2.2.2	Information Sharing Methods.....	69
5.2.2.3	Trust and Information Sharing.....	70
5.2.2.4	First Point of Contact.....	72
5.2.3	<i>Analysis of Answers to Question 9</i>	74
5.2.4	<i>Analysis of Answers to Question 10</i>	75
5.3	Chapter Summary.....	75

Chapter 6: Conclusions, Limitations and Recommendations

6.1	Introduction.....	77
6.2	Conclusions of the Research.....	77
6.3	Limitations of the Study.....	78
6.4	Recommendations Relating to the Study.....	79
6.4.1	<i>Recruit More Technical Staff in the Service Departments to Address the Shortage of Staff on the Ground who Have Service Delivery-Related Information That is Needed in the Front Office</i>	80
6.4.2	<i>Full and Accurate Information Should be Shared With CRM While Ensuring That CRM is the First Point of Sharing Information</i>	80
6.4.3	<i>Having Representatives From Different Departments in the CRM Department</i>	80

6.4.4	<i>Methods of Sharing Information</i>	81
6.4.5	<i>Relationship Building Among Employees</i>	82
6.4.6	<i>Commitment From the Executive and the Administration Management on Policy Changes and Effective Monitoring of the Implementation</i>	82
6.5	Recommendations for Further and Future Research	83
6.6	Research Contributions	84
6.7	Chapter Summary.....	84
References		86

Appendices:

Appendix A:	Data Gathering Instrument: Questionnaire.....	111
Appendix B:	Participant Information Form.....	113
Appendix C:	Ethical Clearance	115
Appendix D:	Approval of Title	117
Appendix E:	Permission Letter from the City of Tshwane.....	118
Appendix F:	Consent Form.....	120
Appendix E:	Editing Certificate.....	121

List of Tables

Table 1:	Local Government Legislative Reform.....	24
Table 2:	Date of Interview and Participant's Department.....	53

List of Figures

Figure 1:	<i>Services Delivered by Local Government</i>	1
Figure 2:	<i>Map and Location of the Different Towns Found in the City of Tshwane</i>	4
Figure 3:	<i>Regions in Tshwane</i>	5
Figure 4:	<i>Tshwane's Customer Satisfaction Survey Index Results (2018)</i>	8

Figure 5:	<i>Strategic, Management, and Operational.....</i>	<i>28</i>
Figure 6:	<i>Different Roles of Practical Theories.....</i>	<i>38</i>
Figure 7:	<i>A Weigh Between Positives/Benefits and Negatives/Costs.....</i>	<i>40</i>
Figure 8:	<i>Expectancy–Value Theory of Motivation</i>	<i>42</i>
Figure 9:	<i>Number of Years Employed in the City of Tshwane.....</i>	<i>54</i>
Figure 10:	<i>Trust Builds Relationships That Lead to Effective and Efficient Information Sharing.....</i>	<i>71</i>

Chapter 1

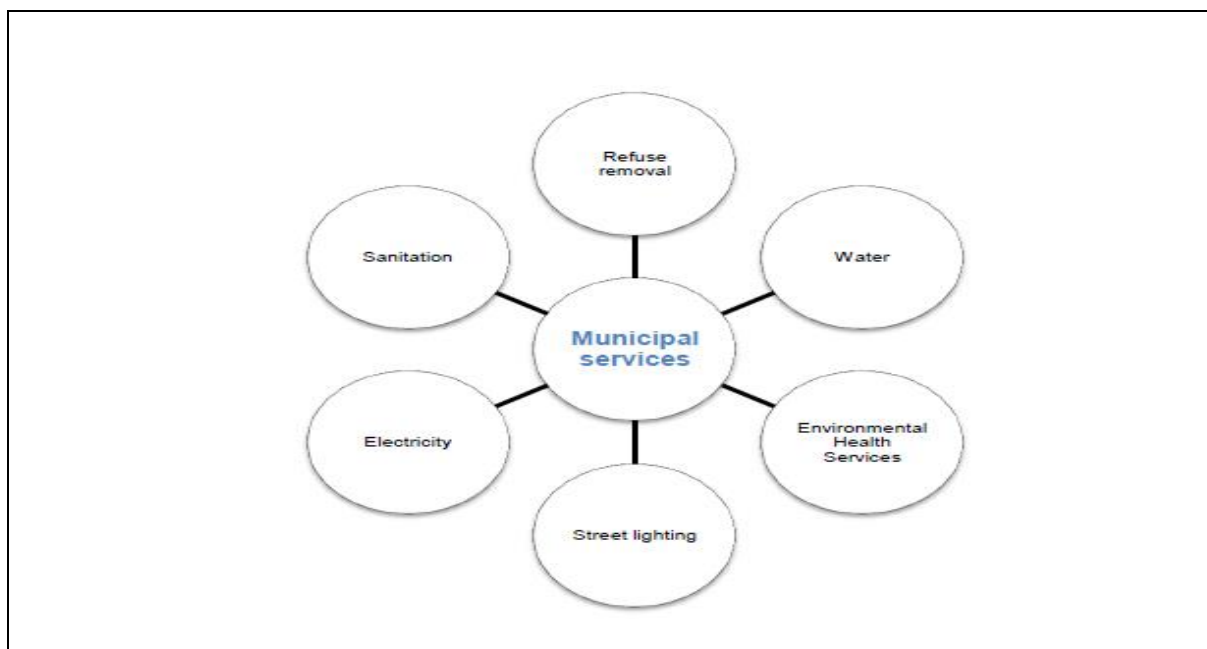
Introduction to the Research

1.1 Introduction

In South Africa, there are three spheres of government, namely, national, provincial, and local government. The Constitution of South Africa has legislatively mandated local government to provide municipal services to meet the needs of those within its demarcated areas (RSA, 1996), and this sphere of government has become a focal point for the delivery of services in South Africa. The main reason for the establishment of local governments was to have the organisations providing basic services as close as possible to the citizens they serve, as this will improve community participation in public administration and governance. Figure 1 below shows a few of the services that are provided by the sphere of local government (RSA, 2000):

Figure 1.

Services Delivered by Local Government



Note: Adapted from “RSA. (2000). Local Government Municipal Systems Act (32 of 2000). Government Gazette of South Africa”.

Within a local municipality, there is a council consisting of elected and indirectly elected councillors and members. The local municipality and council are interrelated and must work together for the greater good of the citizens within its area. The level of services that are provided must be the level that citizens can expect from local governments as legislated. The African Union (AU) developed and adopted Agenda 2063, which aims to achieve its goals by 2063. The aim of the Agenda 2063 is for African governments such as South Africa, should provide services that citizens expect, and this should be done at national, provincial, and at a local government level (African Union, 2015).

Local governments in South Africa are also guided by the White Paper on Transformation of Public Service Delivery (1998), which includes principles referred to as Batho Pele (people first) principles. These principles set an obligation on the service provider to provide or deliver services based on citizen requirements. Over and above this, local governments in South Africa have been given an important role, which is to play a developmental role within local communities and environments, while building a prosperous and non-racial society (Siddle & Koelble, 2017).

The Municipal Systems Act of 2000 (Thornhill, 2004) and the Municipal Structures Act (Van Der Walt, 2014) provide mechanisms to assist the processes of local governments in fulfilling their legislative mandates. Although a great deal of responsibility has been placed on municipalities in South Africa, in many respects municipalities are failing to fulfil their responsibilities (Siddle & Koelble, 2017). Given the importance of basic services in local governments in South Africa, this study aims to take a closer look at information sharing which contributes directly and indirectly to the delivery of services.

1.2 Background

A local municipality is concerned with the governance of a specific region or area (Thapa, 2020). A local municipality consists of executive and political administration body within a district, town or a City. A local government organisation is allowed to pass laws within its area of jurisdiction; however, this should be done in line with the constitution. Sidgwick (2012) describes local governments as a sub organ of state that has special powers to issue regulations, while Humes and Martin (1961) describe local government as having the capacity to determine its operating budget and this is done through collection of taxes. While local governments have decentralised powers, they also need to manage their affairs within the parameters of the law.

In a broader definition, Thapa (2020) argues that local governments have three basic characteristics that are linked to roles at an executive level, a legislative level, and a judicial level. The book by Humes (2013), titled *The Structure of Local Governments Throughout the World*, it describes a substantial number of roles that local government around the world must play, which includes information sharing for service delivery. In 2017, Canada's prime minister created a clear expectation of government's aim to improve information sharing for improved service delivery at a local government level (Ottawa, 2017).

Local governments have many roles to play to ensure that they are sustainable. Considering information sharing for service delivery, there is a need for local governments within the South African context to look at information sharing between actors and departments. This study focuses primarily on the role of information sharing for service delivery with the study focused on South Africa's capital, the City of Tshwane. The City of Tshwane was established on 5 December 2000 when the local

authorities shown in the map below (figure 2) were integrated. As the capital City of South Africa, it is also one of the largest cities in the world. The City of Tshwane prides itself on being the main economic sector in the region, with manufacturing being at the forefront. The City of Tshwane is a category A municipality as per the Constitution of South Africa, 1996. Category A municipality is a municipality that falls within a metropolitan area or district. The population of Tshwane was estimated to be around 3.31 million in 2017 (Hamann & Horn 2021). Tshwane has a rich cultural heritage within South African history. One of the iconic moments of the City was on 10 May 1994 when President Nelson Mandela become the first democratically elected president.

The map below indicates where the Central Business District (CBD), which consists of Booyens, Pretoria Central, Hatfield, Sunnyside, Groenkloof and Waterkloof, is located in the City.

Figure 2.

Map and Location of the Different Towns Found in the City of Tshwane



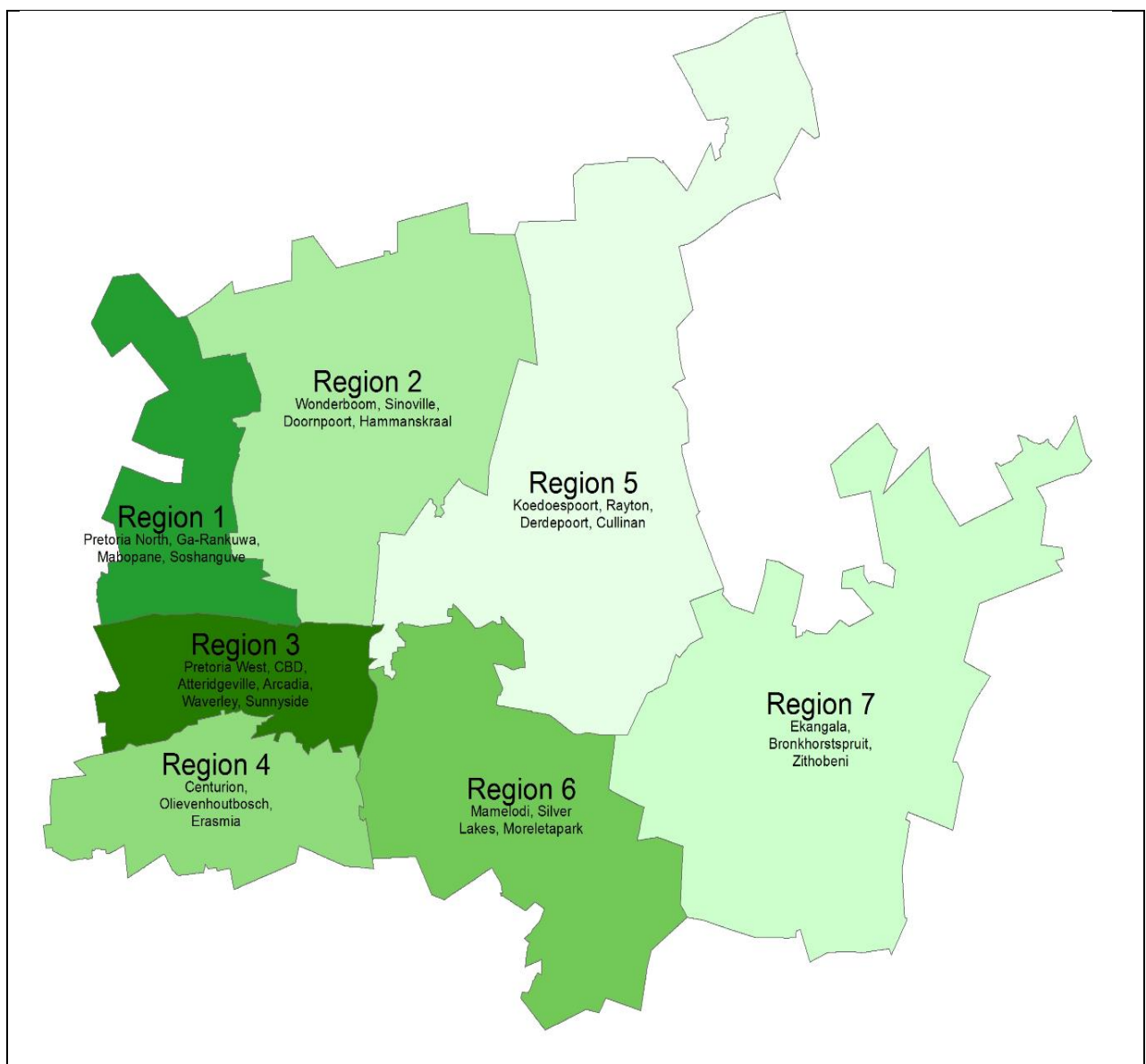
Note: From "Sleeping out: Google Map Search (<https://www.sleeping-out.co.za/Tshwane-Map.asp>). Copy right 2022, Sleeping Out.co.za"

The City of Tshwane is further divided by regions so that service delivery can be managed as close as possible to the people. This regionalisation is aimed at decentralising services (Tshwane, 2021). As part of the process of regionalisation, the City established seven delivery regions (Tshwane, 2021a).

Figure 3 below gives an outlay of the different regions as established in the City Tshwane:

Figure 3.

Regions in Tshwane



Note: Adapted “City of Tshwane Twitter page; City of Tshwane on Twitter: “#COVID19 in Tshwane: The week at a glance (<https://t.co/0wRSnzykuS>)” / Twitter

The City of Tshwane is made up of many different departments, providing basic services to the citizens within the different regions as per Figure 3 above. The executive management has delegated powers to ensure they lead the different departments using a collective of specialists and dedicated officials. These departments have organisational and legislative mandates to ensure that there is minimal interruption to services that are intended for human survival within its towns. The City of Tshwane is being led by the executive from a political perspective where the Executive Mayor (EM) has executive powers to manage the affairs of the Municipality. The Mayoral Committee Members (MMC's) assist the Executive Mayor in executing executive powers. The administrative structure is headed by the municipal manager (MM) who is also referred to as the accounting officer of the Municipality. The MM has powers according to the Municipal Structures Act (32 of 2000) to delegate some of its powers to the executive management, such as Group Heads (GH).

1.2.1 The Customer Relations Management Department

The City of Tshwane introduced the services of two 24-hours call centres and walk-in centres to be a point of contact for communities. The aim was to introduce a single point of contact (SPOC) to which community members could direct all complaints and queries. Integration and standardisation of customer interaction points are and were one of the key priorities. The aim was to ensure that a seamless process within the organisation exists for a central point of contact and that customers are engaged in a standardised manner across the City (Tshwane, 2021).

The customer walk-in centres and the call centre act as an agent and voice of the organisation. Complaints are captured on the Customer Relations Management (CRM) system and a reference number is issued as proof of complaint or query being logged, and this may be used for future tracking where applicable. This was aimed to

enhance and elevate interaction with residents and facilitate efficient service delivery. The department also plays a strategic role in its position as the face of the City (Tshwane, 2021). The CRM department monitors the service delivery performance of the other supporting departments by ensuring that service standards are met, as approved by the council in addressing service delivery complaints, service interruptions and breakdowns. This was designed to provide a customer-centric approach and relies on integration between the front office (call centre and walk-in centres) and the back office (supporting departments). Since the CRM department must represent different internal departments responsible for delivering services to the community, internal organisational information (knowledge) sharing is important and requires diverse actors from the different departments to work together in a co-sharing manner.

1.2.2 Information Sharing Between CRM and Energy, and Finance Department in the City of Tshwane Municipality

The CRM department is committed to excellence in its mandate to deliver services to its customers and this is not regarded as an additional task for employees. The Customer Relations Management Policy on Complaints and Compliments (2016) identifies the need for employees to conduct themselves in a professional, courteous, and efficient manner in line with its norms and standards (City of Tshwane, 2016). The CRM Department plays the role of the front office and needs a framework for better management of customer interactions, and this requires collaborations across the different departments.

Information sharing is open and usually affects several individuals in a particular area. With this comes the centralising of services to a single point of contact where technology such as the Tshwane App, e-Tshwane and the Tshwane call centre plays

a part in the integration of information within the organisation. Similar examples of this type of centralised customer interface include Kent Gateway in the United Kingdom and Service British Columbia in Canada (Accenture Business Services Of British Columbia Limited Partnership, 2009), where information is available at a single point of contact. This is to allow the simplification of administrative tasks and information management (receiving, storing, and sharing) easier. As discussed, the CRM Department is the first point of contact that manages the front office within the City of Tshwane.

The City of Tshwane has committed to certain service standards such as providing information to customers within an average of six minutes over the phone when a customer contacts the call centre, which is in line with international standards (Astute Solutions, 2020). Furthermore, 90% of calls from citizens will be answered within five rings, where one will be received by an informed and responsive employee.

The City of Tshwane has been conducting a customer satisfaction survey among households, businesses, consulates, and embassies since 2009.

Figure 4

Tshwane's Customer Satisfaction Survey Index Results (2018)



Note: From “City Tshwane Customer Satisfaction survey” Satisfaction with City of Tshwane by Customer Group, 2009 – 2018

Figure 4 above shows the declining index based on results between 2013 and 2018 respectively, apart from consulates and embassies remaining stable during the same period. It is clear from the high level findings that household and business satisfaction has deteriorated during the past three surveys.

These are the kinds of surveys that assist the City of Tshwane in planning and committing to service standards. This also forms part of the strategic planning to enhance customer satisfaction.

The CRM department not only focuses on resolving queries received from customers, but also on escalated matters of other departments. This requires a collaboration in an information sharing cycle between employees.

For example, when the Energy Department (back office) plans to do maintenance on a substation in a particular area, such planned service interruption needs to be communicated to the front office so that the information can be shared with the affected customers in that particular area. Looking at a different example, when there is a power outage in a particular area, customers from that area would contact the front office to request information relating to the reasons for the power outage. It is therefore important that the Energy Department shares that relevant information (reasons for the outage, estimated turnaround time, etc.) timeously with the front office, so that the customers are given relevant and reliable information regarding the power outage.

The 2016 survey index results show that there is a need for employees to conduct themselves in a professional, courteous and efficient manner. The results in Figure 4 above show that customer satisfaction between households and businesses dropped in the City of Tshwane between 2009 and 2018 when the last study was conducted, with similar sentiments expressed in the 2016 survey. The declining index

is a challenge that the City of Tshwane must address urgently. The ideal City of Tshwane will have to build on collaboration and a “bottom-up” approach, as argued by Nkuna (2011). This implies that there is a need for CRM, energy, water, and the Finance Department in the City of Tshwane Municipality to work together to address the challenges related to information sharing, with a view that information sharing actors do not work in silos any longer.

1.3 Rationale for the Study

There is an expectation that local government be effective and efficient within its areas of jurisdiction and its role in the realisation of the Bill of Rights as entrenched in the South African Constitution. Given the importance of information sharing within local government departments, there is a need to explore the perceptions of employees on information sharing for service delivery. The City of Tshwane was chosen for this study because it is the capital City of South Africa, and can therefore, set an example for other municipalities. As the researcher, I was keen to investigate the perceptions of employees and to develop recommendations to improve and uplift the City of Tshwane from an information sharing perspective. The importance of employee perceptions is briefly discussed below (1.3.1).

1.3.1 Employee Perceptions

Employee perception is a method by which individuals within the organisation organise and interpret their sensory thoughts to give meaning to their environment (Panimalar & Kannan, 2013). Attitudes that are linked to perceptions can provide clues about behaviour linked to the behavioural patterns and satisfaction of work. The perception of an employee is crucial to be able to stay in touch with the aims of the organisation, hence it would be beneficial for this study to know what the employee perceives about the organisation and information sharing. Perception is an individual

process, where each person may interpret the world differently. Understanding perceptions from different employees' views are important for effective information sharing processes in the City of Tshwane. In South Africa, data-driven studies linked to employees' attitudes toward work and expectations are limited within the public sector (Mncwango, 2016).

The goal of perception checking or exploring is to decode messages more accurately and avoid assuming too much (Perception Checking, 2020), and this study allows the researcher to explore the perceptions and experiences of the participants from their point of view. However, there are a few methods used to measure perceptions, such as a self-report measure, method of adjustment, forced choice, and likert scale reporting. When using semi-structured interviews as a method of data collection, behaviour, knowledge, culture and experience are some of the commonly known measures of perception (Brandon, 2016), which are more suited for this study.

Employee experiences of information sharing for the delivery of services may differ from one employee to the next. Perceptions in this context will allow the researcher to better understand the experiences of those employees that are responsible for sharing information for the delivery of services between the CRM and the Energy, Water, and Finance Departments. By understanding the perceptions, the researcher is laying a foundation while putting the focus on causes, barriers or influences of information sharing, and ultimately seeks alternative solutions to challenges related to the delivery of services.

1.3.2 Aim of the Study

The aim is to explore the perceptions of information sharing for the delivery of services in the City of Tshwane CRM Department. To be able to do this, the study will include participants who are from the CRM call centre, the CRM walk-in centres and

supporting departments, which include Energy, Water, and Finance Departments. This is to better recognise the role of information sharing in the CRM and its supporting departments, considering that the sharing of information is necessary for the functioning of the CRM department when engaging customers.

Since information is such a broad topic (Mery et al., 2012), the information referred to in this study is limited to information that is needed to keep citizens informed regarding the delivery of services in the City of Tshwane, through the front office (CRM). Specifically, the information this refers to is information related to services, but not limited to, planned and unplanned electricity outages, planned and unplanned water outages, and finance-related queries such as the management of disconnections and reconnections of electricity supply to residents' properties. For example, when a particular area in the City of Tshwane experiences an electricity outage, Energy Department employees need to share such information with the employees in the CRM Department so that the employees can inform customers about the outage. If the Energy Department fails to share such information timeously with the employees in the CRM Department, this can adversely affect the customer, which can lead to frustration and dissatisfaction for both the CRM employee and customer (Crous, 2004). It is therefore important to build a research-informed base that will include the positive and negative consequences of information sharing in the context of local government (Schutte & Barkhuizen, 2015). The study moreover anticipates contributing to knowledge within the academic space for further research.

1.4 Problem Statement

Information sharing in organisations has captured the attention of many researchers. This has brought pressure on organisations such as local governments to improve service delivery through smarter ways of sharing information. However,

employee and institutional barriers have hindered improved service delivery (Novakouski & Lewis, 2012; Chua & Lam, 2005). Despite technological and human resource advances in local governments in South Africa in the past decade, gaps in our understanding remain (Manda, 2017). Hoffman and Bateson (2006:353) argue that there is a need for studies that focus on internal information sharing and how it links with the provision of services in organisations to be conducted. As the above work illustrates, this is the problem that requires further investigation. This study is aimed at filling this gap in the literature related to information sharing between employees and how it affects service delivery in the City of Tshwane's CRM Department.

1.5 Purpose Statement

The purpose was to explore the perceptions of employees concerning information sharing for the delivery of services at a local government level, specifically, to obtain a better understanding of how information sharing for the delivery of services is managed between CRM, and the Water, Energy, and Finance Departments in the City of Tshwane. As a result, this is to determine if weaknesses are present when the different business units share information related to the delivery of services and to recommend how services delivery can be improved from an information sharing perspective.

1.6 Objectives of the Study

- To explore information sharing perceptions of employees in the CRM and supporting departments.
- To obtain a better understanding of the internal processes and policies of information sharing.

- To provide recommendations on strategies that can contribute to the sharing of full and accurate information between CRM employees and the Energy, and Finance Department employees in the City of Tshwane.

1.7 Research Question

What are employee's perceptions of information sharing for the delivery services in the City of Tshwane's Customer Relations Department?

1.7.1 Sub-questions

- In your view, what processes past and present influence information sharing in the CRM Department?
- From your experience, how effective is information sharing for the delivery of services in the City of Tshwane?
- In your view how can the City of Tshwane improve information sharing for the delivery of services?

1.8 Ethical Considerations

1.8.1 Ethics Clearance

Before embarking on the study ethical clearance was received from the University of the Witwatersrand's School of Governance Research Ethics Committee. The researcher also obtained institutional permission (Annexure E) from the the City of Tshwane before gathering data from participants. The researcher further signed an ethical code of conduct with the University and the organisation where the research took place. Importantly, as per Annexure D, the title of the study changed slightly after the collection of data. This change did not affect any aspect of the research aims, objectives or research question, as everything else about the study remained the same. The change was necessary to tie the title more closely to the study. Therefore, under Annexure D, the two permissions letters can be found. Participants were

provided with all documentation as described above prior to the interviews taking place. The researcher also committed to ensure that the collected data was to be stored on a computer with a password and would be destroyed after five years as per ethical guidelines relating to research studies.

1.8.2 Safety

Safety and integrity of all participants were key when conducting the study, as the interests, rights, and safety of all would continue throughout the study. As part of the consent form (Annexure F), participants were given the option to withdraw from the research study or halt the study at any time, should they wish to do so. The consent form was a key guideline in terms of safety for both the researcher and the participants prior to the interviews taking place.

1.8.3 Confidentiality and Anonymity

Because confidentiality and anonymity are central to ethical research practice, particularly where human participants are involved, the researcher made every effort possible to ensure that data cannot be traced back to the participants, by complying with the principles that protect the dignity and privacy of every individual throughout the study. These included respecting individual and cultural differences. Data collected about individuals was appropriately anonymised as participant A and participant B in the final research report.

1.8.4 Validity

Regarding validity, it is important to ensure the extent to which results would represent what is being measured. The study took this aspect into account to ensure that the measurement was generally reliable. One technique that was used to establish validity in the study was to actively seek alternative explanations to what appeared to be the research results. Triangulation was also be used, on grey and

secondary literature and lastly, informant feedback was used to help improve the validity of the study.

1.8.5 Reliability

The study's chosen approach was key in ensuring that results were reliable, in the sense that, should the research be repeated under the same conditions, the results would be reproduced. The study looked at how consistent the responses from the participants were over time by spreading the interviews over a certain period, to establish reliability. Since the study was primarily interpretive, it was important to ensure that the validity arguments were well-grounded, strong, sound, and justifiable to ensure the research study findings contribute to reliability Dias (2001) and Rosenthal et al (2010).

1.8.6 Dependability

The consistency and reliability of the procedures used, as well as the research findings, will be documented, as argued by Polit et al. (2001), which would allow an outsider to audit, and perhaps critique the research process to establish dependability.

1.8.7 Positionality

Being an employee of the City of Tshwane, it is important to note that my position may be seen to have affected the totality of the research process as part of interpreting existing factors between business units. To address this challenge the direct results and findings of the research were based solely on the interview manuscripts and interview recordings. The researcher strictly kept to the interview schedule during the interview process while ensuring that an outsider approach was used. The scheduling of virtual interviews and face-to-face interviews were pre-arranged to take place during working hours or at times that best suited the participant. All efforts were made to ensure reliability of the research findings.

1.9 Limitations

Every academic study is bound to inherit or experience some type of limitation. The researcher must be aware of some of the limitations before a study is undertaken. Some limitations in this study were only found after the study had commenced. It is for these reasons that limitations need to be managed in such a way that the risks identified do not affect the reliability of the study. Below are the limitations that the researcher encountered during the study:

- The first limitation was the decision not to interview high-level management at all levels. The interview was purely focused on officials who are stationed in administration and some of the official reports that were found. This could lead to a challenge related to not knowing the high-level management 's perceptions on the matter. It could therefore be rationalised that the administrative staff's primary role is to advise the high-level management from an operations perspective, and in this way compositing for the purposive exclusion of the high-level management.
- The second limitation is that considering that the sample is small, the researcher was not able to generalise the findings beyond the participants who took part in the study. However, this would still give the study some understanding in terms of the participants who took part in the study.
- The third limitation was the fact that the study had to be completed within ten months. Due to time constraints, the participants were only selected from the employee population, and not from customers. The argument here was that the employee's perception would ultimately influence the customers' perception in terms of information sharing for service delivery in the City of Tshwane. This

could also illuminate experiences and findings that could apply to other departments within the organisation.

- The fourth limitation was that the researcher himself was an employee (office of the MMC) of the organisation at the time of the interviews. This brought about the concern that the researcher's experience and position could influence his judgment and analysis, and this cannot be ruled out altogether. To rule out the limitation in this instance, the researcher acted in a manner that did not rely on his experience. Also, the selected participants were not from the same working environment or department.

1.10 Overview of Chapters

Chapter 1: This chapter introduces the topic and builds a case on the rationale and relevance of the study. The brief background of the organisation where the study took place, the aim and objectives are explained in this chapter. The research question, limitations of the research, and ethical considerations are given. This chapter concluded by providing an overview of all the chapters in the study.

Chapter 2: This chapter focuses on the literature review from a theoretical point locally and internationally. Its main arguments from academic and general perspectives in terms of information, its advantages, and challenges in general, and from a local government perspective, are discussed in this chapter.

Chapter 3: This chapter focuses on the theoretical frameworks on which the research study is founded. The chapter briefly describes the three theories and reasons why these three theories were best suited to this study.

Chapter 4: This chapter deals with the research methodology approach that was used and presents the arguments on the reasons the researcher decided

to choose a qualitative approach. It also includes how the sample size was selected and describes the type of interviews used in the study. The reliability and feasibility of the research study are also mentioned in this chapter. Considering the type of research question, the study used a qualitative research method because of its exploratory nature. A qualitative approach was preferred over a quantitative approach due to the complexity and dynamism that is found at local government level.

The reasons for opting for a qualitative approach are further discussed in the methodology chapter (Chapter 4). The study opted for the semi-structured type of interviews to collect data and a small part of the study used documentary analysis. Ten participants from the City of Tshwane were interviewed using a semi-structured and open-ended type of question to give more context to the quality of the study. A short list of approved official documents was used to complement the outcomes from the interviews as this was a challenge in sourcing documents from a local government perspective.

Chapter 5: This chapter contains the presentation, discussion, and analysis of the results of the data collection. The findings obtained from the data collection in terms of its themes and relationships are established in this chapter.

Chapter 6: This chapter summarises the discussion from the perspective of the themes and results that were presented in chapter 5.

Chapter 7: This chapter provides the study's conclusions, limitations, and recommendations based on the entire study. Possibilities for other academics to pursue in future research interventions on specific and related topics are also highlighted in this chapter.

1.11 Chapter Summary

The City of Tshwane is one of the local government organisations in South Africa providing basic services. Local governments are therefore entrusted with legislative mandates. After giving a brief background to the City of Tshwane, it was relevant to mention the landscape it occupies within the Gauteng province. Having looked at the different theories on information sharing, the researcher introduced the need for this study to be conducted. The chapter further guided the reader on how the study aims to achieve its objectives through the research question. An overview of the study is also presented to frame the chapters that follow.

Chapter 2

Literature review and Theoretical Framework

2.1 Introduction

This chapter briefly discusses the literature and the status of South Africa in terms of its public services. This is followed by a look at the legislative and delegated powers local governments have been given in the role of service provider in local governments. While the aim is to look at the knowledge that would be able to address the research question, it is also aimed at providing a clearer definition of the theoretical concepts. Because the study will be conducted within a public sector organisation, theoretical concepts will involve public services, governance, back and front office, the City of Tshwane, and information sharing. Local government has specific goals to achieve in ensuring that there are minimal disruptions to the constitutional mandates it has been given. The role of the local government in ensuring that services are delivered to customers is of great importance. The chapter also briefly looks at some of the legislation that guides municipalities in South Africa.

The chapter then looks at the critical role information plays in the delivery of services in local municipalities from an information-sharing perspective. The interdepartmental dependencies that are vital in ensuring that employees provide quality services to customers from a municipality perspective will be briefly discussed.

Lastly, the theoretical framework will highlight the link between the literature review and the research study. The theoretical framework assisted the researcher to identify generalisations and supported the research study.

2.2 Literature Review

2.2.1 South Africa Today

The current Corona Virus Pandemic, which began in 2019 (Covid-19), as announced by the World Health Organisation (WHO) in January of 2020 (Shah & Farrow, 2020) has called for much more spending by governments around the world. Just as in the rest of World, South Africa has been severely affected, with unemployment soaring to a record high of 32.6% (Businesstech, 2021). The fight against the pandemic has caused the South African government to swiftly respond by spearheading the international association for the supply of vaccines in Africa to fight the Covid-19 pandemic (Brookings, 2021). While South Africa needs to re-energise its labour market, which has further been weakened by the pandemic, the World Bank argues that the reasons for low growth in South Africa are long-standing and the pandemic has simply exposed the structural weaknesses (World Bank, 2021). It is my view that the need for public services has not decreased during the pandemic but has, in fact, increased. The non-payment of debts to municipalities has also increased, putting more pressure on already overburdened local governments. It is therefore important to note that although South Africa faces so many challenges, the need for improved service delivery remains a priority, with information sharing 1st

2.2.2 Local Municipalities in South Africa

South Africa municipalities are affected by many challenges and more concerning is the escalating municipal debts at an estimated R231 billion (IOL News, 19 June 2021). The demand for significant economic development is growing and local municipalities are now being forced to transform politically, economically, and technological elements of service delivery (Theriou et al., 2011). Customers expect quality services from their local municipalities. The planning of needs from a

municipality's perspective is increasingly becoming more technical. Prioritisation of needs against the demand for quality services is arguably a process that requires some mental interventions at local government level. Despite the above challenges, government officials need to provide quality services to customers as legislated by the South African Constitution. The interaction between employees in local government departments is crucial to provide the above-mentioned quality services.

2.2.3 Service Delivery in Local Municipalities

Service can be defined in many ways; however, the service related to this study is a service in terms of work or duty by an official to help others, while making resources available within its prescribed guidelines, while delivery can be defined as performing or producing results as promised or as expected (Crous, 2006). In South Africa, service delivery has many meanings and definitions. Tochtermann and Riekert (2001) arrive at a combination that reads as follows: "Service delivery is concerned with the provision of a product or service, by a government body to a community that it was promised to, or which is expected by that community".

Delivering services is the responsibility of government organisations (Gildenhuys & Knipe, 2000). While local authorities are tasked with the provision of services within their area of control, interdependence needs to be maintained with provincial and national spheres of government. To some degree some spheres of government depend on other spheres to carry out its constitutional mandate (York & Reddy, 2003:43). These are services that are required for human survival, as specified in Schedules 4 and 5 of the Constitution (Republic of South Africa, 1996), and further legislated in the Municipal Systems Act. Local government is responsible for providing services in its area of jurisdiction, directly or through third parties (contractors).

The South African Local Government Association (SALGA) was established in terms of section 21 of the Companies Act, 1973 (Act 61 of 1973), to assist local government organisations in their everyday running of local governments. Other legislative structures that work directly with local governments include the Municipal Demarcation Board and the Disaster Management Act (South African Government, 2020), which were established to assist local governments in their legislative mandates. The local government regulatory framework has undergone several reforms since 1994, which has assisted municipalities to accelerate the provision of service delivery. Table 1 below highlights some legislation used to empower municipalities (Letooane, 2017).

Table 1

Local Government Legislative Reform

White Paper on Local Government of 1998	Municipal Demarcation Act No. 27 of 1998	Municipal Structures Act No. 117 of 1998	Municipal Systems Act No. 32 of 2000	Municipal Finance Management Act No. 56 of 2003	Intergovernmental Relations Framework Act No. 13 of 2005
A policy document that envisages local government as developmental and fostering engaged citizenry, sustainable livelihoods to meet the socio-economic needs of communities.	The Demarcation Act provides for the establishment of the Demarcation Board, an independent body that determines municipalities based on a number of factors such as municipal financial viability and integrated development.	The Structures Act makes provision for the establishment of municipalities into category A, B or C i.e. metros, locals and districts and further determines the powers and functions of these municipalities including the regulation of governance structures of councils.	The Systems Act makes provision for the systems and processes required to undertake the service delivery mandate of the municipality.	The MFMA aims to modernise and promote sound local government financial management through prescribing uniform and standardised regulations such as municipal Integrated Development Planning and budgeting processes.	The IGRF Act fosters a system of cooperative governance between the three spheres of government to promote integrated planning, legislation and implementation that is appropriately aligned to the national priorities and objectives.

SALGA plays the role of oversight to ensure that local governments adhere to the legislative policies that have been presented in Table 1 above. In addition, as stated by the OECD, local government organisations need to ensure that they play crucial roles in the economy and development of their communities within their jurisdiction. In the South African context, Local Economic Development (LED) is an approach that encourages local people to work together to improve the quality of life which involves local authorities and indirectly contributes to service delivery (Ayandibu & Houghton, 2017). LED is aimed at extending and maximising the potential of all local municipalities, which assists local governments to provide public services with more accountability due to the direct involvement of citizens. Some of the support LED provides is a review of national policies, strategies, guidelines, capacity building, and management of local development funds (Cooperative Governance and Traditional Affairs, 2020).

The Batho Pele or “people first” principles (Pietersen, 2014) are meant to inform service delivery. For example, two of the principles refer to providing access to a fair share of services and ensuring citizens receive full and accurate information (Roberts & Hemson, 2008:54). Considering the type of services provided by local government, information is one of the key drivers for creating a relationship between the organisation and the customer. Bennington and Moore (2010:47) argue that the government needs to provide services and improve how their delivery is maintained while realising social outcomes. Ngubane and Diab (2005) adds that local government, being the face of service delivery, has to confront and solve the challenges that are linked to the provision of services, since Wright and Taylor (2005) declare that performance in delivering services to customers has been heavily criticised.

2.2.4 Customer

Numerous studies have been undertaken to understand the position of a customer from public service perspective (Aberbach & Christensen, 2005; Vigoda, 2002; Alford, 2002; Fountain & Waldman, 2001; Newman & Vidler, 2006; Clarke & Newman, 2007; Needham et al. 2006; Cornford & Richter, 2007). Alford (2002) used social exchange theory to compare a private and public sector customer, by defining a customer as person to whom services are provided to.

One needs to take note that service delivery is an important function of municipalities and other organs of state. Creating a customer-centric approach to public services is no easy task, as customers' relations with the public sector interface with different public sector agencies (Naidoo, 2018). Customers in the public space today have become more conscious of their rights and have better access to information on services related to their needs, and this creates higher expectations of local governments.

2.2.5 First Point of Contact for Customers

Local government is known to be the first point of contact for customers and is situated as close to the people as possible for this reason. This was made possible through the delegation of powers, as per the South African Constitution by placing local government at grassroots level. However, in the structures of local government, there needs to be a central point of contact for customers, and in this study, the City of Tshwane's CRM Department plays this role, as discussed in the previous chapter. The first point of contact must provide the first impressions, and these should be positive, in my view. The aim here is to give the customer confidence that their matter will receive the necessary attention.

One of the biggest challenges with front office duties is that the employees usually only have knowledge of their own setting and lack the necessary cross-departmental overview of the information that they have to provide to customers (Lenk & Klee-Kruse, 2000). Weerakkody et al., (2011) argue that front office advisors to the public are undermined by the employee's perception of back-office activities being valued more than front office activities. It is my view that boundaries between departments also contribute to the challenge of information sharing because of the different skills levels. The absence of clarity in policies has also been recognized as a problem concerning internal departmental integration or collaboration (Bellamy, 2008). Customers react badly in instances where the front-line (front office) staff do not take ownership of a problem. The current use of centralised services may contribute to situations where customers feel that they are passed from one person to another and have to explain the same issue over and over and rarely arrive at the right person or department (Beevers, 2006).

2.2.6 Information

The term "information" is used with subtle differences in different contexts and fields (Sardjoe, 2017a). Information is one of the strategic needs for the success of an organisation (Ge & Helfert, 2008) and is one of the required elements in the private and public sector organisations. As such, one needs to define information from different contexts. Today's business organisations have created vast quantities of information and information is, therefore, crucial as it supports their daily operations (Benson & Davis, 2008).

One of the prerequisites for inter-organisational relationship and collaboration is information sharing that is based on trust, a shared vision, commitment, and the courage to share information (Subiah, 2017), where sharing is a requirement for

becoming informed (Khoir et al., 2015), and plays a role in social information practices (Almehmadi et al., 2014; Du, 2014). Information can be found in a variety of forms and can be stored and shared using various channels. Furthermore, organisations must ensure that they have policies to differentiate between the different types of information, as not all information can be shared. It is therefore crucial that an information policy protects the organisation to avoid having incorrect information being shared. Information is a strategic resource that organisations can use to gain an advantage (Choi et al., 2008). However, in the context of government, the aim is not to remain competitive but to be efficient specifically in the delivery of services. Some of the different types of information include strategic, management, and operations as depicted in Figure 6 below (Benson & Davis, 2008).

Figure 5

Strategic, Management, and Operational Information



Information is part of knowledge because, in its raw state, information can only be interpreted from a point of knowledge (Al-Athari & Zairi, 2001). With this come other aspects, such as management information systems (MIS) that support the processes aimed at sharing information about day-to-day operational processes, which then

leads to the communication process. What is the best process of communication within an organisation? Bahrami (2018) identifies five tools that can best be used to share information internally between employees, including informal methods, knowledge sharing tools, a corporate intranet, note-taking apps, and Kanban tools.

2.2.7 Information Sharing

Considering the different terminologies described by different studies, information sharing, and knowledge sharing may be used interchangeably (Savolainen, 2017). This study focuses on information sharing in the workplace between employees. While this is the focus, we need to understand the elements that influence the development and implementation of information sharing (Tokar, 2010; Narayanan, 2004). Researchers including myself share some interests in trying to understand the drivers that influence information sharing (Reinholt et al., 2011). While some studies have identified behavioural linkages to information sharing (Hofer & Zehnder, 2012; Romano & Formentini, 2013), others have suggested the need to look as little deeper into the challenges of information sharing to better understand the theory. Other writers have argued that information sharing is influenced by the willingness to perform such behaviour of sharing (Bock et al., 2005). If the person sharing information does not have the willingness to share, then the quality of information being shared may also be affected (Fawcett et al. 2007).

2.2.8 Information Sharing Methods in government

Organisations have different needs for information and the methods of sharing information is therefore differs from one organisation to another. Information sharing methods range from face-to-face meetings, forums, email to telephone, to name a few. These are known to be formal ways of sharing information. However, there seem to

be different views on the use of these traditional methods, and scholars are interested in exploring other methods of sharing information.

Methods of sharing information between employees have become more and more accessible as more social media platforms such as WhatsApp and Twitter enter the technological space. Scholars such as Ahmed and Zakaria (2019) are interested in the way social media has become an influencer of information sharing in organisations using virtual platforms. Recent studies by Wang et al. (2019) found that social media facilitated the sharing of information. However, there is a view that there is a need to separate formal and informal methods of sharing information. Although scholars found that social media plays an important part in the sharing of information, there is a need for employees in the organisation to accept these methods. Although there is a need for more studies to be conducted in the field of social media platforms, the groundwork seems to be provided in my view.

Information sharing occurs on different levels, such as in groups, individuals, and departments (Sardjoe, 2017), to meet objectives or goals. Information-sharing practices and conditions exist in the daily activities of organisations (Widen & Karim, 2018). Organisations use routines, rules and procedures as a way of sharing information within the organisation, as information-sharing practices are implanted in day-to-day practices and procedures (Forster, 2017). One legislative guideline in the South African context is that of the “Batho Pele” Principles, which highlight the “right to information” as one of its principles.

These types of practices then become recognised and used by everyone. Management in local government is one of the elements necessary to provide public services and the effective sharing of information is a requirement for this process (Bigdeli et al., 2013). The sharing of information is mentioned in the “service

standards” as set out in the Batho Pele Principles (Republic of South Africa, 1996). Therefore, to satisfy their information requirements, the sharing of full and accurate information is necessary within government and local governments. Nevertheless, the challenge concerning full and accurate information sharing within public organisations has been regarded as a complex issue for the public sector (Bigdeli et al., 2013).

Some of the services provided by local government include front-line services that provide advice daily advice (Bogumil & Jann, 2009). With the rise in access to information in recent years, government organisations have to ensure that information sharing processes are connected to be able to provide public services. The ability to share information in public organisations is vital to deliver services to citizens in an efficient manner, and requires efficient and effective work processes (Bigdeli et al., 2013). Furthermore, for public organisations such as local governments information sharing is necessary to deliver services (Ramon et al., 2007). Through knowledge and information management, local governments could transform to deliver best possible services in an efficient and effective manner (Schutte & Barkhuizen, 2015).

2.2.9 Advantages of Information

Some theory exists showing the advantages of information sharing (Lee et al., 2000; Lee & Whang, 2000; Du et al., 2017). Positive outcomes have been observed in previous research at both organisational and individual level (Henttonen et al., 2016). This has brought with it an organisational culture that has been suggested to improve information sharing due to the advantages linked to it (Maras, 2017). Furthermore, the organisational reality is built on how it communicates with its closest colleagues (Salancik & Pfeffer, 1978), in terms of information sharing. On the level of an organisation, information sharing has been observed to lead to a positive organisational culture (Singh & Soltani, 2010), and such a culture means improved

information sharing (Maras, 2017). For public servants to provide efficient services to their customers, information needs to be relevant to the customer's specific need or desire (The Grossman Group, 2018). The use and sharing of information can be considered as one of the basic resources in a public administration setting (Mayer-Schönberger & Lazer, 2007), Arias et al. (2018) argue that information must be understood by the front office for it to be effective, where the back office has a direct influence on the front office support staff, and ultimately on the customer (Scott, 2020). Inter-organisational information sharing has over the years increased its importance which has led to quality of information in the provision of integrated services (Garcia and Gil, 2007).

Metters and Vargas (2000) add that a front and back office can be strategically viable, meaning that the front-line employees should also do back-office functions. Although this might be viable in other organisations, it would not be practical in the City of Tshwane, as elements such as skills and service level agreements would cause challenges for the organisation. A leader can also play a part in ensuring a well-coordinated structure of information sharing in the organisation (The Grossman Group, 2020). Considering that information is a critical component of government and citizen interaction in itself, Kosec and Wantchekon (2020) highlight that the availability as well as the reliability of the information is vital to benefit aspects of service delivery and governance. Moreover, Keefe and Khemani (2005) state that information within a political sphere can serve as a device to create systems to enable the sharing of information between the front and back office, such as information portals (Dias, 2001) and cloud computing (Rosenthal et al., 2010). Encouraging information sharing among employees can, however, be a challenge in some organisations (Marouf, 2015;

Sonnenwald, 2006; Paris, 2019; Akhaven et al., 2015), and some of these challenges will be discussed in the next section.

2.2.10 Challenges in Information Sharing

Some findings show that information sharing has challenges, for example, where a research study aimed at supply-chain management fails to find a positive impact that information sharing has in an organisation (Kembro & Naslund, 2014). Gaffoor & Cloete (2010), argue that lack of system integration hampers information sharing in organisations and Baud et al (2013), points out that this is due to limited access to information because of not having integrated systems. Working in silos has also been identified by Ramsey and Barkhuizen (2011) as a challenge facing information sharing in the public sector. Omar et al. (2010) agrees with the statement that insufficient information is seen as having little to no value to the recipient. Furthermore, reliance on traditional manual methods of information sharing can often lead to inaccuracies that negatively impact local government organisations (Hobson et al., 2011).

As argued by Akkermans and Dellaert (2005), the main hurdle that was identified in their study is the organisational structure, and not the technical aspect, as data sharing requires some type of willingness among actors. The explanation and contradiction in this context are based on assumptions that the benefits of information sharing depend on the context and situation. Yang and Wu (2016) declare that in Taiwanese government agencies, the efficiency of information sharing can be judged from several criteria, such as information quality and service quality. In a government setting, it has been observed that political, organisational, and technical barriers hamper the effective sharing of information (Ramon et al., 2007). However, Garcia et al. (2007) add that different departments may have different cultures that guide

information sharing, which poses a risk to information sharing between such departments. A study that looked at eThekweni municipality reveals that although information sharing was taking place using the intranet portal, it did not seem to be effective in addressing the service delivery mandates assigned to it (Averweg, 2012).

While the South African government has implemented policies such as information and technology policies (ICT) to address some of the issues to access to information, questions remain concerning the implementation of these policies, due to inadequate infrastructure (Chisango & Lesame, 2017). Lack of access to information can also be directed at infrastructure, particularly within the rural landscape, and addressing such challenges has become difficult to achieve. The culture of community participation can also be seen as a challenge if the capacity for sharing information is not suitable (Beyers, 2016).

2.2.11 Trust as a Tool for Information Sharing

Interpersonal factors linked to trust seem to be a key feature in information sharing in organisations. Trust is linked to the psychological state of a person. It can therefore be said that trust, which is developed in a social and cultural context, plays a significant role (Wang & Yang, 2015). Trust and decreased performance have also been observed in the findings of Tong and Crosno (2016) when sharing of information with external actors is concerned (employees from other departments). Knott (1993) argues that trust can be a mutual factor when sharing information. Von der Ohe et al. (2004), assert that without trust, an individual will not share full information effectively and efficiently, as trust influences how an individual acts.

Holste and Fields (2010), asserts that within the information sharing cycle trust was found to have played an important role. There is also support for this thinking from Kalantzis and Cope (2003), and Nelson and Coopriider (1996). Gil-Garcia et al. (2005)

show how intra-organisational trust plays a role in the process of information sharing. Wang and Yang's (2015) study emphasises that trust is necessary between employees, and the stronger the trust, the greater intensity related to direct interaction and informal meetings as a way of sharing information. It is the researcher's view, based on the evidence provided in this section, that trust is a great influencer in information sharing.

2.2.12 Information Sharing for the Delivery of Services

Several organisations rely on information sharing systems to improve employee knowledge to fulfil customer needs (Li & Sandino, 2018), and this applies to employees providing services to citizens within a government site. Cross-organisational information sharing is one of the new goals for government agencies around the world (Yang & Maxwell, 2011). Within the context of service delivery, the trend to encourage information sharing between groups is emphasised (Zhang et al. 2005). The important role in increasing the efficiency of decision making and public service delivery is related to information (knowledge) management (Skyrme, 2003). However, intra-organisational information sharing between departments at a lower level does not stand by itself but needs to find its way to the correct department so that it is efficiently used to provide the delivery of services (Sardjoe, 2017).

Furthermore, a lack of information undermines the management, which relates to the delivery of services (GSDRC, 2020), where the Batho Pele Principles guide the public sector to ensure that citizens/customers are given full and accurate information about the services they are entitled to receive (Stats SA, 2018-2021). Managers and employees should endeavour to ensure that service delivery information is available to fellow staff members (Mamafha et al., 2016), with information that is relevant and meaningful for the delivery of services.

2.3 Theoretical Framework

As shown in this literature chapter, information sharing does not happen in vacuum. A theoretical framework is a structure that supports the ground on which the study is based. This gives rise to why the research problem exists and connects the phenomena to make predictions. While there are other frameworks that can be used within their contexts, for this research, the theoretical framework incorporates the social interaction of employees within the City of Tshwane. The selection of theory as discussed in this chapter assisted the researcher to answer the research question.

2.3.1 Selection of Theory

The study aimed to explore the perception of employees in terms of information sharing for service delivery. It is for this reason that this study will be mainly rooted in practical and social exchange theory, where the practical theoretical approach to the study aims to provide an understanding of the factors that permit and constrain information sharing (Zaheer & Trkman, 2017). The social exchange theory aims to understand the doings and sayings among individuals (Schatzki, 2012) from the view of information sharing. The social exchange theory will also provide a brief background on how a relationship, in terms of how information sharing, provides for its advantages versus disadvantages. In addition, the Expectancy–Value theory was used to complement the practical and social exchange theory to better understand the explanations of the employee in terms of their perceptions.

It may be relevant to acknowledge the factors that assisted the researcher to select the theoretical framework which this study was based on. The researcher hopes that the choice of theory was suitable to address some aspects highlighted in the literature overview from an inter-departmental perspective in terms of information sharing in a local government organisation. Further discussions will take place in the

upcoming sections of this chapter which will provide a clearer view at the reasons why the researcher selected these theoretical frameworks.

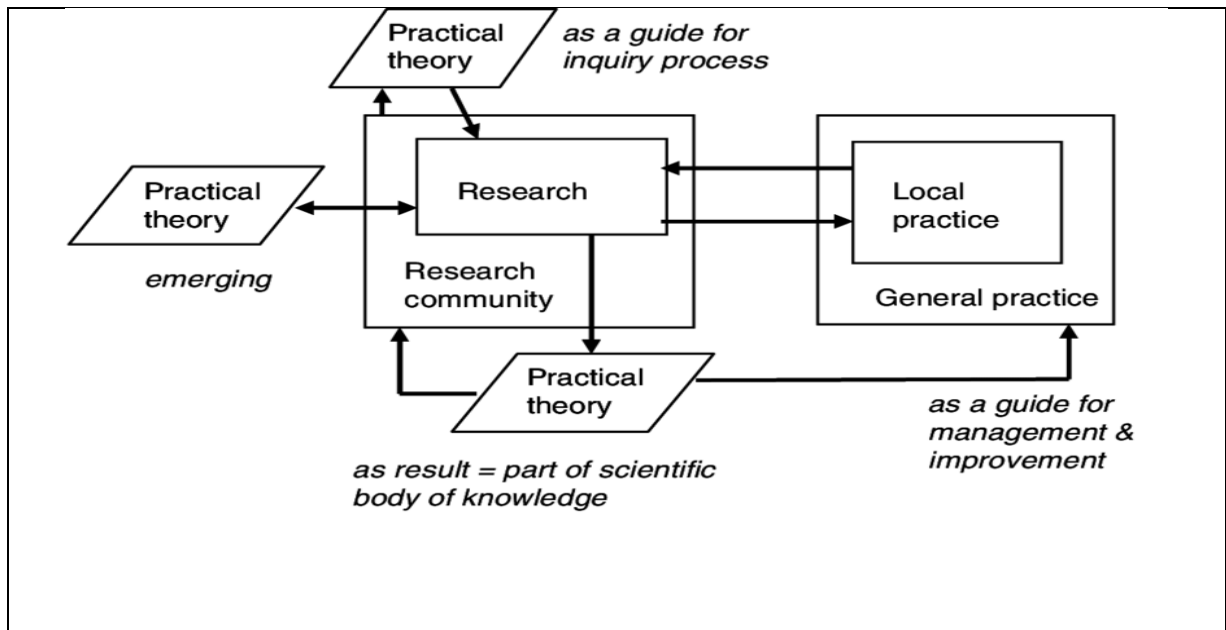
2.3.2 Practical Theory

The word practical may have many meanings from a social perspective for concepts of knowledge that are developed to make human life better (Cronen, 1995: 231), and are joined in social action to promote social description, explanation, critique, and new abilities of a more or less general nature. The practical theory, according to Cronen (2001), helps us to see things, aspects, properties, and relations in the way that we see things that may have been missed, which agrees with Arias et al.'s (2018) assertion in the literature overview (Chapter 2) that information must be understood for it to be effective. Considering that interpretations are individualistic, the theories will also be (Sanders & McCutcheon, 1984:184).

Practical theory can be used as a guide to inform data collection as well as data analysis within a scientific body of knowledge and general practice (Goldkuhl, 2008). Chang (2002:540) assumes that the state has the capacity necessary to be impartial and a guardian of social interaction. Although Huizing and Cavanagh (2011) state that practical aspects of these theories are a topical area within information science, Feldman and Orlikowski (2011) suggest that there are several ways to conceptualise practices. The practical theory to the study focuses on the site where activities of fieldwork will take place, in terms of employees' experiences (Schatzki, 2002). The practical approach aims to identify and explain the relation of information sharing within the context of local government with the emphasis on the City of Tshwane Customer Relations Department, in which conversation and technology-mediated interactions form the core focus (Health et al., 2000).

Figure 6

Different Roles of Practical Theories



Note: Adapted "Heath, C., Knoblauch, H., & Luff, P. (2000). Technology and social interaction: The emergence of 'workplace studies'. *The British Journal of Sociology*, 51(2), 299-320.

Figure 6 above differentiates the roles of practical theories, however, for this study we are more concerned with the inquiry process and as such can be used as an appropriate instrument for conducting practical inquiries, thus assisting the researcher with the study (Goldkuhl, 2008). Furthermore, the practical aspects assume an ecological model in which agency is distributed between humans and non-humans (Gheradi, 2009:115) this is attributed to agreements by Dias (2001) and Rosenthal et al. (2010) that information portals and cloud computing may be necessary where information needs to be shared. Workplace studies can also be related to practice-based theory (Heath et al., 2000), where it has a greater potential to reveal important aspects of trust in information sharing.

2.3.4 Social Exchange Theory

Social exchange theory (SET) has developed as one of the major theories of social interaction in the social sciences (Parigi et al., 2017), as with Reinholt et al.'s

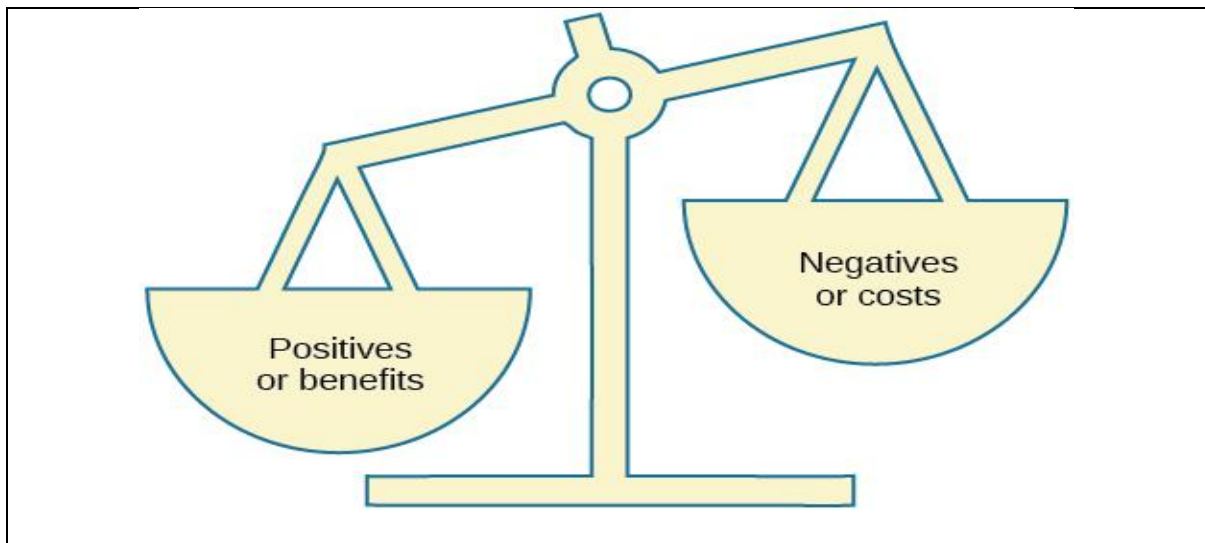
(2011) point in Chapter 2 that drivers such as social interaction can influence information sharing. Hall (2001) argues that the sharing of knowledge and information is important to enhance social learning, although the original science did not take into account knowledge and information as a resource of exchange (Jarvenpaa & Staples, 2000). The social exchange theory as stated by Constant et al. (1994), provides a background that people in organisations treat information sharing like other exchanges that are influenced by their social and organisational context.

Since the early writings of Homans (1961), Cook et al. (1983, 2013), and Blau (1964), argues that the field of social psychology has been broadly influenced by social exchange theory. Social exchange theory in recent research has provided links which can be attribute to social status, social networks, trust, and emotion (Cook et al 2013), which are elements found in a workplace environment (Oldfield, 2007b). Academics and scholars have used this theory to analyse and encourage the flow of information through word of mouth (Frenzen & Nakamolo, 1993).

The principle of the social exchange theory to build a relationship is based on how they are benefits rather than cost (cost-benefit analysis and comparison of alternatives) and assume freedom of choice in situations, which in my view is often done unconsciously in the context of local government. Aspects that may also influence information sharing include contexts such as trust (Kim & Kim, 2013), how easily that information can be used (Sukhu et al. 2015), and organisational devotion (Van Den Hooff & De Ridder, 2004). The positives and negatives may also be used to weigh up comparisons. Figure 7 below provides an example where the positives/benefits of a relationship based on social exchange theory outweigh the negatives/costs (Spielman et al. 2014).

Figure 7

A Weigh Between Positives/Benefits and Negatives/Costs



Note: From “Spielman, R. M., Dumper, K., Jenkins, W., Lacombe, A., Lovett, M., & Perlmutter, M. (2014). Prosocial Behavior. *Psychology*.

This theory is important to this study as it differentiates information sharing from simple exchanges and self-interests such as “I share information with you, and you share information with me”. The stronger the influence of social and organisational context, the more strictly personal determinants of information sharing in the context of social exchange theory (Jarvenpaa & Staples, 2000). Homans (1961), who built into this theory adds that social behaviour and types of social organisations such as the City of Tshwane in my view play a part in social interaction, by showing how A’s behaviour has a bearing on the part of B’s behaviour. For example, when the energy department employee A does not share information, it will adversely affect B’s behaviour in terms of providing the information to the citizen. Pilerot (2013), argues that it may be reasonable to actually assume that information sharing between people can never fully achieve inter-subjectivity in the same community, there is always the anticipation that information sharing in the form of communication is possible. Pilerot (2012), therefore assumes that the practice theoretical approach may also be valuable

to other writers and researchers within the field of information sharing, which in this context would be beneficial to the study at hand titled “Information sharing for the delivery of services in the City of Tshwane CRM department”.

2.3.5 Expectancy-Value Theory

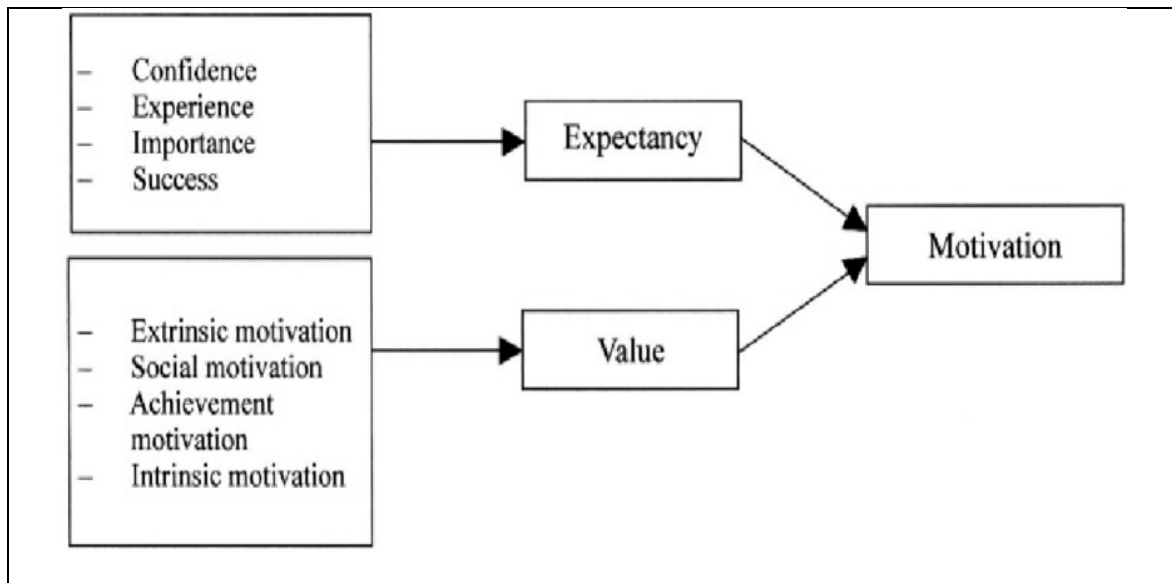
The Expectancy-Value Theory (EVT), developed by Lynne Eccles and her colleagues (Eccles et al., 1983, Eccles Wigfield, 2002), aligns itself with how a certain action or behaviour is determined by factors such as expectancy and value outcome (Vroom, 1964). It is based on the expectancy that an individual's judgment is linked to their capabilities and the value is an individual's belief of the reasons why they may engage in certain tasks (Motivational Theories, 2020).

Individual responsibilities are seen as important when they reflect the important aspects of oneself (Educational Psychology, 2020). With regard to the study that looked at the eThekweni municipality as discussed in Chapter 2, it is clear that the expectation is that the internet portal will add value to information sharing. In history Expectancy-value theories have been linked to the field of psychology and were initially defined by theorists such as Lewin (1938) and Tolman (1932).

Expectations and values themselves are influenced by the specific beliefs such as, perceptions of different tasks, perceptions of individual goals, and perceptions of competence (Wentzel et al., 2016). Feather (1982) developed the EVT of motivation as per Figure 8 below:

Figure 8

Expectancy-Value Theory of Motivation (Feather, 1982)



Note: Feather, N. T. (1982). Unemployment and its psychological correlates: A study of depressive symptoms, self-esteem, Protestant ethic values, attributional style, and apathy. *Australian Journal of Psychology*, 34(3), 309-323.

Lastly, the expectancy-value theory is shaped by a combination of factors such as abilities, previous experiences, goals and expectations, and includes environmental factors such as socialisers' beliefs, perceived usefulness of future goals, and behaviours, to name a few (Leaper, 2001). In this study, factors such as employees' previous experience, goals, and expectations are what assist the researcher to better understand the perceptions of employees in the City of Tshwane energy, finance, and CRM Departments concerning the sharing of information.

2.4 Chapter Summary

The literature overview argues that interventions to address information sharing must be understood in different contexts. This means that different institutions have different information needs. It was discussed in this chapter that information sharing positively influences service delivery. Undoubtedly this has implications on how service delivery is linked to information sharing within local governments. The chapter

to some extent provides a link between employees and information sharing. The advantages and challenges are based on how the recipient of information views the need for such information. It is therefore important that systems and processes are well-positioned to enable employees to assert their need for information more adequately. It is my view that this is a prerequisite for any local government institution.

The three theories used considering the nature of information sharing and the aspects that inform sharing of information from a social perspective. The chapter demonstrates, with the use of examples, how the three theories can assist in producing desired policy outcomes. The social aspects of these theories provide a background on which information sharing principles can be based. It could be said, hypothetically, that the inclusion of these theories in the information sharing space could lead to a positive result.

Lastly, having discussed some of concepts found in the literature on information sharing, it was important for the researcher to gain deeper understanding in terms of how information sharing between departments occurs and to what extent does it contribute to the delivery of services in the City of Tshwane. This was done by linking the literature discussed in this chapter and findings which will be explained in more detail in the upcoming chapters. This was also doable by selecting employees within the different departments and using it as a sample to measure their responses through their own understanding and characteristic. The following chapter discusses the methodology used to measure the perception of employees.

Chapter 3

Research Methodology

3.1 Introduction

Chapter 4 introduces the design, instruments and data collection method, and explains how the findings will be interpreted through the analysis. The chosen approach will be clarified and justified. The chapter further looks at the limitations, reliability, and validity of the research study. The chapter concludes with the process of analysis and the feasibility of the study.

3.2 Research Approach

The approach which has been chosen for this study is a qualitative approach, used so as to gain a deeper understanding of the perceptions of employees concerning information sharing and the delivery of services, because the qualitative approach lends itself to a constructivist theory about observation and scientific study as to how people learn through knowledge and experience (Pope & Mays, 1995). Anderson et al. (1998) add that qualitative research is best suited to the exploration of events that come naturally, using different methods of explanation and interpretation. This type of approach also allows to freely air their views in terms of their understandings. The qualitative approach, using interviews, strives to elicit from participants the story of their life experiences and actions, as seen through their eyes (Wagner et al, 2012).

Furthermore, the phenomenology approach to qualitative research focuses on the commonality of a lived experiences which would assist the researcher to be able to answer the research question. The goal of this approach is to arrive at a certain description of nature of the phenomenon, as supported by Creswell (2013). The

reason that employees and not citizens were used as participants for this study is that employees play the connecting role between the organisation and the citizens. The purpose was to better understand how employees perceive their organisation in terms of how they contribute to its mission, goals, and values (Crowdstaffing, 2020) while focusing on information sharing. Another benefit of openly sharing information is that it enhances the frontline employees' capability to provide other organisational members and citizens with information which is useful (Bansal et al., 2001).

The study took place at the City of Tshwane's CRM Department. This allowed an understanding of how the information process within the organisation is positioned to meet operational and legislative objectives, by focusing on the CRM Department (front office) as the link between the citizens and the organisation.

3.3 Research Tools and Their Application

Data collection is complex and as such choosing the right type of interview method can be beneficial to the research study. Some of the different types of interviews methods include structured, semi-structured, and unstructured interviews this according to Flick (1998). The researcher is regarded as the primary instrument in the collecting of data, and the analysis of the findings is to be conducted by the researcher (Merriam & Grenier, 2019), hence the responsibility to choose an interview type rests with the researcher. The researcher used semi-structured interviews (see Appendix A), as this allowed the researcher to prepare the questions ahead in such a manner that they would allow participants some freedom to express their full views during the interviews.

Semi-structured interviews, according to Bernard and Goodyear (1998), are one of the most appropriate tools for obtaining reliable, comparative, qualitative data. The chosen tool was useful in the collection of data as it allowed the researcher to ask

questions in more detail. Merriam and Grenier (2019) support the view that the interview conducted under a qualitative approach with a limited theoretical basis allows the researcher to sufficiently describe and explain the phenomenon from the data collected, which was a factor in this study. The researcher decided to spread the interviews and not have them all in one day. The reason for spreading the interviews was to address the risk of loss of concentration by the researcher and this also allowed the researcher to manage the project much better. A formal letter detailing the purpose of the research was shared with all participants in the study (see Appendix B).

Due to the Corona Virus Pandemic that began in 2019, some interviews were conducted virtually using Microsoft Teams and others were conducted directly while ensuring that social distancing was observed. Furthermore, to ensure that the researcher minimised errors in collecting the data, meetings and personal interviews were recorded on video, with prior consent from participants. In addition, a pen and notepad were used.

3.4 Sampling

According to Creswell (1998), the term sampling refers to the process of finding participants or places to study, to allow the researcher to establish a rapport with participants so that they provide the required data. The aim here is to select a sample that will give rich data (Schumacher & Macmillan, 1993). The study used non-probability purposive sampling to allow the researcher to use own reasoning in selecting participants from the population. Russell Bernard (2002) argues that, where the sampling technique is non-random, the researcher sets out to find participants who may be willing to provide the required information from their knowledge and experience, and this was employed in this study. Ten participants were used in line with the qualitative approach which also aimed at supporting the depth of the study

(Sandelowski, 1996). Morse (2000) suggests that the more useable the data that can be collected from each person, the fewer participants are needed for the study, and Ogden and Cornwell (2010) support such statements by adding that open questions asked in an interview tend to produce richer data.

The sample included two participants from the Energy Department, one from the Water Department, and one from the Finance Department. There were six participants from the CRM Department due to its primary role in the research study. The principle used for selecting participants was based on participants function in terms of information management and the sharing function in their respective departments. Furthermore, the chosen participants were over the age of 21 but not older than 65. This was to allow the researcher to select participants who have experience and knowledge of receiving and sharing information as one of their primary roles.

3.5 Process of Analysis

Chamberlain et al. (2004) assert that it is common to first collect all data before analysis. It is at this step that the cleaning, transforming and modelling of the data collected from direct recordings and interview scripts is done and the facts are put together to answer the research problem. Having chosen a qualitative approach, which represents a verbal or narrative form of data, the process of analysis is then aimed at finding themes which were relevant to the research question. The qualitative data that was collected from the participants in the study was transcribed into some form of explanation, understanding and interpretation. Braun and Clarke (2013) encourage qualitative researchers to become familiar with thematic analysis as an independent approach to analysis.

The goal of thematic analysis is to identify themes and this is a flexible approach to generating new insights and concepts. Clark and Braun (2018) assert that this is a common way of making sense of commonalities found in the data set; however, they assert that what is common is not always important or meaningful. The themes identified have to be common in the context of the particular question or topic being explored for the commonalities to be important. The researcher was able to evaluate the findings drawn and confirmed through thematic analysis, where sets of texts were examined to identify common themes and patterns repeated across the different interviews. The researcher used Clark and Braun's (2018) ideas and incorporated them into this study. In addition, thematic analysis was able to detect salient patterns of content in the data and, unlike other qualitative methods, by using thematic analysis, the researcher's findings would allow other researchers to better understand how the results were reached. It is for these reasons that thematic analysis was well suited for this study.

The researcher listened to the recordings more than once so that important words or concepts were not missed during the transcribing process. Thematic analysis was ideal in assisting the researcher to identify common threads that extended across the interviews, as supported by DeSantis and Ugarriza (2000). The researcher used thematic analysis to put together themes that had similar patterns (Braun & Clarke, 2013). The themes were reviewed, defined, and named to make sense of them. The interpretation was a representation of the geographical area where the study took place, and the themes included service delivery, information, local government, perceptions and citizens. This followed the process of data reduction (Berg, 2004), where aspects of trimming, sharpening, focusing, and discarding came into play, which allowed the researcher to reach conclusions and produce the final report.

3.6 Presentation of Data

The findings are presented in a format that is consistent with the data collection tool (Annexure A) as described above, with the aim of bringing cohesion to the following chapter (Chapter 6), which discusses the analysis of the findings. The presentation was broken down into four parts to give context to the study:

1. The first part of the presentation provides the responses of the participants, including the date of the interview, the participant's department, how interviews were conducted and the experience of participants. This first part of the presentation covers questions one to three.
2. Themes that were identified from question four to question eight are presented.
3. The presentation follows the response from question nine.
4. Response to the questions are presented bearing in mind that question ten was optional.

3.7 Feasibility

Feasibility within a research study provides a clearer picture of the budgetary, logistical, and scheduling strengths that allow a researcher to undertake the study. This is the first part of the finer framework going into the research study. This is done to establish how appropriate and practical the instrument is and to address any problems before the main study (Mafuwane, 2011). A pilot study was undertaken with two participants who responded to questions to ensure that the questionnaire did not confuse items but flowed from question to question. With regard to financial costs, the scope of the research was narrowed down to a specific organisation and the focus was on four departments of the City of Tshwane, the CRM Department and the three supporting departments, and this provided a basis for the study to be achievable.

3.8 Chapter Summary

The research methods used, and justifications were given for the type of choices that the researcher employed during the study in this chapter. Considering the choice of data collection processes, there was a need for the researcher to ensure that interviews were spread over a certain period to address the risk of loss of concentration during the study. Recordings were listened to more than once to minimise any errors that may have risen during the transcribing process. The chapter revealed how the research was feasible during the pandemic (Covid-19).

Chapter 4

Presentation of Empirical Findings

4.1 Introduction

This chapter provides a summary of the background to the research setting and the main concepts that the study used. Participants who took part in the study were expected to be familiar with the reasons and procedures of the research study so as to give the researcher an informed view based on their own experiences. The researcher took note of the fact that the participants were representing their own perceptions in terms of information sharing for the delivery of service and not the views of the City of Tshwane.

The interviews were conducted between 24 June and 19 July 2021. The questions were the same for all ten participants, although follow up questions were asked to seek clarity as and when it became necessary. This was to ensure that there was consistency in how the questions were presented to the participants. Of the ten questions, the first three were aimed at better understanding the role of the participants in their respective fields of work and to determine whether the participant was well-positioned to provide the researcher with valuable data that would be used to assist in answering the main research question. These three questions included the participant's department and experience, and showed how the interview was conducted and the date of the interview was added to the answers.

Question four to question eight were aimed at finding the data needed to address the study's research question. The data obtained will be presented from the emerging themes. Question nine was aimed at exploring what the participants thought could be done to improve information sharing for the delivery of services in the City of

Tshwane's Customer Relations Department. This question was asked to gain their recommendations and to ensure that they understood their working environment and were well positioned to provide their ideas. Question ten was an optional question aimed at any data related to information sharing for service delivery that may have been omitted during the interviews and could add value to the study.

The findings are presented in a format that is consistent with the data collection tool (Annexure A) with the aim of bringing cohesion to the following chapter, which discusses the analysis of the findings. The presentation was broken down into four parts to give context to the study. The following format will be used to present the findings in this chapter:

- 4.2 to 4.4 – presentation of the responses of the participants, which includes the date of the interview, the participant's department, how interviews were conducted and the experience of participants.
- 4.5 – presentation of the findings based on the four themes that were identified
- 4.6 – presentation of the findings from question nine
- 4.7 – presentation of the findings from question ten.

4.2 Date of Interview and Participant's Department

The participants were selected from different regions in the City of Tshwane. This was to ensure that the data received was not only focused on one region but that there were representations from other regions of the City of Tshwane.

It was also aimed at making comparisons among data received from the participants in terms of the different types of information needed.

Table 2***Date of Interview and Participant's Department***

Participant	Date of Interview	Interview Type	Department
P1	24/06/2021	Face to Face	CRM
P2	24/06/2021	Face to Face	Energy Business (Meters)
P3	25/06/2021	Microsoft Teams	CRM
P4	7/7/2021	Microsoft Teams	Service Delivery and Transformation Management (CRM)
P5	7/7/2021	Microsoft Teams	CRM
P6	8/7/2021	Microsoft Teams	CRM
P7	16/7/2021	Microsoft Teams	Finance
P8	19/7/2021	Face to Face	Energy
P9	19/7/2021	Face to Face	CRM
P10	19/7/2021	Microsoft Teams	Water Operations

Table 2 above shows the order in which the participants were interviewed by providing the date of the interview and the participant's department. The employee's position and region were not included in the table in line with the ethical agreements between the researcher, the Wits School of Governance (WSG), the City of Tshwane, and the participants. This was purposively omitted so that the data could not be traced back to the participant and to protect the identity of the participant. This was to allow the participants more freedom to express their perceptions, as discussed in Chapter one.

4.3 Types of Interviews

There were two main data collection processes used: face-to-face interviews and interviews using Microsoft Teams due to the Covid-19 pandemic. Face-to-face interviews were done under strict Covid-19 guidelines and protocols to ensure the

safety of both the researcher and the participants. Where face-to-face interviews were not possible, Microsoft Teams were used to conduct virtual interviews.

The researcher interviewed more participants on Microsoft teams compared to face-to-face. This was done to minimize physical contact between the researcher and the participants due to the Covid-19 pandemic.

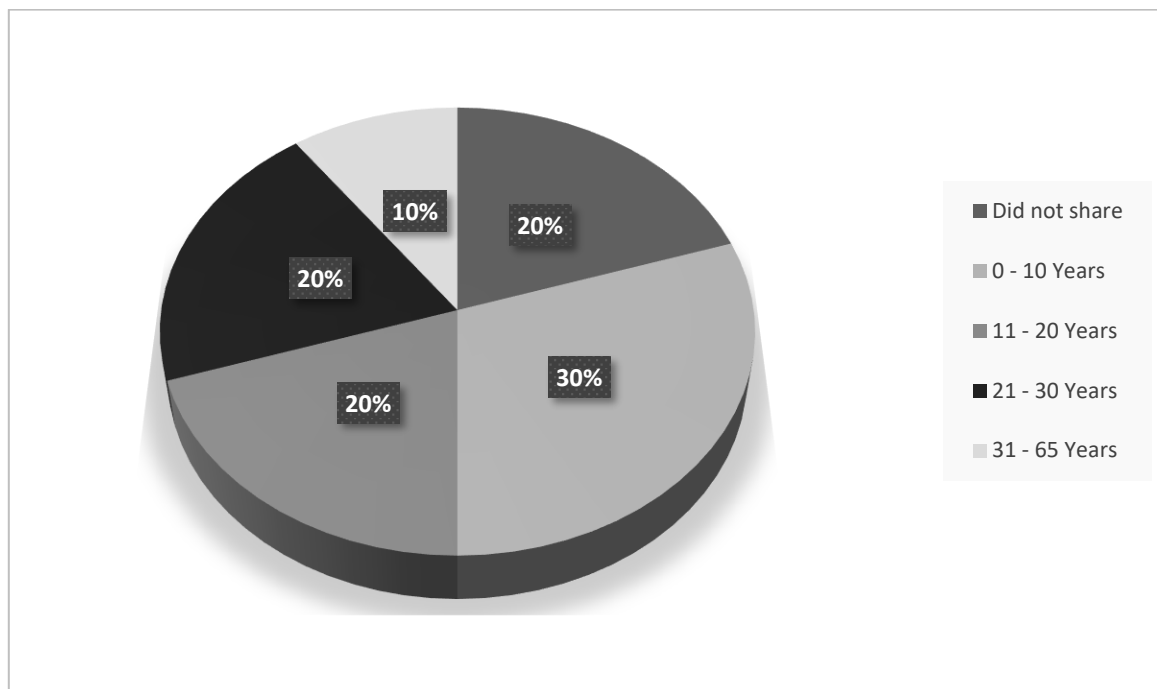
4.4 Employment Experience of Participants

In selecting the participants, the aim was to find participants from across the different regions of CoT, as discussed earlier in the chapter. The researcher used purposive sampling technique to select ten participants to take part in this study. Of the ten participants selected, four were middle to senior managers, while six were officials who directly interact with customers as part of their daily functions.

Figure 9 shows the number of years the selected participants had been employed in the City of Tshwane.

Figure 9

Number of Years Employed in the City of Tshwane



Of the ten participants three had between zero and ten years of work experience representing 30% of the participants, two had work experience between eleven years and twenty years representing 20% of the participants, two with experience between twenty-one to thirty years representing 20% of the participants and one employee had work experience between thirty-one and sixty-five years representing 10% of the participants. Two employees did not wish to share their work experience with the researcher, which represented the remaining 20% of the participants who took part in the study. Although the aim was to find participants who had the experience to be able to answer the research question, the two participants who did not share their work experience did not affect the overall results of the study in my view

4.5 Presentation of Findings and Emerging Themes

The findings from question four to question eight of the data collection tools were then grouped into themes and organised in a manner that would bring meaning to the findings. The coding process resulted in four significant themes that emerged from the analysis of the data. The themes were also grouped in a way that could provide a linkage to the literature overview in Chapter 2 and the theoretical framework in Chapter 4. The findings are presented in line with the ethical agreements between all parties involved in the study. The following four themes were identified:

4.5.1 Insufficient Information Sharing

The labels that were categorised under this theme were those that were described under the theme information types, such as, suitable information, general information, updated information, no update to the call centre, operational information, not up to standard, policy information, and formal information. The following were the

responses received from participants under the theme “insufficient information sharing”:

P1 – “Missing information is only known when a customer calls the CRM call centre”.

P2 – “There is a “lack” of communication between CRM and ground technicians. CRM is not able to answer customers due to a lack of information. Lack of product knowledge in CRM. Information sharing between the departments is limited”.

P3 – “On a scale of 1 to 5, “I would give it a 3”. We are not where we want to be”.

P4 – “We have problems obtaining information and information is not always up to date”.

P5 – “There is a huge gap. Senior consultants don’t receive cellphone allowances, which makes it difficult to receive information on time using the WhatsApp platform”.

P6 – “We constantly complain that other departments are not sharing information with CRM. We must sort out certain issues ourselves”.

P7 – “We work together, and I think information sharing is not bad between departments”.

P8 – “Councillors know information before CRM knows the information. We are not linked to each other”.

P9 – “We sometimes only get updates from the news about certain service delivery interruptions (e.g., water outages)”.

P10 – “Departments are not proactive in providing information. Sharing between departments is bad. No communication”.

P2 – “Information sharing is limited, and employees lack product knowledge”.

The responses above provided the researcher with a better understanding of the employee's perceptions in terms of their own experiences within their work space. This information was crucial to the research and formed part of the foundation on which some of the recommendations were based on.

4.5.2 Information Sharing Methods

Under this theme, the different methods of sharing information were categorised: Social sharing (WhatsApp), manual sharing, work play sessions, Intranet, CRM connect, e-Tshwane, CRM system, water system, electricity system, and Information and Communications Technology (ICT). Below are the responses from each participant:

P1 – “The current methods are not suitable”.

P2 – “We have the intranet. Intranet is not accessible to all technicians on the ground. Technicians are not well informed from an energy perspective. They depend on office dwellers to share information”.

P3 – “WhatsApp is not an official channel, and the information only goes up until the supervisors and not the CRM employees who directly interact with the customers. Data issues are also a concern, as some employees don't receive data allowance. CRM Connect is an official tool used which is a mailbox for all employees in CRM”.

P4 – “WhatsApp option is nice to have, however, it's not an official method of sharing information. When I am off sick, councillors still contact me to assist. So, while I am sick, I am still working. Email option is a good option as proof may be obtained”.

P5 – Email and WhatsApp are the methods we usually use. Bearing in mind the

issue of cellphone allowance. Different systems being used by different departments. CRM logs a call based on information received from a customer. When the electricity department receives the call, they log it on their system, which then generates another reference number. Finance also has its system.

This means that if a customer needs updated information, we CRM are not able to provide real-time information. Technicians on the ground don't have electronic gadgets to share real-time information with the CRM.

P6 – “WhatsApp is a good method, and it has assisted us to share information during the Covid-19 period. Email is a challenge as other departments don't respond to us, and we sometimes must send up to ten escalations before receiving a response. Not everyone has access to emails”.

P7 – “I don't share anything on WhatsApp as this is not an official channel of sharing information. I only share on email”.

P8 – “WhatsApp is a challenge as employees are never off duty. I don't have rest time. Even when I go to the bathroom, I have to go with my phone to respond”.

P9 – “Some CRM employees and customers don't have access to data; therefore, the methods are not suitable. The electricity department still uses a manual process”.

P10 – “Email method is a disadvantage as information is not real-time, and it's not ideal for sharing information particularly from CRM perspective”.

Based on the above responses from each participant, the study found that each department used its internal operating system to execute its functions. Under this theme, it was also found that the current information-sharing methods are not

adequate to assist participants with the information needed to execute their daily tasks and functions. This was found to be consistent with the discussion presented in the literature chapter (Chapter 2).

The study found that WhatsApp was a popular method of information sharing between employees in the City of Tshwane. Although this platform is very user-friendly and accessible 24/7, as described in Chapter 2 of the literature overview, it is not a formal way of sharing information among employees in the City of Tshwane. Some participants highlighted the challenge related to the cost associated with WhatsApp usage as some employees do not receive a cellphone allowance to buy data needed for running the WhatsApp application.

The findings further show that some participants are not able to rest as the WhatsApp platform is always on and active, which requires participants to share their limited information even after normal working hours. P5 stated that: “Technicians on the ground don’t have electronic gadgets to share real-time information with the CRM”.

In addition, the study found that although the intranet was available among the participants, fieldworkers such as technicians do not have access to this method, and they depend on office dwellers to share information with them. The Intranet did not have updated information that could be used by the employees in the CRM Department to receive the updated information. These results are similar to the findings discussed in the paper by Averweg (2012) that investigated the eThekweni Municipality, which revealed that although information sharing was taking place using the intranet portal, it was not adequately addressing information sharing for service delivery. CRM connect was identified as another method that is used by CRM employees to share information required to deliver services through the front office. CRM connect works like an email broadcast, and information received partially assists

with information needed for service delivery. This was because by the time the information reaches its intended recipients, the information no longer has value.

Email is another method used by employees to share information; however, this method also has its drawbacks due to some employees not having access to this method of sharing. P6 stated that it sometimes took up to ten escalations before information from supporting departments was received. Another challenge identified was that email as a method of information sharing was not effective in the CRM environment because of the nature of the information that CRM employees require in the context of this study (e.g., receiving information from technicians on the ground on an electricity outage as soon as it occurs).

4.5.3 *Trust and Information Sharing*

This theme emanated from information sharing concerns. These were represented by labels such as the absence of co-operation, we cannot force them to share information, benefit concerns similar to the expectancy-value theory discussed in Chapter 4, absence of trust, and data misrepresentation. The labels under this theme depict that there seems to be tension between employees. The following is what participants brought to the attention of the researcher under this theme:

P1 – “We must only deal with our work and attention to our calls and departments must attend to their queries. Information received is lacking transparency”.

P2 – “Information given to customers is not always correct. There is a linkage break in the way information is shared”.

P5 – “Councillors know information before the employees in CRM”.

P6 – “You cannot share everything”.

The study found that some trust issues existed among employees when it came to information sharing. Lack of co-operation, misrepresentation and the view of the benefit of sharing information show some degree of mistrust among employees. CRM staff would receive information from councillors first instead of the department sharing the information with CRM employees first. There needs to be a framework for information sharing and collaboration to be based on. A few participants described trust as a challenge that prohibited effective information sharing among employees. P1 went as far as stating that information received from other departments “lacked transparency” and P2 indicated that the information that is given to the customer is “not always correct”. The subsection on trust discussed in Chapter 2 seems to have some linkages to the findings related to trust.

4.5.4 First Point of Contact

This theme provided labels that were categorised under the existing operational perception of the employees who took part in the study. These were labelled CRM call center, first to know, first point of contact, must know everything, generalist, and CRM walk-in centre. Below are the responses received from this emerging theme:

P1 – “Each department has their own operating systems; however, CRM is the first point of contact”.

P3 – “CRM uses CRM connect to share information, but this is only for CRM employees”.

P8 – “No link or process to share information to CRM Department as the first point of contact”.

P10 – “We have no link to finance systems to update customer complaints as the first point of contact. This creates a challenge if the customer needs updates.

Finance does not share with CRM the outcome of issues which are escalated to finance”.

The above responses show that the findings emphasise that CRM is the first point of contact and having information at its disposal is critical to ensure that customers are given correct information. The study found that CRM as the first point of contact was not adequately equipped to deal with the first point of contact queries in most cases.

4.6 Responses to Question 9

As discussed in the introduction of this chapter, question 9 was aimed at exploring what the participants thought could be done to improve information sharing for the delivery of services in the City of Tshwane’s customer relations department. Their recommendations were relevant since they understood their working environment and were therefore well positioned to provide suggestions. This question provided a response that was aimed at improving information sharing for service delivery. The following findings are based on the recommendations that were received from the participants. The following six recommendations were grouped and will be proposed and explained in more detail in Chapters 6 and 7:

1. Recruitment of more technical staff to address the shortage of staff with service delivery-related information needed in the front office.
2. Full and accurate information should be shared with CRM while ensuring that CRM is the first point of information sharing.
3. There need to be representatives from different departments in the CRM department.
4. There should be methods for sharing information.

5. Relationship building among employees.
6. Commitment from the executive and the administration management on policy changes and effective monitoring of the policy implementation.

4.7 Response to Question 10

Question 10 of the interview schedule aimed at acquiring any relevant information that the researcher may have missed asking about when the questionnaire was designed. This was with the view that the participants' perceptions were key in addressing the research question and any other data related to information sharing for service delivery could contribute to the study. This question was optional, and participants were not obliged to comment. It was, however, encouraging that eight of the ten participants opted to respond.

The responses were consistent across the participants and the following labels can be assigned to the responses:

- Departments must attend to queries
- Service delivery operations must be improved
- There is a shortage of staff
- There needs to be a paper trail
- Customer management must be improved
- Departments must ensure that they share information with marketing
- Information found in CRM is questionable and not always up to date.

4.8 Triangulation

The process of triangulation was used to provide validity to the findings in grey and secondary literature. This included the CoT's documents such as the customer satisfaction survey results and official reports received from the participants. It is also worth noting that all documents and reports used in this process were available in the

public domain. Triangulation was done through the thematic analysis process following the problem statement. Some labels were then removed, and others maintained during this process. This was done to counter misrepresentation and determine whether any biased statements had been provided by the participants, as far as was possible.

4.9 Chapter Summary

The findings from the first three questions to the data collection tool, which was followed by the presentation of the four themes that were identified. Each theme was discussed separately to give context and to make sense of the data. The major presentation of the findings in this study indicates that the CRM Department in Tshwane can deliver information-related services to its customers through the front office. The findings show that although there is commitment to better sharing of information in the CRM Department, the view is that the supporting departments don't seem to provide the support function. The findings also demonstrate that the City of Tshwane can enhance information sharing capabilities among its employees. The general perception of the participants on information sharing for service delivery is that there is a need to improve how information is shared.

The chapter concludes by presenting the findings from questions nine and ten, which were more focused on recommendations from the participants as to how to improve information sharing for the delivery of services in the City of Tshwane's Customer Relations Department. The information provided in this chapter provides a background to several factors that can positively contribute to future policy interventions. The following chapter (Chapter 6) analyses the findings as presented in this chapter.

Chapter 5

Analysis of Research Findings

5.1 Introduction

This chapter analyses the findings presented in the previous chapter (chapter 5). The purpose of presenting the analysis of the research findings is to determine its consistency with the literature overview in Chapter 2, and how it is also linked to the theoretical framework in same chapter, to make interpretations concerning the primary research question: what the perceptions of employees of information are sharing for the delivery of services in the CRM Department in the City of Tshwane Customer Relations Department. The researcher has argued throughout this study the importance of information sharing for the delivery of services in the City of Tshwane's CRM Department. It was demonstrated that information sharing can help achieve public benefits. As discussed in previous chapters, the CRM Department is the first point of contact that manages the front office in the City of Tshwane. The department not only focuses on resolving queries received from customers, but also escalates matters to other departments. This requires a collaborative information sharing cycle between employees to provide the functions of service delivery.

The participants were chosen from different regions in the City of Tshwane, to establish the trustworthiness of the data so that the data could be regionalised, although the study was limited to participants only and not generalisable beyond them (Tshwane, 2021). In addition to the regional representation of participants who took part in the study, the researcher aimed to find participants who had been employed in the City of Tshwane for many years, with the view that the more experienced

employees would be able to provide data to assist the researcher to address the research question.

The chapter starts by analysing the findings from the first three questions on the data collection tool, followed by the themes that were identified from questions four to question eight. It will also be shown how the analysis of question nine and question ten responses provides similar interpretations based on the findings. The analyses follow the same format in which the findings were presented in Chapter 5. The chapter concludes by providing recommendations based on the data received.

5.2 Data Analysis

Data analysis is one of the most time-consuming part of any research, however it is also one of the most important step researchers must undertake. The analysis allows the researcher to bring order and structure to the data that has been collected (Marshall & Rossman, 2014). Robson (2011) offers an equally important view on the importance of data analysis in a study. Analysis of findings is therefore not carried out as part of what must be done when doing the study, but it is a central requirement of a qualitative study (Robson, 2011). It is because of these points that the researcher presents the analysis to make sense of the participants' views and opinions regarding the data collected on information sharing for the delivery of services in the City of Tshwane Customer Relations Department. The findings as presented in Chapter 5 are analysed as follows using thematic analysis as discussed in Chapter 4:

5.2.1 Analysis of Findings

The first section of the analysis discusses the first part of the data presented, which includes the profiles of the participants, types of interviews, date of interview and employment experience of the participants in the study. The following analysis

and interpretation are in line with how the findings (question one to question three) are presented in Chapter 5 to keep the consistency.

5.2.2 Presentation of Emerging Themes

The second section analyses the themes that were identified. The four significant themes that were identified include insufficient information sharing, information sharing methods, trust and information sharing, and first point of contact. The following analysis is in line with the findings (question four to question eight) as presented in Chapter 5:

5.2.2.1 Insufficient Information Sharing

The participant's perceptions of issues related to insufficient information sharing were differently presented in line with the participants' own information needs. Most responses received from participants concerned insufficient information sharing in general and it felt important for this theme to be discussed as the first emerging theme from this study. It can be noted that currently, the sharing of information is not adequate to meet the needs of the participants who took part of this study. This provided the researcher with a clear understanding that the participants needed similar information, however, there were different opinions as to what insufficient information was due to the different information needs. This demonstrated that participants could differentiate the different types of information based on their own needs. This showed the researcher that the participants were also able to incorporate what they felt to be positive and negative information, based on the information that was shared. The researcher found that general, operational, policy and formal information are the types of information that service delivery employees in the CRM Department require to execute their functions effectively and efficiently, and this was lacking between employees, which are similar to Bigdeli et al. (2013) findings.

The study found that participants were generally “not happy with how information was shared”. In instances where information was shared, the information was not complete for CRM employees to provide effective service delivery functions to customers through the front office. Based on the analyses it was found that P2 from the energy metering section found it “extremely challenging” to understand why CRM gave customers “incorrect” information. Under this theme only one out of the ten participants in the study were generally satisfied with information sharing for the delivery of services in the City of Tshwane. However, a customer satisfaction survey conducted in 2018 showed a decline in customer satisfaction (City of Tshwane Customer Satisfaction Survey, 2018), confirming the findings from this study. It was found that what one employee does, has a positive or negative impact on other employees. It was identified that there was some type of cost-benefit linked to how information sharing was managed, which links to the social exchange theory discussed in Chapter 4. Homans (1961), who developed this theory, adds that social behaviour and types of social organisations such as the City of Tshwane play a part in social interaction, by showing how A’s behaviour has a bearing on B’s behaviour.

The interpretation based on the findings highlighted the negative impact the organisation suffers when insufficient information is shared among employees. However, Kembro and Naslund’s (2014) findings are the opposite of this view. Participants’ views were that to be able to share information with the outside (customers), there is a need to share the information effectively and efficiently inside (between employees). Huang et al., (2003) findings also showed that insufficient, or lack of, information could affect the effectiveness of information sharing, which was found to be the case in this study. Omar et al., (2010) agree with the statement that insufficient information is seen as having little to no value to the recipient. To ensure

service delivery is effective and efficient in terms of information management, departments and employees can no longer work in silos, as determined by Ramsey and Barkhuizen's (2011) findings. The last issue was that the researcher found that there was a feeling of misalignment between employees, which agreed with the social theory (Blau, 1964) in terms of benefits and costs associated with information sharing. The results of this study would agree with the literature overview regarding the importance of sharing sufficient information in an urgent manner (Taylor, 2017).

5.2.2.2 Information Sharing Methods

At a glance, the labels that were assigned to this theme to some degree indicated a close relationship with labels from the theme, insufficient information sharing. The researcher then had to carefully separate these labels so that the two themes could be discussed separately. It was the researcher's view that information sharing methods should be a stand-alone theme. The intranet, e-Tshwane, CRM connect, and the system used by the Finance and Electricity Department show that the different systems are only beneficial to internal operational needs and there is no connection for real-time information sharing capabilities between the employees. The literature overview in Chapter 2 provided a background on the rise of WhatsApp as a method of sharing information in recent years, which was found to be extensively used by the employees to share information related to the delivery of services in the City of Tshwane.

A study aimed at eThekweni Municipality by Averweg (2012) reveals that although information sharing was taking place using the intranet portal, it did not seem to be effective in addressing the service delivery requirements, and this was similar to what the researcher found in this study where the internal intranet lacks updated information and does not provide the participants with the required level of information

needed for the delivery of services. The information was usually delayed, and the method does not assist with the information requirements needed by the CRM employees. The study found that system integration hampered information sharing between employees in the City of Tshwane, and similar findings were recorded by Gaffoor and Cloete (2010) in Chapter 2.

From the above it can be concluded that the City of Tshwane has methods in place to share information, although there is a gap that needs to be addressed regarding the type of information sharing targeted by this study. These conclusions are based on the respondents' perceptions because of their own information needs. Inadequate infrastructure was also found to be the root cause of the many failures experienced by information seekers, which hampered the information-sharing methods, with one participant mentioning the "absence of electronic devices by the ground technicians". This meant that even if a technician wanted to share information with the CRM Department, the technician did not have an integrated tool to do so. It is therefore important that systems should be built, putting in place formal operating standards and processes to allow information sharing initiatives in the City of Tshwane.

5.2.2.3 Trust and Information Sharing

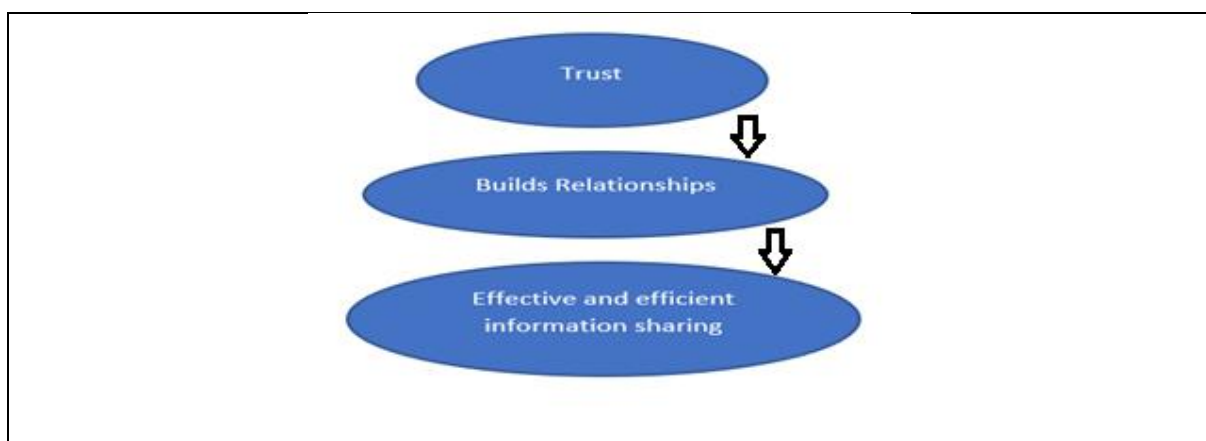
Trust was found to be an element that guided the process of sharing information. The literature overview in Chapter 2 provides a background on how trust can influence information sharing between departments and in particular people. The literature overview also mentions trust as a requirement for building information-sharing relationships. The literature discussed aspects of trust being a mutual factor of information sharing (Walmsley, 1993). The analysis in this study shows that trust plays an important part in professional relationships. A study by Von der Ohe et al.

(2004), argues that as soon as a trust relationship between individuals is disrupted, this becomes evident in the way in which the individuals act, where employees share just enough information to stay out of trouble, which seems to ring true in the analysis of trust in this study.

Competing interests were found to be a factor that causes social dilemmas that trigger conflicts between collective and personal interests. These competing interests then coincide with the social exchange theory discussed in Chapter 2. Figure 10 below describes how trust can grow into relationship building, which ultimately is a positive in an effective and efficient information sharing cycle. The process begins with a small circle of trust, and grows into relationship building, and the effective and efficient information sharing principle. The study shows that mistrust between employees is an inhibitor to information sharing.

Figure 10

Trust Builds Relationships That Lead to Effective and Efficient Information Sharing



Note: Created "Henry Cooke, 2022"

This study, as with others (e.g. Holste & Fields, 2010; Yang & Farn, 2009; Wang & Yang, 2015 Nelson & Coopriders, 1996) provide experimental evidence that trust facilitates and improves information (knowledge) sharing behaviour among employees, however, trust was found to be lacking in this study. It is the researcher's view that issues of trust were missing between the employees when it came to

sharing information needed for service delivery. Kalantzis and Cope (2003) agree that trust is an important phase in the information sharing process. Gil-Garcia et al. (2005) show how intra-organisational trust plays a role in the process of information sharing.

The study also found that some participants felt that they could not force other employees to share information. It was revealed by one participant (P1) that information found in CRM “lacked transparency”, and this gave the interpretation that they were concerned with the quality of information that was received due to mistrust between employees. The findings show that information sharing has a direct link to legislation, policies and trust, and Yang and Maxwell (2011) provide support for this linkage. The study also found that although methods of information sharing were present in the City of Tshwane, there was a need to better understand whether the participants trusted them, which may have opened a new avenue for future research. The expectancy-value theory discussed in Chapter 2 links with these findings in terms of expectancy, and that an individual judgment is linked to doing certain tasks for certain benefits. Trust is critical in information sharing as discussed in Chapter 2 and it is a sensitive topic to engage in and resolve. There is a need to look at ways that can positively encourage and build trust between employees for them to be able to share information to benefit all.

5.2.2.4 First Point of Contact

Customers engage with the City of Tshwane for a variety of reasons: to file complaints, demand services, and express their anger, among many other issues. It was found that participants placed a great deal of emphasis on making the researcher aware of the status of the first point of contact and the role it plays in the delivery of services. The different statements contributed significantly to the researcher's

understanding that CRM employees felt self-confidence in as far as being able to do things better than others. Based on the analysis, it appears that the City of Tshwane does not recognise the CRM Department as the first point of contact, thus creating a challenge that then affects the customer. This confirms what Arias et al. (2018) state; that front office employees need to be able to understand information for it to be effective in the front office, which was found to be the opposite in this study. It is clear from the analysis of findings that the CRM Department does not always achieve its aim to ensure that a seamless process exists for all information requests on the first contact, based on the policy as discussed in Chapter 1, which provides objectives that need to be met by the CRM Department.

It is the researcher's view that there was an expectation that information should be shared with the front office and this expectation links with the expectancy-value theory of motivation discussed in Chapter 2, by providing a social angle to the process of sharing information. Participants further indicated that customers were generally not happy with the type of information they shared with them, and as a result, customers reacted badly in as far as blaming the City of Tshwane for not taking ownership of the problem. It was further found that customers reacted badly to the front office employees when customers had to continuously repeat themselves about the same issue. During the analysis, it was found that for information to reach its intended recipient, which in this case is the customer, information must find the correct department and this leads to the information being given to the right person based on the analysis of this study.

This is like Yang and Maxwell's (2011) findings on intra-organisational information sharing, which lead to inter-personal information sharing. The findings critically emphasise that CRM is the first point of contact and having information at its

disposal is critical in ensuring that customers are given correct information. However, the first point of contact revealed lacked information knowledge of other departments and therefore could not provide customers with the required information.

CRM is the first point of contact for customers, but employees felt that their role in the front office was undervalued. Results from a study by Weerakkody et al. (2011) broadly agree with the notion of front office being “undervalued” compared to the more technical back-office activities. In sum, the participants showed the researcher some clear preferences on how the first point of contact should be managed.

5.2.2.5 *Analysis of Answers to Question 9*

This question was aimed at finding out what the participants thought the City of Tshwane could do to improve information sharing for the delivery of services. This question provided findings that were similar across the different interview outcomes. Based on the discussion of findings in Chapter 5, it was found that a shortage of staff hampered the information sharing process. This needs to be addressed as a matter of urgency. It was recommended that the City of Tshwane should ensure that employees share full and accurate information, and this can be achieved through policy interventions. It was also found that although the CRM employees were the first point of contact, they lacked the technical knowledge and understanding of the workings of other supportive departments, which showed the researcher that the participants had self-confidence in their ability to share information. This needs urgent intervention to improve customer satisfaction. It was also established that there is a need to improve the current methods of sharing information and building a sharing relationship between employees.

Even though most participants agreed with most of the suggestions provided in response to question nine, some felt that nothing can be done to change the status

quo they find themselves in. It was noted that the employees did not fully appreciate the current policies guiding the processes of sharing of information, and this prompted a need for policy interventions, implementation, and constant evaluation. Participants were unanimous in their expressed need for urgent interventions to resolve the current challenging situation. In sum, what is evident from the analysis of question nine is the fact that responses received from participants “coincided” with the views of Pilerot (2012).

5.2.4 Analysis of Answers to Question 10

This was an optional question aimed at finding any additional information that might have been missed during the interview, which the participants wished to share concerning information sharing for the delivery of services in the City of Tshwane’s CRM Department. The researcher found that responses to question ten were similar to responses and analysis of question nine, which were linked to recommendations as to how information sharing for the delivery of services can be improved. From the response, it is evident that there is a need to improve the current situation related to service delivery information in the City of Tshwane. Answers to this question drew more recommendations than an open discussion type question was able to. It is the researcher’s view that the recommendations from the findings from question nine and question ten are combined, which will be discussed in the concluding chapter (Chapter 7) under research recommendations.

5.3 Chapter Summary

The chapter starts with the first three questions and moves on to discuss the themes that were identified and presented in Chapter 5. Analysis of the identified themes was discussed and the researcher showed a similar linkage to the literature review and the theoretical framework identified in Chapter 2. Lastly, the chapter

discussed the findings from question nine and question ten and made comparisons between the two analyses of the questions.

Chapter 7 concludes with the study's conclusion and limitations by ending off with recommendations for practice and for further research.

Chapter 6

Conclusions, Limitations and Recommendations

6.1 Introduction

The purpose of the research was to understand the perception employees in the City of Tshwane's CRM Department have of information sharing for service delivery. The study confirms the researcher's view that information sharing for service delivery is a challenge in the CRM Department, which is the first point of contact for customers. Moreover, the study found that the current methods of sharing information are not effectively and efficiently used for many reasons. It was further discovered that information was not shared adequately, and this led to customers being given incorrect information. The chapter concludes with recommendations to the City of Tshwane for practice and how this research has opened new avenues for future research.

6.2 Conclusions of the Research

The following conclusions were drawn:

- Information sharing is influenced by many factors, extending to ICT technology, policies, trust, and the organisation's culture and values. The theoretical framework is based on social exchange theory; the human factor was found to be a key factor in the exchange of information also referred to in this study as information sharing.
- Customers contact the CRM Department for most service delivery requirements in the City of Tshwane, and the employees in CRM don't always have the service delivery information that customers require.
- Trust was also found to be a key driver of information sharing in the CRM and its supporting departments in the City of Tshwane.

- The researcher's view is that departments are not working together to promote a culture of information sharing.

6.3 Limitations of the Study

Every academic study is bound to inherit or experience some type of limitation. The researcher must be aware of these limitations even those identified before the study was undertaken. Some limitations were only found after the study had commenced. It is for these reasons that limitations need to be managed in such a way that the risks identified do not affect the credibility of the study. Below are the limitations the researcher encountered during the study:

- The first limitation was the decision not to interview high-level management at all levels. The interview was purely focused on interviews with officials who occupied administrative positions. This could lead to a challenge related to not knowing high-level management's perceptions on the matter. It could therefore be rationalised that the administrative staff's primary role is to advise the high-level management from an operations perspective, and in this way compensate for their purposive exclusion.
- The second limitation is that considering that the sample was small, the researcher is not able to generalise the findings beyond the respondents who took part in the study. However, the results would give a better understanding of the views of the participants who took part in the study.
- The third limitation was that the study had to be completed within a specific period. Due to time constraints, the participants were only selected from the employee population, and not from the customer population. The argument here was that the employee's perception would ultimately influence the customers' perception in terms of information sharing for service delivery in the

City of Tshwane. This could also apply to experiences and findings of other departments within the organisation in the information sharing cycle.

- The fourth limitation was that the researcher himself was an employee (office of the MMC) of the organisation at the time of the interviews. The researcher's experience and position could influence his judgment, as well as the analysis, and this could not be ruled out altogether. To address this limitation and to not compromise the objectivity of the study, the researcher acted in a manner that did not rely on his experience. The selected participants were also not from the same working environment, and this provided credibility to the study.
- The fifth limitation was related to Covid-19 which meant that the researcher was not able to conduct all the interviews face-to-face, although this was the initial plan. However, the researcher aimed to ensure that there was consistency during the interviews although some were conducted on Microsoft Teams. The researcher aimed to ensure that there was credibility in the data irrespective of how the interview took place.

6.4 Recommendations Relating to the Study

Based on the literature overview and the findings, the researcher would like to make recommendations to the City of Tshwane to address the current challenge of information sharing for service delivery in the CRM Department. These recommendations include suggestions aimed at improving information sharing for the delivery of services in the City Tshwane's CRM Department. It is the researcher's view that these recommendations will have a positive impact on the customer who relies on information supplied by the CRM Department. The six recommendations are as follows:

6.4.1 Recruit More Technical Staff in the Service Departments to Address the Shortage of Staff on the Ground who Have Service Delivery-Related Information That is Needed in the Front Office

Based on the findings, the current situation is that there is a need to employ more technical staff in the service departments who can assist with information sharing with the CRM Department. This recommendation is in line with a legislative mandate in the Municipal Systems Act (Act 32 of 2000) that a municipality must allocate sufficient human, financial and other resources necessary to carry out an effective service delivery function. This means that the City of Tshwane must ensure that it is adequately resourced to enable the delivery of services. This will help close the gap that exists in terms of the human resources challenge identified in this study. This cost-related recommendation requires proper planning and budgeting.

6.4.2 Full and Accurate Information Should be Shared with CRM While Ensuring That CRM is the First Point of Sharing Information

Service department employees need to share full and accurate information with the CRM Department. In addition, the CRM Department should receive the information before it is shared with the media and ward councillors. Encouraging employees to share information for the benefit of the City and its customers' needs to be emphasised throughout the organisation. This requires the establishment of a single integrated system that is to be supported, implemented, monitored, and evaluated over a prescribed time.

6.4.3 Having Representatives From Different Departments in the CRM Department

CRM is the first point of contact for customers and having knowledgeable representatives to assist with technical issues will greatly assist the CRM Department

in ensuring that issues are not escalated unnecessarily. For example, it was found that some issues related to prepaid meters could have been solved over the phone; however, the absence of a prepaid meter technician in the CRM Department meant that the issue had to be escalated, and a team of technicians dispatched to the premises of the customer to attend to the matter. In this example, having a knowledgeable representative in the CRM Department to assist an employee with technical knowledge could have saved the City of Tshwane cost and time by resolving the issue over the phone. This recommendation would also promote the image of the City of Tshwane from the customers' perspective by having the problem resolved the first time it is reported.

6.4.4 *Methods of Sharing Information*

The study found that the current systems are not linked in a manner that adequately addresses the challenge of information sharing. It is for this reason that a recommendation is made that an internal or centralised technological system be introduced that can link the CRM Departments and Service Departments that allow employees to access information with ease. The fact that ground technicians do not have electronic gadgets was also a worrying factor, and the integrated system recommended should include electronic devices for ground technicians to share information on the single integrated system. This will require commitment from the ICT Department and other stakeholders.

When information is shared on this system, everyone responsible for sharing information would have access to the information. The WhatsApp platform was used by almost all participants and, although an informal way of sharing information, it proved to be very useful. It is therefore recommended that the City of Tshwane consider providing cellphone allowances for CRM employees, so that information is

shared as and when it becomes available. Due to the nature of service delivery requirements, time management should be given serious consideration, as participants highlighted the challenge of always being required to be available, beyond their working hours, to those who are provided with cellphone allowances. Giving a cellphone allowance should not create the expectation that the employee should be available 24/7. This should be documented and agreed upon by all parties.

6.4.5 Relationship Building Among Employees

The City of Tshwane should look at relationship building among employees, to promote trust and to address the challenge of competitiveness among employees. This can be done through team building and team training sessions. This would address the need to break silos with the view that all role players would then be geared to positively contribute to an effective and efficient information sharing process. Human Resources Management should play a central role in this regard.

6.4.6 Commitment from the Executive and the Administration Management on Policy Changes and Effective Monitoring of the Policy Implementation

Policy interventions can also be considered to address internal information management. The stretching of the current policies is a key consideration that the top executive and the administration responsible for decision making should consider and implement. There is also an outcry based on the responses that policies are outdated, and in instances where participants felt policies were adequate, effective implementation was lacking. This also requires a top to bottom approach. Without the support and accountability of all role players, CRM will not be able to provide its customers with the information needed for the delivery of services in the City of Tshwane.

6.5 Recommendations for Further and Future Research

The study achieved the objectives set out to explore information sharing perceptions of employees in the City of Tshwane CRM Department and to better understand the internal processes and policies of information sharing. The study was also able to provide recommendations on strategies that can contribute to the sharing of full and accurate information between CRM and the Energy and Finance employees in the City of Tshwane. These recommendations are based on suggestive evidence obtained during the study. The study also opened other avenues for further studies. The following are recommendations for future studies:

- This study was confined to one specific department in the City of Tshwane, the Customer Relations Management Department. As a result, similar studies can be recommended in other departments in the City of Tshwane with the same topic so as to enable comparisons to be made.
- A different type of sampling technique could be used for future research on the same topic and the same research site. Probability sampling could be well-positioned to collect data that is representative of the population, which was not the case in this study.
- Future studies can investigate the relationship between trust and information sharing among employees in the City of Tshwane. Trust in process of information sharing was found to be closely related in the City of Tshwane, and further research can be beneficial to better understand information sharing for the delivery of services. This recommendation was identified after the data collection process was completed.
- During the interviews, it was found that mostly WhatsApp was used as a method of sharing information. However, during the literature overview, minimal

literature was found on the use of WhatsApp as a tool for information sharing in the context of service delivery. This opens a need for further research into the impact of the WhatsApp tool as a method used by local governments to enhance the delivery of services.

6.6 Research Contributions

Apart from the directions this study has given to future research, it has also made some major contributions to the literature on information sharing for service delivery in the context of local government in South Africa. As stated previously, although information sharing has been studied before, what sets this study apart from those is that during the literature overview there was limited literature on information sharing for service delivery. I have argued the importance of information sharing for the delivery of services throughout this study. As a result, my findings can enhance our knowledge of the need for effective and efficient information sharing processes for the delivery of services at a local government level, starting with the City of Tshwane's CRM Department.

6.7 Chapter Summary

The research set out to understand the main question, which was to explore the perceptions of employees on information sharing for the delivery of services in the City of Tshwane's Customer Relations Department. Chapter 6 discussed the limitations and recommendations identified during the study. The researcher observations throughout the study were that the City of Tshwane has many success stories that stem from the commitment of its political, executive and staff members across the city. The objective of the study was to enhance the already existing aspects of information sharing and recommend alternatives where gaps were identified. In conclusion, it is the researcher's view that as a public organisation, the City of

Tshwane needs to constantly look for ways to improve service delivery to the people. This requires continuous assessments to keep up with the ever-changing needs, expectations and demands of public sector customers.

References

- Aberbach, J. D., & Christensen, T. (2005). Citizens and consumers: An NPM dilemma. *Public Management Review*, 7(2), 225-246.
- Accenture Business Services Of British Columbia Limited Partnership. (2009). *Sharing front office services: The journey to citizen-centric delivery*. 1–65.
- Act, C., & Act, A. O. (1973). Companies Act No. 61 of 1973. *Companies Act (1973)*.
- African Union. (2015). Agenda 2063. *The Africa we want*. Framework Document.
- Ahmed, Y. A., Ahmad, M. N., Ahmad, N., & Zakaria, N. H. (2019). Social media for knowledge-sharing: A systematic literature review. *Telematics and informatics*, 37, 72-112.
- Akhavan, P., Hosseini, S. M., Abbasi, M., & Manteghi, M. (2015). Knowledge-sharing determinants, behaviours, and innovative work behaviours. *Aslib Journal of information management*. 1-78.
- Akkermans, H., & Dellaert, N. (2005). The rediscovery of industrial dynamics: The contribution of system dynamics to supply chain management in a dynamic and fragmented world. *System Dynamics Review: The Journal of the System Dynamics Society*, 21(3), 173-186.
- Al-Athari, A., & Zairi, M. (2001). Building benchmarking competence through knowledge management capability – An empirical study of the Kuwaiti context. *Benchmarking: An International Journal*.
- Alford, J. (2002). Why do public-sector clients coproduce? Toward a contingency theory. *Administration & Society*, 34(1), 32-56.
- Ali, A. A., Paris, L., & Gunasekaran, A. (2019). Key factors influencing knowledge sharing practices and their relationship with organizational performance within the oil and gas industry. *Journal of Knowledge Management*.

- Almehmadi, F., Hepworth, M. & Maynard, S. (2014), "A framework for understanding information sharing: An exploration of the information-sharing experiences of female academics in Saudi Arabia", *Information Research*, Vol.19, No. 4.
- Arias, E., Larreguy, H. A., Marshall, J., & Querubin, P. (2018). *Does the content and mode of delivery of information matter for electoral accountability? Evidence from a field experiment in Mexico*. Harvard University.
- Arias, E., Larreguy, H., Marshall, J., & Querubin, P. (2018). *Does the content and mode of delivery of information matter for electoral accountability? Evidence from a field experiment in Mexico*. Mimeo, Harvard University.
- Arsenault, N., Anderson, G., & Swedburg, R. (1998). Understanding Older Adults In Education: Decision-Making And Elderhostel. *Educational Gerontology: An International Quarterly*, 24(2), 101-114.
- Astute Solutions. (2020). 9 Important Call Center Industry Standards & How to Beat Them. *Categories: Agent Efficiency*. Available @ [https://www.astutesolutions.com/blog/articles/9-important-call-center-industry-standards-how-to-beat-them#:~:text=Call%20Centre%20Helper%20Magazine%20recommends%20that%20average%20handle%20time%20\(AHT,deal%20from%20company%20to%20company](https://www.astutesolutions.com/blog/articles/9-important-call-center-industry-standards-how-to-beat-them#:~:text=Call%20Centre%20Helper%20Magazine%20recommends%20that%20average%20handle%20time%20(AHT,deal%20from%20company%20to%20company). [Accessed July 19, 2020].
- Averweg, U. R. (2012). eThekwini Municipality's intranet for augmenting knowledge-sharing in the organisation. *South African Journal of Information Management*, 14(1), 1-6.
- Ayandibu, A. O., & Houghton, J. (2017). The role of small and medium scale enterprise in local economic development (LED). *Journal of Business and Retail Management Research*, 11(2).

- Bahrami, R. (2018). 5 Tools For Sharing Best Practices In The Workplace. *Corporate Elearning*. Elearning Industry from <https://elearningindustry.com/sharing-best-practices-in-the-workplace-5-tools> Retrieved September 21, 2020.
- Bansal, H. S., Mendelson, M. B., & Sharma, B. (2001). The impact of internal marketing activities on external marketing outcomes. *Journal of Quality Management*, 6(1), 61-76.
- Baud, I., Scott, D., Pfeffer, K., Sydenstricker-Neto, J., Denis, E., & Minay, L. C. M. (2013). *Spatial knowledge management in urban local government: E-governance in India, Brazil, South Africa, and Peru: WP5 fieldwork reports*. European Association of Development Research and Training Institutes (EADI).
- Bellamy, C. (2008). Information-sharing and confidentiality in social policy: Regulating multi-agency working. *Public Administration*, 86(3), 737-759.
- Bennington, J., & Moore, M. H. (Eds.). (2010). *Public value: Theory and practice*. Macmillan International Higher Education.
- Benson, V., & Davis, K. (2008). *Business information management*. Bookboon.
- Berg, B. L. (2004). Qualitative Research Methods for the Social Sciences. *Methods for the social sciences*. Pearson Education.
- Bernard, J. M., & Goodyear, R. K. (1998). *Fundamentals of clinical supervision*. Allyn & Bacon.
- Beyers, L. J. E. (2016). Service delivery challenges facing municipalities: A case study of Fetakgomo local municipality in Sekhukhune District Municipality, Limpopo Province. *Bangladesh e-Journal of Sociology*, 13(2), 167-178.
- Beevers, P. (2006). A High-Performance Team: From design to production, performance should be part of the process. *Queue*, 4(1), 38-43.

- Bigdeli, A. Z., Kamal, M. M., & De Cesare, S. (2013). Electronic information sharing in local government authorities: Factors influencing the decision-making process. *International Journal of Information Management*, 33(5), 816-830.
- Blau, P. M. (1964). Justice in social exchange. *Sociological Inquiry*, 34(2), 193-206.
- Bock, G. W., Zmud, R. W., Kim, Y. G., & Lee, J. N. (2005). Behavioural intention formation in knowledge sharing: Examining the roles of extrinsic motivators, social-psychological forces, and organizational climate. *MIS Quarterly*, 87-111.
- Bogumil, J., & Jann, W. (2009). *Verwaltung und Verwaltungswissenschaft in Deutschland*. Wiesbaden: VS Verlag für Sozialwissenschaften.
- Brandon, D. (2016). The blockchain: The future of business information systems. *International Journal of the Academic Business World*, 10(2), 33-40.
- Braun, V., & Clarke, V. (2013). *Successful qualitative research: A practical guide for beginners*. sage.
- Brookings. (2021). *South Africa after COVID-19—light at the end of a very long tunnel*. Wolfgang Fengler, Marie-Francoise Nelly, Indermit Gill, Benedicte Baduel, and Facundo Cuevas Tuesday, July 13, 2021, from <https://www.brookings.edu/blog/future-development/2021/07/13/south-africa-after-covid-19-light-at-the-end-of-a-very-long-tunnel/> [Accessed July 22 2021].
- Businesstech. (2021). *The chances of employment in South Africa are based on your level of education*. Online. Available @ <https://businesstech.co.za/news/business/495113/the-chances-of-employment-in-south-africa-based-on-your-level-of-education/> [Accessed July 22 2021]
- Chamberlain, A. L., Fahrenholtz, W. G., Hilmas, G. E., & Ellerby, D. T. (2004). High-strength zirconium diboride-based ceramics. *Journal of the American Ceramic Society*, 87(6), 1170-1172.

- Chang, H. J. (2002). *Kicking away the ladder: Development strategy in historical perspective*. Anthem Press.
- Chisango, G., & Lesame, C. (2017). Challenges of information and communication technology policy implementation in rural South Africa. *Communitas*, 22, 48-61.
- Choi, B., Poon, S. K., & Davis, J. G. (2008). Effects of knowledge management strategy on organizational performance: *A complementarity theory-based approach*. *Omega*, 36(2), 235-251.
- Choo, C. W. (2007). Information seeking in organizations: Epstemic contexts and contests. *Information Research*, 12(2), 12-2.
- Chua, A., & Lam, W. (2005). Why KM projects fail: A multi-case analysis. *Journal of Knowledge Management*.
- City of Tshwane. (2016). Customer Relations Management Department Compalint and Compliments Management Policy. (*From the Strategy Development and Spatial Planning Clluster: 07 June 2016 and the Mayoral Committee: 15 June 2016 and 15 July 2016*).
- City of Tshwane Customer Satisfaction Survey. (2018). Customer Relations Management Department Results of The 2018 City of Tshwane Customer Satisfaction Survey Among Households, Business and Embassies/Consulates. Reference No 65361/2 Zukiswa Ntsikeni (8150) MAYORAL COMMITTEE: 1 August 2018.
- Clarke, J., Newman, J., Smith, N., Vidler, E., & Westmarland, L. (2007). *Creating citizen-consumers: Changing publics and changing public services*. Pine Forge Press. psychotherapy research: A critical reflection. *Counselling and psychotherapy research*, 18(2), 107-110.
- Clarke, R. V., & Newman, G. R. (2007). Police and the prevention of terrorism. *Policing: A Journal of Policy and Practice*, 1(1), 9-20.

- Constant, D., Keisler, S., Sproull, L., 1994. What's mine is ours, or is it? A study of attitudes about information-sharing. *Information Systems Research*, 5(4), 400-421.
- Cook, K. S., Cheshire, C., Rice, E. R., & Nakagawa, S. (2013). Social exchange theory. In *Handbook of social psychology* (pp. 61-88). Springer.
- Cresswell, T. (2013). *Place: A short introduction*. John Wiley & Sons.
- Creswell, J. (1998). W.(1998). *Qualitative inquiry and research design: Choosing among five traditions*, 2.
- Creswell, J. W. (1999). Mixed-method research: Introduction and application. In *Handbook of educational policy* (pp. 455-472). Academic Press.
- Cronen, V. E. (1995). Coordinated management of meaning: *The consequentiality of communication and the recapturing of experience*. The consequentiality of communication, 17-65.
- Crous, M. (2004). Service delivery in the South African public service: Implementation of the Batho Pele principles by Statistics South Africa. *Journal of Public Administration*, 39(Special issue 1), 574-589.
- Crous, M. (2006). *Quality service delivery through customer satisfaction*. 1-32
- Crowdstaffing. (2020). The Face of They: Understanding Employee Perception. Available @ <https://www.crowdstaffing.com/blog/the-face-of-they-understanding-employee-perception> [Accessed August 20, 2020].
- Danese, P., Romano, P., & Formentini, M. (2013). The impact of supply chain integration on responsiveness: The moderating effect of using an international supplier network. *Transportation Research Part E: Logistics and Transportation Review*, 49(1), 125-140.

- DeSantis, L., & Ugarriza, D. N. (2000). The concept of theme is used in qualitative nursing research. *Western Journal of Nursing Research*, 22(3), 351-372.
- Dias, C. (2001). Corporate portals: a literature review of a new concept in Information Management. *International Journal of Information Management*, 21(4), 269-287.
- Du, J. T. (2014), The information journey of marketing professionals: Incorporating work task-driven information seeking, information judgments, information use, and information sharing, *JASIST*, Vol.65 No.9, pp. 1850-1869.
- Eccles, W. J. (1983). *The Canadian Frontier, 1534-1760*. UNM Press.
- Eccles, J. S., & Wigfield, A. (2002). Motivational beliefs, values, and goals. *Annual review of psychology*, 53(1), 109-132.
- Educational Psychology (2020). Expectancy-Value Theory. *Motivation*. Lumen. Online. Available @ <https://courses.lumenlearning.com/edpsy/chapter/expectancy-value-theory/> [Accessed August 25, 2020].
- Fawcett, S. E., Osterhaus, P., Magnan, G. M., Brau, J. C., & McCarter, M. W. (2007). Information sharing and supply chain performance: The role of connectivity and willingness. *Supply Chain Management: An International Journal*.
- Feather, N. T. (1982). Unemployment and its psychological correlates: A study of depressive symptoms, self-esteem, Protestant ethic values, attributional style, and apathy. *Australian Journal of Psychology*, 34(3), 309-323.
- Feldman, M. S., & Orlikowski, W. J. (2011). Theorizing practice and practising theory. *Organization Science*, 22(5), 1240-1253.
- Flick, U. (Ed.). (1998). *The psychology of the social*. Cambridge University Press.

- Flick, U. (2000). Qualitative inquiries into social representations of health. *Journal of Health Psychology*, 5(3), 315-324.
- Forster, M. (Ed.). (2017). *Information literacy in the workplace*. Facet Publishing.
- Fountain, N. B., & Waldman, W. A. (2001). Effects of benzodiazepines on triphasic waves: implications for nonconvulsive status epilepticus. *Journal of Clinical Neurophysiology*, 18(4), 345-352.
- Frenzen, J., & Nakamoto, K. (1993). Structure, cooperation, and the flow of market information. *Journal of Consumer Research*, 20(3), 360-375.
- Gaffoor, S., & Cloete, F. (2010). Knowledge management in local government: The case of Stellenbosch Municipality. *South African Journal of Information Management*, 12(1), 1-7.
- Ge, M., & Helfert, M. (2008, May). Data and information quality assessment in information manufacturing systems. In *International Conference on Business Information Systems* (pp. 380-389). Springer.
- Gherardi, S. (2009). *Organizational knowledge: The texture of workplace learning*. John Wiley & Sons.
- Gildenhuis, J. S. H., & Knipe, A. (2000). *The organisation of government: An introduction*. Van Schaik.
- Gil-Garcia, J. R., Chengalur-Smith, I. S., & Duchessi, P. (2007). *Collaborative e-government: Impediments and benefits of information sharing projects in the public sector*. *European Journal of Information Systems*, 16(2), 121–133.
- Goldkuhl, G. (2008). Practical inquiry as action research and beyond. group performance. *MIS Quarterly*, 409-432.

- GSDRC. (2016). Service delivery. Applied Knowledge Services. *Governance, Social Development, Humanitarian Issues, Conflict, Development Pressures, Approaches, Aid Instruments, and M&E*. Urban governance. William Robert Avis. Online. Available @ <https://gsdrc.org/topic-guides/urban-governance/elements-of-effective-urban-governance/municipal-capacity/service-delivery/> [Accessed July 19, 2020].
- Hall, H. (2001). Social exchange for knowledge exchange. *Managing knowledge: conversations and critiques*. University of Leicester Management Journal Centre, 10-11.
- Hamann, C., & Horn, A. C. (2021). Socio-economic inequality in the City of Tshwane, South Africa: A multivariable spatial analysis at the neighbourhood level. *GeoJournal*, 1-18.
- Heath, C., Knoblauch, H., & Luff, P. (2000). Technology and social interaction: The emergence of 'workplace studies'. *The British Journal of Sociology*, 51(2), 299-320.
- Henttonen, K., Kianto, A., & Ritala, P. (2016). Knowledge sharing and individual work performance: an empirical study of a public sector organisation. *Journal of Knowledge Management*.
- Hobson, S. F., Anand, R., Yang, J., & Lee, J. (2011, September). Towards interoperability in municipal government: a study of information sharing practices. In *IFIP Conference on Human-Computer Interaction* (pp. 233-247). Springer, Berlin, Heidelberg.
- Hofer, H., & Zehnder, E. (2012). *Symplectic invariants and Hamiltonian dynamics*. Birkhäuser.

- Hoffman, K. D., & Bateson, J. E. G. (2006). *Service Marketing: Concepts, Strategies, & Cases*.
- Holste, J. S., & Fields, D. (2010). Trust and tacit knowledge sharing and use. *Journal of Knowledge Management*.
- Homans, G. C. (1961). The humanities and the social sciences. *American Behavioral Scientist*, 4(8), 3-6.
- Huang, G. Q., Lau, J. S., & Mak, K. L. (2003). The impacts of sharing production information on supply chain dynamics: a review of the literature. *International journal of production research*, 41(7), 1483-1517.
- Huizing, A., & Cavanagh, M. (2011). Planting contemporary practice theory in the garden of information science. *Information Research*, 16(4), 16-4.
- Humes, S. (2013). *The structure of local governments throughout the world: A comparative introduction*. Springer Science & Business Media.
- Humes, S., & Martin, E. M. (1961). The Structure of Local Governments Throughout the. *World (The Hague: Martinus Nijhoff, 1961)*, 2.
- IOL News. (2021). National Treasury: Municipalities can only realistically collect R37bn of R231bn debt, from <https://www.iol.co.za/news/politics/national-treasury-municipalities-can-only-realistically-collect-r37bn-of-r231bn-debt-ed7d9d7c-5c70-4b20-a891-c517d76402ea> [Accessed July 15, 2021].
- Jarvenpaa, S. L., & Staples, D. S. (2000). The use of collaborative electronic media for information sharing: an exploratory study of determinants. *The Journal of Strategic Information Systems*, 9(2-3), 129-154.
- Kalantzis, M., & Cope, B. (2003, July). Linking trust values and perceived benefits. In *Proceeding of the International Conference on Knowledge Management (ICKM)*, Putra World Trade Centre, Kuala Lumpur, July (pp. 7-9).

- Keefer, P., & Khemani, S. (2003). *Democracy, public expenditures, and the poor*. The World Bank.
- Kembro, J., & Näslund, D. (2014). Information sharing in supply chains, myth or reality? A critical analysis of empirical literature. *International Journal of Physical Distribution & Logistics Management*.
- Khoir, S., & Du andy Koronios, J. T. (2015). *Everyday information behaviour of Asian immigrants in South Australia: A mixed-methods exploration*.
- Kim, J., & Kim, J. (2013). A Study on the Influence of Group Formation in SNS on Information sharing Behavior. *The Journal of Information Systems*, 22(2), 25-49
- knowledge-sharing: A systematic literature review. *Telematics and informatics*, 37, 72-112.
- Knott, J. H. (1993). Comparing public and private management: Cooperative effort and principal-agent relationships. *Journal of Public Administration Research and Theory*, 3(1), 93-119.
- Kosec, K., & Wantchekon, L. (2020). Can information improve rural governance and service delivery? *World Development*. Viewed on the 29 June 2020, available @ <https://doi.org/10.1016/j.worlddev.2018.07.017>
- Leaper, C. (2011). More similarities than differences in contemporary theories of social development?: A plea for theory bridging. In *Advances in child development and behaviour* (Vol. 40, pp. 337-378). JAI.
- Lee, H. L., & Whang, S. (2000). Information sharing in a supply chain. *International Journal of Manufacturing Technology and Management*, 1(1), 79-93.
- Lee, H. L., So, K. C., & Tang, C. S. (2000). The value of information sharing in a two-level supply chain. *Management Science*, 46(5), 626-643.

- Lenk, K., & Klee-Kruse, G. (2000). Multifunktionale Serviceläden. *Ein Modellkonzept für die öffentliche Verwaltung im Internet-Zeitalter*. Berlin.
- Letooane, D. J. (2017). *Governance practices in Westonaria local municipality* (Doctoral dissertation, A research report submitted to the Faculty of Management, University of the Witwatersrand, in 50% fulfilment of the requirements for the degree of Master of Management in Public Policy).
- Lewin, K. (1938). The conceptual representation and the measurement of psychological forces.
- Li, S. X., & Sandino, T. (2018). Effects of an information sharing system on employee creativity, engagement, and performance. *Journal of Accounting Research*, 56(2), 713-747.
- Mafuwane, B. M. (2011). *The contribution of instructional leadership to learner performance* (Doctoral dissertation, University of Pretoria).
- Mamfha, T. M. M., Ngulube, P., & Ndwandwe, S. C. (2016). Utilization of information and communication technologies in public libraries at Ekurhuleni Metropolitan Municipality in South Africa. *Information Development*, 32(3), 313-326.
- Manda, M. I. (2017, September). Towards “Smart Governance” through a multidisciplinary approach to E-government integration, interoperability and information sharing: A case of the LMIP project in South Africa. In *International Conference on Electronic Government* (pp. 36-44). Springer, Cham.
- Maras, M. H. (2017). Overcoming the intelligence-sharing paradox: Improving information sharing through the change in organizational culture. *Comparative Strategy*, 36(3), 187-197.

- Marouf, L. (2015). Employee perception of the knowledge sharing culture in Kuwaiti companies: Effect of demographic characteristics. *LIBRES: Library & Information Science Research Electronic Journal*, 25(2).
- Marshall, C., & Rossman, G. B. (2014). *Designing qualitative research*. Sage publications.
- Mayer-Schönberger, V., & Lazer, D. (Eds.). (2007). *Governance and information technology: From electronic government to information government*. Mit Press.
- Merriam, S. B., & Grenier, R. S. (Eds.). (2019). *Qualitative research in practice: Examples for discussion and analysis*. John Wiley & Sons.
- Mery, Y., Newby, J., & Peng, K. (2012). Performance-based assessment in an online course: Comparing different types of information literacy instruction. *portal: Libraries and the Academy*, 12(3), 283-298.
- Metters, R., & Vargas, V. (2000). A typology of de-coupling strategies in mixed services. *Journal of Operations Management*, 18(6), 663-682.
- Mncwango, B. (2016). Public attitudes to work in South Africa. *Colloquium 2016*.
- Morse, J. M. (2000). Determining the sample size. *Qualitative Health Research*, Vol. 10 No. 1, January 2000 3-5 © 2000 Sage Publications, Inc.
- Motivational Theories. (2020). The University of Tennessee Knoxville. *Expectancy - Value Theory*. Retrieved August 25, 2020, from <https://mightymustangsutk.weebly.com/expectancy-value-theory.html>
- Naidoo, K. (2018). 'Begin at the Beginning'—Giving Development Initiatives Political Teeth and Boosting Government Capacity to Deliver on the SDGs. *Giving Development Initiatives Political Teeth and Boosting Government Capacity to Deliver on the SDGs (May 20, 2018)*.
- Narayanan, R., & El-Sayed, M. A. (2004). The shape-dependent catalytic activity of platinum nanoparticles in colloidal solution. *Nano Letters*, 4(7), 1343-1348.

- Needham, S. A., Wang, G. X., & Liu, H. K. (2006). Synthesis of NiO nanotubes for use as negative electrodes in lithium-ion batteries. *Journal of Power Sources*, 159(1), 254-257.
- Nelson, K. M., & Coopridge, J. G. (1996). The contribution of shared knowledge to IS group performance. *MIS Quarterly*, 409-432.
- Newman, J., & Vidler, E. (2006). Discriminating customers, responsible patients, empowered users: consumerism and the modernisation of health care. *Journal of Social Policy*, 35(2), 193-209.
- Ngubane, J. S., & Diab, R. D. (2005). Engaging the local community in tourism development planning: A case study in Maputaland. *South African Geographical Journal*, 87(2), 115-122.
- Nkuna, N. (2011). Realising developmental local government in a developmental state. *Journal of Public Administration*, 46(1), 622-641.
- Novakowski, M., & Lewis, G. A. (2012). *Interoperability in the e-Government Context*. CARNEGIE-MELLON UNIV PITTSBURGH PA SOFTWARE ENGINEERING INST.
- Ogden, J., & Cornwell, D. (2010). The role of topic, interviewee, and question in predicting rich interview data in the field of health research. *Sociology of Health & Illness*, 32(7), 1059-1071.
- Oldfield, K. (2007). Achieving social class diversity throughout the workforce: A case study of TIAA-CREF. *Considering Class: Essays on the discourse of the American dream*, 149-166.
- Omar, R., Ramayah, T., Lo, M. C., Sang, T. Y., & Siron, R. (2010). Information sharing, information quality and usage of information technology (IT) tools in Malaysian organizations. *African Journal of Business Management*, 4(12), 2486-2499.

- Omar, M. A., Green, A. T., Bird, P. K., Mirzoev, T., Flisher, A. J., Kigozi, F., ... & Ofori-Atta, A. L. (2010). Mental health policy process: a comparative study of Ghana, South Africa, Uganda and Zambia. *International journal of mental health systems*, 4(1), 1-10.
- Organisation for Economic Co-operation and Development. (2010). Strategies to improve rural service delivery. Available at www.oecd.org/publishing/corrigenda. Accessed on December 12, 2012, (1) (PDF) *Strategies to improve service delivery in local authorities*. Available from https://www.researchgate.net/publication/253240244_Strategies_to_improve_service_delivery_in_local_authorities
- Ottawa. O (2017). Office of the Privacy Commissioner of Canada. *Government Information Sharing and Improved Service Delivery: Embracing the Wind of Change without throwing Caution to the Wind. Remarks at the Government of Canada Data Leads Group*. Online. Retrieved November 10, 2021, from https://www.priv.gc.ca/en/opc-news/speeches/2017/sp-d_20170927_pk/
- Panimalar, M., & Kannan, K. (2013). A study on employee perception towards effectiveness and impact of the environmental management system at Tamil Nadu cooperative textile processing mill Ltd., Erode. *Journal of Business Management & Social Sciences Research (JBM&SSR)*, 2(1), 18-23.
- Parigi, P., Santana, J. J., & Cook, K. S. (2017). Online field experiments: studying social interactions in context. *Social Psychology Quarterly*, 80(1), 1-19.
- Perception Checking. (2020). Perception Checking Procedure. *Three-Part Harmony*. Retrieved August 19 2020, from https://www.creducation.net/resources/perception_checking/perception_checking_procedure.html

- Pietersen, C. (2014). Implementation of Batho Pele principles in an educational district office. *Mediterranean journal of social sciences*, 5(3), 253.
- Pilerot, O. (2012). LIS research on information sharing activities—people, places, or information. *Journal of Documentation*.
- Polit, D. F., Beck, C. T., & Hungler, B. P. (2001). *Essentials of Nursing Research Methods Appraisal and Utilization*, Lippincott. New York, USA.
- Pope, C., & Mays, N. (1995). Qualitative research: reaching the parts other methods cannot reach: an introduction to qualitative methods in health and health services research. *BMJ*, 311(6996), 42-45.
- powered users: consumerism and the modernisation of health care. *Journal of Social Policy*, 35(2), 193-209.
- Ramsey, M., & Barkhuizen, N. (2011). Organisational design elements and competencies for optimising the expertise of knowledge workers in a shared services centre. *SA Journal of Human Resource Management*, 9(1), 1-15.
- Reinholt, M. I. A., Pedersen, T., & Foss, N. J. (2011). Why a central network position isn't enough: The role of motivation and ability for knowledge sharing in employee networks. *Academy of Management Journal*, 54(6), 1277-1297.
- Robson, C. (2011) *Real-world research: a resource for users of social research methods in applied settings*. Wiley Chichester.
- Rosenthal, A., Mork, P., Li, M. H., Stanford, J., Koester, D., & Reynolds, P. (2010). Cloud computing: a new business paradigm for biomedical information sharing. *Journal of biomedical informatics*, 43(2), 342-353.
- RSA. (1996). *Municipalities in co-operative government - Chapter 7 of the Constitution*. 74–81.

- RSA. (2000). Local Government Municipal Systems Act (32 of 2000). *Government Gazette of South Africa*.
- Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative science quarterly*, 224-253.
- Sandelowski, M. (1996). One is the liveliest number: The case orientation of qualitative research. *Research in nursing & health*, 19(6), 525-529.
- Sardjoe, N. (2017a). The Interrelation of Information Sharing Levels: Intra-organizational and inter-personal influences on inter-organizational information sharing. *TU Delft, Delft*.
- Sardjoe, N. (2017). Understanding inter-organizational information sharing: A case-study in the context of Risk and Opportunity Based Asset Management for Critical Infrastructures (ROBAMCI).
- Savolainen, R. (2017). Information sharing and knowledge sharing as communicative activities. *Information Research: an international electronic journal*, 22(3), n3.
- Sawe, E. J., & Rotich, G. (2017). Influence of Knowledge Management on Service Delivery: Case of the Anti-Counterfeit Agency. *Strategic Journal of Business & Change Management*, 4(2).
- Schatzki, T. R. (2012). A primer on practices: Theory and research. In *Practice-based education* (pp. 13-26). Brill Sense.
- Schutte, N., & Barkhuizen, N. (2015). Knowledge management and sharing in local government: A social identity theory perspective. *Electronic Journal of Knowledge Management*, 13(2), 130.

- Scott, D. (2020). *Back Office Operations and the Impact on Customer Experience*.
<https://dhp.co.uk/back-office-operations-and-the-impact-on-customer-experience/> [assessed June 29 2020].
- Shah, S. G. S., & Farrow, A. (2020). A commentary on “World Health Organization declares global emergency: A review of the 2019 novel Coronavirus (COVID-19)”. *International journal of surgery (London, England)*, 76, 128.
- Siddle, A., & Koelble, T. (2017). *Local government in South Africa: Can the objectives of the developmental state be achieved through the current model of decentralised governance?*. eSocialSciences.
- Sidgwick, H. (2012). *The elements of politics*. Cambridge University Press.
- Singh, A., & Soltani, E. (2010). Knowledge management practices in Indian information technology companies. *Total Quality Management*, 21(2), 145-157.
- Skyrme, D. J. (2003). Commercialization: the next phase of knowledge management. In *Handbook on knowledge management* (pp. 639-655). Springer, Berlin, Heidelberg.
- Sonnenwald, D. H. (2006). Challenges in Sharing Information Effectively: Examples from Command and Control. *Information Research: an International Electronic Journal*, 11(4), n4.Sources, 159(1), 254-257.
- South African Government. 2020. *Local Governemnt*. Online. Available @
<https://www.gov.za/about-government/government-system/local-government>
 [Accessed September 21, 2020].
- South Africa (Republic). 2003. Local Government: Municipal Structures Act, 2003 (Act. No. 1 of 2003), *Government Printers, Pretoria*, South Africa.
- South Africa (Republic). 2003. Local Government: Municipal Systems Act, 2003 (Act. No. 32 of 2000), *Government Printers, Pretoria*, South Africa.

- Spielman, R. M., Dumper, K., Jenkins, W., Lacombe, A., Lovett, M., & Perlmutter, M. (2014). Prosocial Behavior. *Psychology*.
- Stats SA. (2018-2021). Service Delivery Improvement Plan. *South Africa I Know, The Home I Understand*. Online. Available @ http://www.statssa.gov.za/wp-content/uploads/2015/11/SDIP-final_29-03-2018-electronic.pdf [Accessed July 19, 2020].
- Subiah, A. R. (2017). *Managing demand variability through information sharing: a case study of imperial cold logistics* (Doctoral dissertation).
- Sukhu, A., Zhang, T., & Bilgihan, A. (2015). Factors influencing information sharing behaviors in social networking sites. *Services Marketing Quarterly*, 36(4), 317-334.
- Taylor, B. J. (2017). Decision making, assessment and risk in social work. *Learning Matters*.
- Thapa, I. (2020). Local government: concept, roles and importance for contemporary society. *SL: Ministry of Energy, Water Resource and Irrigation, Government of Nepal*.
- The Customer Relations Management Policy on Complaints and Compliments Policy. (2016). City of Tshwane. *Strategy Development and Spatial Planning Cluster: 07 June 2016*. Mayoral Committee: 15 June 2016 and 15 July 2016.
- The Grossman Group. (2019). Leader communicator Blog. *Two Times It's Important to Share Information as a Leader*. Online. Available @ <https://www.yourthoughtpartner.com/blog/bid/77562/two-times-it-s-important-to-share-information-as-a-leader> [Accessed September 21, 2020].

- The Organised Local Government Act, 1997 (Act No. 52 of 1997). (1997). The Act *has been added to the website by Government Gazette 18421*, Notice No. 1508, dated 12 November 1997.
- The Republic of South Africa. (1996). The Constitution of the Republic of South Africa Act, Number 108. Pretoria, Government Printer.
- The Republic of South Africa. (1996). The Constitution of the Republic of South Africa. *Chapter Seven on Local Government*. Government Printer.
- The Republic of South Africa. (1998). *The White Paper on Local Government 9 March 1998*.
- Theriou, N. G., Maditinos, D., & Theriou, G. (2011). *Knowledge management enabler factors and firm performance: an empirical research of the Greek medium and large firms*.
- Thornhill, C. (2004). Municipal government: acknowledging democratic imperatives. *Journal of Public Administration*, 39(Special issue 1), 470-480.
- Tochtermann, K., & Riekert, W. F. (2001). Hypermedia in Environmental Protection-Promoting Knowledge Management Technologies in a Thematic Network. *Sustainability in the Information Society*.
- Tokar, T. (2010). Behavioural research in logistics and supply chain management. *The International Journal of Logistics Management*.
- Tolman, E. C. (1932). *Purposive behavior in animals and men*. Univ of California Press.
- Tong, P. Y., & Crosno, J. L. (2016). Are information asymmetry and sharing good, bad, or context-dependent? A meta-analytic review. *Industrial Marketing Management*, 56, 167-180.

- Tshwane, (2021a). Regionalisation. Online. Available @ https://www.tshwane.gov.za/sites/about_tshwane/Regionalisation/Pages/default.aspx [Accessed July 18, 2021]
- Tshwane, (2021b). Customer Relations Management. *Overview*. Online. Available @ <https://www.tshwane.gov.za/sites/Departments/CRM/Pages/Customer-relations-management.aspx> [Accessed July 21, 2021].
- Van Den Hooff, B., & De Ridder, J. A. (2004). Knowledge sharing in context: the influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*.
- Van der Walt, C. (2014). Municipal structures. *Municipal management: Serving the people*, 73-87.
- Vigoda, E. (2002). From responsiveness to collaboration: Governance, citizens, and the next generation of public administration. *Public administration review*, 62(5), 527-540.
- Virtual College. (2020). Health And Social Care. *Information Sharing*. Online. Available @ <https://www.virtual-college.co.uk/courses/health-social-care/information sharing> [Accessed October 11, 2020].
- Vroom, V. H. (1964). Work and motivation. *Wiley. Reviews research by psychologists, economists, and sociologists and attempts to integrate existing knowledge of the relation between motivation and work*. Harvard Book List (edited) 1971 #699 (PsycINFO Database Record (c) 2016 APA, all rights reserved).
- Von der Ohe, H. (2014). *An exploratory study on organisational trust relationships* (Doctoral dissertation, University of Witwatersrand).

- Von der Ohe, H., Martins, N., & Roode, M. (2004). The influence of credibility on employer-employee trust relations. *South African Journal of Labour Relations*, 28(2), 4-32.
- Wagner, C, Kawulich, B. & Garner, M. (2012). *Doing Social Research: a Global Context*. London: McGraw-Hill.
- Wang, J., & Yang, J. (2015). An empirical study of employees' tacit knowledge sharing behavior. *Journal of Systems Science and Information*, 3(3), 264-278.
- Wang, Y., Yin, W., & Zeng, J. (2019). Global convergence of ADMM in nonconvex nonsmooth optimization. *Journal of Scientific Computing*, 78(1), 29-63.
- Weerakkody, V., Janssen, M., & Dwivedi, Y. K. (2011). Transformational change and business process reengineering (BPR): Lessons from the British and Dutch public sector. *Government Information Quarterly*, 28(3), 320-328.
- Wentzel, K. R., & Miele, D. B. (2016). Expectancy-Value Theory ALLAN WIGFIELD, STEPHEN M. TONKS, AND SUSAN LU TZKL AU DA. In *Handbook of Motivation at School* (pp. 67-86). Routledge.
- Wentzel, K. R., Russell, S., & Baker, S. (2016). Emotional support and expectations from parents, teachers, and peers predict adolescent competence at school. *Journal of Educational Psychology*, 108(2), 242.
- White Paper of Transformation of Public Service Delivery. (1998). South Africa. *Government Printer*. Pretoria.
- Widén, G., & Karim, M. (2018). The Challenge of Digital Divide and Diversity in Future Youth Information Work. *H. Li, R. Suomi, Á. Pálsdóttir, R. Trill, H. Ahmadinia (Eds.)*, 91.
- World Bank. (2021). *Building back better from COVID-19, with a special focus on jobs. SOUTH AFRICA ECONOMIC UPDATE EDITION 13*. World Bank Group.

- Wright, G. H., & Taylor, W. A. (2005). Improving public sector service delivery through knowledge sharing. In *Encyclopedia of Information Science and Technology, First Edition* (pp. 1414-1418). IGI Global.
- Yang, S. C., & Farn, C. K. (2009). Social capital, behavioural control, and tacit knowledge sharing—A multi-informant design. *International Journal of Information Management*, 29(3), 210-218.
- Yang, T. M., & Maxwell, T. A. (2011). Information sharing in public organizations: A literature review of interpersonal, intra-organizational and inter-organizational success factors. *Government Information Quarterly*, 28(2), 164-175.
- Yang, T. M., & Wu, Y. J. (2016). Examining the socio-technical determinants influencing government agencies' open data publication: A study in Taiwan. *Government Information Quarterly*, 33(3), 378-392.
- York, A., & Reddy, P. S. (2003). Intergovernmental fiscal relations re-examined in a new governmental system. *Local Government Financing and Development in Southern Africa*, 37.
- Zaheer, N. and Trkman, P. (2017), "An information sharing theory perspective on willingness to share information in supply chains", *International Journal of Logistics Management*, The, Vol. 28 No. 2, pp. 417-443.
<https://doi.org/10.1108/IJLM-09-2015-0158> [accessed July 15, 2020].
- zen-consumers: Changing publics and changing public services*. Pine Forge Press.
- Zhang, J., Dawes, S. S., & Sarkis, J. (2005). Exploring stakeholders' expectations of the benefits and barriers of e-government knowledge sharing. *Journal of Enterprise Information Management*.

Zhao, X., & Wu, Y. (2013). Opportunities for research in behavioral operations management. *International Journal of Production Economics*, 1(142), 1-2.
<https://www.zoho.com/expense/blog/count-on-it-the-all-new-integration-between-Zoho-finance-and-zoho-crm.html> [Accessed June 19 2020].

Appendices

Appendix A: Data Gathering Instrument: Questionnaire

INTERVIEW GUIDE		
	Date:	Department:
1.	Can you tell me more about yourself?	
2.	Can explain to me the type of services that your department provides to citizens?	
3.	Can you tell me about your current role in your department relating to the sharing of information by walking me through a normal day?	
4.	From your perspective, how do you perceive information sharing for the delivery of services in your department?	
5.	How do you perceive the sharing of information for the delivery of service between departments in the City of Tshwane?	
6.	How do you choose the information that is suitable for sharing, and what guides such decisions?	
7.	What policies and processes are currently used to share information, and can you explain what the advantages and disadvantages of such processes or policies are based on your own experience?	

8.	Do you think that the current policies and processes managing the sharing of information are suitable for the delivery of services to citizens, please explain?
9.	In your view what would you suggest can be done to improve the sharing of information for the delivery of services in your department and supporting departments?
10.	Lastly, what are your comments or feedback concerning the sharing of information for the delivery of services in the City of Tshwane?

Appendix B: Participant Information Form

Participant information form



Dear Sir / Madam,

My name is Henry Cooke and I am a Masters' student in the School of Governance at the University of Witwatersrand, Johannesburg. As part of my studies, I have to undertake a research study, and I am investigating the perceptions of employees concerning the sharing of information for the delivery of services in the City of Tshwane Customer Relations Department/Call Centre, under the supervision of Dr. Kagiso Poee.

The purpose is to explore the perceptions of employees concerning information sharing for the delivery of services at a local government level. Specifically, to get a better understanding of how information sharing and the delivery of services between the call centre, water, energy, and finance departments are related in the City of Tshwane.

As part of this project, I would like to invite you to take part in a personal interview, virtual interview or telephonic interview. This activity will involve 10 questions and will take around 20 minutes. With your permission, I would also like to record the telephone interview using my mobile device or the video interview using software such as Zoom or Microsoft Team's software for video recording.

There will be no personal costs to you if you participate in this study, and you will not receive any direct benefits from participation and there are no disadvantages or penalties if you do not choose to participate or if you withdraw from the study. The interview will be completely confidential and the information you give to me will be held securely and not disclosed to anyone else. I will be using a pseudonym such as "participant A" to represent your participation in my final research report. If you experience any distress or discomfort at any point in this process, we will stop the interview or resume another time.

If you have any questions during or subsequently about this research, feel free to contact me on the details listed below. This study will be written up as a research report which will be available at your request. The data collected from this research project will be stored in a secured password-protected computer and will be kept for 5 years, and then destroyed.

With your permission, the data collected from this research project may be used by other researchers and will be shared with the executive management of the City of Tshwane. If you have any concerns or complaints regarding the ethical procedures of this study, you are welcome to contact my supervisor as per the below details.

Yours sincerely,
Henry Cooke

Researcher: Henry Cooke, 2027422@students.wits.ac.za, +2772 702 6451

Supervisor: Dr. Kagiso Pooe, kagiso.pooe1@wits.ac.za, +2711 717 3520

Appendix C: Ethical Clearances (Due to a minor change in the title a second ethical clearance was received)



Research Office:
Sithembile Xaba
Tel: 011 717 3133
Email: Sithembile.Xaba@wits.ac.za

Research Director:
Prof Pundy Pillay
Tel: 011 717 3501
Email: pundy.pillay@wits.ac.za

23 September 2020

Dear, Mr Henry Cooke

Title: Information sharing for the delivery of services in the City of Tshwane's customer relations department/call centre

Student Number: 2027422

Degree: Master of Management in the field of Governance specialising in Governance and Management

Ethics Clearance Number: WSG-2020-11

All candidates must satisfy the University's ethical standards for research. Your ethics application has been received and reviewed by the Wits School of Governance Human Research Ethics Committee.

Your ethical clearance has been approved subject to you getting permission to conduct research from all sites where research is conducted. The letter(s) of permission to undertake research must be submitted to the WSG Research Office and kept on file with your final proposal and other ethics documents.

You may commence your data collection under the guidance of your supervisor. In the event that the scope, methodology or nature of the research changes, you are required to submit another ethics application reflecting the changes.

The onus is on you as the candidate, with support from your supervisor, to ensure your research complies with university human research ethics policies and protocols at all stages of the research process.

It is recommended that you keep this letter in a safe place as you are responsible for ensuring you have proof of ethics clearance and have lodged the ethics clearance / protocol number with Faculty before final submission of your research report. If you do not have an ethics clearance number, you are not permitted to graduate.

Please do not hesitate to contact me if you have any queries.

Yours sincerely,

Professor Pundy Pillay
Research Director

www.wits.ac.za/wsg

2 St David's Place, Johannesburg, 2050, Parktown, South Africa
E: admissions.wsg@wits.ac.za or shortcourses.wsg@wits.ac.za | T: +27 717 3520



Research Office:

Ayanda Molefe

Tel: 011 717 3968

Email: ayanda.molefe@wits.ac.za

Research Ethics Chair:

Rekgotsofetse Chikane

Tel: 011 717 3869

Email: rekgotsofetse.chikane@wits.ac.za

06 January 2022

Dear Henry Cooke,

Title: Employees' perceptions of information sharing for the delivery of services in the City of Tshwane's Customer Relations Department

Student Number: 2027422

Degree: Master in Management in the field of Governance

Ethics Clearance Number: WSG-2020-11

All candidates must satisfy the University's ethical standards for research. Your ethics application has been received and reviewed by the Wits School of Governance Human Research Ethics Committee.

Your ethical clearance has been approved subject to you getting permission to conduct research from all sites where research is conducted. The letter(s) of permission to undertake research must be submitted to the WSG Research Office and kept on file with your final proposal and other ethics documents.

You may commence your data collection under the guidance of your supervisor. In the event that the scope, methodology or nature of the research changes, you are required to submit another ethics application reflecting the changes.

The onus is on you as the candidate, with support from your supervisor, to ensure your research complies with university human research ethics policies and protocols at all stages of the research process.

It is recommended that you keep this letter in a safe place as you are responsible for ensuring you have proof of ethics clearance and have lodged the ethics clearance / protocol number with Faculty before final submission of your research report. If you do not have an ethics clearance number, you are not permitted to graduate.

Please do not hesitate to contact me if you have any queries.

Yours sincerely,

Rekgotsofetse Chikane

Research Ethics Chair

www.wits.ac.za/wsg

2 St David's Place, Johannesburg, 2050, Parktown, South Africa

Appendix D: Approval of Title by the University of Witwatersrand



Private Bag 3 Wits, 2050
Fax:
Tel:

Reference: Ms Jennifer Mgolodela
E-mail: jennifer.mgolodela@wits.ac.za

03 January 2022
Person No: 2027422
PAG

Mr H Cooke
9 Galahad Crescent
EXT 1
Edleen Ext 1
1619
South Africa

Dear Mr Henry Cooke

Master of Management: Approval of Title

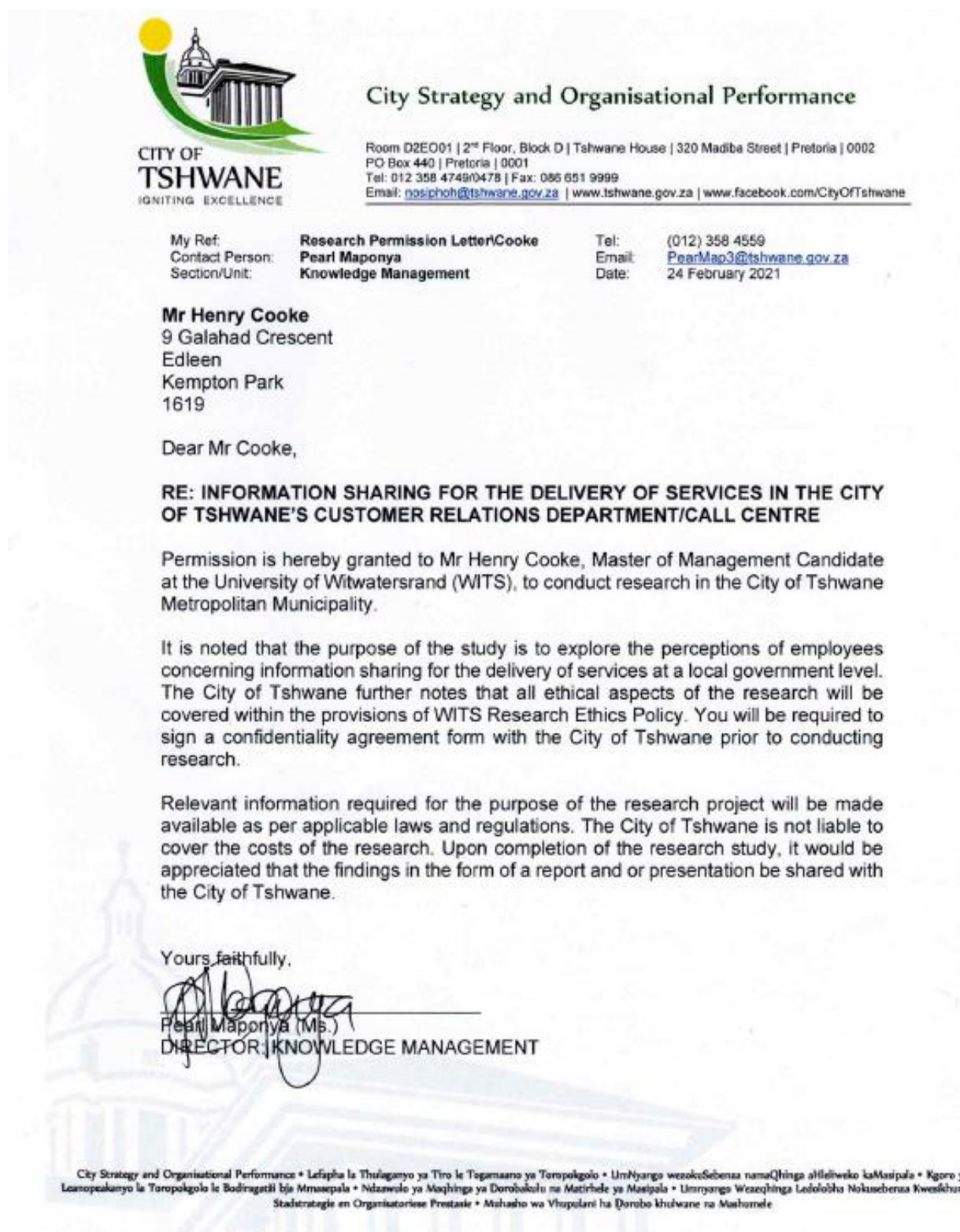
We have pleasure in advising that your proposal entitled *Employee's perceptions of information sharing for the delivery of services in the City of Tshwane's Customer Relations Department* has been approved. Please note that any amendments to this title have to be endorsed by the Faculty's higher degrees committee and formally approved.

Yours sincerely



Mrs Marike Bosman
Faculty Registrar
Faculty of Commerce, Law and Management

Appendix E: Permission Letter from the City of Tshwane (Due to a minor change in the title a second letter was received)





City Strategy and Organisational Performance

Room D2E001 | 2nd Floor, Block D | Tshwane House | 320 Madiba Street | Pretoria | 0002
PO Box 440 | Pretoria | 0001
Tel: 012 358 5192 | Fax: 086 651 9999
Email: BertusV2@tshwane.gov.za | www.tshwane.gov.za | www.facebook.com/CityOfTshwane

My Ref: Research Permission Letter/Cooke
Contact Person: Pearl Maponya
Section/Unit: Knowledge Management

Tel: (012) 358 4559
Email: PearlMap3@tshwane.gov.za
Date: 26 October 2021

Mr Henry Cooke
9 Galahad Crescent
Edleen
Kempton Park
1619

Dear Mr Cooke,

RE: EMPLOYEE'S PERCEPTIONS OF INFORMATION SHARING FOR THE DELIVERY OF SERVICES IN THE CITY OF TSHWANE'S CUSTOMER RELATIONS DEPARTMENT

Permission is hereby granted to Mr Henry Cooke, Master of Management Candidate at the University of Witwatersrand (WITS), to conduct research in the City of Tshwane Metropolitan Municipality.

It is noted that the purpose of the study is to explore the perceptions of employees concerning information sharing for the delivery of services at a local government level. The City of Tshwane further notes that all ethical aspects of the research will be covered within the provisions of WITS Ethics Policy. You will be required to sign a confidentiality agreement form with the City of Tshwane prior to conducting research.

Relevant information required for the purpose of the research project will be made available as per applicable laws and regulations. The City of Tshwane is not liable to cover the costs of the research. Upon completion of the research study, it would be appreciated that the findings in the form of a report and or presentation be shared with the City of Tshwane.

Yours faithfully,

Pearl Maponya (Ms.)
DIRECTOR: KNOWLEDGE MANAGEMENT

Appendix F: Consent Form

Consent Form

Title: Employee's Perceptions of Information Sharing for the Delivery of Services in the City of Tshwane's Customer Relations Department.

Name of researcher: Henry Cooke

I,, agree to participate in this research study. The research has been explained to me and I understand what my participation will involve.

I agree to the following:

I agree that my participation will remain anonymous	YES	NO
---	-----	----

I agree that the researcher may use anonymous quotes in his / her research report	YES	NO
---	-----	----

I agree that the interview will be audio and/or video recorded.	YES	NO
---	-----	----

I agree that the information I provide may be used anonymously after this project has ended, for academic purposes by other researchers and as a recommendation to improve the interdepartmental sharing of information in the City of Tshwane, subject to their own ethics clearance being obtained.	YES	NO
---	-----	----

Name of participant:

Permission received: YES NO

Date and time:

Name of person seeking consent: Henry Cooke

Date and time:

Appendix G: Editing Certificate

LYNNE SOUTHEY
LANGUAGE PRACTITIONER

259 MUCKLENEUK STREET
NEW MUCKLENEUK
PRETORIA
0181
EMAIL: lynne.southey35@gmail.com
MOBILE: 082 2022 090

To whom it may concern

This is to confirm that, I, Lynne Southey, edited the language in the Master's thesis

Employees' Perceptions of Information Sharing for the Delivery of Services in the City of Tshwane's Customer

Relations Department

By

Henry Cooke

The onus is on the author to attend to the suggested changes. Furthermore, I do not take responsibility for any changes in the document after the fact.



18 December 2021

Lynne Southey

Date