



Perceptions of managers regarding information management and client satisfaction in non-profit-organisations that care for the elderly

HS Swart



orcid.org 0000-0002-1973-6566

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Supervisor: Mr JC Coetzee

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Student number: 10402349

ABSTRACT

The aim of this study was to determine the perceptions of managers of non-profit organisations that care for the elderly regarding information management and customer service. The study also tried to determine if information management can increase the effectiveness of such a service organisation and help them to better utilise their resources.

The study provided a thorough examination of non-profit organisations and their current performance and services delivered. The discussion on the performance of service delivery also addressed the issue of an ageing population and better care for the elderly, as well as opportunities and challenges as a result of the ageing population.

Customers are the most important assets of a service organisation. These customers, however, are ageing at a rapid rate as a result of the decline in fertility and mortality. This creates an increasing demand for elderly care by non-profit organisations. Quality service is important as it can ensure client satisfaction in such organisations.

As non-profit organisations are not focussed on profit, their success or failure cannot be measured by profit and their quality of service can sometimes determine their success or failure. Service quality can be measured by client satisfaction and can be improved by using the information available in the organisation. Good information management can assist a service organisation in getting a competitive advantage and deliver a higher level of service by knowing the needs and behaviour of their customers.

The empirical study of the research included the research strategy, the research process as well as the data analysis. A qualitative research approach was used which consisted of semi structured interviews with managers of participating non-profit organisations to get their perceptions regarding information management and client satisfaction in their organisations.

A list of possible interview questions was compiled that focused on client satisfaction, ageing population and information management. The first part of the interviews was dedicated to the level of client satisfaction, the different customer services delivered by the organisations, as well as the strengths and weaknesses of these organisations. In the second part of the interviews the ageing population was discussed to determine the potential opportunities and

threats that the ageing population might pose in future on these non-profit organisations. The interviewer then focused on the use of information systems in the organisations, as well as the possible effect that it might have on client satisfaction and their support in future. The researcher probed the participants on each theme to get a better idea of the perceptions of each participant.

The perception of managers regarding information management and client satisfaction in non-profit organisations that care for the elderly was established. The perceptions of the managers on the different levels of information management was established as well as the opportunities and challenges that the organisations experience. The perception of the participants on the possible relationship between information management and client satisfaction was also discussed, as well as the effect of population ageing.

Atlas TI, a software program, was used to do the data analysis on the data gathered from the interviews and the software was used to increase the validity and reliability of the conclusions from the study. The interviews were transcribed and coded and with the use of the software, the data was structured into themes, categories and codes. Phrases from the interview transcriptions were used to link and support the codes. Analysis was also done on the differences in the perceptions of the managers between the different sizes of the non-profit organisations.

The three main themes from the coding was Ageing population, Client satisfaction and Information management and a network for each of these themes was created. Relationships between codes from the three different themes were established to create an overall network on all the data. From this overall network it was clear to conclude that information management can be used to save time and money and to allocate resources more effectively in order to improve client satisfaction in participating organisations.

The study established that it is the perception of the participants that with the effective use of information management, the current and future challenges can be reduced through more effective customer service and resource utilisation in non-profit organisations that care for the elderly.

KEY WORDS: Non-profit organisations, Client satisfaction, Ageing population, Data, Information, Information management.

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TABLE OF CONTENTS

ABSTRACT	i
ACKNOWLEDGEMENT	iv
LIST OF TABLES	vii
LIST OF FIGURES	vii
CHAPTER 1: ORIENTATION AND PROBLEM STATEMENT	1
1.1. INTRODUCTION	1
1.2. CAUSAL FACTORS	3
1.3. IMPORTANCE OF THIS STUDY	3
1.4. PROBLEM STATEMENT	4
1.5. RESEARCH OBJECTIVES	5
1.5.1. Primary objective	5
1.5.2. Secondary objectives	5
1.6. RESEARCH METHODOLOGY	7
1.6.1. Literature and theoretical review	7
1.6.2. Empirical research	7
1.6.3. Sources	8
1.6.4. Research	8
1.7. LAYOUT OF THIS STUDY	9
1.8. CONCLUSION	9
1.9. CHAPTER SUMMARY	10
CHAPTER 2: LITERATURE REVIEW	12
2.1. INTRODUCTION	12
2.2. NON-PROFIT ORGANISATIONS	12
2.3. PERFORMANCE MEASURING OF NON-PROFIT ORGANISATIONS	14
2.4. CLIENT SATISFACTION	15
2.5. INFORMATION MANAGEMENT	18
2.6. INFORMATION MANAGEMENT PROBLEMS AND ISSUES	21
2.7. ADVANTAGES OF EFFECTIVE INFORMATION MANAGEMENT	24
2.8. CONCLUSION	26
2.9. SUMMARY	26
CHAPTER 3: EMPIRICAL STUDY	28

3.1.	INTRODUCTION	28
3.2.	RESEARCH STRATEGY	28
3.3.	RESEARCH METHODOLOGY – QUALITATIVE VERSUS QUANTITATIVE	28
3.4.	RESEARCH INSTRUMENTS.....	31
3.5.	DATA COLLECTION METHOD AND TOOLS.....	32
3.6.	SAMPLE SELECTION	35
3.7.	RESEARCH PROCESS	37
3.8.	DATA ANALYSIS	39
3.9.	THEMES, CATEGORIES AND CODES.....	41
3.10.	RESULTS OF THE QUALITATIVE ANALYSIS.....	52
3.11.	ETHICAL CONSIDERATIONS.....	55
3.12.	DELIMITATIONS.....	55
3.13.	CONCLUSION	56
3.14.	SUMMARY	57
	CHAPTER 4: CONCLUSION AND RECOMMENDATIONS	59
4.1.	INTRODUCTION	59
4.2.	DISCUSSION OF CHALLENGES.....	59
4.3.	CONCLUSIONS	60
4.4.	RECOMMENDATIONS	62
4.5.	CRITICAL EVALUATION OF THE STUDY	63
4.5.1.	ACHIEVING OF THE PRIMARY OBJECTIVE.....	63
4.5.2.	ACHIEVING OF THE SECONDARY OBJECTIVES	63
4.6.	SUGGESTIONS FOR FUTURE RESEARCH	64
4.7.	SUMMARY	65
	BIBLIOGRAPHY	67
	APPENDIX A.....	72
	APPENDIX B.....	73
	APPENDIX C.....	74
	APPENDIX D.....	84

LIST OF TABLES

Table 1.1: Research objectives.....	6
Table 1.2: Chapter outline of dissertation	9
Table 2.1: Categories of customer satisfaction	16
Table 3.1: Differences between qualitative and quantitative research	29
Table 3.2: Features of qualitative and quantitative research.....	30
Table 3.3: Categories of non-profit organisations	32
Table 3.4: Interview matrix.....	35
Table 3.5: Data Analysis – Themes, Categories and codes	43
Table 3.6: Supporting text for Ageing population challenges changing needs.....	44

LIST OF FIGURES

Figure 2.1: Principle options for ownership of information management strategy.....	19
Figure 3.1: Number of interviews at different sizes of non-profit organisations.....	33
Figure 3.2: List of possible interview questions.....	34
Figure 3.3: The Data Analysis Spiral	40
Figure 3.4: Comparison of non-profit organisations on ageing population	42
Figure 3.5: Network diagram of Ageing population	45
Figure 3.6: Network diagram of Client Satisfaction	48
Figure 3.7: Network diagram of Information management.....	51
Figure 3.8: Network diagram for the Research project	54

PERCEPTION OF MANAGERS REGARDING INFORMATION MANAGEMENT AND CLIENT SATISFACTION IN NON-PROFIT ORGANISATIONS THAT CARE FOR THE ELDERLY

Chapter 1: Orientation and problem statement

1.1. Introduction

The South African population is ageing at a rapid rate as a result of the consequences of the combination of the decline in fertility and mortality. This creates the demographic trend known as population ageing that creates challenges such as an increased need for care for the growing older population, increased demand for elderly healthcare services and greater provision of elderly needs (Goodrick, 2013: xiii). The elderly care sector of non-profit organisations (NPO)s is therefore increasing with growing pressure on sustainability because of demanding customers (Nielson, 2015:1).

It is necessary for service providers to the elderly to remain competitive and to identify areas for improvement of their effectiveness (Nielson, 2015:1). The focus of this study is the perceptions of managers of non-profit organisations about the importance of information management and customer service in organisations that care for the elderly. The study also established the importance of client satisfaction for the managers of non-profit organisations and how to improve the customer service rendered by service providers to the elderly as life expectancy rises and the median age of the population increases.

In the current socio-economic environment, the service sector is very complex with many potential conflicts because of different customer expectations (Hirmukhe, 2012:1). Customers are the most important assets of a service organisation and client satisfaction can determine the difference between success and failure. Therefore, building long-term relationships with customers is essential for the sustainability of the organisation (Chaffey & Wood, 2005:104). The success of a service organisation can thus directly be related to their client satisfaction (Karimi, Somers & Gupta, 2015:127). In the current business environment, it is necessary to operate efficiently to accomplish success and sustainability, even within a non-profit organisation.

A non-profit organisation's main purpose is to deliver a service, but also to accomplish something that benefits society or a group of less fortunate people (Steingrüber & Larsson, 2006:6). This does not mean that there cannot be any profit it does however, mean that all the excess profit must go to the organisation's main purpose. It may never be distributed to the shareholders or the members.

Currently, non-profit organisations find themselves caught up in a *Red Ocean* strategy environment where industry boundaries are defined, and the competitive rules of the game are known. Organisations try to outperform their competitors to grab a greater share of the existing market. The growing demand, because of the ageing population, can change this to a *Blue Ocean* environment where there is an unknown market space with ample opportunity for growth. This blue ocean environment is deep and powerful in terms of profitability growth (Kim & Mauborgne, 2015).

The effectiveness of non-profit organisations cannot be measured by profitability or return on investment. Measuring their performance and management effectiveness is, therefore, very difficult (Boateng, Akamavi & Ndoro, 2015:4). One way of measuring their performance is by measuring the quality of the services delivered to their clients, as well as measuring their client satisfaction with the services delivered. If an organisation collects and processes the correct information, it will enable them to better understand the needs of clients and to improve their customer service.

Information can be seen as one of the most important assets in modern-day organisations and can assist in the processes of management, decision making and problem-solving. Information management involves all facets of management such as planning, organising, leading and control. Organisational strategies must be designed to improve information processing capabilities (Baltzan & Phillips, 2011:9). Karimi *et al.* (2015:128), as well as Stair and Reynolds (2016:42), have addressed the need for information management in organisations but there is still a lack in research on the need for information management in non-profit organisations.

The purpose of this study is to investigate the perceptions of non-profit organisation managers regarding the importance of good information management and the effect that it has on client satisfaction in non-profit organisations. The study also establishes

whether the management of non-profit organisations think that information management has the potential to transform operations in non-profit organisations and can give them the advantage of impacting on their client service.

1.2. Causal factors

According to data from the United Nations Department of Economic and Social Affairs Report on World Population Ageing in 2017, the global population aged 60 years or over numbered 962 million in 2017, are more than twice as the 382 million older persons worldwide in 1980. This figure is expected to double again by 2050 and is projected to be nearly 2.1 billion (United Nations Economic and Social Affairs, 2017:1). This will place greater reliance on family and support groups to help with providing services for the elderly. Zikali (2018) raised the problem that there is no suitable care for South-Africa's elderly population.

The Department of Social Development in South Africa has put the number of Registered non-profit organisations at 215 613 in 2018. Charities Aid Foundation South Africa stated that there are no reliable statistics on the funding of non-profit organisations, but a variety of sources show that most of these organisations depend on funding, corporate social investment and donations from individuals. According to Fortuin (2016:9), the support and funding from government to non-profit organisations is inadequate and unpredictable. This makes it very difficult for non-profit organisations to plan for specific goals and objectives and to create strategies to accomplish these objectives and goals. As a result of this, the sustainability of many non-profit organisations is threatened. Quality service delivered to their customers can create a competitive advantage and is important for the service organisations to create sustainability. Information management can improve customer service and lead to client satisfaction.

1.3. Importance of this study

Longevity is sometimes used as a synonym for life expectancy, but it refers to only long-lived members of the population. The average life expectancy has changed drastically over the last 50 years as the way we live has changed over the past 50 years. According to Zhavoronkov (2013), the average lifespan in developed countries has more than doubled in the 20th century due to increase in welfare, healthier lifestyle, improvements

in healthcare, improved hygiene and even the decrease in child mortality. All of this will make us live significantly longer and, therefore, there will be an increase in the demand for welfare and service providers for the elderly. Sanlam believes that the first person to reach the age of 200 years already has been born and that the average life expectancy of people has increased by 2.5 years each decade (Taylor, 2017). The sustainability of non-profit organisations becomes very important as the demand for elderly care rises. Sustainability of organisations depends on the competitiveness capabilities of the organisation. Service orientated organisations should continuously promote service quality to maintain a competitive advantage (Cheng & Lin, 2014:1132). Quality service delivered to the customers of a service organisation leads to a good relationship with the customer, as well as customer satisfaction (Ponduri & Bala, 2014:50).

Information technology also plays a vital role and can be used as a powerful tool to obtain new customers and to retain existing customers. In the difficult economic era, information becomes the lifeblood of marketing in an organisation. Having the right information, at the right time, in the right amount and in the right style is important to maintain good relationships with customers (Ponduri & Bala, 2014:50). The information revolution and the management of information creates a competitive advantage to organisations by giving an organisation new way to outperform their competitors (Botha, 2017).

Population ageing increases the need for care of the elderly and emphasises the importance of the sustainability of non-profit organisations that focus on elderly health care. This study analysed the importance of client satisfaction and the effect of information management on the service delivery of non-profit organisations.

1.4. Problem statement

This study investigates the perceptions of managers of non-profit organisations regarding information management and client satisfaction in non-profit organisations especially those that care for the elderly. The service sector faces many challenges such as demanding customers with different needs and depend on funding and donations to meet their financial needs (Hejazi, 2007:2). Service organisations must constantly seek new ways to meet the needs of their customers and to improve their service and organisational performance (Hirmukhe, 2012:1).

Information management and effective use of information enable an organisation to better understand its customers and to ensure customer satisfaction. According to Chaffey and Wood (2005:20), business information management can be defined as the process of managing information as a strategic resource to improve organisational performance. This process includes developing the necessary strategies and control systems to improve the quality of the information to deliver quality service to the customers.

Information has only a notional value according to Moody and Walsh (2005:3) because people think it is valuable, but they can't put a number on it. The more accurate information is, the more valuable and useful the information is to the company (Moody & Walsh, 2005:7). If information is inaccurate or the quality of the information is poor the business tasks will be performed inefficiently (Chaffey & Wood, 2005:23). Inaccurate information can be very costly to any organisation in terms of operational errors as well as incorrect decision making (Moody & Walsh, 2005:7).

The gap to be addressed in this study is to determine if the managers of non-profit organisations think that effective management of information can increase the effectiveness of a non-profit organisation and help them to utilise their resources. This study focused on the perceptions of non-profit organisation managers and the possible relationship between information management and client satisfaction in service providers for the elderly.

1.5. Research objectives

1.5.1. Primary objective

The primary objective of this study is to determine the perceptions of non-profit organisation managers regarding the importance of the relationship between effective information management and the level of client satisfaction in order to improve the service delivery of a non-profit organisation.

1.5.2. Secondary objectives

With the aim of achieving the primary objective of this study, the following secondary objectives have been formulated:

- To explore the non-profit organisation managers' perceptions of client satisfaction in elderly care;
- To describe information management currently applied in non-profit organisations that care for the elderly;
- To explore managers' perceptions of the relationship between information management and client satisfaction;
- To describe the effectiveness of information management in non-profit organisations that care for the elderly;
- To explore non-profit organisation managers' perceptions of current opportunities and challenges to improve client satisfaction with information management.

The primary and secondary objectives were used in a matrix along with the interview questions during the qualitative research method. Table 1.1 indicates the codes for the primary and secondary objectives that were used in the matrix table on page 35.

Table 1.1 Research objectives

Research objectives	
Primary objective (PO)	Determine the perceptions of non-profit organisations managers regarding the importance of information management and client satisfaction in order to improve the service of a non-profit organisation
Secondary objective 1 (SO1)	To explore the non-profit organisation's managers' perceptions on client satisfaction in elderly care.
Secondary objective 2 (SO2)	To describe information management currently applied in non-profit organisations that care for the elderly
Secondary objective 3 (SO3)	To explore managers perceptions on the relationship between information management and client satisfaction
Secondary objective 4 (SO4)	To describe the effectiveness of information management in non-profit organisations that care for the elderly
Secondary objective 5 (SO5)	To explore non-profit organisations managers perceptions on current opportunities and challenges to improve client satisfaction with information management

This research study will help the managers of non-profit organisations to identify their challenges and opportunities and to utilise their resources by managing their information properly within the organisation. A non-profit organisation could sometimes be information illiterate and does not always have the knowledge to manage their information and do not always comprehend the importance of information management (Stair & Reynolds, 2016:37).

1.6. Research Methodology

1.6.1. Literature and theoretical review

A literature and theoretical survey on information management and client satisfaction was conducted specifically in non-profit organisations that focus on the welfare of the elderly in the Northwest province. The focus was on the possible relationship between the management of information and client satisfaction in order to improve customer service in non-profit organisations that care for the elderly.

1.6.2. Empirical research

Bryman *et al.* (2017:382) emphasise the importance of a good research design to ensure the solving of the research objectives in an effective and efficient way. The method for this research study is qualitative research to determine the perceptions of managers of non-profit organisations. Qualitative research usually emphasises words while quantitative research emphasises quantification in the collection and analysis of the data.

To accomplish the primary and secondary objectives of this study the empirical research was done by means of the following process:

i. Study population

The study was done primarily by interviewing the managers of non-profit organisations that care for the elderly in the North-West province, specifically in the Klerksdorp, Orkney, Stilfontein, Hartbeesfontein, Potchefstroom and Ventersdorp areas. The definition of a non-profit organisation is a group organised for purposes other than generating a profit and no income can be distributed to shareholders, directors or members (Steingrüber & Larsson, 2006:6).

ii. Construction of interviews

The interviews were designed to focus on the following four questions:

- What are the views of the managers of non-profit organisations on customer service in elderly care service provision?
- How does information management function in non-profit organisations and how effective is it?
- What are the links between information management and customer service in non-profit organisations?
- What are the opportunities and challenges when working to improve customer service through information management?

iii. Gathering and analysis of data

The data was collected through interviews with managers of non-profit organisations until saturation was reached. A formal letter was sent to the interviewees before the interview to explain the purpose and background of the study. The interviews were coded and analysed before reaching a conclusion. A complete report will form part of this document.

1.6.3. Sources

The research for the literature review of this study was limited to the following resources:

- Scholarly Books;
- Scholarly documents, academic articles, journals and publications available in libraries;
- All information available on the Internet at the time of the research.

1.6.4. Research

The method that was used for this research study was a qualitative approach to research to determine the perceptions and ideas of managers of non-profit organisations. The researcher had an ethical obligation to preserve the confidentiality of information gathered and, therefore, the information was treated with great respect and the research complied with all the necessary ethical rules.

During the interviews, the interviewees had the opportunity to end their participation if they felt uncomfortable. The interviews took place on a voluntary basis and a list of possible questions was made available to the interviewees prior to the interviews.

1.7. Layout of this study

The dissertation is divided into four chapters. Table 1.2 provides a summary of the chapters and the content of each chapter.

Table 1.2 Chapter outline of dissertation

Chapter	Content
Chapter 1: Orientation and problem statement	This chapter discusses the background, context of, and causal factors of the study, as well as the problem statement. It also presents an overview of the research design and layout of the next chapters.
Chapter 2: Literature review	This chapter investigates, through a literature review, the basic elements of information management, client satisfaction and customer service in non-profit organisations.
Chapter 3: Empirical study	This chapter presents the research methodology by discussing the sampling methods used, as well as the compilation of the survey instrument, namely a semi structured interview, the study participants and the data collection. The results of the investigation are also presented and discussed.
Chapter 4: Conclusion and Recommendation	The conclusions of the study based on the literature review and empirical investigation, as well as recommendations for further study are presented in this final chapter.

1.8. Conclusion

To conclude, there is definite ageing in the population that creates a bigger demand for non-profit organisations who care for the elderly. The lack of research in the field of information management in non-profit organisations, as well as how information

management can influence and improve the service delivery of these organisations emphasise the importance of this study.

From chapter 1 it can be concluded that the study is feasible because of the set delimitations to ensure that the goals of the study do not become impossible to complete. It is also clear that the study will contribute to determining whether information management does result in improved service delivery and whether it assists non-profit organisations in better client satisfaction.

1.9. Chapter summary

Customers are the most important assets of a service organisation. Building long-term relationships with customers is essential for the sustainability of service organisations. These customers, however, are ageing at a rapid rate as a result of the decline in fertility and mortality (Goodrick, 2013: xiii). This creates an increasing demand for elderly care by non-profit organisations.

As non-profit organisations are not focussed on profit, their success or failure cannot be measured by profit and their quality of service can sometimes determine their success or failure (Boateng *et al.*, 2015:4). Service quality can be measured by client satisfaction and can be improved by using the information available in the organisation. It is important to collect the correct data and process it to information that is useful, reliable and on time. People need to understand the information available in the organisation and this is called information literacy. Information management and the effective use thereof will thus enable an organisation to better understand its customers and to ensure better customer satisfaction (Cheng & Lin, 2014:1132).

The aim of this study is to determine the perceptions of managers of non-profit organisations that care for the elderly regarding information management and customer service. The study also tried to determine if information management can increase the effectiveness of such a service organisation and help them to utilise their resources better.

To accomplish the primary and secondary objectives of this study, data was collected using a qualitative approach to obtain usable data from service providers to the elderly.

The researcher interviewed managers of non-profit organisations until saturation was reached. The interviews took place on a voluntary basis and the information was treated with great respect and the necessary ethical rules were applied. The data was analysed, and the results were used to come to a conclusion about the perceptions of the managers of non-profit organisation.

Chapter 2: Literature review

2.1. Introduction

Chapter 1 determined that the aim of this study is to examine the perceptions of managers of non-profit organisations and how they experience the relationship between information management and client satisfaction in order to improve the service of non-profit organisations. The aim of chapter 2 is to provide insight into non-profit organisations, information management and customer satisfaction to better understand the possible relationship between information management and client satisfaction.

The first part of the chapter focuses on non-profit organisations and the performance and service delivery of non-profit organisations. It also addresses the issue of better care for the elderly, as well as the importance of organisations that care for the elderly because of an ageing population.

The second part of this chapter provides information regarding client satisfaction and the importance thereof. This part also explains why quality service is important and how it can ensure client satisfaction.

The last part of the chapter explains the theories of information, information management and information literacy. The chapter also focuses on the problems and issues with information management, as well as the advantages of effective information management.

2.2. Non-profit organisations

A non-profit organisation's main purpose is to deliver a service but not to make a profit. This does not mean that there cannot be any profit but, that all the excess profit can only go to the organisation's main purpose. It can never be distributed to the shareholders or the members (Steingrüber & Larsson, 2006:6). All organisations strive to achieve their goals. Profit organisations focus on making a profit while non-profit organisations focus on achieving their social mission and meeting the needs of the people who made financial contributions (Kaplan, 2001:353). According to Statistics SA there were 127 032 non-profit organisations in 2014 and 40,8% were classified as social services. This includes organisations that support the elderly.

Soysa *et al.* (2013:3) identified five key features of non-profit organisations:

- **Organised:** This indicates that they are highly structured and efficient in their operations.
- **Private:** This means that this sector is not another arm of the government although they may receive funds from the government, and they are meant to provide a public service.
- **Not-profit-distributing:** This indicates that there are some or other purpose than to generate a profit.
- **Self-governing:** This means that they have their own ways of achieving targets.
- **Voluntary:** Membership and donations of money or time are not required by the law and are on a voluntary basis.

Resources such as personnel, technology, information systems and funds are always under pressure due to the dependence on funding. Non-profit organisations act as an intermediary between the public and profit-seeking organisations and represent options to resolve social, economic and environmental problems (Homaro, 2016:28). One of these environmental problems is population ageing that emphasises the importance of organisations that care for the elderly.

People are living longer and healthier lives than ever before. The benefits of greater longevity are many, but at the same time, there are also concerns about population ageing. In many countries the number of older persons grow faster than the number of people in the working ages which raises concerns about the sustainability of pension funds. Population ageing also put pressure on health systems and systems to care for the elderly that must adapt to meet the growing demand for these services (United Nations, Department of Economic and Social service, 2015:67).

In today's business environment it is necessary to operate efficiently to accomplish success and sustainability. In non-profit organisations, there are no financial bottom lines or any quantifiable outcomes that can be used to determine the success of the organisation, only the notion of mission accomplishment (Boateng *et al.*, 2015:2). Non-profit organisations depend on funding, corporate social investment and donations from individuals to function. Measuring the performance of these organisations is very

important to the donors who provide funds and resources, without demanding the payment of cash dividend. Performance measuring allows these organisations to justify their existence (Boateng *et al.*, 2015:3).

2.3. Performance measuring of non-profit organisations

Performance measurement has become urgent in non-profit organisations because of the increase in numbers of organisations that compete for scarce donors and government funding (Kaplan, 2001:353). Performance can be defined as the ability to acquire the necessary resources needed for the survival of the organisation. It is very difficult to counter critics on poor service and ineffectiveness unless performance measures are in place (Boateng *et al.*, 2015:4).

Performance measurement in non-profit organisations has been examined through two approaches namely:

- Internal measures that focus on the health of the organisation such as:
 - I. Financial indicators of which the effectiveness in fundraising as the most important measurement;
 - II. Success in obtaining essential resources;
 - III. Efficiency in the use of resources.
- External measurement that emphasises the relationship between the organisation and its environment. Boateng *et al.* (2015:4) define organisational performance through the ability of an organisation to look for and find the necessary resources from the environment. Another important measurement is the ability to develop a good relationship with the environment that includes the customers (Boateng *et al.*, 2015:4).

According to Boateng *et al.* (2015:4), some other common measurements used by non-profit organisations include client satisfaction, and industry standards or benchmarks while Soysa *et al.* (2013:2) examine organisational performance from four dimensions:

- Customer
- Internal processes
- Innovation and learning
- Financial

It is clear from the above research studies, as well as Karimi *et al.* (2015:126), that client satisfaction can be improved by delivering quality services. Service orientated organisations should continuously seek new ideas to improve service quality to maintain a competitive advantage (Cheng & Lin, 2014:1132).

2.4. Client satisfaction

Client satisfaction is a measure of how products and services supplied by organisations meet the expectations of their customers and the degree to which the customers are satisfied with the product or service of the organisation. A service organisation will achieve a high level of client satisfaction by creating a service experience that satisfies the customer (Nielson, 2015:43).

According to Kierczak (2018), there are dozens of factors that contribute to the success or failure of a business and client satisfaction is one of them. Therefore, the importance of client satisfaction can never be ignored. Newman (2015) stated that the number one reason why clients switch to another product or service is because of terrible customer service and not because of a bad product. According to him, it takes 12 positive experiences to make up for one bad and negative experience. Once a customer is satisfied with the service, the organisation needs to keep providing good service delivery. Thus, it can be reasoned that the same will apply to non-profit organisations.

Service quality is more difficult to evaluate than product quality because service quality is perceived from the gap between the expectations of customers of the service and the perception of the actual service delivered (Hirmukhe, 2015:1). There are three categories of customer satisfaction as explained in table 2.1 below.

Table 2.1 Categories of customer satisfaction

Customer satisfaction categories	
Category	Reason
Dissatisfied	The service offering does not live up to the customer expectations
Satisfied	The service offering is maxing the customer expectations
Delightful	The service offering is exceeding the customer expectations

Source: Nielson (2015:43).

In order to achieve client satisfaction, Newman (2015) recommends a few techniques that will help an organisation to maintain their clients such as:

- **Listen and learn**

In order to get a higher level of client satisfaction, the organisation must deliver good customer service on a constant basis. Listening to the clients is one of the key factors to effective customer service. Everyday customer interaction is necessary. Ask questions, observe their body language and follow up on queries. Make notes of all queries and use this as input data for proper information management.

- **Look for ways to communicate with the clients**

A good way to start is to greet the clients friendly and demonstrate that the organisation value their customers. Where possible, collect information about the clients and use it for personalised messages and other personal communication.

- **Offer support**

The way that staff communicate to clients play a role in client satisfaction. Management must make sure that employees ask to help clients and try to please difficult clients.

The three techniques discussed above, emphasise the importance of focussing on knowing the client's needs and communicating with the client. Collecting as much information as possible and use this to improve customer service and client satisfaction.

Client satisfaction is directly reflected in an organisation's revenue and the measuring of client satisfaction by management must become a daily habit and not something to do from time to time. Client satisfaction can be improved by the effective use of information available in an organisation. This can help the organisation to better understand their customer's needs and to deliver a quality service according to those needs. Effective information management can create competitive advantages by giving organisations new ways to outperform their competitors (Cheng & Lin, 2014:1132).

Karr (2017) describes the top five customer service challenges and explain what to do about it:

- **Personalisation of the customer journey**

Providing a great customer experience is essential for any organisation and failing to personalise customer interaction can lead to lower customer satisfaction levels. A dissatisfied customer will not only leave the organisation but will also spread a negative message about the organisation which could be catastrophic. To overcome this challenge, an organisation should collect as much information as possible and then analyse the data to personalise the approach to customer service delivery.

- **Having a holistic view of the customer**

Having as much information as possible on the customer can help in achieving great customer experiences. If personnel have access to customer information, they have a better chance of assisting the customer correctly. Collect key information about the customer such as previous and present interaction history. By analysing this information, it is possible to predict future interaction.

- **Ensuring operational efficiency**

Operational efficiency is crucial to ensure customer satisfaction. Align the organisation's objectives to the customer experience goals to solve this challenge. Improve quality in all processes and aim to increase efficiency to deliver excellent customer service.

- **Leveraging different customer touchpoints**

In the era of smartphones, customers can interact through different media with organisations these days. Make sure your company supports the customers' preferred method of communication to ensure customer satisfaction.

- **Engaging a disappointed customer**

With customer expectations rising, the probability of having a dissatisfied customer is high. To solve this problem, make sure to listen to the customer and acknowledge the customer's feelings. Stay calm, don't take it personally and try to resolve the problem.

From the above, it is clear that customer satisfaction plays a very important role in the success of an organisation. Knowing the customer and keeping them happy is essential.

Information management can help with this and will help to ensure client satisfaction (Karr, 2017).

2.5. Information management

Data, in this context, can be described as raw facts collected in the organisation that describe the characteristics of a business event (Baltzan & Phillips, 2011:9). Information, on the other hand, can be defined as processed data or data converted so that it is meaningful and useful to the business. Information is something that provides an answer to a question or has been processed to some form (Baltzan & Phillips, 2011:9). Information for one person could be data for the next person that processes it for a specific purpose (Stair & Reynolds, 2016:5).

In cases where a manager has access to volumes of unstructured data, it is sometimes impossible to make sense of the data. The data must be processed and converted into a workable format. However, the problem is that managers often do not know what to do with the data. Without the information being relevant, complete and timely it is useless for the organisation. This illustrates how important the management and understanding of data is (Botha, 2011:4).

The management of information has to do with the interaction and utilisation of information that is available in an organisation. It is the collection of the correct information, at the right time, from one or more sources. It is then important to process this information and distribute it to the right people on time. Information is critical to organisational success and data and information becomes a key resource (Chaffey & Wood, 2005:9). Organisations invest and rely on information systems to help manage their information and to improve customer service (Stair & Reynolds, 2016:38). According to Karimi *et al.* (2015:127), information management can help organisations with the sharing of information, cutting costs, reducing cycle times and improving customer satisfaction.

Information literacy can be defined as the ability to identify, evaluate and use information effectively (Stair & Reynolds, 2016:37). Organisations that are information literate and manage their information ask questions such as:

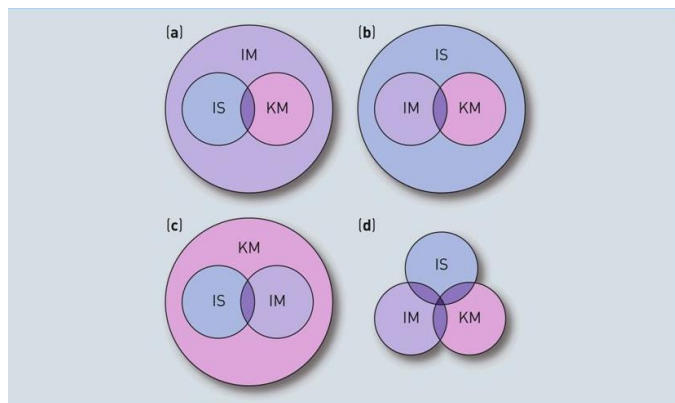
- What information do we need?

- How do we obtain it?
- In what format?
- When do we need it?

The ability of organisations to capture, process, manage, store and deliver the right information to the right people at the right time is called information management and support all management functions such as planning, organising, leading and control. Information management can give an organisation a competitive advantage by giving them new ways to outperform their competitors (Stair & Reynolds, 2016:43).

Information literacy and the effect that poor information management has on the success of a non-profit organisation is one of the problems to be addressed in this study. Figure 2.1 shows the different principle options for ownership of information management strategy.

Figure 2.1: Principle options for ownership of information management strategy.



Source: (Chaffey & Wood, 2005:187)

The Information Management view of figure 2.1(a) indicates that information systems and knowledge management form part of the information management process. Good information management depends on quality information systems, as well as knowledge management.

The Information Systems view of figure 2.1(b) indicates that information management and knowledge management forms part of the information systems process. This means that information management and knowledge management are needed for good information systems management.

The Knowledge Management view of figure 2.1(c) indicates that information systems and information management form part of the knowledge management process. The focus is now on the knowledge management and indicates that good information systems and information management are needed to accomplish knowledge management.

The last view of figure 2.1(d) indicates that information management, information systems and knowledge management are equally important and the focus here is on the collaboration of the three parts.

This study will focus on the principle form of the Information Management view (a) in figure 2.1 because of the implications that good information management can have on customer service. Non-profit organisations' focus is on information management with the support of information systems and knowledge management.

Ponduri & Bala (2014:50) have already addressed the need for information literacy and information management in organisations and the positive effect on an organisation's effectiveness. There is still, however, a lack of research on the need for information management in non-profit organisations (Stair & Reynolds, 2016).

The information revolution is sweeping through our economy and no one can escape this revolution (Porter & Miller, 1985:1). All organisations depend on data and information to manage their business processes, make strategic decisions and solve problems, and should, therefore, be used as a resource throughout the organisation (Chaffey & Wood, 2005:185).

Business information management can be defined as the process of managing the organisation's information as a resource to improve the performance of the organisation. This process includes the development of strategies and controls to improve the quality of information to deliver a better service or product (Chaffey & Wood, 2005: G2).

Information is one of the four resources that an organisation has control over along with human resources, financial resources and physical assets. Information management

can be seen as an umbrella that includes all the business processes and systems in an organisation to create, maintain, process and use the corporate information in the organisation.

Improving information management practices is one of the key focus areas for many organisations and is being driven by a range of factors such as:

- The value of information is directly linked to how it helps managers in decision making to achieve the organisation's goals;
- Information management can improve the way an organisation conducts business;
- Demands of compliance regulations;
- The desire to deliver new or better services (Stair & Reynolds, 2016:43).

Information management brings new technology for many organisations such as transaction processing systems, document management and the management of information systems. Information management involves much more than just technology and the use of information systems as it includes business processes that underpin the creations and use of the data and information. It is also about the information itself such as the structure of the information and encompasses the people involved, the processes, technology and the content of the information.

2.6. Information management problems and issues

There are many information management problems and issues that organisations are confronted with such as:

- The variety of different information management systems;
- Competition between information management systems;
- Outdated and poor quality of information;
- Duplication and lack of consistency in information;
- Many business operations and needs to address;
- Difficulty to convince all stakeholders and users of information

According to Robertson (2005), there are several principles that can be used to help with the planning and implementation of information management activities in order to help management overcome the limitations of information management:

- **Recognise the complexity**

Organisations are very complex environments and there is no way of avoiding the inherent complexities within them. Information management must recognise this complexity and must not attempt to convert a complex set of needs and problems into small and simple solutions. One of the first challenges is to determine what information takes priority and is critical for the success of the organisation (Robertson, 2005).

- **Focus on adoption**

Information management systems must be useful and usable to the organisation and it can only be successful if the system is used correctly because:

- i. Staff must capture and save data from documents into the information management system;
- ii. Input data must be correct;
- iii. Data must be updated regularly;
- iv. Front-line staff must capture call details in the customer relationship management system.

- **Implementation and benefits**

Information management must be implemented through the whole organisation and not only by the management team. The information management projects should target issues that are visible throughout the organisation because the impact of information management is not easy to see or measure. When solutions to problems or issues are delivered by good information management, it must be widely promoted throughout the organisation (Robertson, 2005).

- **Prioritise according to business needs**

Planning information management can be very difficult. Some organisations try to prioritise their business activities and processes. Organisations must try to address the most urgent business activities and needs and then plan the information management according to this need (Robertson, 2005).

- **Long-term planning**

The solution to resolve all the information management problems and issues in an organisation is never a single application or project. Information management planning is a long-term vision with a lot of small alterations to improve information management practise in the organisation (Robertson, 2005).

- **Management**

Successful information management depends on a cultural change in the organisation and a lot depend on the management of the organisation. It must involve all stakeholders of the organisation and create a clear vision and outcome. Strong leadership will help to motivate the rest of the employees and stakeholders.

- **Risk control**

Management must identify all risks when planning information management strategies to avoid or control the risk factor. The implementation of management solutions involves several risks such as:

- i. Wrong or inappropriate technology solutions;
- ii. Changing business operations and requirements;
- iii. Technical issues;
- iv. Time;
- v. Cost.

- **Communication**

One of the critical success factors for the successful implementation of information management in any organisation is good communication. Management must ensure that all employees have a clear understanding of the benefits of this project.

The limitations of information management such as communication, complexity, as well as usefulness, can influence the level of information management in an organisation. It is therefore important to try to minimize the limitations.

2.7. Advantages of effective information management

There are several advantages for an organisation in managing their information effectively. According to Price (2016) and Zimmer (2018), the major benefits of effective information management are:

- **Reduce cost**

Effective information management can create a more efficient work environment with less waste of resources. Every organisation has productivity losses due to poor information management such as an employee looking for a document. Increases in productivity will allow companies to do more work with fewer people which will definitely reduce payroll costs. Communication and efficiency in operations and transactions can also reduce costs.

- **Manage risk**

Risk management can be seen as the management of information by using the information to identify any potential problem that may occur in future. If the correct information is available on time, it is easier to make better, faster and safer decisions.

- **Increase revenue**

One of the best ways to increase revenue is to create a more efficient work environment with less waste. Every organisation is filled with productivity killers due to poor information management such as spending time looking for a specific document.

- **Communication**

Communication is essential to the business world and information technology gives a company the resources it needs to communicate quickly and effectively (Zimmer, 2018). In today's busy business environment, it is necessary for employees to interact with clients quickly and clearly (Kokemuller, 2017).

- **Reducing the loss of knowledge**

Employees that leave the organisation take with them knowledge and information that can create a loss in knowledge and contingency problems for the organisation.

- **Efficiency of operations**

Zimmer (2018) emphasises the importance of information systems to supply crucial information in time for decision-makers to gain a competitive advantage or to make strategic decisions and plan long-term goals and objectives.

- **Increase employee productivity**

Information systems and business software packages have increased employees' productivity by the automation of many transactions and business tasks. Zimmer (2018) explains the need for office information systems to ease the tasks in an office and allow the employees to concentrate on duties that are more important.

- **Protection of information**

Zimmer (2018) stated that electronic storage systems can protect a company's data and information. Confidential and sensitive information will be protected by the system and backups are available when necessary.

- **Availability and sharing of information**

Information systems have made it possible for a business to be open 24x7 all over the world. According to Zimmer (2018), the use of information systems ensures that data can be available anywhere and anytime as needed.

- **Improving customer satisfaction**

Clients are the most important assets of a service organisation and client satisfaction can determine the difference between success and failure of such an organisation. If an organisation collects and processes the correct information, it will enable them to better understand the needs of clients and to improve their customer service. The success of a service organisation can be linked directly to client satisfaction (Karimi *et al.*, 2015:127).

From the above, it is clear that the advantages of information management when it is implemented correctly in an organisation. The increased employee productivity, efficiency of operations as well as the improvement of customer satisfaction can be very important especially in a non-profit organisation where resources are limited and client

satisfaction very important. Because non-profit organisations sometimes make use of temporary staff and volunteers instead of permanent personnel, it is very important to reduce the loss of knowledge when a volunteer leaves the organisation.

2.8. Conclusion

To conclude, non-profit organisations deliver a service to the community or to a group of people without focussing on profit. The need for non-profit organisations that care for the elderly is becoming greater because of the ageing population. It is difficult to evaluate the performance of service organisations, but client satisfaction is one method to measure the performance of non-profit organisations.

Customer service is therefore very important to service organisations and Karr (2018) explained five customer service challenges and strategies. Good communication and knowledge of the customers can result in excellent customer service. Information management can be used to improve customer service despite the challenges that accompany it. Information management also has many advantages - better communication, reducing the loss of information and improved information availability especially to non-profit organisations.

2.9. Summary

This chapter provided an examination of non-profit organisations and the performance and service delivery of non-profit organisations. The discussion on the performance of service delivery also addresses the issue of an ageing population and better care for the elderly as well as the importance of organisations that care for the elderly.

The second part of this chapter explained the importance of client satisfaction in a service delivery sector such as a non-profit organisation. It also explained that quality service is important and that it can ensure client satisfaction.

The last part of the chapter covered all the theories on information, information management and information literacy. The chapter also indicates that good information management can assist a service organisation in getting a competitive advantage and

deliver a quality service by knowing the needs and behaviour of their customers. The chapter also focuses on the challenges around information management as well as the advantages of effective information management.

Chapter 3: Empirical study

3.1. Introduction

The aim of chapter 2 was to address the issue of better care for the elderly because of the ageing population and to provide information regarding client satisfaction and the importance of quality service in non-profit organisations. Chapter 2 also explained the difference between data and information, the advantages of effective information management and the importance of information literacy.

Chapter 3 provides insight into the research methodology of the study. The chapter discusses in more detail the research strategy and the research methodology with specific reasons why qualitative research was chosen for this study. The next part of the chapter discusses the research process as well as the data analysis. The chapter then focuses on the results as well as the findings of the study after the analysis and interpretation of the data collected during the study.

3.2. Research strategy

The strategy of this research was to collect data from non-profit organisations that care for the elderly in the North-West Province, specifically in the Klerksdorp, Orkney, Stilfontein, Hartbeesfontein, Potchefstroom and Ventersdorp areas. This was done to determine the perceptions of managers of non-profit organisations regarding information management and client satisfaction. The study determined the level of information management currently applied in non-profit organisations, as well as the effectiveness of the information management. The study also tried to explore the perceptions of non-profit organisation managers regarding current opportunities and challenges because of the ageing population and attempts to determine whether information management can improve client satisfaction in these organisations.

3.3. Research methodology – qualitative versus quantitative

A research design is a set of procedures and methods used in collecting and analysing the variables of the research (Bryman *et al.*, 2017:382). Bryman *et al.* (2017:382) emphasise the importance of a good research design to ensure the solving of the research problem in an effective and efficient way. To choose a specific research

design, the researcher considered the various types of data available, the method of collecting the data and a suitable sampling method.

There are different approaches when choosing a research design and qualitative and quantitative approaches are the two most used methods, but a mixed method can also be used. The difference between qualitative and quantitative research is that qualitative research usually emphasises words while quantitative research emphasises quantification in the collection and analyses of the data (Bryman *et al.*, 2017:383). They use different methods for data collection, and they allow the researcher to answer different kinds of research questions. Table 3.1 is a summary of the differences between quantitative and qualitative research.

Table 3.1 Differences between qualitative and quantitative research

Qualitative	Quantitative
Focuses on exploring ideas and formulating a theory or hypothesis.	Focuses on testing theories and hypotheses.
Analysed by summarising, categorising and interpreting.	Analysed through mathematical and statistical analysis.
Mainly expressed in words.	Mainly expressed in numbers, graphs and tables.
Requires few respondents.	Requires many respondents.
Open-ended questions.	Closed questions.
Key terms are: <ul style="list-style-type: none"> • Understanding • Context • Complexity • Subjectivity 	Key terms are: <ul style="list-style-type: none"> • Testing • Measurement • Objectivity • Replicability

Source: Streefkerk (2019)

An in-depth look into qualitative and quantitative research was needed before a decision could be made in terms of which approach to follow for this study. Table 3.2 explains the different features of qualitative and quantitative research.

Table 3.2 Features of qualitative and quantitative research

Qualitative	Quantitative
The aim is a complete, detailed description.	The aim is to classify features, count them, and construct statistical models in an attempt to explain what is observed.
Researcher may only know roughly in advance what he/she is looking for.	Researcher knows clearly in advance what he/she is looking for.
Recommended during earlier phases of research projects.	Recommended during latter phases of research projects.
The design emerges as the study unfolds.	All aspects of the study are carefully designed before data is collected.
Researcher is the data gathering instrument.	Researcher uses tools, such as questionnaires or equipment to collect numerical data.
Data is in the form of words, pictures or objects.	Data is in the form of numbers and statistics.
Subjective – individual's interpretation of events is important, e.g., uses participant observation, in-depth interviews, etc.	Objective is to seek precise measurement & analysis of target concepts, e.g., uses surveys, questionnaires, etc.
Qualitative data is more rich, time-consuming, and less able to be generalised.	Quantitative data is more efficient, able to test hypotheses, but may miss contextual detail.
Researcher tends to become subjectively immersed in the subject matter.	Researcher tends to remain objectively separated from the subject matter.

Source: Neill (2007)

The decision was made to use qualitative research because the research is explorative, and the outcomes of this research are not quantifiable. One of the advantages of qualitative research is that it offers a complete description and analysis of the research without limiting the scope of the participant's responses (Spyros, 2014). The need for a detailed understanding of the issue was necessary and supported the decision of qualitative research as this can only be established by talking directly to managers of non-profit organisations that care for the elderly.

Choosing the qualitative approach forced the researcher to commit to spending many hours to collect data and undertook the task of sorting through large amounts of data to analyse and understand the perceptions of the participants involved.

3.4. Research instruments

A research instrument is anything that a researcher uses to get the data that is needed for the study (Neill, 2007). Instruments for qualitative research can range from structured interviews to semi-structured interviews or even focus groups. The main advantage of personal interviews is that they involve personal and direct contact between interviewers and interviewees, as well as eliminate non-response rates.

In a structured interview, all the respondents are asked the same questions and in exactly the same order while, in a semi-structured interview, there are a series of questions that are a general guide but can vary in sequence. In a semi-structured interview, the interviewer will ask further questions to probe the participant for more information in order to get a better picture (Bryman *et al.*, 2017:382).

For the purpose of this research, semi-structured interviews were used to obtain the necessary data from the participant. A list of possible questions was compiled that served as an interview guide and was sent to the participants before the interview. The researcher contacted the identified non-profit organisations in the North-West Province that care for the elderly and interviews were scheduled. Emphasis was placed on including a variety of non-profit organisations that ranged from very small to large organisations and even organisations that only care for the elderly to organisations that deliver a variety of services to the elderly. The types of services that these organisations deliver include medical care, caregiver services, feeding services, housing and gardening services.

The interview questions were created to ensure that the researcher manages to get a good idea of the perception of managers of non-profit organisations regarding the use of information management in the organisation, as well as the level of client satisfaction. The questions also helped to establish if there is a possible relationship between service delivery and information management in the organisation.

Saturation had been reached after six interviews, but the researcher interviewed another two participants to ensure the validity of the interviews. Data was collected from the interviews and analysed before the reliability of the instrument could be trusted. The study revealed many interesting perceptions and it was, therefore, easy to come to some conclusion on the primary and secondary objectives.

3.5. Data collection method and tools

The selection of the interviewees was very important for this study as well as the number of interviews to conduct. The focus of this study was on non-profit organisations in the North-West Province that care for the elderly. The researcher compiled a list of possible organisations that could be used for the study. They were categorised as being large, medium or small and also on the type of services they deliver. Table 3.3 is a list of non-profit organisations that were contacted to potentially participate in the research.

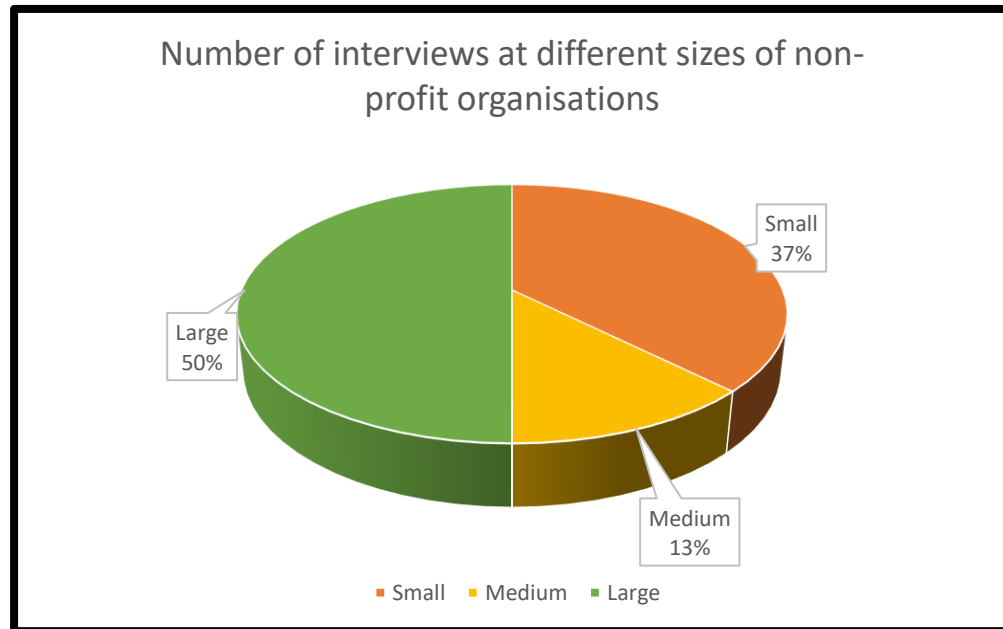
Table 3.3 Categories of non-profit organisations

Organisation	Size	Types of services				
		Medical	Housing	Care	Food	Other
Potch Service Centre	Large	x		x	x	x
Meals on Wheels	Large	x		x	x	x
Huis Anna Viljoen	Large	x	x	x	x	
Flamwood Landgoed	Large	x	x			
Stille Rus	Medium	x	x	x	x	
Schoonspruit ouetehuis	Small	x	x	x	x	
Evana Hartbeesfontein	Small	x	x			
SAVF Ventersdorp	Medium	x	x	x		
A + J	Small	x		x	x	
Potgieter care	Medium	x		x		
Ons Hulde	Medium	x	x	x	x	
Panorama Park	Large	x	x	x	x	x
Oleander Park	Small	x	x	x	x	

The researcher decided to select four large organisations, one medium organisation, and three small organisations. The selection was based on the size of the organisations as well as the types of service that the organisation delivers, and the researcher tried to

include organisations that can contribute to the study. Figure 3.1 is a comparison of the interviews scheduled at different sizes of the non-profit organisations.

Figure 3.1 Number of interviews at different sizes of non-profit organisations



The managers of these organisations were contacted, and interviews were scheduled. Figure 3.2 is a list of possible interview questions that were prepared and sent to the participants prior to the interview. These interview questions were created to give structure to the interviews, but the researcher still had to probe the participants for more information on each theme. Qualitative research is challenging because it is time-consuming and requires specific skills from the researcher to ensure that the necessary data is collected for the research. Appendix A is an example of the letter with research questions as well as the consent of the participant to record the interview. Appendix B is an example of the consent document to participate in the research that was sent to the participants before the interviews.

Figure 3.2 List of possible interview questions for this study

Possible interview questions	
1. (IQ1) What are your views on customer service and client satisfaction in the elderly care provided by non-profit organisations?	<ul style="list-style-type: none">○ Where do you see strengths in your current customer service?○ Where do you see weaknesses?○ How do you feel about sustainability in elderly care provision by non-profit organisations considering the current rise in the ageing population?
2. (IQ2) Could you please describe to me the current information management in your organisation?	<ul style="list-style-type: none">• By information management I mean the collecting, processing, storing, managing and maintaining of information in all its forms.• How does it function in your organisation?• Human Resources / Financial Resources allocated to it?• How effective do you think the information management is?• Please explain why / why not effective?
3. (IQ3) How would you describe the link between information management and customer service in your organisation?	
4. (IQ4) Where do you see opportunities and challenges to improve customer service and client satisfaction through information management in the organisation?	

A matrix was created between the interview questions and the primary and secondary objectives to ensure that the necessary data was collected to achieve the objectives of this study. The matrix in Table 3.4 uses the research objective represented in Table 1.1 on page 6, as well as the interview questions represented in Figure 3.2.

Table 3.4 Interview matrix for study on the perceptions of managers of non-profit organisations that care for the elderly regarding information management and client service

		Research objectives					
		PO	SO1	SO2	SO3	SO4	SO5
Interview questions	IQ1		x				x
	IQ2			x		x	
	IQ3	x			x		x
	IQ4	x			x		x

The above matrix illustrates that interview question 3 (IQ3) as well, as interview question 4 (IQ4) relate to the primary objective (PO) of the study. Interview question 3 explored the link between information management and customer satisfaction while interview question 4 probed the participants for possible opportunities and challenges to improve customer service and client satisfaction through information management. This was to examine the primary objective of the study to reveal the perception of the participants regarding the importance of information management and client satisfaction to improve customer service. These two questions also tested secondary objectives (SO) three and five which are the perceptions of the participants on the relation between information management and client satisfaction, as well as the perceptions of the participants on the opportunities and challenges to improve client satisfaction with the use of information management.

3.6. Sample selection

The target population can be defined as a universe of units or objects from which a sample is to be selected that hold the information required by the researcher (Bryman *et al.*, 2017:381). For the purposes of this study, the population will be various non-profit organisations delivering a service to the elderly in the North-West province specifically the Klerksdorp, Orkney, Stilfontein, Potchefstroom and Venterdorp areas.

The population will address the following:

- **Who**

All managers of the various non-profit organisations that vary from a small, medium or large organisation that deliver different types of services to the elderly.

- **Where**

In the North-West province specifically the Klerksdorp, Orkney, Stilfontein, Hartbeesfontein, Potchefstroom and Venterdorp areas.

- **Why**

To determine the perceptions of these managers regarding effective information management and client satisfaction in order to improve the service of a non-profit organisation.

Qualitative research population

The study population for this research was the management teams of the various organisations. The aim of the research was to obtain as much information as possible regarding the business functions of the organisation, data collecting methods, processing of data, management of information, as well as the relationships with the clients. To obtain this data, the researcher made use of semi-structured interviews and had an ethical obligation to preserve the confidentiality of the information gathered. The interviews were conducted on a voluntary basis and the interviewees were provided with the opportunity to end their participation if they felt uncomfortable with any of the questions as can be seen in Appendix B.

Qualitative research sample

A sample can be defined as the units that are selected from the population to participate in the research study (Bryman *et al.*, 2011:176). The units are usually randomly selected from the target population. The sample size is important as this will determine if the sample is a good representation of the population (Bryman *et al.*, 2011:176).

The sample size for this research was determined until saturation had been reached and was on a voluntary basis. The sampling strategy to develop a sample for the research was purposive sampling which is a non-probability sampling technique. There are

theoretical and practical reasons why these sampling techniques were used, and specific units were included in the sample. It required the use of subjective judgement to determine if the participant will be able to help with the necessary information that was needed to come to a conclusion for the study. Sample members were selected based on their knowledge and expertise, as well as for the reason that they are managers of a non-profit organisation. The goal was not to achieve objectivity from the sample being used, but to explore the perceptions of these managers regarding information management and client satisfaction. The aim was to explore the opportunities and challenges facing non-profit organisations and to determine if information management can improve client satisfaction.

3.7. Research process

The qualitative research used semi-structured interviews that resulted in accumulating large volumes of data. During July and August 2019 emails were sent to all identified non-profit organisations to obtain acceptance of their participation in the research. Appendix B is an example of the letter attached to the email, explaining the nature and the scope of the study as well as informed consent document. Interviews with willing participants were then scheduled for September and October 2019.

As previously stated, the participant received the possible interview questions before the interviews and the researcher asked permission to record the interview for transcription purposes after the interview. Some participants refused the recording of the interview and for those two interviews, the researcher tried to take down as many notes as possible to give a true version of the interview in the transcription. One of the participants was a very busy businessman and a time could not be scheduled for an interview. The interview then took place telephonically. This was very challenging as the researcher did not want to waste the time of the participant. The rest of the interviews took place in the participants' offices and lasted between 40 and 65 minutes for each interview. During the interviews, the researcher kept notes in order to assist with the analysis of the data. The researcher tried to listen attentively to what the participants said and did not interrupt them. During the interviews the participants were free to express their views, even on topics different from the interview questions.

Coding is an essential process in the data analysis strategy for qualitative data because of the high volume of data. Basic transcription rules and regulations were followed to transcribe the interviews as soon as possible after each interview to ensure that the transcriptions were as close as possible to the true version of the interview. This ensures the validity of the interview, as well as the analysis of the data for research conclusions. An example of one of the interview transcriptions is attached hereto as Appendix C.

To help with the interpretation of the data, an element of quantification was used, and tables and matrixes were used to help display the data. After the transcription of the interviews, the researcher made use of Atlas TI 8 to analyse the gathered data. Because of the large volumes of data, it was necessary to analyse the data systematically to ensure the accuracy of the findings especially in the conceptual stage of the analysis. The entire research process can be traced, and this is an indication of the transparency of the analytical process.

Atlas TI is computer-assisted qualitative data analysis software that assists researchers to analyse their data. It does not actually analyse the data, it is only a tool for supporting the process of qualitative data analysis (Claasen, 2019:15). To make use of Atlas TI for this study, the researcher developed a coding system with the help of the following processes (Claasen, 2019:27-28):

- Selected and entered the transcripts of the interviews to the software;
- Used an open coding system to generate the codes entered into the system;
- Reviewed and sorted the coding;
- Applied the coding system to all the transcripts;
- The final coding system was completed when all the data was coded and sorted in categories and sub-categories;
- A hierarchical structure was developed.

The coding system that was applied to generate the codes comprises of a set of techniques used to identify common themes, categories and codes and the relationship between them. The techniques that were used include (Claasen, 2019):

- **Word and phrase repetitions:**

The transcripts of the interviews were scanned for words or sentences that were used by the respondents.

- **Primary and secondary data comparisons:**

The perceptions and answers of the participants were compared to the findings in the literature review.

- **Search for missing information:**

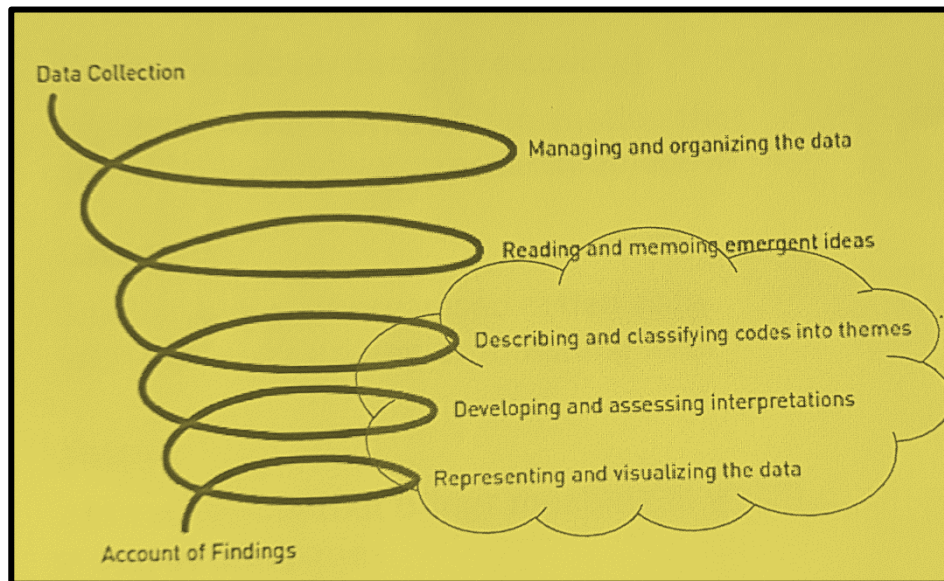
Search for aspects of the questions that was not mentioned although the researcher expected the participants to mention this.

After the coding took place the representing and visualising of the data was done, and the researcher started to develop interpretations. Final conclusions were drawn from the information. The steps in the research process were data collection, data analysis and then the conclusion or report writing. These steps are interrelated and were carried out more or less simultaneously in this research project. The summarising of the data was the last stage of the research process where the researcher linked the findings to the research objectives.

3.8. Data Analysis

According to Creswell *et al.* (2018:185), the qualitative analysis process can best be represented in a spiral image which is called a data analysis spiral. According to Creswell *et al.* (2018:186) to analyse qualitative data, the researcher engages in a process of moving in analytic circles rather than in a linear approach. The start of the spiral is the data and at the bottom of the spiral is the findings. Figure 3.3 represents the data analysis spiral.

Figure 3.3 The Data Analysis Spiral



Source: Creswell *et al.* (2018:186)

The data collection process is at the top of the spiral where the researcher enters the text data and exits at the end of the spiral with the findings. The analysis part, between the top and the bottom part of the spiral, consists of managing and organising the data, reading and developing ideas, describing codes into themes, developing interpretations and representing and visualising the data.

For this study, the interviews were transcribed, and a thematic analysis was conducted to identify broad themes and patterns. All transcripts of the interviews were entered as documents into Atlas TI.

As Atlas TI is Computer-Assisted Qualitative Data Analysis software (CAQDAS), it was used to support the qualitative data analysis process. Atlas TI increases the validity of the qualitative research by ensuring the accuracy of the findings with the help of the network's diagrams and the relationship between the networks. Atlas TI also increases the reliability of the research process by the consistent analytical process that was followed. The research project was added, and the transcripts were loaded into the project.

3.9. Themes, categories and codes

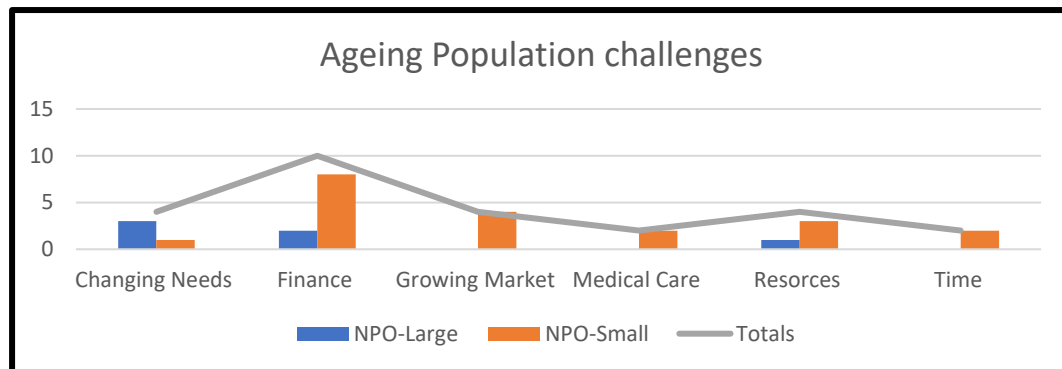
During the analysis, the researcher coded all the data before three broad themes were identified. The three themes are:

- Client satisfaction;
- Ageing population;
- Information management.

From the transcripts of the interviews, the study revealed that the perception of the participants is that the ageing population is a reality because the average age of their clients is much older than the age of their clients ten years ago. This is creating opportunities and challenges for the non-profit organisations that care for the elderly. The main categories for the ageing population are challenges of the ageing population, opportunities of the ageing population and the reality of the ageing population

The opportunities of the ageing population are a growing market with clients that are feeling younger and with changing needs. A growing market is for any organisation a benefit because it ensures the existence of the organisation and provides more opportunities for the organisation. The participants feel that their clients are feeling younger at a specific age as their clients from ten years ago. The clients also have different needs and it requires different types of services to be delivered by this organisation. This is also an opportunity for any organisation because it provides a platform for expansion of the organisation. The study revealed that there is a difference between the large and small organisations and their perceptions on the challenges regarding the ageing population as can be seen in Figure 3.4.

Figure 3.4. Comparison non-profit organisations on the ageing population.



The challenges of the ageing population are changing needs, finance, resources, time, growing market and medical care. The study revealed that many of the opportunities are also challenges because the research was done on non-profit organisations and not organisations that focus on profit. All non-profit organisations rely heavily on donations and will the opportunities of the growing market as well as the changing needs be a challenge for a non-profit organisation because they need more funds for the bigger demand from their clients. Their clients will not always be able to pay for new services delivered or even to be a client for longer.

As people are living longer, they will be a customer for longer and will have a greater need for medical care as older people have more medical problems. This will obviously put a strain on the non-profit organisations regarding their finances, time and resources. The participant feels that they only have limited resources and finance and a growing market is not necessarily creating bigger finance to employ more personnel. The elderly has only limited funds available and if they live longer, these funds must last longer, creating more challenges for non-profit organisations.

With the above information, the researcher created the categories challenges, opportunities and reality with the corresponding subcategories that represent the codes that were entered in Atlas TI. Meaningful names were assigned to the codes as seen in Table 3.5 that shows the data analysis of the ageing population theme with categories and codes.

Table 3.5 Data Analysis – Themes, categories and codes

Theme	Category	Code
Ageing Population (AP)	AP-Challenges	AP-Challenges-Changing Needs
		AP-Challenges-Finance
		AP-Challenges-Growing Market
		AP-Challenges-Medical Care
		AP-Challenges-Resources
	AP-Opportunities	AP-Opportunities-Changing Needs
		AP-Opportunities-Growing Market
		AP-Opportunities-Younger Clients
	AP-Reality	AP-Reality-Maybe
		AP-Reality-Yes

The challenges category is divided into the following codes:

- Changing needs;
- Finance;
- Growing market;
- Medical needs;
- Resources.

The Opportunities category is divided into the following codes:

- Changing needs
- Growing market
- Younger clients

The Reality category consists of:

- Maybe;
- Yes.

The researcher connected text from the different interview documents to support the codes that were created for the ageing population theme (AP). Table 3.6 is an example of the supporting text that was used for the coding system.

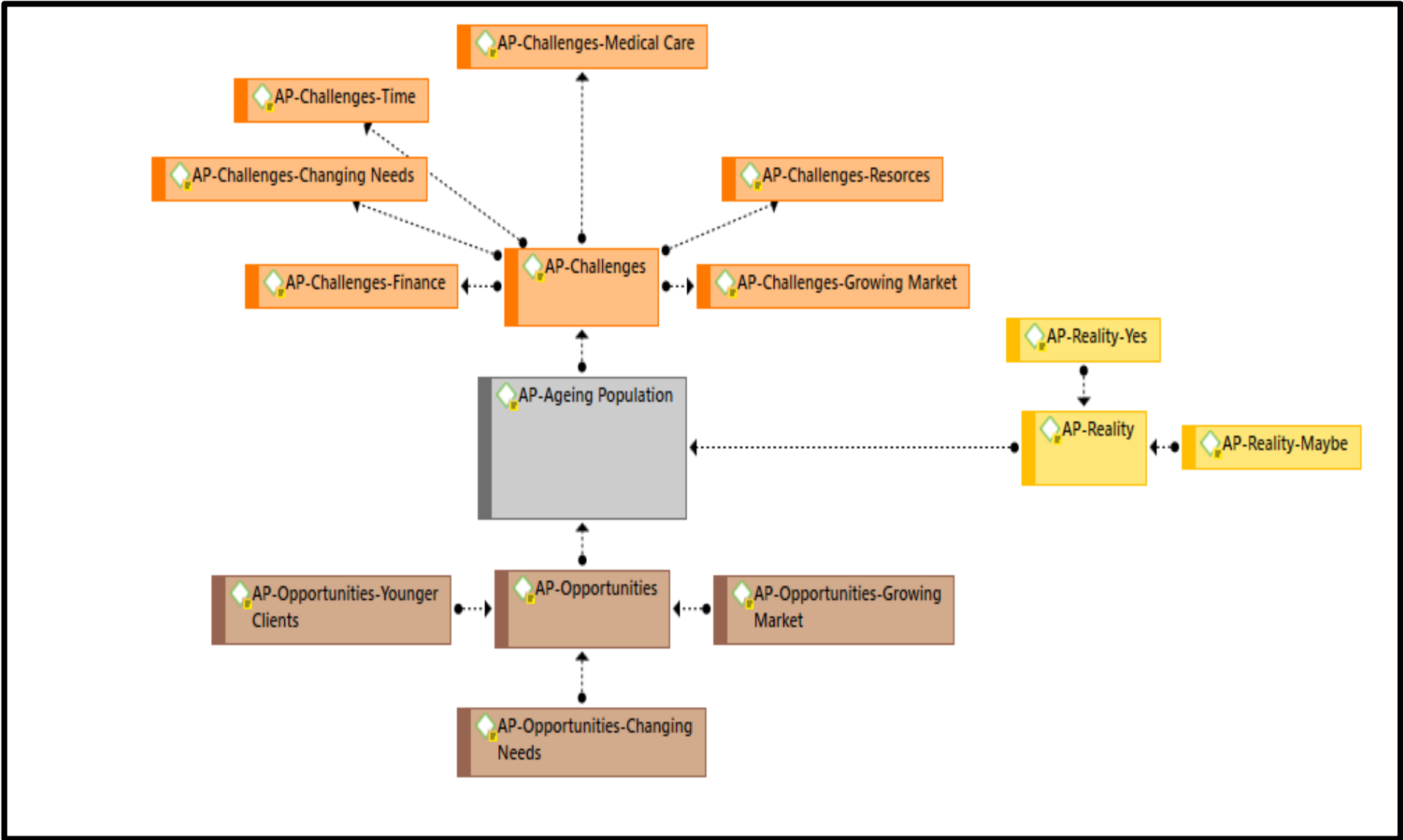
Table 3.6 Supporting text for ageing population challenges changing needs code

ID	Quotation Content	Codes	Reference
1:31	Ek dink ook ons bejaardes wat al	AP-Challenges-Changing Needs	8131 - 8196
	hoe ouer word het ander behoeftes	AP-Opportunities-Changing Needs	
2:33	daar was 'n groot behoefte vir	AP-Challenges-Changing Needs	6713 - 6785
	balletlesse en ons het 'n balletgroep		
	begin		
2:34	maar ons het haar gekry en nou is	AP-Challenges-Changing Needs	6880 - 6931
	daar 'n balletgroep		
2:35	en ons het 'n instrukteur en plek	AP-Challenges-Changing Needs	7043 - 7110
	gekry en hulle speel nou skaak		

A well-sorted and structured code list helped to track the analysis process and gave transparency to the research process so that others could follow the process when needed. The researcher used the code manager of Atlas TI to organise the codes with different colours to establish visibility of the different themes and categories. Comments were also added for defining and describing the codes. From this code, a network diagram was created on Atlas TI for the Ageing population as seen in Figure 3.5.

The dotted lines in figure 3.5 indicate the relationship between the different themes with their categories and codes while the solid lines indicate the association between the different codes.

Figure 3.5 Network diagram of Ageing population



In the same way, the Client satisfaction theme was also divided into categories and sub-categories to represent the codes that were entered in Atlas TI. The non-profit organisations used in this study deliver different services to their clients. This includes different housing options for the elderly, as well as the delivering of food. Some non-profit organisations deliver food to their clients at home while other organisations provide food to the residents living in old age homes or care units. Residents of old age homes and care units also receive medical care services. There are a few other types of services that the non-profit organisation delivers to their clients such as hairdressing, chess classes, book clubs, aerobic classes and a variety of clubs that the elderly can become part of and even ballet classes that the elderly can join.

Customer service types:

- Food;
- Housing;
- Medical;
- Other.

According to the participants, one of the strengths of their organisations is their personnel that deliver quality service to their clients to ensure client satisfaction. Their perception is that quality service is very important as their clients depend on the service and in some cases have no other option. The client's life may depend on the medical service that the personnel deliver and if the quality of the food is not up to standard it can also cause problems to their clients.

The codes for the strengths are:

- Importance
- Personnel
- Quality of service

The participants felt that finance is the biggest weakness for most of the organisations. This weakness gives rise to many other weaknesses such as resource problems and a shortage of time. The participants also agreed that the elderly is very difficult clients and it is very difficult to please them. Because of the ageing population, the needs of their

clients are also changing, and this is also a weakness for some of the organisations as the personnel do not always have the ability to keep up with these changing needs.

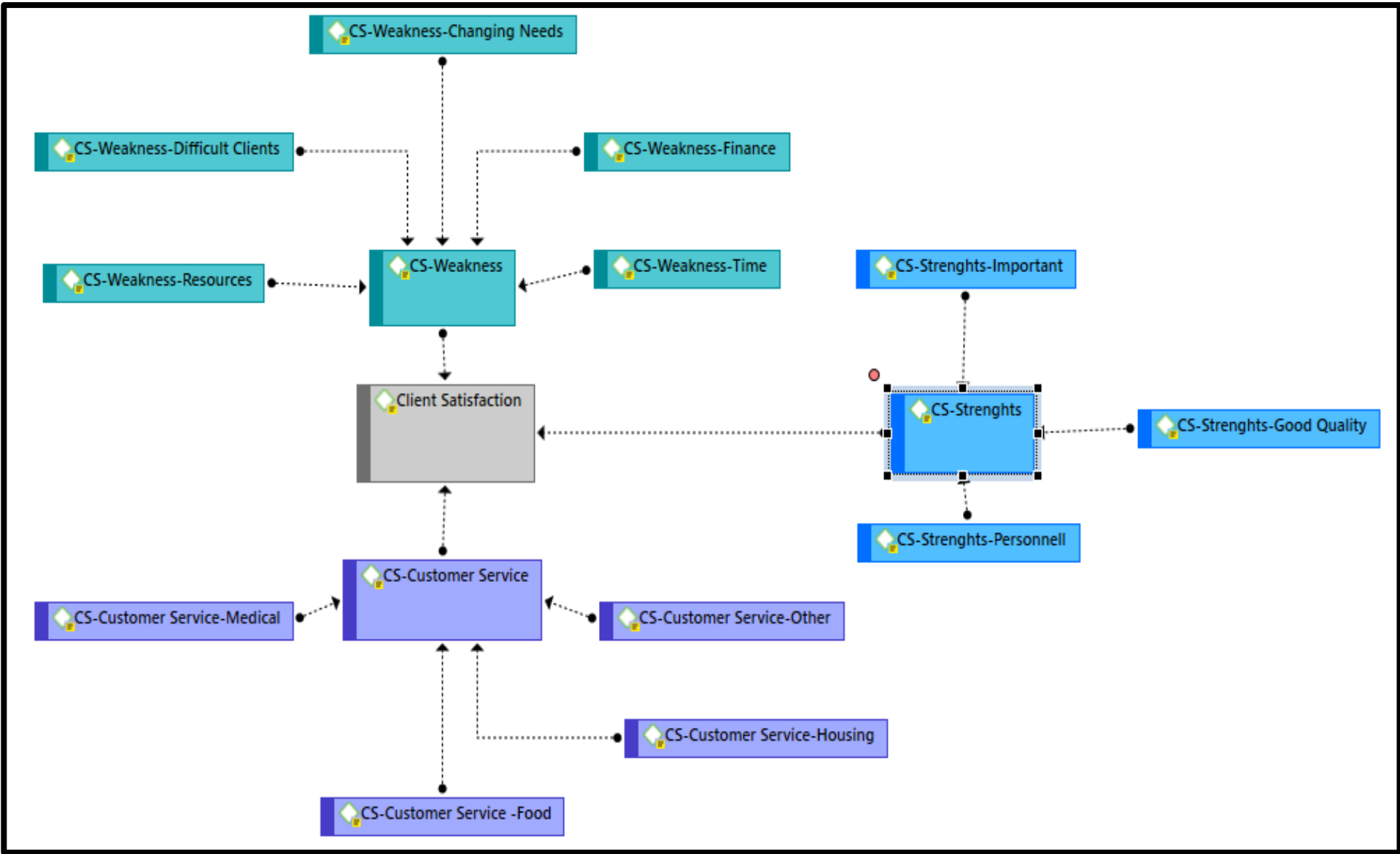
The codes for the weakness category are:

- Finance;
- Resources;
- Time;
- Difficult clients;
- Changing needs;

The network diagram for client satisfaction includes the different service types, strengths and weaknesses. Figure 3.6 shows the network diagram for the client satisfaction theme.

The dotted lines in figure 3.6 indicate the relationship between the different themes with their categories and codes while the solid lines indicate the association between the different codes.

Figure 3.6 Network diagram of Client Satisfaction



The perception of the participants regarding information management was also analysed and categories and codes were created to provide the information management network diagram. The use of information management differs between the different participating non-profit organisations. Some of the organisations use information management very effectively for most of their processes while some of them make very little use of information management.

The codes for the effective use of information management category are:

- Less;
- Average;
- High.

Most of the organisations use information management for their administration and financial tasks, as well as control functions. Communication is another area where the organisations make use of information management.

The codes for the different uses of information management category are:

- Administration;
- Communication;
- Finance;
- Control.

The challenges of information management according to the participants are finance and the ability of the personnel. The cost of information management can be very high due to the high prices of information systems. One of the weaknesses for most of the non-profit organisations is the lack of funding and these organisations cannot afford to make use of information management as a result of financial constraints. Another problem is the ability of the personnel to use information systems. The organisations cannot afford the training of their personnel and this creates a weakness in the use of information management.

The codes for the weaknesses of information management category are:

- Personnel abilities;
- Finance.

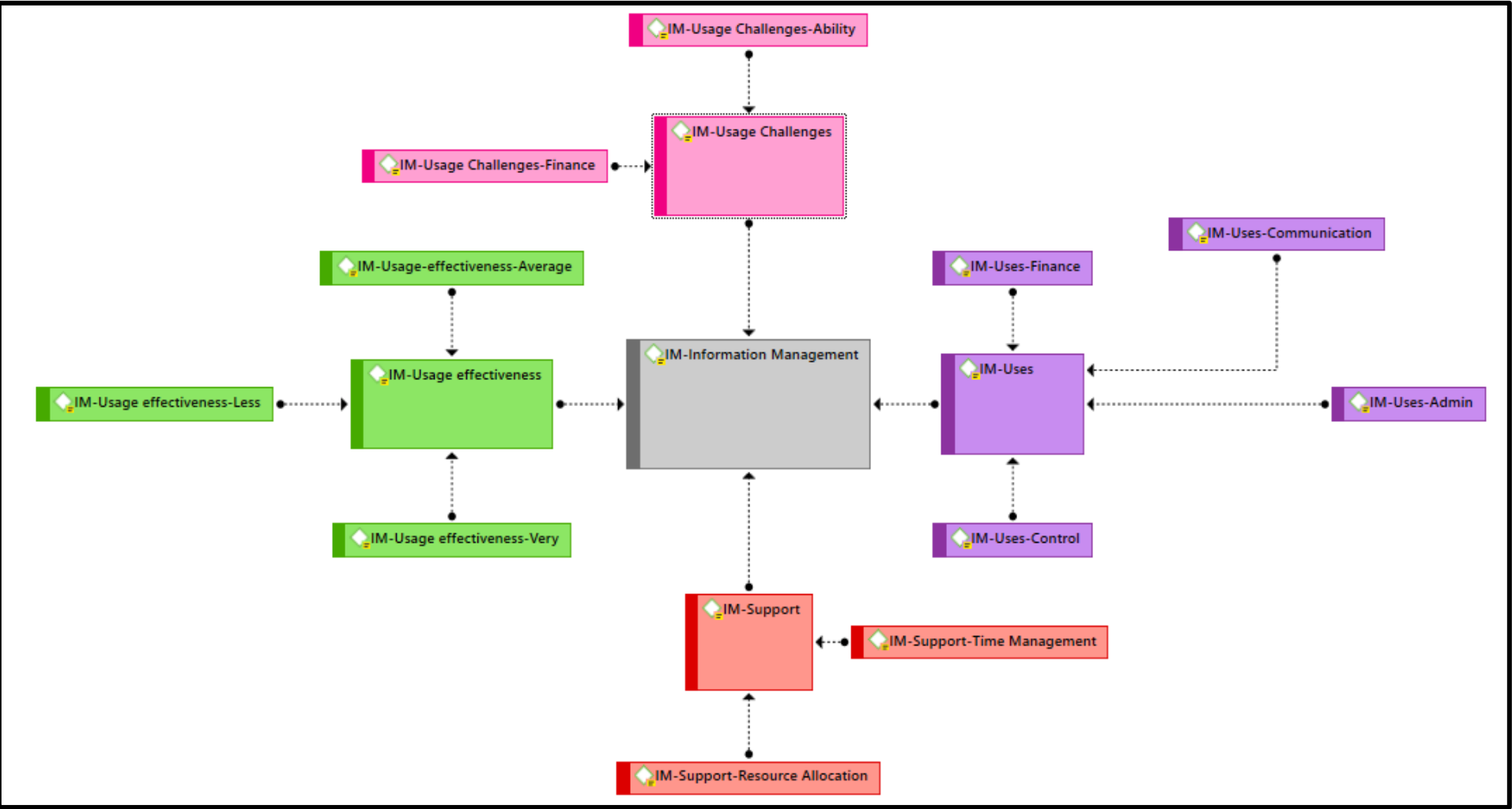
According to the participants' information management can help the organisations with their resource planning and scheduling of time. The codes for the support of information management category are:

- Resource allocation;
- Time management.

The network diagram for the information management theme includes the different effective use of information management, the uses of information management, the weaknesses, as well as the support of information management. Figure 3.7 shows the network diagram for the information management theme.

The dotted lines in figure 3.7 indicate the relationship between the different themes with their categories and codes while the solid lines indicate the association between the different codes.

Figure 3.7 Network diagram of Information management



3.10. Results of the qualitative analysis

From the data analysis, the following seems to appear:

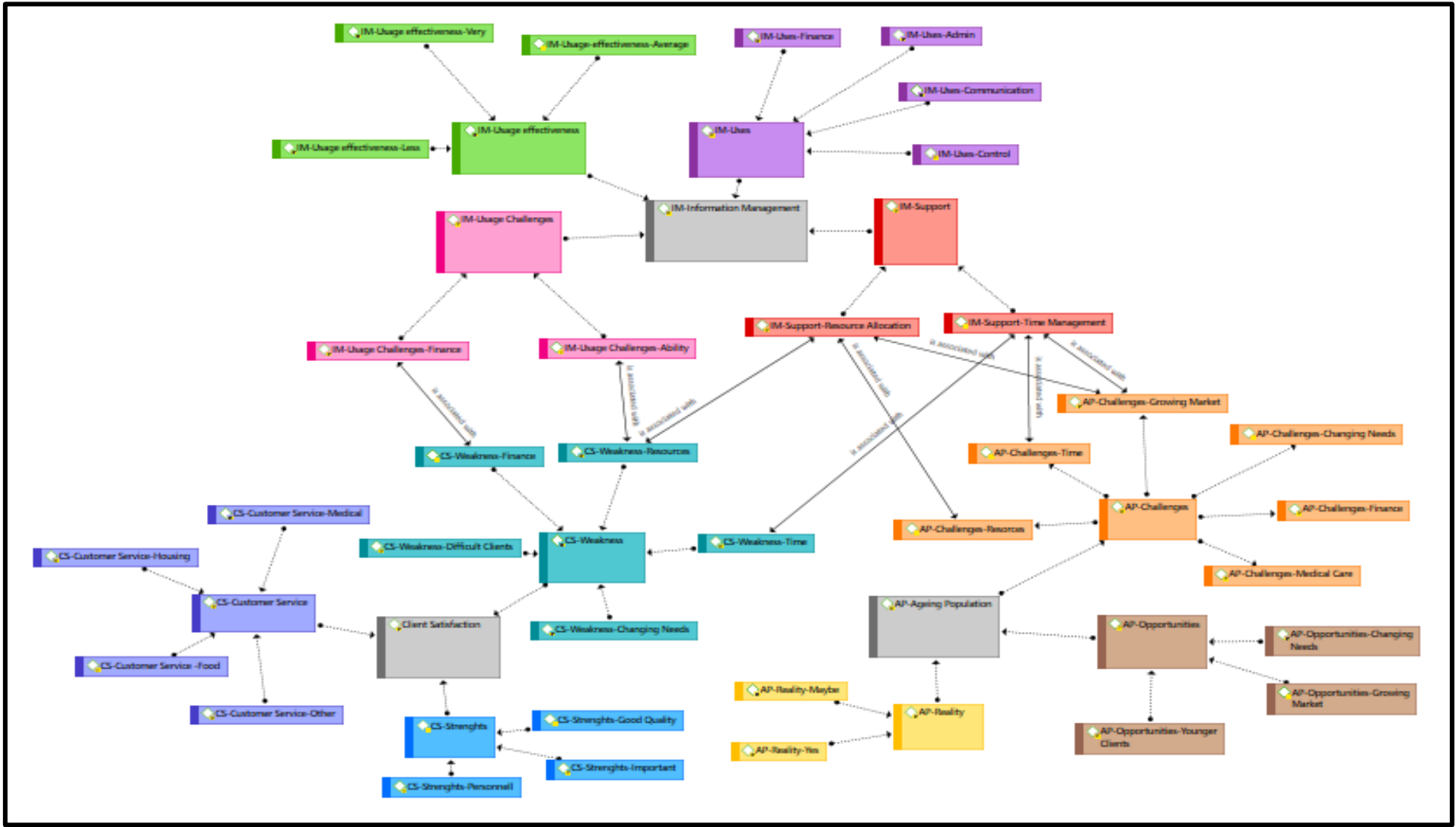
- The perception of the participants is that the population is ageing;
- The population ageing is creating a growing market for the non-profit organisations that care for the elderly;
- Population ageing is changing the needs of the customers of the non-profit organisations that care for the elderly;
- Changing needs and the bigger market creates new opportunities and challenges for non-profit organisations that care for the elderly;
- Customer satisfaction is very important for the participants of the research;
- Non-profit organisations deliver different services to their customers;
- Quality customer service leads to client satisfaction;
- Quality service and effective personnel are according to the participant the strengths of the organisations;
- Finance, time management and resources planning are according to the participants the weaknesses of the organisations;
- Different levels of information management apply to the different sizes of the non-profit organisations;
- According to the participants' information management can be used for communication, administration, finance and control in organisations;

The results of the qualitative research indicate that information management cannot improve the service provided by the non-profit organisations, but it can help the organisations with their resource planning and time management. The ageing population is creating challenges for the non-profit organisations that care for the elderly such as a shortage of time and personnel to deliver quality service to the growing market and the changing needs. With the use of information management, these challenges can be reduced because it can save time and help the managers to allocate their resources more effectively.

Information management can help these organisations to have the correct information available anywhere and on time. Information management can also help them to save time and money and to better plan for resource allocations. With the growing market

and changing needs of the clients, it is important to overcome the weaknesses of the organisations and to optimise their resources. Figure 3.8 shows the network diagram for the research project. The dotted lines in figure 3.8 indicate the relationship between the different themes with their categories and codes while the solid lines indicate the association between the different codes. This proves the finding that information management can save time and money and help with allocating of resources.

Figure 3.8 Network diagram for the research project



3.11. Ethical considerations

The researcher had an ethical obligation to preserve the confidentiality of information gathered and the information will be treated with the utmost respect and the research will comply to all the necessary ethical rules.

During the semi structured interviews, the interviewee was provided with the opportunity to end their participation if the participant should feel uncomfortable. The interviews took place on a voluntary basis and a list of possible questions to be asked during the interview was made available to the interviewee prior to the interview. The data gathered from the interview will only be used for research purposes.

The purpose of this research was to explore manager's perceptions on client satisfaction in elderly care, the use of information management, as well as the opportunities and challenges in these organisations. The study also determined the perceptions of non-profit organisations managers regarding the importance of the relationship between effective information management and the level of client satisfaction in order to improve the service of non-profit organisations. A summarized copy of the final dissertation will be made available to the non-profit organisations to make a possible contribution that can probably benefit the organisation.

Once the various non-profit organisations were selected, formal permission was obtained from the organisation and arrangements were made for the interviews. No financial data was included in the study, only perceptions of the managers on matters regarding the study.

3.12. Delimitations

In a research project delimitation is a key aspect because the study cannot include all variables as it will become too difficult to interpret the results and the conclusions might become not very meaningful. Delimitations can be defined as choices made for a specific research and indicate the boundaries set for the research. Delimitations are set to ensure that the goals of the study do not become impossible to complete.

The first delimitation of this study was the specific research on non-profit organisations and the exclusion of all other organisations that focus on making a profit. Stair and Reynolds (2016:43) have done much research on organisations that focus on making a profit but there is a lack in research done on the information management of non-profit organisations. Non-profit organisations can benefit from this research as the conclusion can indicate the importance of the relationship between information management and client satisfaction and as a result it can improve the services of non-profit organisations which can lead to more effective utilisation of resources.

Another delimitation of this study was the specific research on non-profit organisations that focus on the welfare of the elderly. The life expectancy of an average person has changed over the past 50 years and has more than doubled in the last century (Zhavoronkov, 2013). There is a definite increase in the demand for welfare for the elderly as the average person is expected to live significantly longer, placing more focus on the welfare of the elderly.

The last delimitation of this study was the specific area that the research is based on. Distance and cost compel the researcher to do the study in the specific area in the Northwest Province. Still there were more than enough non-profit organisations in the specific area that could be used in the study.

3.13. Conclusion

The researcher can conclude that the population is ageing and that it is creating opportunities and threats for the non-profit organisations that care for the elderly. The study also indicate that client satisfaction is very important and quality customer service is necessary in these organisations.

Different services are delivered by different sizes of non-profit organisations, as well as different levels of usage of information management. Information management are being used for communication, administration, finance and control in such organisations. The strengths of the organisations are quality service and effective personnel and the weaknesses are finance, time and shortage of resources. Information management can help with time management and improved resource allocation in organisations.

The results of the data analysis indicate that it is the perception of the participants that information management cannot improve the service of non-profit organisations, but it can help them to save time and money and help with better resource allocation. This will be of benefit for these organisations and can improve their client satisfaction.

3.14. Summary

Chapter 3 was dedicated to the empirical study of the research which included the research strategy, the research process, as well as the data analysis. Qualitative research approach was used which consisted of semi structured interviews with managers of non-profit organisations to get their perceptions regarding information management and client satisfaction in their organisations.

A list of possible interview questions was compiled that focused on client satisfaction, ageing population and information management. The first part of the interviews was dedicated to the level of client satisfaction, the different customer services delivered by the organisations, as well as the strengths and weaknesses of the organisations. In the second part of the interviews the ageing population was discussed to determine the potential opportunities and threats that the ageing population might pose in future. Then the interviewer focused on the use of information systems in the organisations, as well as the possible effect on client satisfaction and their support in future. The researcher probed the participants on each theme to get a better idea of the perceptions of each participant.

After six interviews the researcher realised that saturation was already reached but another two interviews was scheduled to bring the interview total to eight. The interviews were scheduled with managers of non-profit organisations that varied from small, medium to large organisations. The researcher was able to see a similarity between the perceptions of managers of the small medium and large organisations regarding information management, client satisfaction, as well as the weaknesses and strengths between the different organizations.

Atlas TI was used to do the data analysis on the data gathered from the interviews and the software was used to increase the validity and reliability of the conclusions from the study. The interviews were transcribed and coded and with the use of the software, the

data was structured into themes, categories and codes. Phrases from the interview transcriptions were used to link and support the codes. Analysis was also done on the differences in the perceptions of the managers between the different sizes of the non-profit organisations.

The three main themes from the coding was Ageing population, Client satisfaction and Information management and a network for each of these themes was created. Relationships between codes from the three different themes were established to create an overall network on all the data. From this overall network it is clear to come to the conclusion that information management can be used to save time and money and to allocate resources more effectively to improve client satisfaction.

While chapter 3 was an in-depth study of the empirical study and research process, the analysis of the data helped to indicate the results and findings of the study. Chapter 4 will discuss the conclusions and recommendations of the study, provide a critical discussion of the study and give recommendations for future studies.

Chapter 4: Conclusion and recommendations

4.1. Introduction

The primary objective of this study was to determine the perceptions of managers of non-profit organisations regarding information management and client satisfaction in order to improve the service of a non-profit organisation. The literature research that was conducted in chapter 2 focused on information management, client satisfaction and non-profit organisations that care for the elderly. This research revealed that population ageing is a reality and the study also examined the perception of the participants regarding the effect that this ageing population has on their organisations. This is what takes the study further in exploring the opportunities and challenges of this phenomena.

Chapter 3 discussed the empirical study, the research methodology, as well as the data analysis that was used for this study. The purpose of chapter 4 is to conclude the empirical study and discuss the findings of the research on the use of information management and client satisfaction in non-profit organisations that care for the elderly. The findings on the effect of the ageing population, as well as the challenges and opportunities were also discussed. The last part of this chapter includes a critical evaluation of the study, as well as possible future research in this field.

4.2. Discussion of challenges

The research methodology followed in this study could be considered the biggest challenge experienced by the researcher during the course of the study. The original concept was to use a mixed research methodology for this study it became clear that a qualitative research method would provide the best result. Qualitative research requires that the researcher has specific characteristics, as well as knowledge of the data analysis process and software. Conducting the interviews and doing proper data analyses was also a time intensive exercise.

The researcher decided to approach the challenges by making use of qualitative research as this would ensure a study of higher quality and that the achievement of the primary and secondary objectives of the study. Through perseverance and much knowledge acquired, the goal was achieved, and the study was completed.

Another challenge that the researcher experienced was the lack of structures in the non-profit organisations under investigation. It was difficult to evaluate the organisations as very few business principles, in relation to profit organisations, are applied in non-profit organisations.

4.3. Conclusions

The focus of this study was to meet the primary and secondary objectives as set out in chapter 1 of the study. In order to achieve this, a thorough investigation and literature study was done in chapter 2 on the relevant topics and an empirical study followed in chapter 3 to determine the results and findings.

The literature study emphasised the importance of client satisfaction in non-profit organisations and the empirical study substantiated this. It was the perception of the participants that client satisfaction is not only important for client satisfaction as such in any organisation, but necessary because of the types of services that these organisations deliver to their clients.

The empirical study clearly illustrated that information management strategies currently applied in the non-profit organisations were not always on the desired level as a result of financial constraints and the implications thereof. In many cases insufficient funding was the cause of ineffective utilisation of information management in these organisations. Another challenge face was the lack in funds for staff training in the effective use of information management or any other information systems and procedures.

In the literature review phase of the research, the researcher's attention was drawn to the ageing population and the new challenges and opportunities that this creates for non-profit organisations that care for the elderly. The literature study also revealed that there is a poor government funding for non-profit organisations. The conclusion was drawn that, these organisations are forced to rely heavily on donations due to the lack of funding. This leads to financial weaknesses for these organisations and impacts the organisation's staffing and resource availability. The empirical study proved that quality service delivery is of utmost importance, not just in terms of client satisfaction but also

because the elderly has no other option or refuge. Poor service delivery to the elderly not only impacts the clients negatively but may cause serious health problems for them

The empirical study proved that the perception of the participants on the ageing population is a definite reality. There is an upward growth in the market for non-profit organisations because of the ageing population and because they find themselves in a *Blue Ocean* environment where there is an unknown market space with ample opportunities. The ageing population also change the needs of the clients over time that add to this environment of possibilities for non-profit organisations.

The literature study revealed that a growing market and changing needs of clients creates many opportunities for organisations, but the empirical study proved that some of these opportunities are considered to be challenges for non-profit organisations. This is as a result of the financial constraints and implications that the ageing population has on these organisations. A growing market will definitely create an even larger financial challenge to them. It goes without saying that the clients of non-profit organisations don't have the necessary funds to pay for service delivery for an extended period of time or for new services rendered because of their changing needs. The empirical study also revealed that it is the expectations of the participants that the funding from government will not increase in the near future, meaning that the non-profit organisations must address the challenges of the ageing population themselves.

The literature study illustrated the value of information management in organisations and the positive effect that it has on client satisfaction and service delivery. The empirical study proved that information management cannot ensure a higher quality of service delivery by non-profit organisations, it could however assist the managers of these organisations in their planning processes to save time and money for their organisations.

It was found that the service delivery of non-profit organisations is already of a high quality, but the lack of proper information management practices causes that time and resources are spending ineffectively. The information of the organisations is currently only available as physical records in offices, and not kept electronically on a hard drive or database. If information is available when visiting a patient for example, it would not be necessary to return to the office to keep track of the information or to maintain the

information in the office. This could save time that could be used to assist another client or to deliver a better service to the next client. The empirical study showed that the client will not necessarily be more satisfied but there will definitely be more satisfied clients as the service will be delivered to more clients. Thus, this will reduce the growing challenges created by the ageing population.

The semi structured interviews revealed a lack of continuity in non-profit organisations as a result of the usage of volunteers and short-term employees. This also adds to the conclusion of the importance of proper information management to ensure that no information gets lost when a volunteer or a short-term employee leaves or is absent.

The conclusion of this study is that information management has a clear effect on client satisfaction and customer service in non-profit organisations. The perception of the participants was that information management can assist them to increase their effectiveness and to better utilise their resources. A further conclusion is that information management is not necessary to ensure the sustainability of these organisations but to rather address the challenges that an ageing population has on non-profit organisations that care for the elderly and to ensure client satisfaction through more effective service delivery.

4.4. Recommendations

It is recommended that all non-profit organisations that care for the elderly understand the impact of the ageing population and the challenges and opportunities it creates for these types of organisations. It is also recommended that the managers of these organisations understand the importance of information management and the advantages that it can create for them. It is important for them to understand what information and information management is and to ensure information literacy within their organisations.

It is also important that the managers understand the importance of effective customer service, resource planning and time management. Although there are financial constraints and implications in the effective use of information management, the study has proved that there can be financial advantages in the long run as a result of an increase in effectiveness and the better utilisation of their resources. It is also important

to understand that effective use of information management can ensure more satisfied clients which can also lead to better funding for such an organisation.

4.5. Critical evaluation of the study

The objectives of this study were set out in chapter 1 of this document and the success of the study is based on the achievement of these objectives. The research process and the data analysis were focussed on achieving the objectives and to reach certain conclusions.

4.5.1. Achieving of the primary objective

The primary objective of this study was to determine what the perception of non-profit organisations are regarding the importance of the relationship between effective information management and the level of client satisfaction in order to improve service delivery in organisations that care for the elderly. This was achieved as the study revealed the perception of the participants about the relationship between information management and client satisfaction and that the proper use of effective information management can improve the service delivery of these organisations.

4.5.2. Achieving of the secondary objectives

The study explored the non-profit organisations managers' perceptions on client satisfaction and it is clear that their perception is that client satisfaction is very important when delivering a service to the elderly. The managers' perceptions on the relation between information management and client satisfaction were also established. It indicated that they have the perception that the proper use of information management could improve client satisfaction in their respective organisations.

The next objective was to describe the level of information management currently applied in these organisations and this was achieved as the study proved that the organisations use information management for their administrative tasks and financial processes. Some of the organisations also use information management to effectively communicate with their clients. The study was also able to describe their perceptions on the effectiveness of information management within their organisations and it was concluded that it is not as effective as it should be because of the financial constraints and implications on the organisations. The only real effective use of information

management is the communication to their clients as this is done by means of social media and smart phones. The study also established that the use of social media and smart phones is part of the changing needs of the current clients. This improves communication with clients.

The last secondary objective was to explore the participants' perceptions on the opportunities and challenges and the importance of information management to improve client satisfaction. The last objective was achieved during the interviews where the researcher determined the opportunities and challenges that the organisations are currently experiencing. The study illustrated that the ageing population is creating more opportunities and challenges for organisation delivering a service to the elderly. The study also established that it is the perception of the participants that current and future challenges can be reduced through more effective customer service and resource utilisation with the effective use of information management.

Through the achievement of all the secondary objectives it is clear that the primary objective of the study was also achieved. By achieving the objectives of the study, the research could add value to non-profit organisations that care for the elderly.

4.6. Suggestions for future research

The research shows that the effective use of information management does not necessarily improve the service delivered to the elderly, but it can be used to improve client satisfaction with better resource utilisation and time management. This study shows that the financial constraints aspect of information management is the largest challenge for non-profit organisations that depend on funding from the government.

Future research that may be conducted would perhaps look at how to apply better information management practise in non-profit organisations despite of financial constraints. The future research could also focus on staff training and the impact that training and better skills could have on the successful operations of non-profit organisations.

From the semi structured interviews, it became clear that there is a contingency constraint in non-profit organisations as a result of the loss or absence of volunteer

workers. Future research could focus on methods to overcome these types of contingency challenges on this contingency.

The ageing population is creating new opportunities and challenges for non-profit organisations and it is necessary to focus future research on this in order to fully investigate and understand the effect that it may have on service delivery to the elderly. Another focus could be on the effect of longevity not only for non-profit organisations but on pension funds of the members of these organisations and the environment itself.

As one of the biggest challenges of non-profit organisations is the financial constraints and the implications thereof, it is necessary for future research to focus on possible methods to lighten the financial burden on these organisations. It is the participants' perception that funding from the government will not increase in the near future. Therefore, this could be a very important research topic in assisting non-profit organisations with their financial challenges.

4.7. Summary

This chapter concluded the empirical study by compiling a list of findings and results that gave rise to the conclusions of the research study. The perceptions of managers regarding information management and client satisfaction in non-profit organisations that care for the elderly was established.

The first part of the chapter was dedicated to the challenges experienced by the researcher during the research process. The challenges were overcome, and the goals were achieved in order to successfully complete this study.

Conclusions were drawn from the empirical study in the previous chapter. The perceptions of the managers of the different levels of use of information management were established, as well as the opportunities and challenges that the organisations experience. The perceptions of the participants regarding the possible relationship between information management and client satisfaction were also discussed, as well as the effect of population ageing on these organisations.

The second part of the chapter was devoted to the critical analysis of the study and the achievement of the primary and secondary objectives. Finally, it was concluded that the

primary and secondary research objectives were met. The last part of the chapter focused on new ideas that were discovered through the study and recommendations were made for possible future research topics.

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Appendix A

Thank you once again for being willing to participate in the interview as part of my research. The aim of my research is to understand the perceptions of the managers of non-profit organisations especially those caring for the elderly on the importance of information management and customer service to possibly improve client satisfaction.

Our interview will last between 30min and 45 minutes during which I will ask you the following questions:

1. What are your views on customer service in the elderly care provided by non-profit organisations?
 - Where do you see strengths in current customer service?
 - Where do you see weaknesses?
 - How do you feel about sustainability in elderly care provision by non-profit organisations considering current rise in the ageing population?
2. Could you please describe to me the current information management in your organisations?
 - By information management I mean the collecting, processing, storing, managing and maintaining of information in all its forms?
 - How does it function in your organisation?
 - Human Resources / Financial Resources allocated to it?
 - How effective do you think the information management is?
 - Please explain why / why not effective?
3. How would you describe the link between information management and customer service in your organisation?
4. Where do you see opportunities and challenges to improve customer service through information management?

I want to confirm that it is in order with you that our conversation be recorded.

If yes: Thank you very much, I appreciate this. Please complete and sign the consent form indicating that I have your permission to audio record our conversation. If you want me to turn off the recorder or keep something you said off the record, please let me know and I will only take notes of this part of the conversation. If you have any questions during the interview, please feel free to ask them and I would be more than happy to try to answer the questions.

Appendix B



Ethics informed consent form

RESEARCHER: Hermien Swart

CELL:

Email:

Dear Interviewee

This **Informed Consent Statement** serves to confirm the following information as it relates to the MBA mini dissertation on the **Perception of managers regarding Information Management and Client satisfaction in non-profit organisations that care for the elderly.**

- The sole purpose of this study is to obtain information from experts (such as yourself) employed and/or operating in non-profit-organisations in an attempt to determine the perception on information management and client satisfaction.
- The procedure to be followed is a qualitative research design, which includes controlled and prescriptive questions but also open-ended questions where you will have the opportunity to communicate your views on the relevant topic during a face-to-face in-depth interview. Basic background information related will be asked e.g. your name, your organisation and related experience to the topic.
- The duration of the interview will take no longer than a maximum of 45 minutes.
- If at any point during the interview you should feel uncomfortable, you will be provided with the opportunity to make your discomfort known or immediately have the option to end your participation.
- This interview takes place on a voluntary basis.
- The confidentiality of the interview data is guaranteed.
- Any confidential information that prohibits the researcher to publish it in the final dissertation should be communicated during the interview.
- A list of questions to be asked in the interview will be made available to the interviewee prior to the interview. This is done to ensure a mutual understanding of what will be asked to avoid confusion during the interview.
- A summarised copy of the final dissertation will be made available to the interviewee upon request.
- The data gathered from the interview will only be used for research purposes

I, _____ (name and surname), hereby declare that I have read and understand the contents of the Informed Consent Statement, and give my full consent to Ms. HS Swart to progress with the interview and use the information communicated by myself to her MBA dissertation.

Signature of participant

Date

Signature of participant

Date

Appendix C

Transcript of Interview 3:

3 Oktober 2019 – 10:00

Baie goeie onderhoud. Lekker gesels. Positiewe houding en benadering van die deelnemer se kant af. Baie behulpsaam. Lekker onderhoud.

Navorser: Ok kom ons begin dan maar. Jy het nou 'n idee waarom die navorsing gaan en wat ek hier doen. Die hele idee gaan oor non-profit organisations that care for the elderly. Ek het aanvanklik begin deur net te kyk na non-profit organisations en hoe belangrik is inligtings bestuur vir hierdie organisasies. Ek dink julle organisasie is 'n uitsondering want as jy kyk na die deursnee of normale nie-winsgewende organisasie dan is julle baie groter en lewer baie meer dienste. Baie van die organisasies waarmee ek gaan gesels het weet nie eers wat is inligtingsbestuur nie en daarom is die onderhoud met julle vir my so belangrik. As ons dan nou eerstens kyk na die **seining van julle organisasie ten opsigte van die kliente diens en die versorging van die oumense.**

Deelnemer 3: As ek nou die voorbeeld kan gebruik. Ek het 'n facebook ding gekry wat iemand met my geshare het, dit is inligting wat iemand vir my deurgegee het vir bejaardes. Ons gaan kyk wat die bejaardes se behoeftes is en ons spreek dit aan so goed as wat ons kan en as ons nie kan nie dan doen ons regtig alles in ons vermoë om hulle te verwys na die regte plekke toe en waar om die regte inligting te kry om hulle behoeftes aan te spreek. So ek moet se by klientediens gee ons en probeer ons regtig om 110% te gee. As ons weet daar is 'n behoefte, of dit 'n emosionele behoefte of 'n fisiese ding is of enige iets soos 'n plug wat reg gemaak moet word, ons reël dit. So ons gaan regtig uit ons pad uit want wie anders gaan dit doen. As die dienssentrum dit nie doen nie, wie gaan hierdie mense help.

Navorser: So julle lewer nie net 'n normale diens nie maar probeer voldoen aan alles en almal waar daar 'n behoefte is.

Deelnemer 3: Ja verseker. Ons het byvoorbeeld 'n tannie wat vir ons regtig moeilikheid gee. Sy het 'n vervoer probleem so ons ry om haar te gaan haal om haar na haar afspraak toe te vat, dan wanneer ons bussie by haar stop en sy die bussie daar sien

stop dan bel sy en kanselleer die bussie. En dit is nou ook nie die eerste keer wat dit gebeur nie, dit is nou al lank wat sy dit doen. Ek het nou al vir haar 'n brief gestuur om vir haar te se Tannie dit kos ons geld, die geld wat jy betaal is nie naastenby genoeg om die kostes te dek wat dit ons werklik kos nie, jy kan dit asb nie doen nie, kanseller asb net vroegtydig. Ek het dit vir haar op skrif gesit en ek het haar gebel en ek het haar gaan sien. Ek het selfs ons maatskaplike werkster gevra en die was by haar en het haar mooi gevra Tannie moet dit asb nie aan ons doen nie maar sy doen dit nogsteeds. Toe besluit ons om met iemand anders te praat as met haar wat dalk meer inslag het byvoorbeeld 'n kind of iets van haar. Ek het deur haar leer gegaan en daar is regtig niemand nie. Sy is stoksiel alleen, so wat doen ons, ons gaan praat maar weer mooi met haar sodat ons haar maar weer kan help want ons is werklik haar enigste hulp.

Navorser: Jy sien dit is nogal die tendens wat ek opgetel het by van die ander organisasies. Die een vrou het reguit vir my gese jy weet dit maak nie saak hoe goed ons diens is nie die oumense sal altyd kla. Dit is of hulle net nie die idee het soos 'n gewone kliente van die moeite wat gedoen word. Dit is of hulle verwag dat jy dit vir hulle moet doen.

Deelnemer 3: Ja dit is waar maar weet jy wat ons het insig omdat ons weet dat ons het hier 1400 lede van die dienssentrum en behalwe vir hulle het ons, ons vrywilligers en ons donateurs en die gemeenskap om na te kyk, so ons kyk nie net na ons eie nie ons kyk regtig na almal wat 'n behoefte het en ons kyk oral waar ons kan help. Ons probeer regtig om almal te help maar daai tannie het net haarself om na te kyk. Haar probleme is vir haar so groot so ons het insig dat sy besef nie daar is 'n groter prentjie en die dienssentrum is nie net daar om haar te help nie so ons verstaan di ten ons probeer om dit te akkommodeer om haar te laat dink ok my probleem is die enigste probleem wat die dienssentrum moet oplos en dit is goeie klientediens.

Navorser: Ja dit is klientediens.

Deelnemer 3: Ja dit is die klientediens wat ons probeer lewer.

Navorser: Goed as jy nou dink aan julle **sterkpunte by die dienssentrum wat sou jy se is julle sterkpunte?**

Deelnemer 3: Diens met deernis.

Navorser: Ja dis goed gestel.

Deelnemer 3: Ja ek kan nie veel meer daaroor se nie. Diens met deernis, dit is ons motto en dit se alles en dan ja soos ek al gese het ons probeer oral betrokke wees. Ons het nou onlangs betrokke geraak by Happy hart dienssentrum en ons het hulle gehelp met wat hulle nodig gehad het. Ons het pastore uit Promosa en Ikageng wat ons betrokke gemaak het by ons projekte so ons gaan regtig uit ons pad uit en ons probeer regtig wyer kyk en nie net na ons eie kliente nie en ons behandel almal wat 'n behoefte het dieselfde.

Navorser: Diens met deernis is regtig mooi.

Deelnemer 3: Ja dit is ons slogan ook.

Navorser: Goed en as **daar swak punte sou wees wat sou jy se is dit?**

Deelnemer 3: Ja verseker ons kommunikasie kan beter wees. Ek dink ons brei net so vining uit en ons raak so groot en ons finansiële kapasiteit is nog nie saam op dieselfde vlak veral omdat ons nie meer staat subsidie kry nie. Ons kry R0 en ons het De Land nou eers van die grond af eers gekry so ons het nog baie uitgawes.

Navorser: Ek hoor De Land doen baie goed.

Deelnemer 3: Ja jy moet laat weet as jy tyd het om 'n draai te kom maak. Daar is 'n versorgings Diensstasie en ons beman daai Diensstasie dag en nag. Alle inkomste daarvandaan is ons sn maar dit vat nogal baie hande om die plek te beman. Ons is dus die amptelike diensverskaffer vir De Land. Dit is baie groot werk maar 'n groot geleentheid ons kan dit nie laat verby gaan. Ons kan nie stagneer nie ons moet soos Tannie Wendri altyd se ons moet nou sorg vir ons eie oudag.

Navorser: Ek moet se die Dienssentrum se naam word hoog aangeskryf. Dit maak nie saak waar ek kom of met wie ek praat almal sal altyd vir my se het jy met die Dienssentrum gepraat.

Deelnemer 3: Ek moet vir jou se daar is nie nog so groot sentrum wat dienslewer vir bejaardes in die Noordwes.

Navorser: Goed die volgende vraag waarom ons gou moet praat is hoe voel julle oor **die volhoubaarheid van bejaardesorg met die oog op die toename in die veroudering van die populasie. Dink jy regtig die mense word ouer?**

Deelnemer 3: Ja verseker. Ons ..ek dink ons pas aan en waar daar behoeftes ontstaan pas ons aan soos bv end it het nou niks met ouderdom te doen nie maar daar was 'n groot behoefte vir baletklasse en ons het 'n baletgroep begin. Ons het 'n professionele instrukteur Saartjie ... Saartjie. Kan nie nou haar van onthou nie maar ons het haar gekry en nou is daar 'n baletgroep. Daar het nou die dag bejaardes gese hulle het nie plek om skaak te speel nie en hulle wil graag skaak speel en ons het 'n instrukteur en plek gekry en hulle speel nou skaak en dit is 'n tipiese bewys van 70 is nie meer 70 van 10 jaar gelede nie. Dit wys vir 'n mens die ou mense is nog daar end eel van die samelewing. Hulle het behoeftes nou wat anders is as 10 jaar gelede. Hulle wil gaan gym. Ons het al amper vir 2 jaar 'n gym groep wat by een van die plaaslike gyms elke vrydag gaan gym. Hulle doen Pilatus en soms bietjie Zumba en dit is so want 10jaar terug sou 70 jariges dit nie kon of wou gedoen het nie.

Navorser: So dit is hulle behoefte nou.

Deelnemer 3: Ja soos 'n behoefte ontstaan moet ons dit aanspreek. Ons kan nie se wat ons more gaan doen nie want ons luister na ons kliente se behoefte en spreek dit dan aan. Ons help hulle ook om langer te vat om oud te word. Ons hou hulle jonk en ons hou hulle aktief met al die aktiwiteite.

Navorser: **Ok en dan julle inligtingsbestuur. As ek nou praat van inligtingsbestuur, dis al die data van al julle kliente die gebruik daarvan die capturing daarvan die instandhouding daarvan. Op watter vlak dink jy is julle inligtingsbestuur?**

Deelnemer 3: Sjoue daar is so baie inligting. Sommige daarvan .. van die inligtingstelsels is daar dele van wat ons baie meer gebruik as ander maar ons het soos 'n lede databasis waarop die 1400 lede se inligting is. Ons gebruik die inligting om ons ete rekeninge op te doen ons gebruik dit om sms te stuur en te se onthou om julle lidmaatskap te betaal of onthou die vergadering. Ons gee alle inligting vir ons lede deur sodat hulle weet van alles.

Navorser: So julle gebruik die inligtingsbestuur verseker vir kommunikasie.

Deelnemer: Ja verseker ons sou nie kon kommunikeer sonder die inligtingsbestuur. Dit vergemaklik ons lewe.

Navorser: Goede n dan moet julle dit seker ook aanwend vir al die admin en finansiële bestuur van die organisasie self.

Deelnemer 3: Ons het 'n finansiële department en 'n dame wat al die personeelsake ook hanteer maar haar take is te veel. Ons het 'n reël dat alle kontrakte van personeel na haar toe kom en sy gebruik die inligtingsbestuur vir alle personeel sake. In ons finansies department het ons 'n stelsel om alle finansies te hanteer en elke department word tot op die sent toe gekontroleer met die stelsel. Ons gebruik dit om als te fynkam en presies te sien hoekom het jy daai koekie gekoop en vir hoeveel het jy daai koekie verkoop. Die stelsel kan dadelik vir on swatter dag is wat aangekoop en watter dag is daar hoeveel verkoop. Om in so groot organisasie soveel beheer te kan he moet die inligtingsbestuur wat finansies aan betref baie effektief te wees.

Navorser: **So die finansiële inligtingsbestuur is baie effektief.**

Deelnemer 3: Verseker.

Navorser: Goed dan die inligtingsbestuur wat betref julle kommunikasie. **Hoe effektief dink jy is dit?** Kommunikeer julle net met hulle of kan hulle ook terug kommunikeer?

Deelnemer 3: Ek voel dis baie effektief. Ons het selfone, ons het 'n noodnommer waarop hulle ons selfs na-ure kan kontak. Ons het vir al ons groep, ek dink ek het seker 50 groepe op my foon. Ons het vir al die aktiwiteite 'n groep, ons het vir al die sameroepers 'n groep. Al die spys vrywilligers is op 'n groep, die personeel is op 'n groep so die whatsapp groepe gebruik ons verskriklik baie vir kommunikasie. Ek dink dit is ons grootste hulp.

Navorser: Goed en dit maak nogal julle werk makliker neem ek aan?

Deelneme 3: Baie definitief hoe het ons in die outyd boodskappe uitgekry. Daar was nog iets oor die kommunikasie wat ek wou se. Ons het 'n nuusbrieff wat ons uitgee want die bejaardes soek nogal iets in hulle hand maar hulle kinders soek nie 'n boekie nie want hulle het nie die tyd om 'n boek te lees nie. So vir daai rede het ons 'n elektroniese nuusbrieff gemaak vir die kinders en donateur. So ons het 'n elektroniese nuusbrieff wat op hulle gemik is wat ander tipe inligting op as vir die bejaardes. Die bejaardes soek weer nie 'n elektroniese nuusbrieff want hulle soek hom in die hand. So ons het ook 'n databasis van ek dink 900 epos adresse van kinders en mense wat by ons betrokke was as donateurs of wat by projekte kaartjies koop so ons het 'n aparte data basis vir hulle en ons kommunikeer met hulle op 'n ander manier as met die bejaardes. O ja en Facebook. Ons facebook alles. Ek het nou weer 'n pos geadverteer en ek dink ek het al agt aansoeke gekry uit facebook uit. Ons het nou die dag by die Herald 'n advertensie geplaas vir R8000.

Navorser: En watter mark bereik jy met die Herald in vergelyking met Facebook. Dink jy dis effektiewer as die Herald?

Deelnemer 3: Die mark op facebook is baie wyer met baie minder kostes. Dis baie kragtiger vir baie inder kostes.

Navorser: Daar is seker goeie plekke om die Herald te gebruik ook.

Deelnemer 3: Ja iets simpels byvoorbeeld ons het nou 'n artikel in die Herald geplaas van 'n dame wat by ons werk wat op die bestuursvergadering maandag met ons gedeel dat hulle die naweek gekuier het vir haar ouma se verjaarsdag end at hulle vyf geslagte

bymekaar was. Almal bymekaar en dis amazing en toe se ons vir haar bring vir ons die foto want ons wil 'n artikel in die Herald plaas want daar is mense wat daarvan gaan hou. So sulke tipe goed sit ons in die Herald e nook waar ons betrokke is by ander NPO se projekte end it sit ons in die Herald. Ook ons dankie se vir donateurs sit ons in die Herald. Enige iets lekker.

Navorser: As ons kyk na die verpleegafdeling. Hoe gebruik hulle tans inligtingsbestuur?

Deelnemer 3: Daar is nog 'n leemte. Hulle gebruik die program net vir die inligting van die klient. Hulle sal gaan kyk wat is die tannie se naam en wie is haar naasbestaande dis die ker verband en mediese fonds. Hulle gebruik dit slegs vir inligting maar die probleem is hulle het dit nie beskikbaar by hulle op 'n tablet of 'n foon nie dis slegs in die kantoor beskikbaar op die rekenaar. So hulle het nie die inligting beskikbaar in die veld nie.

Navorser: Wat maak dat julle nie die probleem kan oorkom nie?

Deelnemer 3: Die fondse. Ons het nie die fondse beskikbaar om vir hulle die toerusting te koop nie. Ons het met iemand gepraat om vir ons 'n App te skryf vir ons fone om dit op die foon te kan kry sodat as jy by iemand in die huis is dat jy dadelik kan ingaan en al die inligting van die databasis beskikbaar het. Die probleem van so iets is as jy nie inligting beskikbaar het moet jy altyd kantoor toe bel om die inligting te bekom. Wat ons dus wil he is dat die hele databasis op die App kan kom as die suster by die klient is moet die data beskikbaar wees en die data moet kan opgedateer ook word sodat die suster dadelik die inligting kan bywerk.

Navorser: Goed ek verstaan dat daar nogal 'n groot behoefte is wat werklik 'n verskil kan maak. As ons dan nou kyk na kos gee gedeelte. Hoe lyk julle inligtingstelsel en inligtings bestuur daar?

Deelnemer 3: Hier sal ons ook graag meer van inligtingsbestuur wil gebruik maak om geld te spaar en meer inligting te kan bekom. Dit sal goed wees as ons die inligting kan kry om te se my man wil hoeder he en ek wil 'n frikadel he soda tons weet hoeveel van wat om te maak. Die probleem met dit is ons sal nogsteeds die tannie moet bel om te

hoor wat die tannie wil eet want die tannie kan nie op 'n App werk nie so hier is dit nie so practise uitvoerbaar nie.

Navorser: Jy sien dit gaan die probleem wees aangesien die bejaardes nie die App gaan kan hanteer nie.

Deelnemer 3: Dat die verpleegkundiges en die maatskaplike werker iets moet he om saam met hulle in die veld uit te kom want dit vat tyd en dis nie so produktief om dit hier te kom doen en in daardie tyd kon hulle nog 'n klient gehelp het. As hulle in die veld net kon tick, tick tick tick en nie nodig gehad het om terug te kom kantoor toe om die inligting op die stelsel te laai. Dit sou dit baie makliker gemaak het. Die maatskapliker werkster ook, sy kom terug kantoor toe en kom skryf fisies haar notas. Dit sou tyd gespaar het as sy dit daar kon gedoen het met moontlik een van die devices waar jy nogsteeds skryf maar die inligting word dadelik vasgevang.

Navorser: **So dit is nie te se dat die diens wat jy lewer by daardie spesifieke persoon 'n beter diens is maar die tyd wat jy spaar kan jy dalk aan meer mense 'n diens lewer.**

Deelnemer 3: Ja dit gaan nie soseer oor die kwaliteit van die diens nie maar verseker die kwantiteit kan verbeter.

Navorser: **Goed ons is dan amper klaar maar wat sien jy as die geleenthede en die bedreigings in julle omgewing.**

Deelnemer 3: Ja dit is so by ons werk dit so as daar nie 'n geleentheid is nie dan gaan soek jy na 'n geleentheid. Ons kan nooit stagneer nie – iewers is daar iemand wat daar gehelp kan word en ons gaan soek daarna. Ons soek altyd na geleenthede om te verbeter. Een van ons bedreigings is dat soms is alles net te veel. Soms het ons soveel projekte om te sorg vir finansies da tons net nooit moet vergeet hoekom ons eintlik hier is nie – om na bejaardes om te sien. Dit bly die kern van ons besigheid. Om dit te kan doen moet ons die nodige fondse he maar die pogings om genoeg geld te kry moet ons nie verhinder om 'n diens te lewer nie want dit is wat ons hoofdoel is. Ons is onder druk. Ons hade raak te min vir al die geleenthede wat daar is. Ons kan nie nee se nie want

ons moet bemark en ons benodig die fondse so as iemand iets het wat ons kan doen dan kano ns nie nee se nie – ons moet die geleentheid aangryp. So ons grootste bedreiging is dat ons resources te min is vir al die geleenthede wat daar is.

Navorser: Ek dink tog dit is eintlik 'n goeie bedreiging wat daar is.

Deelnemer 3: Ja nee verseker. En ek glo dit is hoekom die sentrum al vir 36 jaar bestaan is omdat Wendri dit gedryf het en gedryf het van die begin af. Sy het nog nooit een dag nee dankie gese vir 'n geleentheid om te kan help. Dit sluit dan nou ook aan by die volgende bedreiging end it is dat die stigters oor drie jaar wil aftree en staan die sentrum sterk genoeg om te kan aangaan sonder hulle. Ek weet nie of die res van ons dieselfde passie het as waarmee hulle die sentrum begin het nie. My man en my kind is my alles en ek weet net nie of ek en die res van ons gaan insit in die sentrum wat die stigters ingesit het nie.

Navorser: Ja ek verstaan wat jy bedoel want dit is nogal 'n bedreiging dat die sentrum nie meer gaan wees wat dit nou is as hulle nie hier is nie.

Deelnemer 3: En dit is glad nie dat ons lui is of iets nie ons het net ander prioriteite ook buite die sentrum. Solank as wat sy lewe sal ek werk soos sy gewerk het want ek wil net nooit he sy moet teleurgesteld wees in my nie.

Navorser: Ja en hulle sal moet seker net een of ander tyd bietjie gaan rus.

Deelnemer 3: Ja die enigste troos is darem die beheerraad is daar vir hulp en die finansiële komitee is daar. Ons het nou begin om jonger mense in te kry vir die komitees vir daardie rede. Op die einde van die dag is hulle steeds die bestuur van die dienssentrum. Ons gaan nooit sonder hulle wees nie en hulle gee vir ons baie lyding. As die twee stigters nie hier is nie, ek het al 'n paar goed gehad as hulle nie hier is nie, dan bel ek die voorsitter en laat weet hom dit is die situasie en dan sal ek hulp vra en vra lei my want dit is hoe ek dink die situasie moet hanteer word en dan help hy my. Dit is vir my baie gerieflik om te weet ek is nooit alleen nie hulle is altyd beskikbaar om te help.

Navorser: Ja ek weet Wendri het nogal gese sy wil 'n goeie organigram opstel om seker te maak dat alles in plek is indien sy aftree sodat alles nie inmekaar val.

Deelnemer 3: Ek dink nogal die mense gaan dit hier se ook dat die plek nie meer dieselfde is as die stigters weg is en hulle gaan dalk se hulle gaan nie meer sentrum toe kom nie want alles is nie meer dieselfde nie. Jy gaan nie almal kan hou nie maar dit is verseker 'n bedreiging.

Navorser: Ja ek verstaan dat daar mense is wat gaan dink dit is nie meer dieselfde maar gelukkig staan julle so sterk en daar sal altyd 'n volgende behoeftes wees waar julle diens moet lewer.

Deelnemer 3: Ja ons het groot geword. Nou met die verjaarsdag dinsdag het ons 36 jaar oud geword en toe kon Wendri so by die naam 'n paar ooms en tannies uitgewys wat van die heel eerste lede was of wat op daardie stadium op die stadsraad was wat haar gehelp het toe sy begin het. So hulle het haar gesien groot word saam met die sentrum. Sy het haar hele lewe gegee vir die diens aan die bejaardes. Sy het van die tyd af wat sy uit die PUK uit gekom het, het sy begin om bejaardes rond te ry en vir hulle kos te maak. Ek aanbid die grond waarop die vrou loop regtig.

Navorser: Dit wil gedoen wees..... Baie baie dankie vir jou tyd en Geduld en al die hulp.

Deelnemer 3: Groot plesier skakel of epos my as daar nog enige vrae is waarmee ek kan help.

Appendix D

Code	Comment
AP-Ageing Population	Theme: Ageing Population Categories of this theme: Challenges Opportunities Reality
AP-Challenges	Category: Challenges of the Ageing Population The different challenge of the Ageing population is: Changing needs Finance Growing Market Medical Care Resources Time
AP-Challenges-Changing Needs	Code: Changing Needs Challenge of the Ageing Population Because of the Ageing population the customers' needs are changing. They don't want to be kept busy with ordinary things; they want to do some new challenges such as ballet classes
AP-Challenges-Finance	Code: Finance is a Challenge of the Ageing Population Because of the Ageing population there are more financial challenges because the customer doesn't have more or enough money to last for 10 years longer. The NPO deliver a service with the same amount of resources but for more customers
AP-Challenges-Growing Market	Code: Growing market is a Challenge because of the Ageing Population Because of the Ageing population there is a growing market because the people live longer. This is a challenge because the resources of the NPO stays the same.
AP-Challenges-Medical Care	Code: More Medical care is a Challenge because of the Ageing Population Because of the Ageing population there are more customers and older customers. With age any customer needs more medical care.
AP-Challenges-Resources	Code: Resources are a Challenge because of the Ageing Population Because of the Ageing population there are more customers that needs a service and the NPO only have the same resources to look after the needs of the customers.

AP-Challenges-Time	<p>Code: Time is a Challenge because of the Ageing Population</p> <p>Because of the Ageing population there are more customers that needs a service and the NPO only have the same resources to look after the needs of the customers. The challenge is to deliver a service to all customers with the same amount of resources. More customers will need more time to deliver a service to all the customers.</p>
AP-Opportunities	<p>Category: Opportunities because of the Ageing Population</p> <p>The different opportunities because of the Ageing population is</p> <p>Changing needs</p> <p>Growing Market</p> <p>Younger clients</p>
AP-Opportunities-Changing Needs	<p>Code: Changing needs is an opportunity of the Ageing Population</p> <p>Because of the Ageing population there are more customers with changing needs. This creates an opportunity because the NPO is sure of business.</p>
AP-Opportunities-Growing Market	<p>Code: Growing market is an opportunity of the Ageing Population</p> <p>Because of the Ageing population there are more customers and a growing market. This creates an opportunity because a growing market is always good for any business - it ensures the sustainability of the business.</p>
AP-Opportunities-Younger Clients	<p>Code: Younger clients is an opportunity of the Ageing Population</p> <p>Because of the Ageing population the customers feel younger and are looking for more challenges. This creates an opportunity for an NPO because it ensures the sustainability of the business.</p>
AP-Reality	<p>Category Reality of the Ageing Population</p> <p>The different perceptions of the participants on the Ageing population are:</p> <p>Maybe</p> <p>Yes</p>
AP-Reality-Maybe	<p>Code: Maybe the Ageing Population is a reality</p> <p>Only one of the NPO participants perception was maybe the population is ageing.</p>
AP-Reality-Yes	<p>Code: Maybe the Ageing Population is a reality</p> <p>Most of the participants perception was that the ageing population is a reality</p>
Client Satisfaction	<p>Theme Client Satisfaction</p> <p>Categories of this theme are:</p> <p>Customer Service</p> <p>Strengths</p> <p>Weaknesses</p>

CS-Customer Service	<p>Category Customer services</p> <p>The different customer services that are delivered by the NPO that took part in the research are:</p> <p>Food</p> <p>Housing</p> <p>Medical</p> <p>Other</p>
CS-Customer Service -Food	<p>Code: Delivery of food is a service that are delivered by the participating NPO's</p> <p>Delivering food to customers are one of the types of services that are delivered by the participating NPO's</p>
CS-Customer Service-Housing	<p>Code: Providing housing and accommodation is a service that are delivered by the participating NPO's</p> <p>Providing accommodation to the customers is one of the types of services that are delivered by the participating NPO's</p>
CS-Customer Service-Medical	<p>Code: Providing medical care to the elderly is a service that are delivered by the participating NPO's</p> <p>Providing medical care to the customers is one of the types of services that are delivered by the participating NPO's</p>
CS-Customer Service-Other	<p>Code: Some NPO's deliver other services to the elderly</p> <p>Providing other services such as providing transportation to the customers as well as other care facilities such as hair care, providing opportunities such as recreational groups, chess groups, support groups</p>
CS-Strengths	<p>Category: Strengths of the NPO</p> <p>The perception of the participants on the strengths of the NPO that took part in the research are:</p> <p>Good Quality service</p> <p>Importance of good customer service and client satisfaction</p> <p>Personnel</p>
CS-Strengths-Good Quality	<p>Code: Good Quality is one of the strengths of the NPO's</p> <p>The perceptions of the participants are that the NPO's are delivering good quality services to their customers.</p>
CS-Strengths-Important	<p>Code: Importance of Good Quality customer services</p> <p>The perceptions of the participants are that it is very important to deliver a good service to the customers and to get client satisfaction because</p>

	the NPO is the only help and service that the customer can get.
CS-Strengths-Personnel	Code: Good personnel is one of the strengths of NPO's The perceptions of the participants are that their personnel is a strength for the NPO and that they assure client satisfaction because they care for their customers
CS-Weakness	Category: Weaknesses of the NPO The perception of the participants on the weaknesses of the NPO that took part in the research are: Changing needs Difficult clients Finance Resources Time
CS-Weakness-Changing Needs	Code: Changing needs are weaknesses of the NPO's The changing needs of the customers will be difficult to handle and are therefore a weakness of the participating NPO's
CS-Weakness-Difficult Clients	Code: Difficult clients is a weakness of the NPO's The customers of NPO's that care for the elderly are difficult customers and create a weakness for these organisations. Some of the personnel of the organisations are volunteers and it is a challenge to work with difficult clients.
CS-Weakness-Finance	Code: Finance is a weakness of the NPO's The NPO's don't get any support from the government and for income they rely on donations and the income from their clients. The clients are all elderly with most of them not able to pay for the services. This creates financial problems and is a weakness.
CS-Weakness-Resources	Code: Resources are a weakness of the NPO's The personnel of NPO's don't get paid enough and are sometimes volunteers. This creates a personnel shortage and is a weakness.
CS-Weakness-Time	Code: Time is a weakness of the NPO's The need for service from the NPO's put a lot of pressure on the personnel of the NPO's. They struggle to deliver a service to all their clients because they don't have the time

IM-Information Management	Theme: Information Management Categories of this theme: Information management support Challenges Information management usage Information management effectiveness
IM-Support	Category Information Management support The different Information management support codes are: Resource allocation Time Management
IM-Support-Resource Allocation	Code: Resource allocation support One of the areas where information management can support an NPO is resource allocation to assist the organisations to make better use of their resources
IM-Support-Time Management	Code: Time management support Information management can help an organisation with its time management to ensure better use of time and resources
IM-Usage Challenges	Category: Challenges for the use Information management The different challenges for the use of Information management in the participating NPO's Abilities Finance
IM-Usage Challenges-Ability	Code: Usage challenge ability One of the challenges of using information management is the ability of the personnel. The personnel don't have the ability to work with information systems and to be part of information management. They are sometimes volunteers or people delivering a specific service with no knowledge of information management.
IM-Usage Challenges-Finance	Code: Usage challenge finance One of the challenges of using information management is the finance of the NPO. It cost a lot of money to invest information systems and to train personnel to use the systems. Because finance is a challenge and weakness in NPO's there are no extra funds that can be assigned to information management.
IM-Usage effectiveness	Category: Information management effectiveness The different codes for Information management effectiveness are: Very effective Average effective Less effective

IM-Usage effectiveness-Less	Code: Usage effectiveness Less The perception of the managers of the participating NPO's is that the usage of information management in their organisation are less than in an any other organisation.
IM-Usage effectiveness-Very	Code: Usage effectiveness High or very The perception of the managers of the participating NPO's is that the usage of information management in their organisation are higher and as effective as in an any other organisation.
IM-Usage-effectiveness-Average	Code: Usage effectiveness Average The perception of the managers of the participating NPO's is that the usage of information management in their organisation are average higher in comparison with another organisation.
IM-Uses	Category: Information management uses The different codes for the uses of information management are: Admin Communication Control Finance
IM-Uses-Admin	Code: Information management Usage - admin The participating NPO use information management for all their admin tasks
IM-Uses-Communication	Code: Information management Usage - Communication The participating NPO use information management for all their communication with their customers
IM-Uses-Control	Code: Information management Usage - Control The participating NPO use information management for all their control procedures
IM-Uses-Finance	Code: Information management Usage - Finance The participating NPO use information management for all their financial tasks and needs