

**AN INVESTIGATION OF THE INTEGRATION OF INFORMATION
TECHNOLOGY GOVERNANCE IN THE NATIONAL DEPARTMENT
OF TOURISM**

by

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DECLARATION

I, Ziphozenkosi Lwando Mguli, hereby declare that the research study was carried out and completed by myself. I also declare that all the ethical considerations with regard to research were observed throughout the research study. The implications originating from the process and the declaration are understood by me.

Ziphozenkosi Lwando Mguli

Date

ABSTRACT

IT governance is considered a critical enabler to a transformational government and to focus on transforming IT to meet the present and future demands, goals of the business and its customers. In the public sector, reference would be made to the government at large and the general public. To this end, the government has, through the Department of Public Services and Administration (DPSA), and as part of its initiatives to invest in IT governance, released a Circular that requires all departments to adopt an ICT Governance Framework. The Circular - Corporate Governance of ICT (CGICT) Policy Framework - maps out how governance of ICT within government entities is to be applied, structured and implemented. The aim is to ensure that departments function as effectively and efficiently as possible, to achieve their desired outcomes and thereby fulfil the government's mandate of delivering public services and goods. Despite this investment, it cannot be stated with the largest degree of certainty that the government derives benefits by getting departments to incorporate IT governance in their Strategic Plans and other Plans in order to make it an integral part of their governance, as required by the Framework. In this connection, a well-meaning government approach to investment in IT governance, meant to make the work more effective, efficient and sustainable, may negatively affect the capacity and capability of such departments from taking full advantage thereof. Since government departments are necessarily distinct, a one-size-fits-all approach to integration of IT governance may not be applicable to all circumstances. The department of Tourism, with its distinct character, mandate, customers and IT infrastructure capability, warrants an investigation to assess the degree to which it has integrated IT governance in its Strategic Plan and other plans to achieve its objectives and outcomes. This research explores this dilemma by way of investigating the extent to which the National Department of Tourism has integrated the requirements of the framework in its plans, as well as its infrastructure capability adequacy. This was done through the theoretical and practical approach to the topic. Quantitative and qualitative methods were used to collect data for this study. A questionnaire consisting of three parts has been used in the survey. **Key words:** IT governance, Strategic Plan, National Department of Tourism, Policy Framework, desired outcomes.

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CHAPTER 1

Overview of the Study

1.1 Introduction

Information Technology (IT) Governance has recently as a concept and a phenomenon per se suddenly emerged to become an important issue in the public sector. More generally, argue Bowen et al. (2007:192), many organizations have, as a result of noting the importance of IT Governance, made huge investments in IT to secure or maintain competitive advantages. In this regard, notes Bowen *et al.* (2007:192), "IT enabled business investment projects are still believed to present the possibility of higher rates of return on investment than the traditional types of investments". The success therefore of many organisations depends on how effectively such management and control of IT are conducted to ensure that the expected rewards are realised. It is in this regard that it is argued in ITGI (2006) that effective IT Governance generates real business benefits such as enhanced reputation, trust, product leadership, and reduced costs for many organisations.

The potential of IT to transform the manner in which government conducts its business is widely recognised. To this end, argues Pardo and Burke (2009), many strategies are available to achieve (the desired) transformative effects. These include increasing transparency by making data about the process of governing more available, as well as improving service quality through more integrated service programs. In most cases, as further contended by Pardo and Burke (2009), the strategies themselves require significant changes in the way governments and government leaders operate. In particular, the strategies require new levels of interoperability. However, interoperability, like technology, is not an end in itself in terms of improving government operations and providing services to the citizens, but merely a means thereto (Pardo and Burke; 2009). One necessary condition thereof is having the necessary governance capabilities across the boundaries of organizations to ensure it. Pardo and Burke (2009:1) further point out that the government interoperability investments are aligned with priorities and goals defined in Strategic Plans or by the Legislative and Executive leadership.

With increased focus on Corporate Governance, the use of Information Technology (IT) within organizations has come under closer scrutiny. Hence Van Grembergen *et al.* (2004) noted that 'IT is now considered to be pervasive in the current business environment'. Accordingly, IT Governance is considered to be a fundamental ingredient of enterprise governance, and widely acknowledged and accepted as a dynamic expansion of corporate governance focusing on IT related issues in organisations (IT Governance Institute, 2008).

While research in the area of IT Governance indicates greater benefits for organisations, such either do not have, or lack effective IT Governance, which is needed in order to make management in organisations more aware and knowledgeable in this field (Van Grembergen *et al.*, 2004).

This chapter (Chapter 1) of the study discusses the problem statement, the study's objectives, and a description of the research design immediately after this introduction. The discussion then proceeds to explain the plan of the study, the study's data collection and analysis of methodology, followed by research design and discussion of the scope of the study. The chapter further explains an outline of the study and conclusion.

1.2 Background to the Problem Statement

Modern organisations (including government departments) rely heavily on their IT systems and would, in many instances, not be able to achieve their business goals effectively without them. These systems are used to store and manage their financial and other data for internal and external reporting purposes.

In a study that examined IT Governance of more than 250 organisations throughout the world, it was found that organisations with superior IT Governance had 20% more profit than organisations with poor IT Governance, given the same type of competitive strategy (Weill & Ross, 2005). The same study indicated that effective IT Governance is an important issue for organisations as it pays off to have well-managed IT Governance in place. The ultimate goal of IT Governance is to achieve strategic alignment between the business (objectives) and to ensure that IT leads to business value (Haes and Van Grembergen 2005; Patel, 2002:3167).

Ndilula (2008) also notes that 'IT governance is an integral part of corporate governance and analogously combines leadership, organizational structures and process that ensure that IT sustains and extends the organisation's strategies and objectives'. IT Governance provides guidelines, and establishes criteria and standards for decision making, monitoring, measuring and improving the performance of IT.

Regardless of the sector, IT Governance can be deployed using a combination of processes, structures and relational mechanisms. Processes could be monitoring, decision making, service level agreements (SLAs), balanced IT scorecards; structures may include IT Councils, Committees (like IT Strategy Committee, IT Steering Committee); while mechanisms could be business partnerships, shared learning, stakeholder participation and collaboration between functional areas or workgroups. Each aspect is indispensable to successful IT Governance (Campbell *et al.*, 2009:11).

Successful implementation of an IT Governance Framework is, however, also a complex endeavour because organisations must integrate the unique expertise of diverse stakeholders and service providers. These would include sharing domain knowledge, promoting of effective business manager involvement in IT planning, as well as IT Manager's participation in business planning (ITGI, 2006).

Bowen *et al.* (2007:192) argue that hitherto, little experience-based research has investigated what IT Governance arrangements work best. Devising IT Governance arrangements is therefore challenging in that the success of IT strategies and procedures is contingent upon a variety of internal and external factors, such as workgroup interdependencies, value chain alliances, and competitive environments. Therefore, it cannot simply be considered a foregone conclusion that a one-size-fits approach may very well be suitable in all circumstances.

1.3. Problem Statement

IT Governance is seen as a critical enabler to a transformational government. For example, Sethibe *et al.* (2007:835) argue that it focuses on transforming IT to meet the present and future demands and goals of the business and its customers. These would, in the public sector, refer to the government at large and the general

public. Despite the significance of IT Governance in making the business of government more efficient and sustainable, the government does not seem to be succeeding in getting all its Departments to integrate IT Governance in their Strategic Plans and other organizational plans.

To this end, the government, through the Department of Public Services and Administration (DPSA), and as part of some of its initiatives to invest in IT governance, has recently released a Circular that requires all its departments and entities to adopt an ICT Governance Framework. Such a Circular, namely the Corporate Governance of ICT (CGICT) Policy Framework, maps out how governance of ICT within government entities is to be applied, structured and implemented. The aim is to ensure that departments function as effectively and efficiently as possible, to achieve their desired outcomes and thereby fulfil the government's mandate, as Woods (2010) also notes, of the delivery of a specific service to the citizens in order to improve the quality of life for all. Despite this investment, it cannot be stated with the largest degree of certainty that the government derives benefits from its investment by getting departments to incorporate IT governance in their Strategic Plans and other Plans, to make it an integral part of their governance, as required by the Framework (ITGI, 2003). That seems to be the government's dilemma.

Efficient and sustainable delivery of public services and goods requires certain advancements, including the use of technology. The kind of advancement required, notes Terblanche (2011), is however only possible if public sector entities are able to utilise their IT assets in a modern and effective way to reap the required benefits. Although government departments contribute diversely towards achieving government's overall mandate, they all differ in terms of their specific mandate and customers. To be precise, Sethibe *et al.* (2007:836) observe a point made by them, namely that the public sector has multiple, intangible or conflicting goals with programs that have numerous stakeholders whose interests may be competing too. In this context, a well-meaning government approach and investment in IT Governance, meant to make the work of departments effectively, efficiently and sustainably, may potentially negatively affect the capacity and capability of such departments from taking full advantage thereof.

Since the targeted users such as the government departments are necessarily distinct, a one-size-fits-all approach to integration of IT Governance may not entirely be applicable to all circumstances. One distinct such department is that of Tourism, whose distinct character, mandate, customers and IT infrastructure capability warrant an investigation to assess the degree to which it has integrated IT Governance in its Strategic Plan and other plans to achieve its objectives and outcomes, and thereby deliver on its overall mandate (Sethibe *et al.*, 2007)

The draft public service Governance of Information and Communication Technology Framework (2011:7) states that the executive authority and management of institutions need to extend corporate governance as a good management practice to ICT. In the execution of the governance of ICT they should provide the leadership, frameworks, policies, organizational structures, delegations (roles and responsibilities), resources, capacity and capability.

1.4 Objectives

The central objective of the study is to examine the extent to which the desired outcomes of the Department of Tourism, and ultimately the government mandate, are realized or not realized, as a result of integration or non-integration of the IT Governance Framework and Corporate Governance of ICT (CGICT) Policy Framework in its Strategic and other Plans. Furthermore, the study seeks to investigate the Department's (Tourism) IT infrastructural capability adequacy vis-à-vis the requirements of a one-size-fits-all government approach to IT Governance.

1.5 Research Design

This study is a quantitative research, the aim of which is to examine the correlation between the government's IT governance policy framework and the National Department of Tourism's IT infrastructural capability adequacy, and the extent to which the desired outcomes are realised as a result of the integration of the policy framework in its strategic and other plans. According to Leedy and Ormrod (2005), a quantitative research is mainly concerned with observation studies, correlation research, development designs and survey research. This research will therefore be based on multiple sources of information such as government policy documents, books, published articles, reports, newspapers and magazines, papers and statements, archives, Internet websites.

Both primary and secondary sources will be analysed to assist to address all the subproblems of this research project. Primary data will be gathered by means of semi-structured questionnaires and where possible, personal individual interviews with specific people drawn from across all interest groups within the Department of Tourism and other relevant organisations. The advantage of this approach, argue Brynard and Hanekom (1997:159), is to allow the interviewer to explain his or her questions to clarify unclear statements. It also assists the interviewer to probe deeper into the issues.

The research will make use of the comparative method and will compare the extent to which its case study, that is the Department of Tourism, has responded to, and integrated in its plans, IT Governance Framework as suggested by the government, through the Department of Public Services and Administration. Leedy and Ormrod (2005:149) point out that not only does this approach allow for in-depth study of a phenomenon, it is also “suitable for learning more about a little known or poorly understood situation” and it is also useful for investigating how an individual or programme changes over time, perhaps as the result of certain circumstances or interventions. Therefore, it will enable better comprehension of the factors involved in the integration of IT Governance in the Department’s plans, as well as the adequacy levels of its IT infrastructure capabilities.

1.6 Outline of the Study

This chapter (Chapter 1) introduced the study, the problem statement and the objectives of the study. Chapter 2 of the study reviews literature on Information Technology (IT) Governance. Thereafter, the discussion focuses on literature on the usage of IT Governance for provision of public services and goods. The chapter (Chapter 2) concludes by posing research questions of the study.

Chapter 3 of the study focuses on the research methodology. In this chapter (Chapter 3), data collection methods and instruments are discussed. A discussion on the research population concludes the chapter. The study’s data are discussed in Chapter 4, while Chapter 5 answers the study’s research questions and provides guidelines regarding management in the Department of Tourism on measures that can be put in place to ensure that planning processes and documents are aligned with the IT Governance in general, and the government’s

Corporate Governance of ICT (CGICT) Policy Framework to ensure more effective, efficient and sustainable delivery of public services and goods in such a way that the government can derive benefits from its investment in IT Governance.

1.7 Conclusion

Modern technological advances in IT are necessitating a change in the manner by means of which government departments should render public goods and services in government in general, and by its Departments in particular. These changes have made it necessary for government Departments to reflect on their manner of responding to the government mandate, by seeking improved and more efficient ways of rendering public services and goods. In doing so, the government has recognized the need to invest in IT Governance, and to expect of its departments to ensure that such be integrated into their planning processes and documents.

It is envisaged that the findings of this study will assist the government to comprehend the readiness in general, and the adequacy of IT infrastructure capabilities in the Department of Tourism in particular, to align planning processes and documents with the new IT Governance Frameworks issued by the government. It is also anticipated that the study will add value to the government's efforts to encourage its departments to integrate its planning with the IT Governance Framework in such manner that their efforts to carry out the mandate of the government in a more efficient and sustainable manner are enhanced.

The next chapter (Chapter 2) will provide an orientation of the study and will present an overview of government departments, thus forming the data collection bases of the study.

CHAPTER 2

Literature Review

2.1 Introduction

In broad terms Bernroider's point (2008:258) becomes particularly instructive, namely that today's business or organisational requirements have moved Information Technology (IT) governance into the focus of attention. IT activities are critically important to all aspects of the enterprise. In these broad terms, Marnewick and Labuschagne (2011:661) also further argue that organisations should adhere to IT governance practices. The purpose of these practices is to 'ensure that the enterprise's IT sustains and extends the organisation's strategies and objectives'. In 2008 the IT Governance Institute (ITGI) commissioned PricewaterhouseCoopers to conduct a global survey on IT governance. The survey report indicated that "good IT governance practices are known and applied, but not universally". In the South African context it is currently not clear as to what degree IT governance is adopted by organisations.

To search for relevant literature, key words were used: IT governance, governance structure, decision making, tourism, governance and frameworks, mapping governance, e-governance, development through governance, tourism and innovation system, trust and tourism. Search engines used on the Internet included Google scholar and Science Direct.

The next section presents contents that are relevant to the field of IT governance in the context of tourism. It starts by discussing IT governance itself, and continues to elucidate and discuss some of the equally important tenets that are related to IT governance in organisations. On the basis of the discussion of these variables, three research questions are posed. The chapter finishes with the conclusion.

2.2 IT Governance

Kooper, Maes and Lindgreen (2011:195) argue that in the ICT world, the term 'IT governance' (or 'ICT governance') is well established. It is a subset discipline of corporate governance focused on Information Technology (IT) systems and their performance, as well as risk management. The rising interest in IT governance is partly due to compliance initiatives, and the acknowledgement that IT is an

increasingly important element of organisational products and services, and that it forms the foundation of enterprise-wide processes. It consists of the leadership and organisational structures and processes that ensure that an organisation's IT sustains and extends the organisation's strategies and objectives.

Historically, suggest Schwarz and Hirschheim (2003:130-131), IT governance has been greatly associated with the structure or configuration of the IT function, thus reflecting the locus of responsibility for making IT management decisions. In this regard some typical possibilities were identified, namely organisations in which the locus of responsibility for making IT management decisions belonged to a corporate or a central unit (i.e. centralised); and those in which it belonged to a business unit or department (i.e. decentralised).

In view of the substantial investment in IT and the significant impact it has on organisational success, remark Prasad, Heales and Green (2010:214), considerable organisational resources are consumed to manage how IT is acquired and diffused in organisations. This could also be in line with a suggestion by Bernroider (2008:258) that the role of IT in enterprises has led to the view that IT governance must be managed to support or enable business objectives and mitigate risks associated with IT implementation. IT strategic planning has received a growing emphasis and is a major component of IT governance, which can be seen as a holistic strategic controlling of the framework for effective and efficient use of IT.

It is further established in Schwarz and Hirschheim (2003:129) that over the years IT has struggled with creation of effective structures and processes. They argue that if organisations focused more on implementing a sound IT governance strategy, such might help senior executives to manage not only the IT related activities, but also the perceptions between IT and the rest of the organisation, and in doing so, foster a more successful IT organisation.

Paquette (2010:236) on the other hand notes that a capabilities approach to determine the effectiveness of IT governance highlights the role of organisational knowledge and flexible IT infrastructure.

Von Solms and Von Solms (2006:408) argue that during each business operation information comes into contact with technology, people, and process elements,

which have been said to form a part of each business operation. Every one of these elements has the potential to present a very real risk to an organisation's information assets. Thus, in order to ensure that information continues to provide a useful support to an organisation's operations, several key characteristics of this information need to be preserved, which include confidentiality, integrity and availability. Furthermore, Von Solms and Von Solms (2006:408) state that the business information and the systems processing such information have become the key assets in organisations today. In fact, information has become the lifeblood of modern organisations and the core of most business processes. It is not merely used as an enabler in modern enterprises, but also to gain a competitive advantage over competitors.

Traditionally a great deal of attention was focused on efforts that address the risks affecting business information from an IT infrastructure point of view. This was due to the fact that IT had come to play an integral role with regard to storage, processing and transmission of valuable business information assets (Posthumus and Von Solms, 2004:638).

Von Solms (2005:443-4) noted that the essential importance of the discipline of information security in any company using any type of IT infrastructure is not disputed anymore by anyone today, and is accepted as an integral part of managing any IT environment. Information Security Governance is now accepted as an integral part of good IT and Corporate Governance (Information Security Governance).

Information Security Management, as traditionally defined, covers a part of the wider concept of Information Security Governance. It addresses most, if not all aspects related to Operational Information Security Management, as well as many aspects related to the creation of policies, procedures, etc. However, the aspect of compliance monitoring and enforcement, as required by Information Security Governance, has not yet really become part of the traditional role of Information Security Management (Estevez and Janowski, 2013).

2.3 Governance Structure

According to Kooper, Maes and Lindgreen (2011:195) 'governance' has by now become a well-known term in business. Its focus is aimed at the role of boards of directors in representing and protecting the interests of shareholders. A role of governance is to monitor and control the behaviour of management, who are hired to preside over the daily activities of running the organisation. The same principle applies to public service as well. Governance concerns the behaviour and actions of management to carry out the business of government.

The concept of governance concerns how societies are governed, ruled or steered, and thus it involves the processes for regulating and mobilising social action, and for producing social order (Sethibe, Campbell and McDonald, 20070). Such regulation and mobilisation usually involve collective action and coordination.

According to Odendaal (2003:587) governance relates to the relationship between individuals, interest groups, institutions and service providers in the ongoing business of government. They eloquently equate it with the "patterns that emerge from governing activities of social, political and administrative actors". A further argument is made that, what emerges from the varying definitions of governance, and in particular local governance, are two relevant issues. Firstly, the definition of governance has somehow to include civil society as a key player in government processes. It is concerned with the interaction between state and civil society in all its guises. It is not only the rules, regulations and systems that make up government. Secondly, governance is an organic and fluid phenomenon that is influenced by political demand as well as the relationships between the various factors that contribute to the mentioned dynamic.

Wan (2013:164) points out that the perspective of governance has emerged as a powerful analytical concept in public policy making since the late 1970s. Economic restructuring and declining globalisation, privatisation, internationalisation and world cities' competition and democratisation have all led many governments to realise that they are losing their capacity to steer public policy making in some areas alone. Instead, they need to collaborate with a much wider network of agencies for building strengths and accessing and utilising resources

Governance, in Wang and Bramwell's terms (2012:989), is considered to be broader than government. This is in recognition of the fact that often it is not only the formal agencies of government that are involved in coordinating the tasks of governance; the business, community and other actors can potentially also be involved.

Estevez, Tomasz and Janowski (2013:595) pointed out that since governance is central to any development effort, and good governance is a necessary condition to achieve any form of development, the governing process is critical; and this process includes engaging the citizens to ensure long-term inter-generational perspective in policy making and to facilitate horizontal and vertical policy integration to ensure coherency in government decision making processes.

Business or organisational management needs to trigger organizational change and to establish a new organizational structure. Consequently, any Enterprise Resource Planning (ERP) initiative can be viewed as a strategic IT decision to add value to the organisation's IT infrastructure, and to be safeguarded by effective IT governance methods (Qu, Ennew and Sinclair, 2005).

Dredge (2006:270) suggests that over the last decade, changing structures of government and the shift toward governance has led to interest in social relations between government, business and civil society. This has fed increasing interest in networks, with two main streams of application emerging in tourism literature. Firstly, drawing from organisational studies, networks provide a useful framework for understanding the evolution of business networks, and as a corollary, product development, packaging and opportunities for further development. Such applications provide important insights into how inter-organisational relationships are formed and managed, and how clustering and complementarity can be maximised.

The second stream of application is derived from policy analysis literature, where networks are regarded as an important conduit for managing public-private relationships and understanding the structures of tourism governance. Donaldson and Walker (2004:281) use the example of NHS organisations to illustrate the point that the governance requirements for information processing by these organisations are complex and these extend to everything that is done with, or to,

NHS information. There is therefore a need to provide a broadly based and standards driven approach to information governance and the objectives for NHS organisations that is both comprehensive and will provide the necessary consistencies for overall NHS compliance.

Ojah and Mokoaleli-Mokoteli (2012) argue that within policy networks there may be a policy community which may be characterised by the most powerful policy decision makers and by a relatively restrictive membership. There may be other actors that cooperate with policy community members, but less regularly, and they are less influential in policy decisions, and these are identified in this study as contributing actors. For political economy, therefore, power is a key element of policy making processes.

Thus instead of examining the effects of organizational systems structures, and processes in developing market orientation, efforts were focused on uncovering the underlying organizational culture and beliefs that support the market orientated activities. On that basis, Hatch (1993) proposed a model of market orientation antecedents incorporating four components namely basic assumption, shared beliefs, organizational artefacts and organizational symbols. This was proposed on the basis of an organizational culture and the findings from a case study of a medium-sized British retailer (Qu, Ennew and Sinclair, 2005).

Nunkoo *et al.* (2012:1539) argue that researchers should be cautious not to be obsessed with power relations and structures as that may be dangerous for planning theories and practice. It may distort understanding and could lead researchers to frame issues in ways that are solved by inappropriate solutions. An acute awareness of power and power structures may also create a feeling of disempowerment by those who are already marginalized in the deployment process. Hence Wang and Bramwell (2012:990) also contend that power in such networks is the outcome of complex struggles and negotiations over authority, status, reputation and resources.

According to Wang and Bramwell (2012:988-9) the governance of heritage can be fraught with tension between the requirements of protection and conservation and the opportunities for commercial and economic development. On the one hand, historic resources can be valorised to facilitate revenue generation and economic

growth through tourism, real estate development and place marketing. They further suggest that political economy also indicates why the state may intervene to promote heritage conservation and to protect heritage from damaging tourism development. One explanation is that the state may decide to protect heritage resources from tourism activities if it is considered that their loss or deterioration may reduce the potential for present and future rounds of capital accumulation.

Prasad, Heales and Green (2010:219) argue that the market forces can make actors focus on short-term economic returns to the detriment of heritage conservation, even if the heritage resources are required to sustain future economic returns, and thus this can prompt government intervention (although the state may also focus on securing immediate economic returns).

Another explanation for state-sponsored heritage protection is that there is usually an expectation that government will intervene to avert major damage to society's historical and cultural assets, not least to promote the state's political and cultural legitimacy and to maintain its authority. In practice the state will usually intervene to secure some sort of balance between economic development and heritage protection because this is likely to gain quite wide support, although this intervention will impinge on the interests of some groups and thus may result in conflict (Wang and Bramwell, 2012:988-9).

Kooper, Maes and Lindgreen (2011:196) view 'corporate governance' as the set of processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved, and the goals for which the corporation is governed. The principal stakeholders are the shareholders, the management and the board of directors. Other stakeholders include employees, suppliers, customers, banks and other lenders, regulators, the environment, and the community at large. Governance provides a structure for determining organizational objectives and monitoring performance to ensure that objectives are attained.

Corporate governance consists of the set of policies and internal controls by which organisations, irrespective of size or form, is directed and managed. Information Security governance is a subset of an organisation's overall (corporate)

governance program. It is therefore essential for a company to have a proper Information Security Governance Plan. As information Security governance is an integral part of corporate governance, any information security governance model (plan) must reflect the characteristics of corporate governance (Von Solms and Von Solms 2006:409).

Posthumus and Von Solms (2004:643) indicate that corporate governance helps to clarify the need for information security to be considered a corporate governance responsibility. Firstly, a major point of consideration is that the Board is responsible and accountable to the shareholders of the company, and therefore the Board must ensure that their organisation produces business value and delivers a suitable return on shareholder investment. Thus to them good information security efforts will most assuredly help to generate this return.

Posthumus and Von Solms (2004:643) argue that executive management is responsible for ensuring that their organisations comply with all applicable laws, regulations and codes of practices. They further suggest that information security is becoming a major issue of concern, both in the private and public sectors, including governments around the world.

For this reason the Corporate Governance Task Force recommends that effective governance frameworks should exist; they motivate that the acceptance and implementation of an ISG framework is an important action in securing business information through the protection of information systems, acting in accordance with legislation, as well as improving the efficiency of business operations, amongst other things. Thus information security governance enables an organisation to effectively secure all the internal and external information assets and thus covers the full scope of risks faced by an organisation in this regard (Posthumus and Von Solms, 2004:643).

Paquette (2010) notes that these security requirements could be viewed as information risk directives that would advise executive management on what should be done in order to govern and manage information security properly. Consequently these requirements will ultimately help to guide the construction and implementation of an effective information security strategy through corporate governance. Hence, this approach will introduce accountability to three central

aspects of corporate governance which are principal to an organisation's business key operations, namely people, processes and technology.

According to Hoefnagel, De Vos and Buisman (2013:151) the role of information in marine governance has changed dramatically, and has partly caused the shift in governance from state governance to multi-governance. Information and informational processes, technologies, institutions and resources linked to it, are fundamentally restructuring processes, institutions, and practices of environmental governance in a way which is essentially different from that of conventional modes of environmental governance. Where conventional governance highly relies on authoritative resources, belief in information is becoming a crucial (re)source with transformative powers for a variety of actors, although nobody is (totally) in control of information. The term informational governance can be seen as a parallel to the concepts information economy or information society, which refers to the role of information in economic and social processes. Informational governance points at possibilities and practises.

Donaldson and Walker (2004:284) state that the NHS information governance initiative is both necessary and ambitious. Its primary purpose is to manage appropriately and to improve where possible the standards that apply to the processing of NHS information. The initiative will draw together several strands of NHS governance in a new way that is sensible and coherent, and will allow NHS organisations to maximise the resources that are available to them. It presents a high-level view that will only shortly be expanded through the publication of the more detailed Department of Health 'Information Governance Policy for the NHS'. It will be supported through the NHS Information Authority toolkit and service arrangements described above. The issues addressed are not constrained to the internal NHS processing of information, but will also influence the governance arrangements of those organisations seeking to become NHS information partners.

Prasad, Heales and Green (2010:219) remark that flexible IT infrastructure can influence the firm's IT resources' ability to contribute to performance. IT infrastructure is a shared set of capital resources that provide the foundation on which IT applications are built. It consists of hardware, operating systems, communication networks, critical shared data, and core data processing

applications. A flexible IT infrastructure facilitates rapid development and implementation of IT applications that enable organisations to respond swiftly to take advantage of emerging opportunities. An inflexible IT infrastructure impedes the undertaking of important initiatives and limits the freedom of the organisation in exploring IT related opportunities.

According to Prasad, Heales and Green (2010:219) a flexible IT infrastructure is a complete set of technological resources, carefully planned and developed over time. The path-dependence of the infrastructure means there can be significant differences across firms in the constitution of this infrastructure. The IT infrastructure differences are long-term because infrastructure redevelopment is a time consuming and a costly process. An effective IT steering committee promotes agility and leadership in exploiting and managing IT. This agility results in dynamic resource allocation and exploitation. The result is a structure flexible and intelligent enough to identify competitive opportunities, and which capitalises on existing strengths. Furthermore, the laterally structured IT steering committee encourages a shared vision that also aids in building this dynamics. It also encourages managers to be agile, and envisages how current IT infrastructure could facilitate leveraging of potential opportunities. The IT steering committee plays an important role in establishing an IT infrastructure, of which flexibility is a product of the committees' cooperative initiatives (Prasad, Heales and Green, 2010:219).

2.4 Decision Making

Dredge (2006:270) states that government needs to be attuned to the needs and interests of industry. Community groups need to have access to policy and decision making processes in a forum where learning, creativity and innovation are fostered amongst both government and non-government actors. The knowledge management approach, suggests Paquette (2010:237), provides for research to be extended to examine how the actions by such structures as the IT steering committees may affect not only management, but also the operational and technological behaviours in the organisation. Therefore, illuminating the link between governance and employee behaviour will create more knowledge regarding the effectiveness of the influence of IT governance on the greater organisation.

Decision making in such tourism developments is predominately based on the intervention of government agencies and large tourism firms, resulting in the dominance of external, often foreign capital, and the marginalisation of local people. Thus although tourism often appears to be attractive as one of a limited number of economic options, it is at the same time frequently alleged that local inhabitants fall prey to tourism (Liu and Wall, 2006:159).

Ojah and Mokoaleli-Mokoteli (2012:69) state that agency problems arise when managers entrusted with the responsibility of maximising shareholders' wealth, run the firm in ways that leave shareholders unsure whether managers' decisions are value-enhancing and not self-serving. These agency problems, when manifested in value-decreasing investments or high opacity, tend to galvanise shareholders into the kind of activism aimed at increase of information on managerial decisions. Such transparency by management enhances the prudence of managerial decisions and congruency of shareholders and managers' interests; and ultimately mitigates agency costs (e.g., in the form of lower cost of capital).

In fact, the financial reporting and literature of disclosure document a negative correlation between the firms' increased disclosure, and indicators of information asymmetry between firms and their stakeholders highlight the point that the ultimate goal of increased disclosure is the reduction in costs of external finance (i.e., efficiency of financial markets) – whether this works through reduced information asymmetry premium, reduced liquidity premium, or reduced agency cost that is attributable to enhanced corporate governance (Ojah and Mokoaleli-Mokoteli, 2012:70).

Donaldson and Walker (2004:282) state that, in determining NHS information governance policy lines, it has been necessary to consider the values to clinical care through good quality records, reliable information and improved standards generally. These processes of clinical care are entirely dependent upon the product of credible information. Without this, healthcare effectiveness reviews and audit techniques are ineffective. Similarly, public health, epidemiology, statistics, management analysis and research are all undermined when the quality of the information on which they rely is poor. In addition, the emphasis on national benchmarking encouraged through NHS national service frameworks (NSFs) points to the need for national standards for information quality.

Nunkoo *et al.* (2012:154) indicate that political economy begins with the political nature of decision making and is concerned with how politics affects choices in the society. They further state that power in tourism can be defined as “capacity of individuals to make decisions that affect their lives”, which provides an interesting theoretical perspective on power which is useful for the study of power relationship between citizens and political institutions. Their approach contradicts the traditional notion of power seen as a matter of one person or group exercising sovereign control over another; where one person gives orders and others obey; and where one person imposes his/her will on others.

Paraskevas, Altinay and Cooper (2012:2) state that, with the exception of airlines, hospitality and tourism organisations in general diverge substantially from being High Reliability Organisations (HROs). The industry overall is highly fragmented, consisting of a large number of often closely coupled organisations and encompassing a myriad of subcultures, which reflect its structural complexity and occupational differentiation. All too often, middle managers’ and line employees’ objectives and practices do not conform to senior management’s commitment for safety and quality, and some professional beliefs and norms clash with HRO norms (e.g. speedy service for higher customer satisfaction as opposed to double checking of processes to ensure safety).

When examining a crisis, it is useful to consider crisis knowledge from two points of view of the organisation: the resources-based and the knowledge-based views. This is because from the resource-based perspective knowledge can be viewed as one of the many unique resources and capabilities that an organisation needs to acquire, deploy and control in order to increase its resilience to withstand turbulence, deal with crises and recover from them (Paraskevas, Altinay and Cooper, 2012:2).

Therefore the question asked in a crisis investigation would revolve around whether the organisation had these resources in place, including the appropriately defined action, procedures and policies for creation and utilization of knowledge, which reflects the cognitivist approach to knowledge underpinning this view.

2.5 Tourism

Liu and Wall (2006:159) state that tourism is commonly used as a tool to stimulate marginal economies and to promote development through the jobs and incomes that it can foster. Although not always explicitly stated, it is often hoped that it will reduce hardships through the promotion of upward labour mobility. However, experience regarding tourism is varied, partly because of the many forms that it can take, and also because of the varying abilities of destinations to attract the tourists and to cater for their needs. Thus, there is no widely accepted consensus on what tourism yields, because the consequences are contingent, varying from place to place.

In the context of developing economies in particular, tourism is often a contested development strategy; and the promotion of tourism as a leading economic sector frequently raises substantial debates. Causevic and Lynch (2013:155) view tourism as a sector of which the success depends on a rapport between different ethnicities.

Higgins-Desbiolles (2006:1192) on the other hand regards tourism as one of the most important forces shaping our world. Economically, states Higgins-Desbiolles (2006), tourism is of growing importance to many nations, is recognised as the largest export earner in the world, and an important provider of foreign exchange and employment. In particular, developing countries are encouraged to use it as a means of economic development that wreaks less damage than extractive industries, and it can also be used to generate revenue for other developmental activities.

Furthermore, argues Higgins-Desbiolles (2006:1192), in addition to these economic values of tourism, tourism offers social, cultural and environmental benefits that add to its allure. It is, arguably, a contributor to the well-being of tourists through giving them restorative holidays that fulfil many human needs. It is also acclaimed for its contribution to the preservation of cultures at a time when globalisation is arguably a force for cultural homogenisation. The growth in interest in eco-tourism has demonstrated that tourism can be an important force for the restoration or conservation of environments. Moreover, it is also credited for being a force in promoting peace and understanding between people.

Wan (2013:164) noted that an interest in studying governance in the context of tourism has appeared since the 1990s, due to increased awareness of the importance of sustainable tourism development. Sustainable tourism development advocates a more balanced concern for economic, social and environment interests in tourism policy decision making. As the concerns of sustainable tourism span numerous policy domains and involve diverse actors who have varied interests and priorities, the ability to strike a balance is often determined by how policy decisions are made, and who governs or how power is distributed. Sustainable tourism development can only be achieved by having effective governance, which draws a diverse range of actors into tourism decision-making.

However, Bramwell (1998:37) noted that research on tourist destination images suggests that visitors simultaneously hold images of specific attributes and a holistic impression of the place. Twenty three high profile flagship tourism schemes may be developed if destination planners believe that these schemes might manipulate significantly the way in which people perceive the overall destination. Hence, surveys of visitors could usefully assess whether 'flagship' tourism schemes affect both their general image of the city and also their overall satisfaction with the visit.

The importance of marketing in relation to tourism industry is well recognized. According to Qu, Ennew and Sinclair (2004:939), much of the existing research in tourism marketing has however tended to emphasize the consumer perspective, the tourism product and the nature of tourism distribution channels.

In contrast, research in other sectors has increasingly emphasized the importance of the development of a marketing orientation as a route to competitive success. Wang and Ap (2013:221) noted that the sheer importance of an understanding of the tourism policy making and implementation has been emphasized by scholars due to the multi-faceted nature of tourism and the complexity in inter-organisational relations and collaborative policy making. Therefore, planning for sustainable tourism is however often affected by the entanglement of power and politics, due to the presence and interaction of various stakeholders and interests, and therefore it is subjected to various power relations.

Despite its economic significance, relatively little market orientation research has examined the travel and tourism sector, and understanding of the factors that drive market orientation is, at best, limited (Qu, Ennew and Sinclair, 2004:940). Wang and Bramwell (2012:989) argue that political economy suggests that the state can tend to give priority to the economy, as this produces the wealth which provides income for the state and also for the population that provides the state political support. Thus, the state may often intervene in favour of economic above heritage conservation priorities (Harvey, 2010) as cited. When priority is given to economic growth through tourism heritage protection may be neglected or traded-off.

The processes that will be shaping the nature of tourism in the immediate future have already been set in motion; their effects becoming increasingly apparent (Göyman, 2000:1026). As a result tourism is frequently described as a new source of wealth creation in deprived regions and less economically developed countries, and to some it is the most viable means of stimulating local development (Novelli *et al.*, 2012).

Nunkoo *et al.* (2012:1538) refer to tourism as an industry which few governments can afford to neglect. The huge social, cultural, economic and environmental ramifications of tourism development destinations mean that research have paid increasing attention to the political dimensions of the industry. They further suggest that viewing the politics of tourism only in terms of power relations may be sufficient. Other ingredients such as trust are equally important for democratic and sustainable forms of tourism development.

According to Weidenfeld (2013) tourism is a pioneering industry in the process of cross-border regionalisation, understood as transforming national borderlands into tourism landscapes which attract tourists for their unique cultural attributes and as places of transit. Göyman (2000:1025) argues that it is now generally accepted that tourism plays a major role in bringing people and countries together, contributes to mutual understanding, as well as being an important source of revenue and employment. Trousdale (1999:942) suggests that despite the need for more sustainable development in tourism, there remains a large and growing gap between sustainability doctrine and actual achievement in the developing world.

Nunkoo *et al.* (2012:1540) further argue that the state intervenes in tourism development for environmental, political, and economic reasons. It usually attempts to secure a balance between economic priorities, the environment and the local society in order to gain political support for tourism development.

Trousdale (1999:841) suggests that change in the near future will likely be subtle, as the industry largely considers sustainable tourism within the predominant paradigm of economic growth. From this perspective, sustainable tourism can be defined as expanding development to intentionally improve the quality of the host community, provide a high quality experience for the tourist, and maintain the quality of the environment upon which they both depend. Paramount in this approach to development is the identification and contribution of a full range of stakeholders, and participation by residents in planning and decision making in order to determine the community's long-term interest rather than the limited short-term goals of an elite minority. Despite the need for more sustainable development in tourism there remains a large and growing gap between sustainability doctrine and actual achievement in the developing world. Wang (2013:164) suggests that planning for sustainable tourism, however, is often affected by the entanglement of power and politics due to the presence and interaction of various stakeholders and interests, and therefore it is subjected to various power relations.

The Tourism Administrative Organisations (TAOs), which may also be referred to as 'tourist administrations' or 'tourist organisations', have been adopted by the Chinese Government to guide, regulate and boost tourism development at the national and local levels (Wang and Ap, 2013:222-4). As such, the nature of tourism policy implementation involves inter-organisational co-ordination, and also requires co-operation with other governmental organisations. As such, the nature of tourism policy implementation involves inter-organisational co-ordination, and also requires co-operation with other governmental organisations.

The tourism policy making process in China is different from that in most Western countries, because policy making and implementation are separated in China. Tourism policies are not outcomes of negotiation and co-ordination among interest groups, but the outcomes of government officials' suggestions and discussions defined tourism policy in China as 'a set of interrelated decisions (or non-decisions) and actions (or inactions) formulated and implemented by the Chinese

Government to deal with the problems, concerns and opportunities in the tourism industry in China' (Lui and wall, 2006). At the national level, CNTA is mainly responsible for the formulation of specific tourism policies, and these specific tourism policies usually take the form of an ordinance or regulation. At the local level (i.e. city and county), the local municipal government is mainly responsible for the formulation of tourism policies and for tourism policy making, and the local TAOs have autonomy to make proposals and provide suggestions to the local municipal government (Wang and Ap, 2013:224).

Göyman (2000:1026-8) notes that it must be remembered that a critical evaluation of state involvement and intervention in tourism, and the resulting emphasis placed on governance, developed only gradually and in stages in Turkey. He suggests further that Turkey has been facing a similar challenge in tourism and is hence in a process of searching for a new division of labour between the different levels of the state, private sector, and non-governmental organisations, professional and voluntary organisations. Out of these deliberations emerge new types of cooperation, "new actors" (players or partners) in tourism and related sectors, new arrangements and structures, new forms of participation, communication and accountability. These characteristics are all embodied in the concept of governance.

Viewing the Tourism planning processes only in terms of power may also create suspicion and undermine trust, thus making it difficult to develop effective partnerships and collaboration if everything is understood in terms of power relations. Nunkoo *et al.* (2012:1556) further state that evidence suggests that public trust in institutions contributes to good governance and democratic forms of development. The empirical findings of this study provide important policy implications to promote good governance practices and achieve sustainable tourism development.

The roles the state has played and is still playing in various countries in the field of tourism have enabled these organisations to make some broad generalisations. Reference is generally made to stages to demonstrate the changing role of the state and evolving points of emphasis. During these stages the state predominantly acted as a promoter; provided stimulus and incentives; intervened to protect both the consumer and the international competitive position of the

country; and finally started acting more like a coordinator; sharing more of the functions and responsibilities with the private sector and the non-governmental organisations (Göyman, 2000:1028).

Wan (2013:165) states that tourism planning is the decision making process, and details in the ground outline of how a tourism destination should be developed, considering the various factors such as land use zoning, development density, transport, environment, landscape, and carrying capacity. The overall goal for better planning must include: better visitor satisfaction, improved business success and economic impact, greater protection of environmental assets, and improved integration into regular community life. Planning is an essential element of successful tourism development and management. Effective planning is necessary to ensure that tourism is developed.

2.6 Governance and Frameworks

In today's corporate environment, where the value and importance of information assets are significant, boards must be seen to extend the core governance principles to information and IT. Information Security Governance, which provides the framework within which such protection must take place, is therefore clearly a corporate governance responsibility (Von Solms and Von Solms 2006:408).

Prasad, Heales and Green (2010:216) intimate that IT governance is, at an abstract level, a subset discipline of Corporate Governance, focused on information and that IT capability can no longer be a black box; rather its governance implies a system of contribution from all the stakeholders. The board, internal customers, and departments such as finance, must have the necessary input into the decision making process. Management needs to understand the overall architecture of its company's IT applications portfolio. The board must ensure that management knows what information resources are out there, what condition they are in, and what role they play in generating revenue. IT governance specifies the decision rights and accountability framework to encourage desirable behaviour in the use of IT. IT governance, according to Prasad, Heales and Green (2010:216) also include the foundational mechanisms in the form of the leadership, and organisational structures and processes that

ensure that the organisation's IT sustains and extends the organisation's strategies and objectives.

Prasad, Heales and Green (2010:218) explain that IT related capability of shared organisational knowledge between unit and IT managers determines the strategic use of IT. An organisation's use of IT is influenced by the presence of a mosaic of IT related knowledge that bind the firm's IT and Unit Managers. Shared knowledge is an IT managerial capability that influences how organisations use IT resources in support of their processes.

A foremost component of a firm's capacity regarding IT is represented by the conjunction of IT and business related knowledge possessed and exchanged amongst the IT and Unit Managers (Nunkoo *et al.*, 2012:1556). This IT related management capability enhances the performance of specific processes and increases the operational and service performance of the IS group's shared knowledge; it also influences IT assimilation and the level of IT business alignment, a key IT related success factor.

Nelson (2005:224) defines corporate governance as a set of constraints on managers and shareholders as they bargain to determine how the value of the firm is to be allocated, by providing a framework to understand how governance practices differ across firms and evolve over time.

According to Posthumus and Solms (2004:638) information security is more often than not viewed only as a technical concern, and hence seems to lack the attention of top management and boards of directors. They claim that security is more than purely a technical concern; it is also a strategic concern, as well as even possibly a legal one. They motivate that information security needs to be addressed as a corporate governance responsibility which should involve risk management efforts, and reporting and accountability on the part of executive leadership and boards of directors.

Wang and Ap (2013:221) state that previous studies have taken either a top to bottom approach in which the control of a policy maker is the focus, or bottom to top, in which the impact of local communities or street level bureaucrats is the primary concern. However, both approaches were argued to be incomprehensive in explaining the failures of tourism policy implementation. For the purpose of

providing a foundation for the development and an understanding of tourism policy making and implementation, some scholars have been calling for the advance in the frameworks, approaches, and theories in tourism policy and governance research.

The value of knowledge and the importance of knowledge management have also been acknowledged in the tourism management literature. For tourism organisations operating in a period of organisational adaptation, discontinuous change, more frequent crises and the need to be competitive, knowledge management provides a useful conceptual framework and set of approaches. (Paraskevas *et al.*, (2012:131). The generation and exploitation of knowledge are viewed as critical for the innovation and development of new tourism products; for the effective management of hotels; for tourism destination management; to understand how the networks of tourism organisations interact to produce tourism services, and also for effective tourism crisis management.

According to Paraskevas *et al.* (2012:131-148) the proposed framework for crisis knowledge types, flows, and strategies can help practitioners in the tourism industry to better understand the elements, processes and organisational conditions required for the development of crisis knowledge policies and strategies that will enhance the resilience of their organisations, strengthen their defence mechanisms, limit potential damages, and allow them to recover from crisis situations back to normality faster. It can also be used as a basis for further research regarding the governance of this crisis knowledge management system.

According to Wang and Ap (2013:222) a conceptual framework describing the factors affecting the implementation of tourism policy, was developed based on studies regarding tourism public administration, tourism policy making, and the implementation of general public policies.

This conceptual framework provided a foundation to understand the implementation of tourism policy substantially dependant on the broader political, economic and social environment. Thus, empirical case studies in different political and economic systems can enrich the framework with the live illustration of the concepts, components and their relationships (Wang and Ap, 2013:222). To facilitate an understanding of this empirical investigation on the implementation of

tourism policy in China, the extant understanding of tourism administration and tourism policy making and implementation in China are introduced to provide relevant background information.

2.7 Mapping Governance

Dai (2003:194) notes that the call by EU policy makers for wider and more direct involvement in improving European governance is coupled with the fact that new information and communications technologies (ICTs) are being widely deployed and used by public administrations at all levels across the European Union. Facilitated by new ICTs, local and regional authorities promise to reform and improve governance within their respective communities, and also to communicate and collaborate with one another across geographical and national boundaries, overcoming the constraints traditionally posed by distance. The outcome of this development is the emergence of a plethora of transnational policy networks, which are poised to play an indispensable role in creating a new mode of European governance.

The implications of the transnational policy networks for European governance remain so far a much neglected area of research, and there is certainly a lack of academic literature systematically dealing with this topical issue (Dai, 2003). From the policy community's point of view it is felt that we are only at the start of the learning curve with respect to the use of networks as tools for public policies.

Estevez and Janowski (2013:595) have mapped these definitions into a democracy model of society with interrelated spheres of the political system, administrative system, and civil society and the four definitions of electronic government mapped into these spheres: definition one belongs in the intersection between the administrative system and the civil society, definition two belongs in the administrative system, definition three belongs in the intersections between the administrative and political systems and between the administrative system and civil society, and definition four belongs in the intersection between all these spheres. Prasad, Heales and Green (2010: 228) suggest the importance of IT governance effectiveness, and the importance of mapping this IT governance and IT related capabilities relationship at process and firm levels. Much more effort is vital in advancing this body of knowledge.

Future research needs to consider other IT governance mechanisms; IT related capabilities, and contingent factors to strengthen our understanding of the mechanics of effective IT governance in organisations. We hope our resource centred approach will encourage other researchers to innovate their explorations of a deeper understanding of IT governance effectiveness, a much needed fuel to drive continued confidence in IT resources in organisations. According to Nelson (2005:224) several interesting stylized facts about corporate governance practices are gleaned from a cross-sectional examination of governance provisions. Firstly a high degree of potential redundancy documented within most firms is being covered by multiple governance provisions that are potentially harmful to shareholders.

2.8 e-Governance

A wide variety of definitions and references exist for the concept of e-governance. In terms of the World Bank definition e-governance is concerned with the use by government agencies of information technologies that have the ability to transform relationships with citizens, businesses, and other arms of government. Estevez and Janowski (2013:595) argue that 'e-governance comprises of the use of information and communication technologies (ICTs) to support public services, government administration, democratic processes and relationships amongst citizens, civil society, the private sector and the state'.

West (2006) notes that e-governance refers to the use by government agencies of information technologies such as Wide Area Networks, the Internet, and mobile computing that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interaction with the business and industrial sectors, citizen empowerment through access to information, and more efficient government management. The resulting benefits can be less corruption, growth of revenue, and/or cost reductions.

E-Government aims to make the interaction between government and citizens, government to business enterprises, and interagency relationships more friendly, convenient, transparent, and inexperienced, as cited in West (2006). It has the potential to simplify many points at which citizens interact with the state. It can

ensure speedy delivery, productivity and efficiency of services, making them citizen centred, and ensuring that the appropriate people receive the benefits (Estevez and Janowski, 2013:596; Tripathi, 2007:194).

E-governance comprises the use of ICTs to support public services, government administration, democratic processes and relationships amongst citizens, civil society, the private sector and the state (Estevez and Janowski, 2013:595).

It therefore follows from Odendaal's (2003:586) argument that in essence, e-governance refers to the ability of government agencies to interact with the public online in the delivery of services and in fulfilling their pre-designated mandates.

Furthermore, argues Odendaal (2003:585), of particular interest is the phenomenon of e-governance where debates and information surrounding local government matters are conducted in cyberspace. Of relevance are the opportunities of networking utilised by the Internet to facilitate between cities and governments, as well as the institutional learning that can emanate from that. The increasing use of web-based geographic information systems (GIS) applications raises awareness of spatial issues that impact on defined municipal areas, whilst interactive mapping provides opportunities for addressing spatial concerns virtually.

Odendaal (2003:585-6) remarks that in the realm of local government, ICT and planning suggest that the use of information technology can enhance the management and functioning of cities, and this is in fact the phenomenon of e-government. Furthermore, like most concepts associated with the impact of IT, it lends itself to a broad interpretation. The concept is intrinsically linked to that of the knowledge-based economy: the use of research and new technology to explore new frontiers in science, industry and commerce. A smart city or region is one that capitalizes on the opportunities presented by the ICT in promoting its prosperity and influence.

According to Ojah and Mokoaleli-Mokoteli (2012:69) the realization of Internet's enormous benefits has led to its incorporation in many areas of production. Capital market governance is one such area, as governments and regulatory bodies across countries have encouraged some Internet-based financial reporting and disclosure. Ojah and Mokoaleli-Mokoteli (2012:69) further argue that the adoption

of Internet technology in the disclosure process appears to be a function of these considerations: the corporate governance context and the adequacy of enabling infrastructures.

2.9 Development through Governance

Marnewick and Labuschagne (2011:662) state that the size and frequency of recent corporate governance debacles show that poor governance is not only a formidable hurdle to surmount, but also that it is at the forefront of economic development issues. Accordingly it will be helpful to investors, the media and other stakeholders to be armed with the corporate governance analytical principles, skills and tools that will enable them to distinguish between companies that comply with legislation either superficially or cosmetically. South Africa has benefited enormously from its listed companies following good governance principles and practices, as was evidenced by the significant capital inflow into South Africa before the global financial crisis of 2008.

Prasad, Heales and Green (2010:218) suggest that IT related capability of top management commitment is that the successful use of IT requires top executives to act as business visionaries. Top management must support and articulate the need for IT and communicate its functionality within the context of the organisation's strategy, structure and systems. Top management commitment for IT related initiatives enhances IT success by making IT resources available; supporting and guiding the IS functions. This commitment also helps to integrate IT with business strategies and processes, and to ensure continuity in IT investments in the course of time. The lack of such support may see IS resources having little effect on performance, even when substantial investments are made to acquire or develop the IS resources. The effectiveness of the IT steering committee and the extent of its laterality will provide top management with the assurance and an embrative consensus that IT initiatives are beneficial to the organisation as a whole. The IT steering committee has the potential to galvanise management commitment, from which IT management would benefit. The key top management role of supporting IS planning also benefits from a proactive IT steering committee (Prasad, Heales and Green, 2010:218).

Effective IT management requires a coordinated effort in planning, organising, controlling and directing the deployment of IT usage within firms. The role of the top management in promoting this coordination is crucial. The presence of IT steering committee-driven IT governance initiatives acts as an important catalyst in sophisticating this IT management role. The IT steering committee-driven IT governance initiatives will secure top management support for various IT related initiatives (Dai, 2003:2011).

Nunkoo *et al.* (2012:1545) suggest that an important, but neglected aspect of the political arrangement of institutions is the influence of the power-sharing aspects of institutions on the development of public trust. Power is an important consideration in tourism governance, and a key aspect of the political economy of tourism development considers tourism “as a multi-actor field, where different actors have their own specific interests, can espouse certain views, and have varying degrees of influence on the policy process and on the resulting policy direction.”

Nunkoo *et al.* (2012:1545-1546) further argue that society comprises of different groups, with some having more influence on the governance processes affecting tourism development than others. Residents often have lesser control over tourism development decisions than other actors. This is principally because they relinquish resources to external businesses, and a lack of democratic tourism processes. Institutions face lack of trust from citizens if their arrangements hinder citizens' participation in decision making, and if the community feels singled out from the policy processes. Evidence suggests that institutions which are characterised by power-sharing and consentient decision making by integrating citizens in the decision making processes, contribute to the development of public trust.

Dai (2003:198-199) states that the regions of Europe are feeling the growing impact of globalisation, increased competition and rapid technological development, in particular the development and diffusion of ICTs and related information society developments. In the meantime the development of ICTs in general, and the launch of the European Information Society in particular, also presented an opportunity for the regions of Europe to identify new ways of economic development and regional regeneration.

Dai (2003:2011) argues that the search by the European Commission for good governance in the information age coincides with the emergence of a Network Europe - with different parts of Europe being increasingly inter-connected by communications networks and the emergence of transnational policy networks. Two of the major transnational policy networks studied in this article are the eris@ network and TeleCities network, which represent recognition of the development towards a Europe of the regions and a Europe of the cities; alongside with the mainstream EU politics that is a Europe of the states. In other words, the rise of networked governance for a Network Europe serves in part as compensation to the insufficient involvement of the subnational authorities by the Member States in EU policy matters.

2.10 Tourism and Innovation Systems

Dredge (2006) argues that the concept of innovation systems refers to the complex interactions between firms, people and institutions, which influence knowledge transfer and innovation policies. Regional innovation systems are constituted by subsystems of knowledge generation and knowledge infrastructure dimensions which include research and development institutes, educational bodies and technology transfer organisations, and subsystems of knowledge application and exploitation which are made up of the companies located in the region.

One of the seminal works on market orientation defined market orientation as the organisation-wide generation of market intelligence pertaining to current and future customers' needs, dissemination of the intelligence across departments, and organisation-wide responsiveness to market intelligence (Eden and Huxham, 1996). The antecedents to market orientation were defined as the organisational factors that enhance or impede the implementation of the business philosophy represented by the marketing concepts. They did not ignore external factors, but saw their role as being primary in moderating the relationship market orientation and its outcomes. They argued that the choice of an internal perspective is appropriate, because managers have more control over internal antecedents compared to external ones (Qu, Ennew and Sinclair, 2005:940).

It has also been claimed (according to Causevic and Lynch, 2013:146) that political structures or systems determine pre-conditions for participation in the tourism development process. The ruling elites of developing countries rationalise their decisions under cover of bureaucratic traditions while being unwilling to give up the potential for personal gain for the sake of community benefits. In line with these arguments, an assumption underpinning the present paper is that governments must communicate with and involve the local population in planning and management decisions while offering a fair distribution of the benefits and costs among the full range of stakeholders.

For example Dai (2003:194) states that, through the study of two major transnational policy networks, namely eris@ and TeleCities, this article argues that the formation and operation of the European Information Society policy networks have provided a new opportunity for European regional and local authorities to be directly involved in the process of EU policy making. By helping to compensate the member states' insufficient involvement of the subnational level governments in EU affairs, these policy networks contribute to a new mode of European governance, which is networked governance at the supranational or transnational level. It is also argued in this article that, whilst the new information society policy networks are innovative (in the methods of operation) and promising (in terms of opening up a new path in searching for improved European governance in the information age), transnational or cross-border governance by allied European regions and cities evidently tends to be driven by EU funding. Despite that the existence of the transnational policy networks might suit the European Commission's penchant for creating a new governance structure within the EU, this article contends that contributing to and participating in transnational governance through policy networks is not necessarily an adequate solution to the problems associated with governance at the subnational level.

Bernroider (2008:258) provides another example of the Enterprise Resource Planning (ERP) system applications, which are seen as the key to supporting business processes in many organisations. ERP involves the seamless integration of processes across functional areas such as finance, human resources, manufacturing and logistics. They support improved workflow, standardisation of business practices, and improved capabilities. ERP systems include several

configurable modules that integrate core business activities into a single environment based on an integrated, shared database.

2.11 Trust and Tourism

Hoefnagel, De Vos and Buisman (2013:153) regard trust as a set of favourable expectations shared by those in exchange, which expectations are influenced by beliefs, knowledge, memory and interpretation of past experiences. In the information society multiple actors play a role. Where previously information in natural resource management was controlled by the state, a variety of actors and institutions recently play a role in information exchange and cooperation. This has resulted in interactions and flow of information between a diversity of actors.

Trustworthiness of information and of actors is, according to Hoefnagel, De Vos and Buisman (2013:153), essential in any societal domain. On the basis of such trustworthiness, information and ICT can minimize transaction costs. Furthermore, note needs to be taken that relationships between stakeholders are changing: new interactions, dependencies, and negotiations among stakeholders that previously did not interact and even distrusted one another, are now emerging, resulting in new trust relationships. Moreover, information nowadays comes from multiple sources (actors) which enjoy different degrees of trust.

One of the challenges, however, is that that trust is compromised due to the fact that the state's activities increasingly occur through arms length relationships, with an increasing role for agencies and public-private sector partnerships. (Nunkoo *et al.*, 2012:1541).

The allocation of power among the range of interests involved in tourism development is an important consideration for tourism planners and policy makers. Power governs the interactions of stakeholders influencing or trying to influence tourism policy decisions. Thus, power has been a major theme of many studies on the politics of tourism, and it remains a useful concept in any debate on sustainable tourism development and governance (Nunkoo *et al.* 2012:1538-1539).

Trust is important in order to understand the world, the functioning of institutions' decision-making processes; as well as social, political and community relations, because it underlies human and social life. It is an important, but overlooked

ingredient of politics in tourism, although political trust remains an important area of research in the political science literature. Trust is present in everyday discourses and is as important as power to understand human relationships, institutions and tourism development. It is considered as one of the key resources in the development of modern society (Nunkoo *et al.*, 2012:1539).

Nunkoo *et al.* (2012:1539) also suggest that studies on political trust are driven by the importance of linking citizens to government-run institutions, the desire to achieve good governance, legitimacy, and the need to gain public support for development. Considering the centrality of trust for good governance and sustainable development, one may expect that the topic would have received widespread theoretical and empirical attention by tourism researchers.

Nevertheless, research on political trust in the context of tourism development has remained virtually silent in popular literature. Therefore, because government has a primary influence on governance and on policy-making for sustainable tourism, there is a need for further research on the roles and activities of the state that affect tourism and the sustainable development of the industry in destinations. The political economy approach to the study of tourism development provides a useful basis for understanding government's involvement in tourism, and the importance of citizens' trust in state-owned tourism institutions, raising the need for further research on this topic (Nunkoo *et al.* 2012: 1540).

2.12 Research Questions

Against the background of the challenges for effective and efficient, and sustainable delivery of public services and goods, the following research questions still remain:

1. What is the extent to which the desired outcomes are realised as a result of integration of the IT Governance Framework and Corporate Governance of ICT (CGICT) Policy Framework in the Department of Tourism's Strategic and other Plans?
2. What is the department's IT infrastructural capability adequacy vis-à-vis the requirements of a one-size-fits-all government approach to IT governance?

3. What has been the policy shifts in the department to elevate IT governance to agenda status in order to enhance, sustain and extend the department's strategies and objectives?

2.13 Conclusion

This chapter provided an overview of the variables that explain the research. It has primarily focused on the organisation's use of IT, and how IT has become important for sustaining and extending public service delivery. A conclusion may be drawn that the need to sustain and extend public service delivery has caused a critical dependency on IT, which calls for a specific focus on effective IT governance. Accordingly, the success factors for effective IT governance must be determined and adhered to if an organisation wishes to increase the contribution of IT towards achieving its objectives.

What is also evident from literature review is that private sector counterparts, as many public sector agencies, are also struggling to cope with reduced or inadequate IT budgets, and are continuously looking for ways to extract maximum value from IT resources. Literature also indicates that IT governance practices in many organisations are steadily improving, but are to some extent still weak and ad-hoc, especially in terms of processes and structures. Furthermore, the reflection also indicated that despite the existence of several approaches to effective IT governance, the practices on the ground are still hampered by some uncoordinated effort ranging from individual organisations to the whole public sector level.

The next chapter, Chapter Three, details the research methodologies to be used to answer the research questions. The relevant aspects of the research methodologies are presented and described in Chapter Three. Chapter Three provides a clear plan for responding to the research questions.

CHAPTER 3

Research Methodology

3.1 Introduction

In the previous chapter the research problem was stated in terms of three questions that remain unanswered from the literature reviewed. This chapter defines the research methodology used in this study to give answers to the raised questions. The chapter defines the scope and limitations of the research design, and situates the research amongst existing research traditions in information systems. Research methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred to as research problem (Industrial Research Institute, 2010).

The following questions were raised: (1) What is the extent to which the desired outcomes are realised as a result of integration of the IT Governance Framework and Corporate Governance of ICT (CGICT) Policy Framework in the Department of Tourism's Strategic and other Plans? (2) What is the department's IT infrastructural capability adequacy vis-à-vis the requirements of a one-size-fits-all government approach to IT governance? (3) What have been the policy shifts in the department to elevate IT governance to agenda status in order to enhance, sustain and extend the department's strategies and objectives?

The main aim of the study is to examine the extent to which the desired outcomes of the National Department of Tourism, and ultimately the government mandate, are realised or not realised, as a result of integration or non-integration of the IT Governance Framework and Corporate Governance of ICT (CGICT) Policy Framework in its Strategic and other Plans. To validate this, it is important that information be collected from a targeted population, and analysed using correct methodology. The chapter describes the research methodology used in this study; the data collection method used, sampling methods as well as the researcher's compliance with research ethics.

3.2 Research Types

3.2.1 Qualitative and Quantitative Research

A qualitative research is by definition exploratory, and it is used when we do not know what to expect, to define the problem or develop an approach to the problem. It is also used to go deeper into issues of interest and explore nuances related to the problem at hand. Common data collection methods used in a qualitative research are focus groups, triads, dyads, in-depth interviews, uninterrupted observation, bulletin boards, and ethnographic participation/observation (Mora, 2010).

Furthermore, argues Creswell (2003:18), a qualitative approach is one in which the inquirer often makes knowledge claims based primarily on constructivist perspectives (that is the multiple meanings of individual experiences, meanings socially and historically constructed, with an intent of developing a theory or pattern or advocacy/participatory perspectives (that is political, issue-oriented, collaborative. or change-oriented) or both. It also uses strategies of inquiry such as narratives, phenomenologies, ethnographies, grounded theory studies, or case studies. The researcher collects open-ended emerging data with the primary intent of developing themes from the data.

A quantitative approach is one in which the investigator primarily uses post-positivist claims for developing knowledge that is: cause-and-effect thinking; reduction to specific variables and hypotheses and questions; using of measurement and observation; the testing of theories; employment of strategies of inquiry such as experiments and surveys, and collecting of data on predetermined instruments that yield statistical data (Creswell, 2003:18).

Mora (2010) further states that quantitative research is conclusive in its purpose as it tries to quantify the problem and understand how prevalent it is by looking for projectable results to a larger population. Such data is collected through surveys (online, phone, paper), audits, points of purchase (purchase transactions), and click-streams.

	Qualitative Research	Quantitative Research
Objective/ purpose	<p>To gain an understanding of underlying reasons and motivations.</p> <p>To provide insights into the setting of a problem, generating ideas and/or hypotheses for later quantitative research.</p> <p>- To uncover prevalent trends in thought and opinion.</p>	<p>To quantify and generalize results from a sample to the population of interest.</p> <p>To measure the incidence of various views and opinions in a chosen sample.</p> <p>- Sometimes followed by qualitative research which is used to explore some findings further.</p>
Sample	<p>Usually a small number of non-representative cases.</p> <p>Respondents selected to fulfil a given quota.</p>	<p>Usually a large number of cases representing the population of interest.</p> <p>Randomly selected respondents.</p>
Data collection	<p>Unstructured or semi-structured techniques, e.g. individual in-depth interviews or group discussions.</p>	<p>Structured techniques such as online questionnaires, on-street or telephone interviews.</p>
Data analysis	<p>Non-statistical.</p>	<p>Statistical data is usually in the form of tabulations (tabs). Findings are conclusive and usually descriptive in nature.</p>
Outcome	<p>Exploratory and/or investigative.</p> <p>Findings are not conclusive and cannot be used to make generalisations about the population of interest.</p> <p>Develop an initial understanding and sound base for further decision making.</p>	<p>Used to recommend a final course of action.</p>

Table 3.1: Comparisons between qualitative and quantitative research. (Source: <http://www.snapsurveys.com/qualitative-quantitative-research>).

3.2.2 What Research Method (s) Used In This mini-Dissertation?

According to Leedy and Ormrod (2005) a quantitative research is mainly concerned with observation studies, correlation research, development designs and survey research. This research study follows a quantitative research methodology as the study aims at examining the correlation between the government IT governance policy framework and the department's IT infrastructural capability adequacy, and the extent to which the desired outcomes are realised as a result of the integration of the policy framework in strategic and other plans. Leedy and Ormrod (2005) define descriptive research as "identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena. In every case, descriptive research examines a situation as it is. It does not involve changing or modifying the situation under investigation, nor is it intended to determine cause-and-effect relationships" (Leedy and Ormrod, 2005:179).

3.2.3 What data is required?

Primary and Secondary Data

Primary data refers to original information that is collected directly from the real world by the researcher specifically for the research study at hand. Collection of primary data is commonly expected when one is using a quantitative research approach.

Lubbe and Klopper (2005) point out that data can be obtained from either a primary or secondary source. Furthermore, they cite the Wolfgram Memorial Library (undated) in which a primary source is defined as the first hand testimony or direct evidence concerning the topic under investigation. Sources of primary data include, amongst others, interviews, questionnaires, research data, letters and speeches (Lubbe & Klopper, 2005). Secondary data on the other hand, is data that has already been collected for some other purpose (Saunders *et al.*, 2003).

In this regard, argue Lubbe and Klopper (2005), a secondary source interprets and analyses primary sources. According to Saunders *et al.* (2003) secondary data includes both quantitative and qualitative data, and can be used for both descriptive and explanatory research, and further cite Kervin (1999), who states that this data could be either raw (little or no processing) or compiled (received

some form of selection and summarising). Secondary data is commonly acceptable when a qualitative research approach is employed. Secondary sources include published articles, government policy documents, books, reports, newspapers and magazines, archives and Internet websites. This study will extract data from both primary and secondary sources.

3.3 Data Collection Method

3.3.1 Methods for collecting primary data

There are a number of ways in which primary data can be collected. The use of questionnaires is probably the most common technique for gathering quantitative data. The method to collect data used in this study was to design a research questionnaire which was developed and distributed to a total of 70 respondents. The respondents were requested to complete the questionnaire in which an explanation was given to the relevance of the study and also the ethics involved. It was communicated clearly in the questionnaire that all results will be dealt with confidentially.

3.3.2 Self-administered Questionnaire

Saunders *et al.* (2003) point out that the questionnaire-based research has an advantage, because each respondent is asked to respond to the same set of questions; it provides an efficient way of collecting responses from a large sample. Furthermore, Saunders *et al.* (2003) argue that questionnaires work best with standardised questions that the researcher is confident will be interpreted in the same way by all respondents.

Questionnaires can be either of the self-administered type, or interviewer-administered type (Saunders *et al.*, 2003). Self-administered questionnaires can be administered online, through the post, or delivered to and collected from respondents, while interviewer-administered questionnaires can take the form of either telephonic questionnaires or structured interviews (Saunders *et al.*, 2003).

A self-administered questionnaire is a questionnaire where the respondent is requested to complete or respond to the questionnaire in his/her own convenient time. Questionnaire administration is comparatively inexpensive and easy. The interviewer or researcher bias is reduced since the same or standard questions

are asked to all respondents. Unlike in the personal interview, respondents are more likely to respond to personal questions, since some people are more comfortable responding to a questionnaire than taking part in an interview.

Saunders *et al.* (2003) argue that the challenges associated with self-administered questionnaires include low response rates, unanswered questions, and incorrect answers. Some respondents may not complete or return the completed questionnaires, resulting in low response rates. The respondents may choose not to answer some questions, resulting in incomplete data. In situations where the respondent fails to understand the questions, incorrect answers may result. The respondents may interpret questions differently. Unlike in interviews, there is no room to probe for additional details.

The choice amongst these types of questionnaires will depend on a variety of factors related to the research question(s) and objective(s). This could be the size of sample one requires for the analysis, taking into account the likely response rate; and (5) types of questions one needs to ask to collect the data, etc.

Furthermore, the choice of questionnaire will be affected by the resources the researcher has available, and in particular (1) time available to complete the data collection; (2) financial implications of the data collection and entry; (3) availability of interviewers and field workers to assist; and (4) ease of automating data entry (Saunders *et al.*, 2003).

3.3.3 Data Collection Instrument

According to Leedy and Ormrod (2005), questionnaires should be designed to fulfil a specific research objective, and the researcher must consider the respondent when constructing the questionnaire.

Accordingly the self-administered questionnaire was formulated, which would be used as the data-gathering tool. This will allow for the collection of quantifiable data and for the analysis of this data to determine patterns and relationships. The proposed survey questionnaire will be on a word document. Respondents will be asked in person to complete the questionnaire and return it, or call the researcher to collect it after three days. In order to increase the response rate, the researcher will follow up respondents that would not have returned the questionnaires after the agreed three days.

In order to help maximise the number of responses to the questionnaire, the number of questions will be limited to not more than 23 questions. The questionnaire consists of 3 sections (Refer to Appendix C). The first part of the questionnaire asks for permission to use responses for academic research, while the second section of the questionnaire will be aimed at gathering biographical data on the respondents, including age, gender, the number of years the respondent has been working for the tourism department, and the position held. The third section will focus on specific questions relating to IT governance and tourism. Most responses would be measured on four-point Likert scale scored with 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree

The questionnaire outline is as listed in the table below:

Note to the responder: Refer to Appendix C	
How to complete the questionnaire: Refer to Appendix C	
Thank You Note: Refer to Appendix C	
Part 1	Asks for the respondent's permission to use his/her responses for academic research.
Part 2 Questions 1 to 5	Gathers biographical data on the respondents, including age, gender, and number of years that the respondents have been with the tourism department.
Part 3 Questions 6 to 17	Focuses on specific questions relating to IT governance and tourism.

Table 3.2: Questionnaire Outline

3.3.4 Sampling Method

The sampling method is derived from the study population. The study population refers to the entire group of people or items that would be available to provide the responses required in the study (Chia, 1995:580; Eden & Huxham, 1996:79; Hassard, 1991; Putnam, 1999). In some cases the population is so large that it cannot be used due to inability of a researcher to handle it. In such a case some subset of the population is used for the study. Such a subset used for the study is called a sample (Crombie and Davies, 1996:88).

In this study, convenience sampling was used for the study. Castillo (2009) defined convenience sampling as a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. He stated that many researchers prefer this sampling technique because it is fast, inexpensive and easy, and the subjects are readily available. The target population was both managerial and non-managerial employees of the Department of Tourism in Pretoria. The questionnaire was administered to a total of 70 respondents.

3.3.5 Response Rate

To conduct research and publish results, scholars depend on the willingness of people to respond to these questionnaires (Baruch & Holtom, 2008). In this regard, Leedy and Ormrod (2005) note that questionnaire research has some disadvantages in that such researches typically have low response rates as respondents simply fail to return them. In order to encourage more participation in the research and the return and completion of the questionnaire, the following method was adopted:

The researcher took an undertaking of distribution and collection of the questionnaires after three days. Further follow-ups were made in cases where some questionnaires were not returned after three days. In this study all the questionnaires distributed were returned and analysed, thus giving a 100% response rate. No declination to participate responses were received. The questionnaire responses received are detailed in the data tables attached to this report as Appendix C.

3.4 Ethical considerations pertaining to the study

According to Welman, Kruger and Mitchell (2005:201) the researcher should pay attention to four ethical considerations, namely informed consent, right to privacy, protection from harm and involvement of the researcher. Altizer (2004) further argues that many dangers exist if a researcher opts to conduct a survey irresponsibly and without rigor.

In this study permission was sought from the Director-General of the Department of Tourism before the respondents could be approached. The exact nature of the research was clearly explained to prospective respondents before they voluntarily

chose to participate in the study. Respondents were assured that their personal information and identity would not be made available to anyone. The information collected from the respondents would not be used for any purpose other than stated.

3.5 Conclusion

This chapter has provided an overview of the research methodology used in this study. Further, it looked at instrumentation, research type, population, sampling method, and data gathering methods from a theoretical perspective. The application of these methods in this study was also presented. The questionnaires, which consisted of both qualitative and quantitative questions, were administered to respondents comprising a systematic randomly selected sample of 70. The area of survey was the National Department of Tourism in Pretoria. In Chapter Four that follows, a detailed data analysis and interpretation of the results in relation to the objectives set out in Chapter One of the thesis is discussed. The chapter will present and discuss the demographic profile of each question; the results of the questions aimed specifically at answering the research questions will be discussed. Where necessary, the required statistical analysis will be undertaken to investigate possible relationships between variables.

In this section the types of data in research were discussed, as well as the Likert scale, the method of data collection chosen (i.e. questionnaires), types of questions that were asked and development of the questionnaire, steps taken to validate the questionnaire, the survey population and sample size determination, and data handling.

The research instrument that was used to collect primary data was in the form of a questionnaire. Questionnaire-based research has an advantage because each respondent is asked to respond to the same set of questions, providing an efficient way of collecting responses from a large sample (Saunders *et al.*, 2003). This choice was made because of the resources available to the researcher, in particular the time available to complete the data collection.

CHAPTER 4

Presentation, Discussion and Interpretation of Data

4.1 Introduction

Chapter Four is a presentation and discussion, and interpretation of the data gathered by the research methodologies described in Chapter Three. The research methodology was proposed, and the research questionnaire compiled including both structured and open-ended questions. The research questions were crafted to assist the researcher with the testing and further understanding of the problem.

4.2 Data Analysis

In the survey certain specific questions were asked, and the analysis was done based on the application of Pearson correlation coefficient and value. According to Diamantopoulos and Schlegelmilch (2004) the Pearson method correlates the relationships of the listed variables with each other, and indicates which of the resulting relationships are statistically significant. The p-value provides more information on how far down in the significant region the results lay.

The questionnaire contained a list of statements focusing on IT governance and availability and allocation of resources, change management issues, the alignment of the IT governance strategy to the Department of Tourism's strategy, as well as knowledge on the National Tourism Sector Strategy. Some questions established the demographic profiles of the respondents. The four-item Likert scale was used in which 1 represented "Strongly Agree"; 2 represented "Agree", 3 represented "Disagree" while 4 represented "Strongly Disagree". Provision was made for a choice not to answer the question.

4.3 Study's Data

The data of the study was collected through a questionnaire that was physically administered with the selected employees of the National Department of Tourism, at the department's premises.

4.4 Rate of Return

A total of 70 questionnaires was prepared for the study and distributed in the Department of Tourism (“the department”) to personnel of all salary levels of both genders. A total of 70 questionnaires were returned, signalling that the rate of return was 100%.

4.5 Findings

The findings of the study begin with a description of the demographic profiles of the respondents. It is then followed by specific findings regarding the various statements relating to the department’s way of assigning resources, management support, and experience in IT governance strategy.

4.6. ANALYSIS OF VARIABLES

4.6.1 DEMOGRAPHIC PROFILES OF THE RESPONDENTS

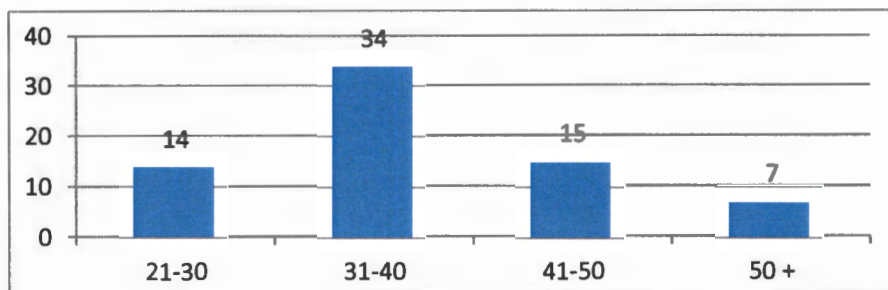


Figure 4.1: Age Distribution of the Respondents

The majority of respondents were aged between 31 and 40 years. This implies that the majority of employees in the department are aged between 31 and 40 years, which is an average age group within the working class that may have acquired sufficient work experience to understand the role of skills development and its importance in managerial decision making.

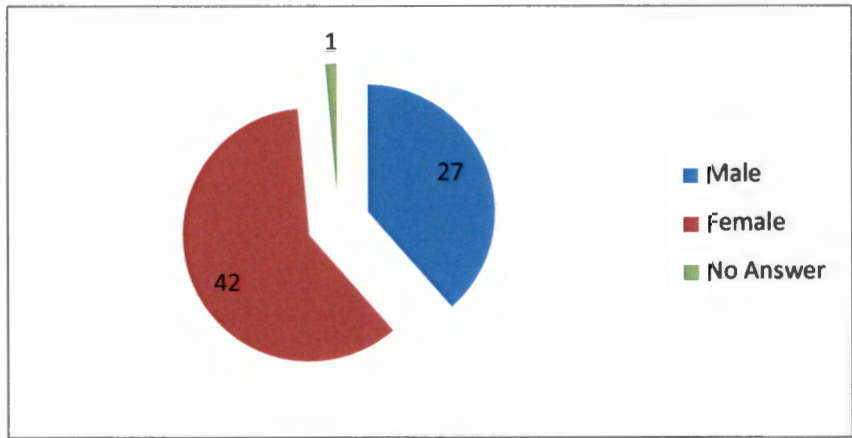


Figure 4.2: Gender Distribution of the Respondents

Figure 4.2 indicates that out of a total sample of 70 respondents, 42 were female, 27 male and one was unanswered. As no preference was given to sex, the sample breakdown is considered as being a rational representative of the demographics of tourism development. These figures reflect that the employees that occupy tourism roles are dominantly female.

Figure 4.2 further shows that females have been interacting in tourism development to do their activities more frequently than men, and are thus better skilled at their work place. This may be understood in line with a view expressed in McGrath and Badroodien (2006) that ‘in the 20th Century there were periodic bouts of employer agitation regarding the need for reforms to skills development. In the past 15 years after the 1976 Soweto Uprising, this helped push the government into increasingly reformist positions through the De Lange Reports, three joint investigations of training by the Human Sciences Research Council and the National Training Board and a series of reforms to legislation’.

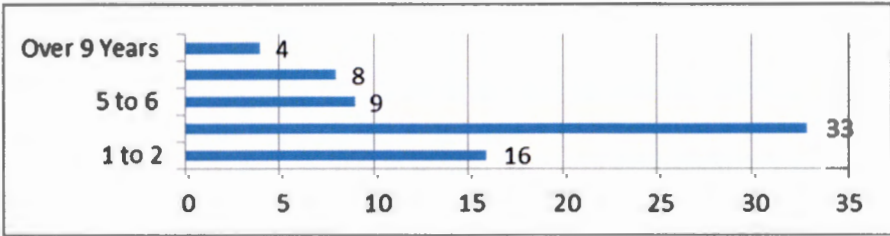


Figure 4.3: Number of Years of Service at the Department

Most of the respondents (33) have a working history of between 3-4 years. Sixteen (16) indicated that they had worked from 1-2 years, while nine (9) workers had worked from 5 to 6 years and eight (8) workers had a working experience of 7 to 8

years. Only four (4) workers had a working experience of over 9 years. This is a good spread from the study.

4.6.3 FINDINGS RELATING TO THE RESPONDENTS' INVOLVEMENT IN THE PROJECT INTEGRATION IT OR BUSINESS

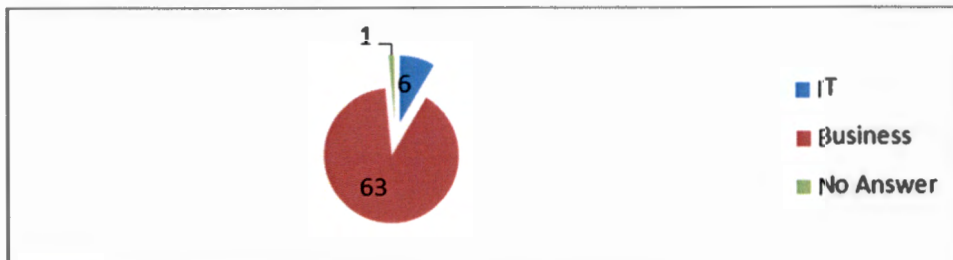


Figure 4.4: Business or IT Perspective of Respondents

Figure 4.4 shows that most respondents were involved in tourism development from a business perspective. Sixty three respondents were involved in tourism development from a business perspective, six were involved in tourism development from an IT perspective, and one respondent did not want to answer. It seems that the respondents involved in tourism development with a business perspective interact in activities regularly, and are more likely to do all their activities in less times a week than the rest of the respondents.

4.6.4 FINDINGS RELATING TO THE ADEQUACY OF MANAGEMENT SUPPORT AND COMMITMENT THROUGHOUT THE PROJECT

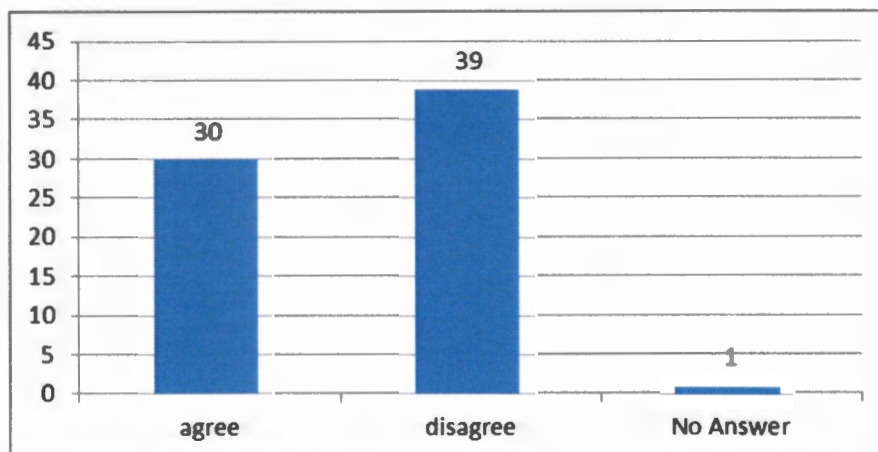


Figure 4.5: Was there adequate management support and commitment throughout the project?

Most of the respondents disagreed that there was adequate management support and commitment throughout the project. Thirty respondents agreed that there was adequate management support and commitment throughout the project, thirty nine respondents disagreed that there was adequate management support and commitment throughout the project, and one respondent did not want to give this information.

The graph above indicates that the majority of the respondents know what the importance of adequate management support and commitment throughout the project is, but there is a lack of knowledge and judgement; but is a positive result. The manager's attribute and decisions in all aspects are essential for staff members to function well in their positions. Also, the respondents rely on and expect leadership qualities from a manager to lead them (Sargent and Matthews, 1997). Haq (2011) suggests that ethics can be described as a set of moral principles or rules of conduct of an organisation or individual. It is important to have ethics within an organisation, because ethics govern how individuals within an organisation will behave or conduct themselves. The organisation determines its own ethics. An organisation's ethical way is similar to organisational culture, which is a system of shared beliefs and values that influence employee behaviour. The transmission of an organisation's ethical values is made smoother by its employees' social intelligence and interpersonal skills.

4.6.5 FINDINGS RELATING TO BUSINESS RANKING OF EMPLOYEES

Figure 4.6 below indicates that most respondents (38) were in managerial positions at work, while 29 were in non-managerial occupations, and 3 did not provide an answer. Akoojee's (2010) view may give another perspective on this score: "The national response to the recession provided little in terms of the strife for equity. The tripartite agreement between South Africa's government, business and labour reached in February 2009 did not deal meaningfully with this transformational imperative".

As a measure superficially designed to prevent large-scale retrenchments, there was an espoused need to keep employees working during the economic downturn and to re-skill them as an investment for the future economic recovery. Thus

despite finance emerging from the national skills levy system, the opportunity to induce workplace equity has been overlooked.'

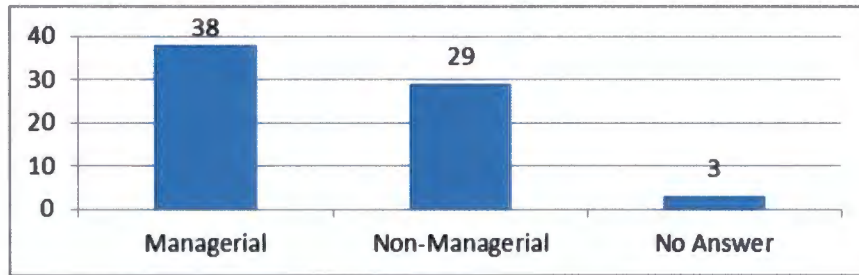


Figure 4.6: Business Ranking of Employees

4.6.7 FINDINGS RELATING TO THE IMPLEMENTATION OF FUNCTIONAL AREA OF PROJECT INTEGRATION WITHIN THE TIMELINES ORIGINALLY STIPULATED IN THE PROJECT PLAN

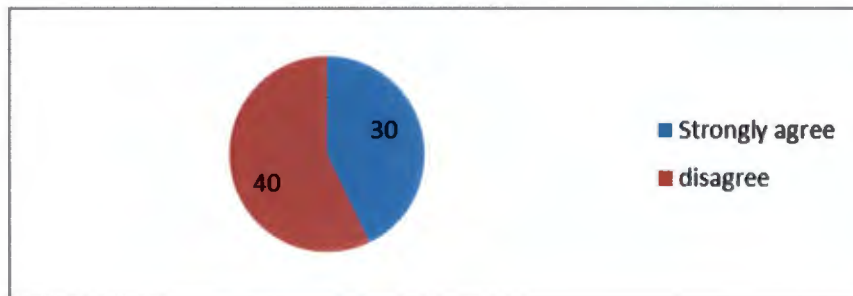


Figure 4.7: Implementation of functional area of Project integration within the timelines originally stipulated by the project plan

Most of the respondents (40) agreed that their functional area of Project integration was implemented within the timelines originally stipulated by the project plan. However, 30 employees disagreed that their functional area of Project integration was implemented within the timelines originally stipulated by the project plan. This is reflected in Figure 4.7

On this score, Liu and Wall (2006:159) argue that: The lack of coordination and weak networks between agencies concerned with skills training and those concerned with self-employment start-up have led to a disorganised approach to informal microenterprise support. Furthermore, state Liu and Wall (2006:159), "that decision making in such tourism developments is predominately based on the intervention of government's agencies and large tourism firms resulting in the dominance of external often foreign capital and the taking no notice of local people". Thus, although tourism often appears to be attractive as one of a limited

number of economic options, it is at the same time frequently alleged that local inhabitants fall prey to tourism. Indeed thus far there seems to have been a marked gap between government desire to improve the business environment and its actual achievements.

4.6.8 FINDINGS RELATING TO APPROPRIATENESS OF THE BUDGET ASSIGNED

Thirty of the respondents agreed that the budget assigned to the project was appropriate, while twenty strongly agreed and twenty respondents disagreed. This is shown in Figure 4.8 below.

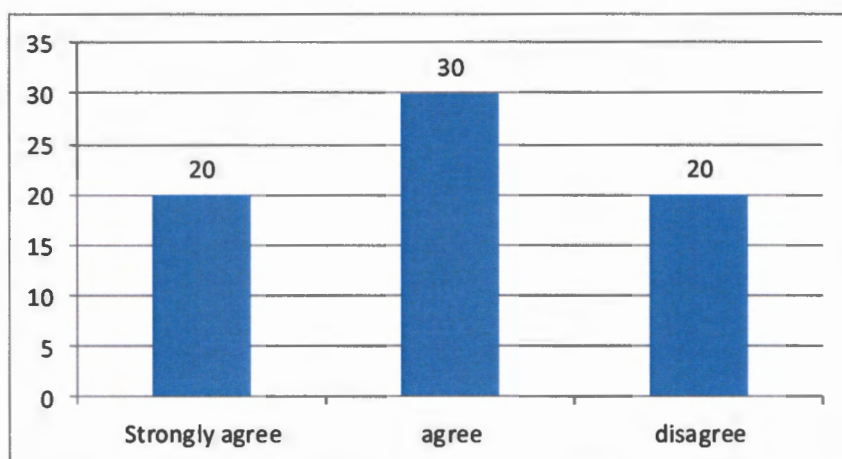


Figure 4.8: Budget assigned to the project appropriate

Literature also indicates that IT governance practices in many organisations are steadily improving, but to some extent are still weak and ad-hoc, especially in terms of processes and structures. In this regard, Schwarz and Hirschheim (2003:129) argue that over the years IT has struggled with the creation of effective structures and processes.

They further argue that if organisations focused more on implementing a sound IT governance strategy, such might help senior executives to manage not only the IT related activities, but also the perceptions between IT and the rest of the organisation, and in doing so, foster a more successful IT organisation.

4.9 FINDINGS RELATING TO WHETHER THE PROJECT INTEGRATION HAD ENOUGH HUMAN RESOURCES ASSIGNED TO IT IN THE RESPONDENT'S FUNCTIONAL AREA

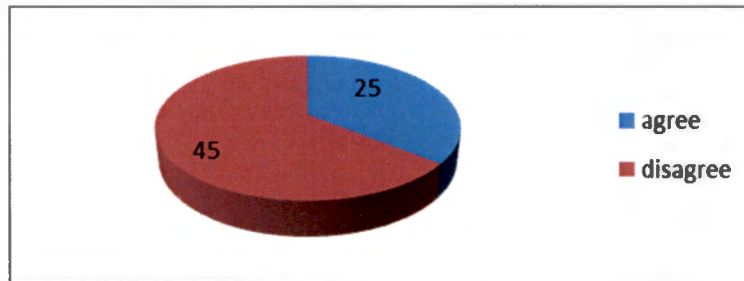


Figure 4.9: Human resources assigned to project integration in the respondents' functional area

Most of the respondents are somewhat impacted in project integration. Forty five respondents did not agree that in project integration, they had enough human resources assigned to it in their functional area, while twenty five respondents agreed that they did have enough human resources assigned to it in their functional area, as shown in Figure 4.9. There is need to address this problematic matter in the organisation of tourism. This is in fact not a positive finding. Wang and Bramwell (2012:988-9) note that historic resources can be valorised to facilitate revenue generation and economic growth through tourism, real estate development and place marketing. Political economy also indicates why the state may intervene to promote heritage conservation and to protect heritage from damaging tourism development. One explanation is that the state may decide to protect heritage resources from tourism activities if it is considered that their loss or deterioration may reduce the potential for present and future rounds of capital accumulation.

Kooper *et al.* (2011) argue that, to enhance knowledge and development, one should force individuals to gather causal and conditional relations between events and actions that can alter workers' ways of thinking and acting in novel, ambiguous situations, and initiate and promote self-regulatory motivational processes such as their focus on prevention versus promotion and confidence for handling unforeseen events.

4.6.10 FINDINGS RELATING TO THE RESPONDENT'S FUNCTIONAL AREA HAVING RECEIVED SUFFICIENT AND TIMEOUS TRAINING

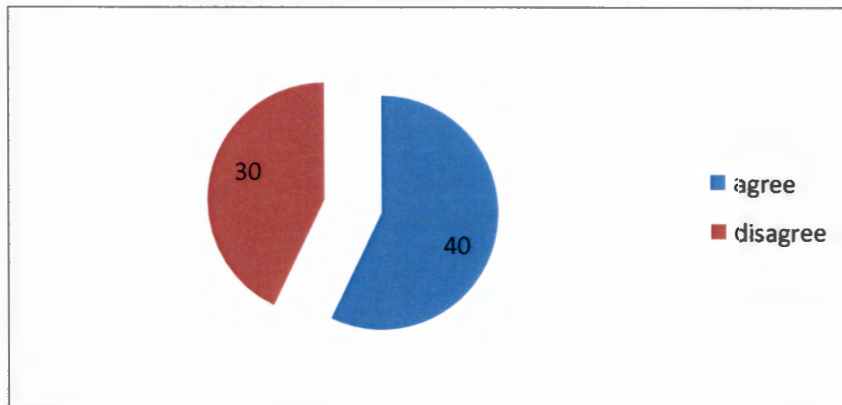


Figure 4.10: Sufficient and timeous training given to functional area

Most of the respondents believed that their functional area received sufficient and timeous training. Forty respondents agreed that their functional area received sufficient and timeous training, whereas thirty respondents disagreed that their functional area received sufficient and timeous training. Eden and Huxham (1996) argue that an experienced and well-trained worker can be defined as a person who can perform complex tasks while working without help or supervision. In addition, employee attitudinal and social skills are widely regarded to be critical for one to be successful. The manager's attribute and decisions in all aspects are essential for staff members to function well in their positions. Also, the respondents rely on and expect leadership qualities from a manager to lead them.

4.6.11 FINDINGS RELATING TO WHETHER THERE WAS ADEQUATE MANAGEMENT SUPPORT AND COMMITMENT THROUGHOUT THE PROJECT

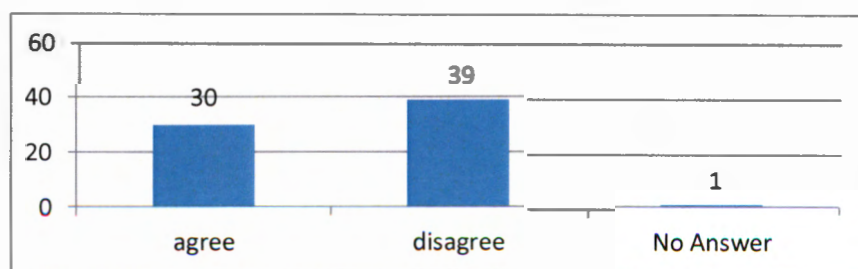


Figure 4.11: Adequacy of management support and commitment throughout the project

Most of the respondents disagreed that there was adequate management support and commitment throughout the project. Figure 4.11 shows that thirty respondents agreed that there was adequate management support and commitment throughout the project. Thirty nine respondents disagreed that there was adequate management support and commitment throughout the project and one respondent did not want to give this information.

The graph also indicates that the majority of the respondents know what the importance of adequate management support and commitment throughout the project is, but there is a lack of knowledge and judgement. In this regard, Estevez and Janowski (2013) argue that the manager's attribute and decisions in all aspects are essential for staff members to function well in their positions.

Furthermore, the respondents rely on and expect leadership qualities from a manager to lead them. Furthermore, Eden and Huxham (1996) suggest ethics can be described as a set of moral principles or rules of conduct of an organisation or individual. It is important to have ethics within an organisation because ethics govern how individuals within an organisation will behave or conduct themselves. The organisation determines its own ethics. An organisation's ethical way is similar to organisational culture; which is a system of shared beliefs and values that influence employee behaviour. The transmission of an organisation's ethical values is made smoother by its employees' social intelligence and interpersonal skills.

4.6.12 FINDINGS RELATING TO WHETHER SATISFACTORY ACCOUNTABILITY WAS PLACED ON THE TEAM FOR THEIR FUNCTION IN THE PROJECT

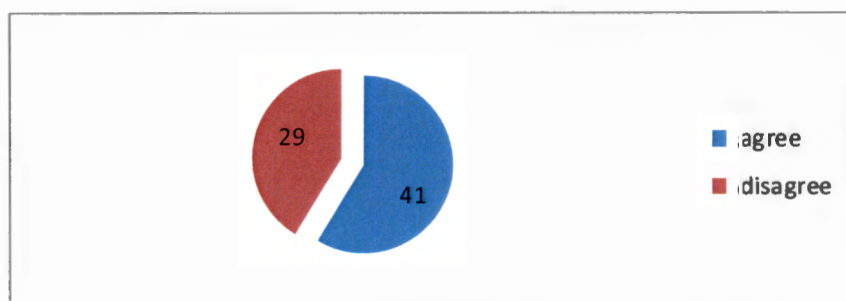


Figure 4.12: Satisfactory accountability placed on the team for their function in the project

Figure 4.12 indicates that the majority of respondents did not believe that satisfactory accountability was placed on the team for their function in the project. Forty one respondents did not believe that satisfactory accountability was placed on the team for their function in the project, whereas twenty nine did believe that satisfactory accountability was placed on the team for their function in the project. This is a positive result. According to Posthumus and Solms (2004:638) information security needs to be addressed as a corporate governance responsibility which should involve risk management efforts, reporting and accountability on the part of executive leadership and boards of directors.

4.6.13 FINDINGS RELATING TO WHETHER SATISFACTORY ACCOUNTABILITY WAS PLACED ON IT FOR THEIR FUNCTION IN THE PROJECT

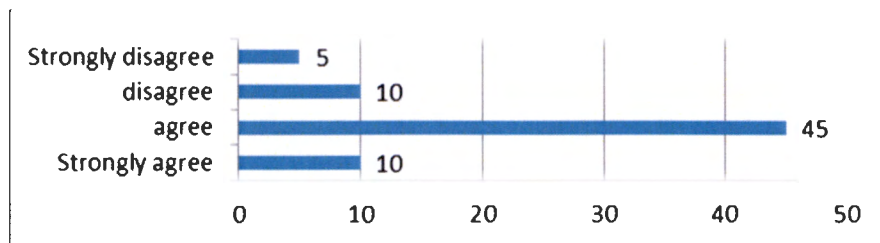


Figure 4.13: Satisfactory accountability placed on IT for their function in the project

Figure 4.13 indicates that in general the majority of respondents agreed that there was satisfactory accountability placed on IT for their function in the project. Forty five respondents agreed that satisfactory accountability was placed on IT for their function in the project, while ten respondents strongly agreed and the other ten respondents disagreed. It was only 5 respondents that strongly disagreed that satisfactory accountability was placed on IT for their function in the project. This is a positive finding.

The majority of respondents acknowledged that IT is essential for their function in the project in the work force. IT governance, at an abstract level, is a subset discipline of Corporate Governance focused on information, and that IT capability can no longer be a black box; rather its governance implies a system of contribution from all the stakeholders (Prasad, Heales and Green, 2010:216). The board, internal customers and departments such as finance must have the necessary input into the decision making process. Management need to

understand the overall architecture of its company's IT applications portfolio. The board must ensure that management knows what information resources are out there, what condition they are in, and what role they play in generating revenue. IT governance specifies the decision rights and accountability framework to encourage desirable behaviour in the use of IT.

4.6.14 FINDINGS RELATING TO WHETHER PROJECT TEAM MEMBERS WERE SUFFICIENTLY MONITORED TO ENSURE THAT THEY WERE FULFILLING THEIR FUNCTIONS

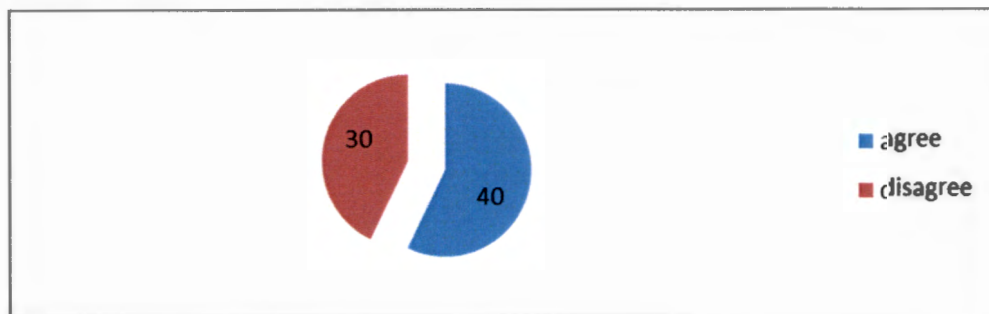


Figure 4.14: Monitoring of Project team leaders to ensure that they were fulfilling their functions

Figure 4.14 indicates that most of the respondents disagreed that project team leaders were sufficiently monitored to ensure that they were fulfilling their functions. Forty respondents disagreed that the project team leaders were sufficiently monitored to ensure that they were fulfilling their functions, whereas thirty respondents agreed. The respondents between 31-40 years at the department understand the importance of project team leaders and their functions in monitoring areas sufficiently. Management is useful, essential and helpful for staff members to run all the operations in the organisation.

Corporate governance can be viewed as the set of processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved, and the goals for which the corporation is governed (Koofer, Maes and Lindgreen, 2011:196). Governance provides a structure for determining organisational objectives and monitoring performance to ensure that objectives are attained.

4.6.15 FINDINGS RELATING TO WHETHER THERE WAS SATISFACTORY ACCOUNTABILITY PLACED ON THE BUSINESS FOR THEIR FUNCTION IN THE PROJECT

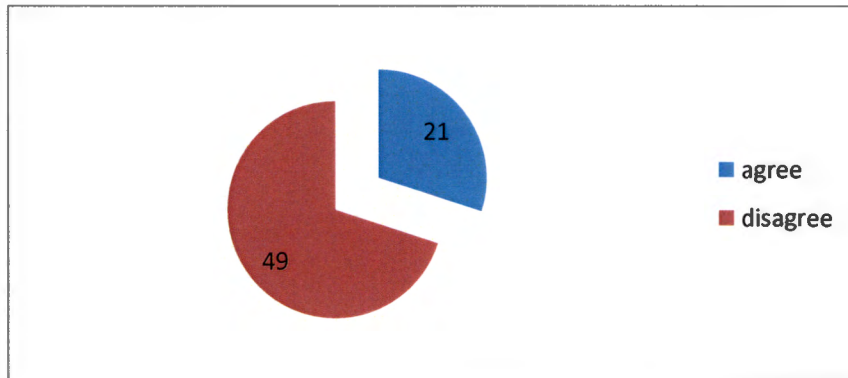


Figure 4.15: Accountability placed on the Business for their function in the project

Figure 4.15 indicates that the majority of respondents agreed that satisfactory accountability was placed on the Business for their function in the project. Twenty one respondents agreed that satisfactory accountability was placed on the Business for their function in the project, and forty nine respondents disagreed that satisfactory accountability was placed on the Business for their function in the project. This is a negative finding. The majority of respondents acknowledged that the Business is necessary for their success in projects.

Bernroider (2008:258) argues that the critical role of IT in enterprises has led to the view that IT governance must be managed to support or enable business objectives and mitigate risks associated with IT implementation. IT strategic planning has received a growing emphasis and is a major component of IT governance.

4.6.16 FINDINGS RELATING TO WHETHER AN APPROPRIATE PLANNING MEASURE WAS IMPLEMENTED FOR PROJECT INTEGRATION

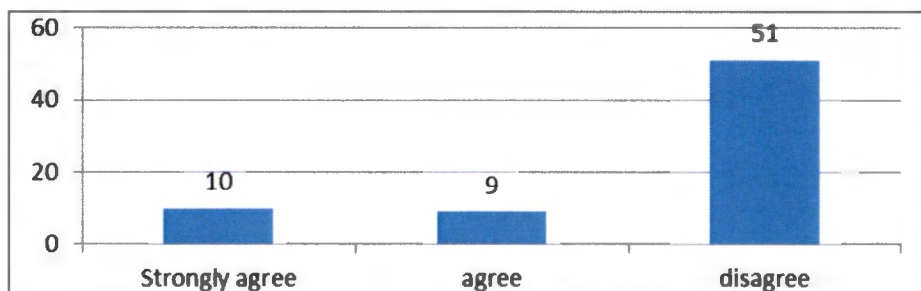


Figure 4.16: Appropriate planning measure implemented for Project integration

The majority of respondents (51) indicated that an appropriate planning measure was not implemented for project integration. Ten respondents strongly agreed that an appropriate planning measure was implemented for project integration, nine respondents agreed that an appropriate planning measure was implemented for project integration, and fifty one respondents disagreed that an appropriate planning measure was not implemented for Project integration. This is a negative result. Most of the respondents feel that an appropriate planning measure implemented for Project integration is essential, and indicate that they are eager for continuous training and managerial delegations to further develop their skills. Individual level identities emphasize one's uniqueness and differentiation of the self from others.

Relational identities, in contrast, define the self in terms of specific roles or relations; often including others in the definition of one's self-identity (Kooper *et al.*, 2011). Also, collective identities define the self in terms of specific collectives such as groups or organisations, creating a desire to develop in one the qualities that are prototypical of these. Thus, each identity level provides an alternative basis for self-regulation, and alternative ways to define leadership.

Wan (2013:165) states that tourism planning is the decision making process and detailed, in the ground outline of how a tourism destination should be developed, consideration of the various factors the overall goal for better planning must include: better visitor satisfaction, improved business success and economic impact, greater protection of environmental assets, and improved integration into regular community life. Planning is an essential element of successful tourism development and management. Effective planning is necessary to ensure that tourism is developed.

Von Solms and Von Solms (2006:409) note that it is therefore essential for a company to have a proper Information Security Governance Plan. As information security governance is an integral part of corporate governance, any information security governance model (plan) must reflect the characteristics of corporate governance. Corporate governance consists of the set of policies and internal controls by which organisations, irrespective of size or form, are directed and managed. Information security governance is a subset of organisations' overall governance program.

It is therefore essential for a company to have a proper Information Security Governance Plan. As information security governance is an integral part of corporate governance, any information security governance model (plan) must reflect the characteristics of corporate governance.

4.6.17 FINDINGS RELATING TO WHETHER THE ORIGINAL BUSINESS CASE ADHERED TO PROJECT INTEGRATION

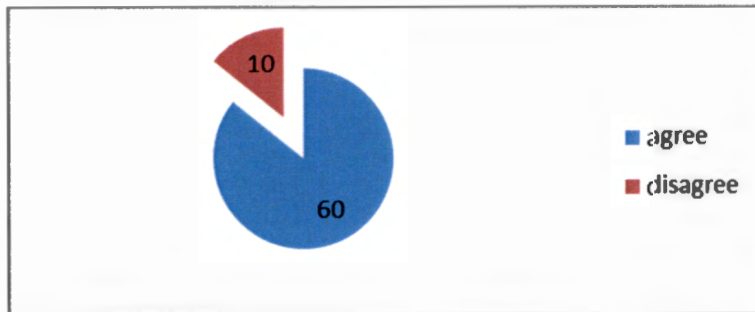


Figure 4.17: Did the original business case adhere to project integration?

Figure 4.17 indicates that sixty respondents disagreed that the original business case adhered to project integration and 10 respondents agreed that the original business case adhered to project integration. The majority of respondents believed that the original business case adhered to the realisation that project integration is necessary to complete and execute their work.

Dai (2003) argues that the Korean Government changed the system to take a more gradual approach, and it required only enormous enterprises; in selected industrial and service sectors to undertake training of their workers.

4.6.18 FINDINGS RELATING TO WHETHER SUFFICIENT CHANGE MANAGEMENT WAS PERFORMED THROUGHOUT THE PHASES OF THE PROJECT

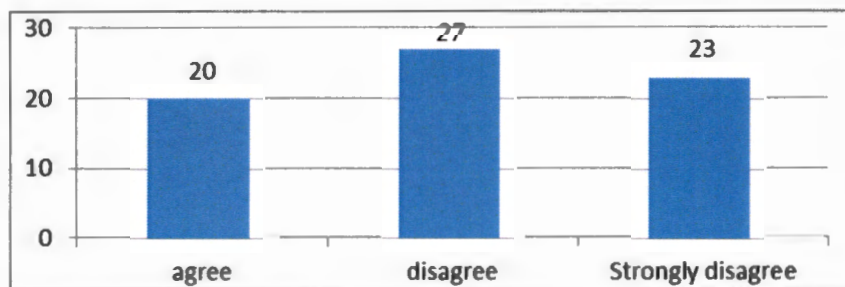


Figure 4.18: Sufficient change management was performed throughout the phases of Project integration

Figure 4.18 shows that 27 respondents disagreed that sufficient change management was performed throughout the phases or Project integration; twenty agreed that there was sufficient change management performed throughout the phases or Project integration, and twenty three strongly disagreed that there was sufficient change management performed throughout the phases or Project integration.

The majority of the respondents believed that sufficient change management and training are important roles of organising the bigger scope of project realisation in Tourism. This is a positive result and in agreement with Dredge (2006:270). Business or organisational management needs to trigger organisational change and establish a new organisational structure. Consequently, any Enterprise Resource Planning (ERP) initiative can be viewed as a strategic IT decision to add value to the organisation's IT infrastructure, and to be safeguarded by effective IT governance methods.

A critical role for governance is to monitor and control the behaviour of management, who are hired to preside over the day-to-day activities of running the organisation. The same principle applies to public service as well. Governance concerns the behaviour and actions of management to carry out the business of government (Koooper, Maes and Lindgreen, 2011:195).

4.6.19 FINDINGS RELATING TO WHETHER THE RESPONDENTS DID PARTICIPATE IN ANY CHANGE MANAGEMENT EVENT

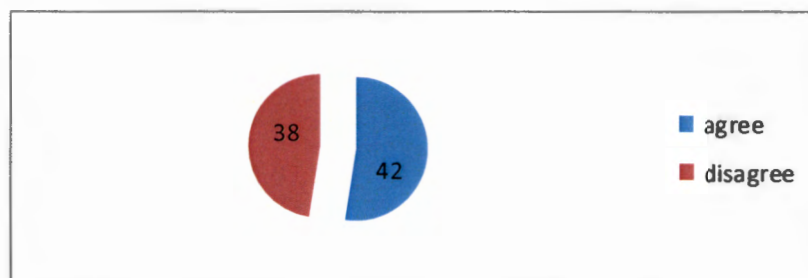


Figure 4.19: Participation in any change management event

Figure 4.19 indicates that the majority of respondents did participate in a change management event. Forty two respondents did participate in a change management event, whereas thirty eight respondents did not participate in a change management event. This is because the majority of the respondents

believe that there are weaknesses in their development, or noticed weaknesses in the leaders who lead them.

Paraskevas *et al.* (2012:131) state that the value of knowledge and the importance of knowledge management have also been acknowledged in the tourism management literature. For tourism organisations operating in a period of organisational adaptation, discontinuous change, more frequent crises and the need to be competitive, knowledge management provides a useful conceptual framework and set of approaches.

4.6.20 FINDINGS RELATING TO WHETHER THE RESPONDENTS WERE PART OF ANY CHANGE MANAGEMENT TEAM

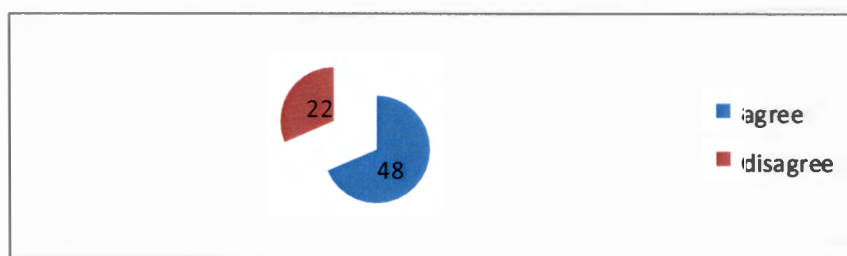


Figure 4.20: Participation in any change management team

The majority of the respondents were part of a change management team. Forty eight respondents were part of a change management team and twenty two did not take part in a change management team. This indicates that most of the respondents rely on communication for all their work issues. As it is important for workers to be proactive within their work place, communication in all forms is essential in their daily activities for administration and development skills.

Working as a leader of an interdisciplinary team requires excellent communication skills, assertiveness, adaptability, as well as better knowledge of team functions. Acquiring these skills takes practice and requires an environment where one can learn from his/her mistakes without fear of harming his/her career (Qu, Ennew and Sinclair, 2005).

4.5.21 FINDINGS RELATING TO WHETHER THE RESPONDENTS KNOW WHAT THE NATIONAL TOURISM SECTOR STRATEGY ENTAILS

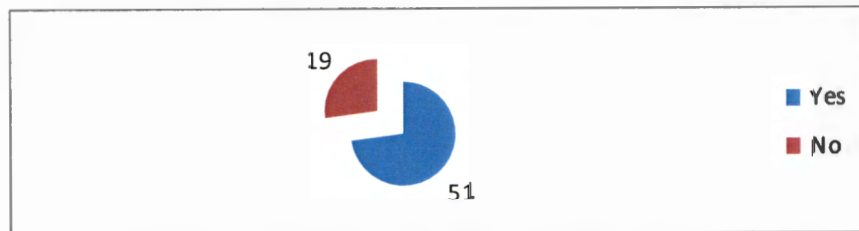


Figure 4.21: Knowledge of what the National Tourism Sector Strategy entails

Figure 4.21 indicates that the majority of respondents were exceedingly confident in knowing what the National Tourism Sector Strategy entails. Fifty one respondents knew what the National Tourism Sector Strategy entails, and nineteen respondents did not know what the National Tourism Sector Strategy entails. This is because most of the respondents are managers who have required some developed skills and have the ability to communicate well with other members, with confidence of knowing the NTSS.

Posthumus and Von Solms (2004:643) argue that these security requirements could be viewed as information risk directives that would advise executive management on what should be done in order to govern and manage information security properly.

Consequently these requirements will ultimately help to guide the construction and implementation of an effective information security strategy through corporate governance. Information Security Governance, which provides the framework in which such protection must take place, is therefore clearly a corporate governance responsibility (Von Solms and Von Solms 2006:408).

4.6.22 FINDINGS RELATING TO WHETHER THE INTEGRATION STRATEGY WAS ALIGNED TO THE BUSINESS STRATEGY FOR THE 2011/2012 FINANCIAL YEAR, THAT IS, WHETHER THE IMPLEMENTATION WAS APPROPRIATE TO THE BUSINESS STRATEGY

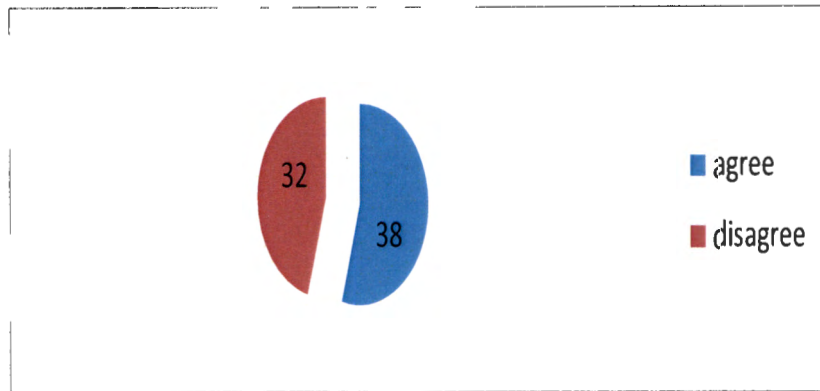


Figure 4.22: Alignment of the integration strategy to the business strategy for the 2011/2012 financial year, that is, the implementation appropriate to the business strategy

Figure 4.22 indicates that the majority of respondents believed that integration strategy was aligned to the business strategy for the 2011/2012 financial year, that is, the implementation was appropriate to the business strategy. Thirty eight respondents believed that integration strategy was aligned to the business strategy for the 2011/2012 financial year, that is, the implementation was appropriate to the business strategy, and thirty three respondents believed that integration strategy was not aligned to the business strategy for the 2011/2012 financial year, that is, the implementation was (not) appropriate to the business strategy. This is a positive result. This also shows that most of the respondents believe that the integration strategy was aligned to the business strategy and is needed for further developments in tourism.

Qu, Ennew and Sinclair (2005:940) state that the antecedents to market orientation were defined as the organisational factors that enhance or impede the implementation of the business philosophy represented by the marketing concepts. They did not ignore external factors, but saw their role as being primarily in moderating the relationship market orientation and its outcomes. They argued that the choice of an internal perspective is appropriate because managers have more control over internal antecedents compared to external ones.

4.6.23 FINDINGS RELATING TO WHETHER THE RESTRUCTURING AND CENTRALISATION PROCESS AT THE DEPARTMENT OF TOURISM HAD A NEGATIVE EFFECT ON THE INTEGRATION

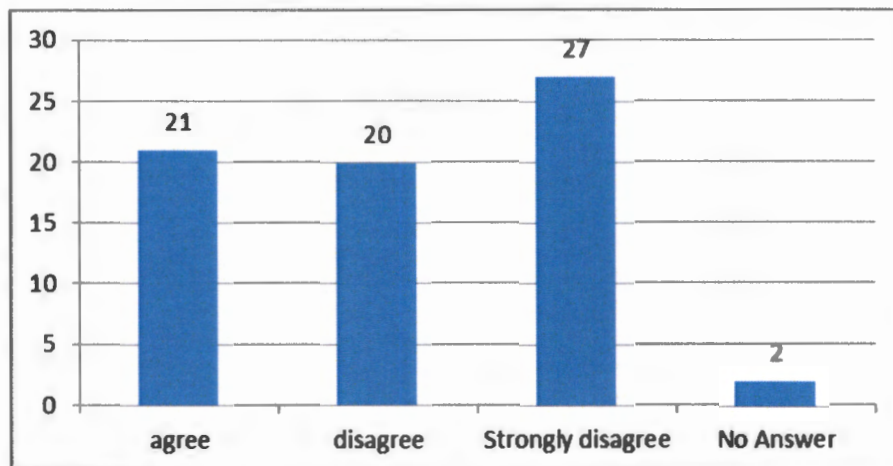


Figure 4.23: The effect of restructuring and centralisation process at the Department of Tourism on the integration

Figure 4.23 indicates that the majority of respondents did not believe that restructuring and centralisation processes at the department had a negative effect on the integration. Twenty one respondents agreed that the restructuring and centralisation process at the department had a negative effect on the integration, twenty respondents disagreed that the restructuring and centralisation process at the department had a negative effect on the integration, twenty seven respondents strongly disagreed that the restructuring and centralisation process at the department had a negative effect on the integration, and two respondents did not want to disclose this information. This indicates that most of the respondents believe that some of the integration of restructuring and centralisation processes at the department has motivated them positively in their daily planning.

Wan (2013:164) notes that the perspective of governance has emerged as a powerful analytical concept in public policy making since the late 1970s. Economic restructuring and declining globalisation, privatisation, internationalisation, and world cities' competition and democratisation have all led many governments to realize that they are losing their capacity to steer public policy making in some areas alone. Instead, they needed to collaborate with a much wider network of agencies for building strengths and accessing and utilizing resources.

Prasad, Heales and Green (2010) argue that uncertainty, changing circumstances and a lack of clear communication are frequently experienced among team members. Working as forerunner of an interdisciplinary team involves excellent communication skills, assertiveness and adaptability, as well as knowledge of team functions. Acquiring these skills takes practice and an environment in which people can learn from their mistakes without fear of harming their career.

4.6 Correlations

In this section the findings on the association between the different variables of IT governance acceptance and readiness of the respondents on the basis of their knowledge and understanding thereof are revealed. In this regard, a correlation analysis was conducted on a variety of factors such as the age and level of education of the respondents, the department's way of assigning resources, management support, and experience in IT governance strategy. Correlation analysis refers to the different techniques used to measure the extent of the relationship between different variables.

The first correlation analysis conducted was whether the project team leaders were sufficiently monitored to ensure that they were fulfilling their functions, as well as age, which showed +0.316 – a low positive association. This means that workers are generally happy with the team leaders' monitoring overall, and that older people are capable of their functions.

The correlation conducted between whether satisfactory accountability was placed on the Business for their function in the project, and whether the project integration did have enough human resources assigned to it in the respondents' functional area, showed a high positive association of +0.878. This could be interpreted to mean that employees are relatively happy in their workplace and have sufficient resources from managers for project development.

An analysis of the relationship conducted between whether the original business case was adhered to for project integration while being portrayed properly, and whether there was satisfactory accountability placed on the team for their function in the project, showed a plus (0.445). This suggests that employees are generally happy with the management performance appraisal procedures with team members on project integration and their accountability according to this.

With regard to whether there was an integration strategy aligned to the business strategy for the 2011/2012 financial year, that is, the implementation was appropriate to the business strategy, and whether there was satisfactory accountability placed on the Business for their function in the project, the analysis showed a positive association of +0.712. The inference drawn is that people are satisfied with the role of organising in the scope of the business' financial strategy realisation development in terms of the years they have been working in the organisation.

The correlation between whether the project integration had sufficient human resources assigned to it in the functional area, and whether there was satisfactory accountability placed on the team for their function in the project, showed +0.316 – a very low positive association. This means people are somewhat satisfied with the organisation's way of assigning resources in their functional areas and team performance, especially the age group 31-40 years.

Regarding the statements meant to measure whether the project integration did have enough human resources assigned to it in the respondents functional area, and whether the respondents were part of a change management team, the correlation analysis showed +0.943 - a positive association. This could be interpreted that staff members are content with the organisation's way of change management assigned to workers' areas and resources available.

A correlation analysis of whether the project integration did have enough human resources assigned to it in the respondents' functional area, and whether the respondents knew what the National Tourism Sector Strategy (NTSS) is, was also conducted, and revealed a high positive association of -0.782.

The correlation analysis conducted between whether there was sufficient change management performed throughout the phases of project integration, and whether there was adequate management support and commitment throughout the project, showed a positive association of -0.445.

The correlation between whether the original business did adhere to project integration, and whether the respondents were part of change management teams, showed -0.417 – also a negative association. This indicates that there was

a lack of management abilities in workers' project integration, and this need to be addressed by Tourism.

The correlation between whether the original business did adhere to project integration, and whether the respondents did know what the National Tourism Sector Strategy (NTSS) entails, showed -0.515 – also a negative association.

There existed a correlation between whether there was adequate management support and commitment throughout the project, and whether the IT governance strategy alignment for 2012/2013 implementation was appropriate to the departmental strategy showed $+0.639$ – a positive association. It means that workers are working as a team with the support of management and have experience in the IT governance strategy.

The correlation between whether the original business adhered to project integration, and whether the respondents knew what the National Tourism Sector Strategy (NTSS) entailed, showed $+0.704$ – a positive association. This shows that most of the workers between the ages of 31-40 years are well educated and know what the National Tourism Sector Strategy entails for project integration.

The correlation between the whether the IT governance strategy alignment for 2012/2013 implementation was appropriate to the departmental strategy, and whether the respondents were part of a change management event, also showed $+0.937$ – a positive association. This means that these workers are in a managerial position, well trained, skilled, and are part of change management events implementing IT governance strategies.

The correlation conducted between whether the IT governance strategy alignment for 2012/2013 implementation was appropriate to the departmental strategy, and whether there was sufficient change management performed throughout the phases or project integration, revealed a negative association of -0.479 . This means that the workers believe that there is a lack of managerial skills throughout phases of the projects, which needs to be addressed by the department.

The final correlation conducted was concerned with whether the original business did adhere to project integration, and whether the IT governance strategy alignment for 2012/2013 implementation was appropriate to the departmental strategy. The analysis showed $+0.639$ – a positive association. In addition, a

further correlation was conducted between the IT governance strategy alignment for 2012/2013 implementation appropriate to the departmental strategy, and whether the respondents knew what the National Tourism Sector Strategy entails. This showed a positive association of +0.939. It suggests that the respondents have a managerial position and have an understanding on what NTSS entails, and are able to align appropriate strategies for IT governance.

4.7 Conclusion

In this chapter detailed results of the research were provided. Graphs and statistics were used to augment the results. This was followed by a correlation analysis conducted of the many relationships between the main variables in this study. The analysis of the results revealed that age, level of education, and years of experience are not determinants of whether respondents are positive or negative about the improvement of skills development in the National Department of Tourism.

The study used a quantitative approach to describe and analyse the findings on the impact of implementation of improvement in the department. This was followed by the findings and measures of association statistics.

Having presented an analysis and discussion of the findings generated from the questionnaire survey in the current chapter, the next chapter (Chapter Five) provides the main conclusions of the study. It will also provide answers to the research questions of the study, and present a set of recommendations made in relation to the objectives of the study.

CHAPTER 5

Conclusion and Recommendations

5.1 Introduction

IT Governance in general, and integration, application, structuring and implementation of ICT Governance Framework in governmental departmental strategic and other plans, to make the business of meeting the government mandate more efficient and effective, defined the context of this study. Kooper, Maes and Lindgreen (2011:195) state that in the ICT world, the term “IT governance” (or “ICT governance”) is well established. It is understood to be a subset discipline of corporate governance which focuses on information technology systems and their performance, as well as risk management. The rising interest in IT governance is an acknowledgement that IT is an increasingly important element of organisational products and services. Furthermore, it is the foundation of enterprise-wide processes, consisting of the leadership and organisational structures and processes that ensure that the organisation’s IT sustains and extends the organisation’s strategies and objectives.

Against the above background, the main aim of the study was to debunk whether or not the government derived the benefits from investing in IT Governance. The problem is that it is not clear whether or not government departments incorporate IT governance in their Strategic Plans and other Plans, to make it “an integral part” of their governance, as required by the Framework (ITGI, 2003). Furthermore, it is not clear whether or not the challenge for the targeted users stems from the government’s one-size-fits-all approach to integration of IT Governance, which may not entirely be applicable to all circumstances, given the distinct nature of departments.

Accordingly, the study was concerned with posing the following questions in the main: (1) What is the extent to which the desired outcomes are realised as a result of integration of the IT Governance Framework and Corporate Governance of ICT (CGICT) Policy Framework in the Department’s Strategic and other Plans? (2) What is the Department’s IT infrastructural capability adequacy vis-à-vis the requirements of a one-size-fits-all government approach to IT Governance?

Prasad, Heales and Green (2010:214) argue, in view of the substantial investment in IT and the significant impact it has on organisational success, that considerable organisational resources are consumed to manage how IT is acquired and diffused in organisations. Bernroider (2008:258) also suggests that the critical role of IT in enterprises has led to the view that IT governance must be managed to support or enable business objectives and mitigate risks associated with IT implementation. IT strategic planning has received a growing emphasis and is a major component of IT governance, which can be seen as a holistic strategic controlling of the framework for effective and efficient use of IT.

This chapter will present the summary of the study, and address the findings per research question. It will also provide managerial guidelines for opportunities. Conclusion of the study will be drawn and recommendations will also be outlined.

5.2 Summary of the Study

The National Department of Tourism formed the basis of this study. As a government department, it was also advisably required to incorporate IT governance in its strategies and plans. The objective of the study was to examine the extent of integration of IT governance in its plans, as well as its infrastructure capability adequacy, in order to perform its functions effectively and efficiently for sustainable delivery of public services and goods. The research questions arrived at, are as indicated in paragraph 2 of Section 5.1. The questionnaires used are as indicated in Appendix A of this report.

The research study was informed by the review of literature which included the following concepts: IT governance, governance structure, decision making, tourism, governance and frameworks, mapping governance, e-governance, development through governance, tourism and innovation systems, trust and tourism. This was to enable the research study to be defined and postulated appropriately with relevant definitions, theories and other empirical studies. A variety of research methods such as qualitative and quantitative were used. The research methods looked at instrumentation, research type, population, sampling method, and data gathering method from a theoretical perspective.

A questionnaire was developed and used to gather primary data based on demographics, e.g. age, gender, years of service in the department, and position. Other related questions were used to further extract information or data from the sample population.

The data that was obtained from the sample population was statistically and graphically tabulated, according to which correlation variables were analysed, interpreted and discussed.

5.3 Response to the Research Questions

The main findings of this research in relation to each research question will now be discussed. Each question is followed by a discussion of the findings relating to that question.

5.3.1 What is the extent to which the desired outcomes are realised as a result of integration of the IT Governance Framework and Corporate Governance of ICT (CGICT) Policy Framework in the Department of Tourism Strategic and other Plans?

The importance of the role of IT governance for the success of any organisation has been argued widely. Haes and Van Grembergen (2005) posit that effective IT governance is essential for organisations, as it pays off to have well-managed IT governance in place. The ultimate goal with IT Governance is to achieve strategic alignment between the business intentions.

IT governance is a fundamental part of corporate governance and analogously combines leadership, organisational structures and processes that ensure that IT sustains and extends the organisation's strategies and objectives. IT governance provides guidelines, establishes criteria and standards for decision making, monitoring, measuring and improving of the performance of IT (Bowen *et al.*, 2007:192).

Bowen *et al.* (2007:192) point out that the IT governance sector can be deployed using a combination of processes, structures and relational mechanisms. The processes could be monitoring, decision making, service level agreements, balanced IT scorecards; structures may include IT Councils, Committees, while mechanisms could be business partnerships, shared learning, stakeholder

participation, and collaboration between functional areas or workgroups. Each facet is indispensable to successful IT governance.

Kooper, Maes and Lindgreen (2011:195) argue that in the ICT world the term 'IT governance' or ICT governance is well recognized. It is a subset discipline of corporate governance focused on Information Technology (IT) systems and their performance, as well as on risk management. The rising interest in IT governance is partly due to compliance initiatives, and the acknowledgement that IT is an increasingly important element of organisational products and services, and that it is the foundation of enterprise-wide processes. It consists of the leadership and organisational structures and processes that ensure that the organisation's IT sustains and extends the organisation's strategies and objectives.

Successful implementation of an IT Governance Framework is also a complex undertaking because organisations must integrate the unique expertise of diverse stakeholders and service providers. These would include that sharing domain knowledge promotes effective business manager involvement in IT planning, as well as IT manager participation in business planning (Bowen *et al.*, 2007:192).

Wang and Ap (2013:224) state that Tourism policies are not outcomes of negotiation and co-ordination among interest groups, but that the outcomes of government official's recommendations and considerations define tourism policy. At the national level CNTA is mainly responsible for the formulation of specific tourism policies, and these specific tourism policies usually take the form of an ordinance or regulation. At the local level, namely cities and counties, the local municipal government is responsible for the formulation of tourism policies, the local TAOs have autonomy to make proposals providing suggestions to the local municipal government which is responsible for the formulation of tourism policies, and the local municipal government for tourism policy making.

Bowen *et al.* (2007:192) argue that the development of cognitive skills such as critical thinking, clinical reasoning and problem solving, is imperative because there is evidence that delayed or poor development resorts to ritualistic behaviour and routines rather than evidence-based or autonomous practice. The importance of learning is evident in programme documentation and regulatory frameworks. However, there is a tendency to focus on theoretical knowledge and technical

skills, with limited information on strategies and techniques for mentors to support and facilitate cognitive skill development.

5.3.2 What is the department's IT infrastructural capability adequacy vis-à-vis the requirements of a one-size-fits-all government approach to IT governance?

Prasad, Heales and Green (2010:218) state that IT related capability of shared organisational knowledge between unit and IT managers determines the strategic use of IT. An organisation's IT use is influenced by the presence of a mosaic of IT related knowledge that binds the firm's IT and Unit Managers.

IT related management capability enriches the performance of specific processes and increases the operational service performance of the IS groups shared knowledge, influences IT assimilation and the level of IT business alignment, a key IT related success factor (Nelson, 2005:224).

Discipline is essential for information security in any company using any type of IT infrastructure; that is not disputed anymore by anyone, and is accepted as an integral part of managing any IT environment. Information Security Governance is now accepted as an integral part of good IT and Corporate Governance (Information Security Governance). Information Security Management, as traditionally defined, covers a part of the wider concept of Information Security Governance. It doesn't address all aspects related to Operational Information Security Management, as well as many aspects related to the creation of policies, procedures, etc. However, the aspect of compliance monitoring and enforcement, as required by Information Security Governance, has not yet really become part of the traditional role of Information Security Management.

Prasad, Heales and Green (2010:216) note the foundational mechanisms as the form of the leadership and organisational structures and processes that ensure that the organisation's IT sustains and extends the organisation's strategies and objectives.

Prasad, Heales and Green (2010:216) argue that IT governance at an abstract level is a subset discipline of Corporate Governance focused on information, and IT capability can no longer be a black box, but its governance implies a system of contribution from all the stakeholders. The board, internal customers and

departments such as finance must have the essential input into the decision making process. Management needs to understand the overall architecture of its company's IT applications portfolio. The board must ensure that management knows what information resources are out there, what condition they are in, and what role they play in generating revenue. IT governance specifies the decision rights and accountability framework to encourage desirable behaviour in the use of IT.

5.3.3 What policy shifts have been made in the department to elevate IT governance to agenda status in order to enhance, sustain and extend the department's strategies and objectives?

Bernroider (2008:258) argues that today's business or organisational requirements have moved Information Technology (IT) governance into the focus of attention. IT activities are critically important to all aspects of the enterprise. Similarly, Marnewick and Labuschagne (2011:661) argue that organisations should adhere to IT governance practices, and the purpose of these practices is to ensure that the enterprise's IT sustains and extends the organisation's strategies and objectives. In 2008 the IT Governance Institute (ITGI) commissioned PricewaterhouseCoopers to conduct a global survey on IT governance. The survey report indicated that good IT governance practices are known and applied, but not universally. In the South African context it is currently not clear to what degree IT governance is adopted by organisations.

Political trust in the context of tourism development has remained silent in popular literature. Therefore, the government has a primary influence on governance and on policy making for sustainable tourism where there is a need for further research on the roles and activities of the state that affect tourism and the sustainable development of the industry in destinations. The political economy approach to the study of tourism development provides a useful basis for understanding government's involvement in tourism, and the importance of citizens' trust in state-owned tourism institutions raising the need for further research (Nunkoo *et al.* 2012:1540). The need to sustain and extend public service delivery has caused a critical dependency on IT, which calls for a specific focus on effective IT governance.

According to Nunkoo *et al.* (2012:1545) a significant but deserted aspect of the political arrangement of institutions is the influence of the power-sharing aspects of institutions on the development of public trust. Power is an important consideration in tourism governance, and a key aspect of the political economy of tourism development which considers tourism as a multi-actor field where different actors have their own specific interests that can adopt certain views, have varying degrees of influence on the policy process, and on the resulting policy direction. Accordingly, the success factors for effective IT governance must be determined and adhered to if an organisation wishes to increase the contribution of IT towards achieving its objectives. Society comprises of different groups with some having more influence on the governance processes affecting tourism development than others. Residents often have lesser control over tourism development decisions than other actors. Evidence suggests that institutions which are characterised by power-sharing and consensual decision making by integrating citizens in the decision making processes, contribute to the development of public trust.

Prasad, Heales and Green (2010:219) state that the IT infrastructure differences are long-term because infrastructure re-development is a time consuming and a costly process. An effective IT steering committee promotes agility and leadership in exploiting and managing IT. This agility results in dynamic resource allocation and exploitation. A flexible and intelligent structure is sufficient to identify competitive opportunities, and to capitalise on existing strengths.

Nelson (2005:224) defines corporate governance as a set of constraints on managers and shareholders as they bargain to determine how the value of the firm is to be allocated, providing a framework to understand how governance practices differs across firms and evolve over time. Odendaal (2003:585-6) argues that in the jurisdiction of local government, ICT and planning suggest that the use of information technology can enhance the management and functioning of cities, and this is exactly the phenomenon of e-government. Furthermore, concepts associated with the impact of IT, lend itself to a broad interpretation. The concept is intrinsically linked to that of the knowledge based economy, and the use of research and new technology to explore new frontiers in science, industry and commerce. A smart city or region is one that capitalises on the opportunities presented by the ICT to promote its prosperity and influence.

5.4 Limitations

The use of convenience sampling in this study limited the chance of some members of the target population to be included in the sample. There is therefore no way of generalising how well the selected sample represents the population as a whole. This limited the potential of the study to extract a complete picture of the challenges from the perspective of other members.

5.5 Managerial guidelines

From the results of this study the following guidelines are given to the Information Technology Section that have a sustainability solution or are planning to develop and implement sustainability in the future:

- The organisation needs an important standard to determine how to align the different functional IT governance development areas as mentioned in Chapter 2.
- Opportunities exist in all IT governance development areas to pursue the full benefits, as described in Chapter 2, by improving alignment through training and delegation.
- Ethics should be considered because acquired assistance and delegation by management improve the alignment in the IT governance development area. The benefits associated with improving of this alignment are discussed in Chapter 2.
- Incentives should be made available for employees who were able to successfully attend skills development programmes and show an improvement in their jobs. This could be an encouraging factor to employees.
- Preservation and/or retention strategies should be implemented to guard against employees who successfully attended and completed the IT governance management programmes from leaving the department to other departments or private companies.
- Recognising and identifying the attempts and performance of employees will assist in improving confidence and will insist that employees learn and perform better.

- Employees should be fully capacitated after undergoing IT governance development training. They should be given extra duties to perform so that they can become experts in their field. If a vacancy for a higher post becomes available, the internal personnel should be given a chance to prove that they can do the job before the job is advertised externally.

5.6 Conclusion

The findings of the study indicate that the National Department of Tourism's IT section is faced with changes in the environment, which bring along a new wave of challenges. The department has to continually adapt its strategies and programmes to fit these environmental changes. An assessment of the environment then becomes a continuous process. In order for the department to thrive, it will need competent and skilled human resources. The IT governance should therefore invest in fruitful abilities and development programmes if it plans to win or manage these challenges.

Nelson (2005:224) argues that the potential of Information Technology to transform the manner in which government conducts its business is widely known, and many strategies are available to achieve these transformative effects. These include increasing transparency by making data about the process of governing more available, as well as improving service quality through integrated service programs. Strategies themselves require significant changes in the way governments and government leaders operate. The strategies in particular require new levels of interoperability. However, interoperability, like technology, is not an end in itself in terms of improving government operations and providing services to the citizens, but honestly a means thereto.

The study indicated that the perspectives prevalent in the department about the management of IT governance are inconsistent with the literature. The literature suggests a lengthy list of possible benefits that organisations can achieve by implementing an IT governance framework(s). Therefore IT governance is not only limited to the delivery of various IT related benefits and the alignment between IT and other business processes. It also aims to achieve strategic alignment between the business intentions and to ensure that IT leads in to business.

Furthermore, literature indicates that organisations have become fundamentally dependant on their IT infrastructure, as IT has become an enabler of critical business processes. Hence theory states that IT sustains and extends the organisation's strategies and objectives.

The circumstances that the National Department of Tourism is confronted with, include the alignment of Information Technology development. These circumstances need to be addressed in order to support the conclusions drawn around the research questions.

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APPENDIX A: MATRIX

ARTICLES	Defi nitio ns of IT / IS / ICT	Gove nan ce Struc ture	Dec isio n ma kin g	To uris m	Gove nan ce and Fram ewor ks	Map ping Gove nan ce	e- gove nan ce	Devel opme nt throu gh Gover nance	Tour ism and Inno vati on Syst ems	Tru st and Tour ism
Crisis knowledge in tourism										
Public trust in tourism institutions		•	•	•	•	•		•		•
Enabling development through governance and mobile technology		•			•		•	•		
Tourism and cross border regional innovation systems		•	•	•	•	•		•	•	
Tourism and post-conflict situation of fragility		•		•		•		•	•	
Technology strategy, governance structure	•	•	•	•					•	
Marine informational governance	•		•		•	•		•	•	•
Government Information Networks- MEG	•	•			•	•	•	•	•	
Electronic Governance for suitable development		•			•	•	•	•		
Governance in Context 10		•	•	•				•		
Tourism and Governance in Turkey		•	•	•				•		
A framework for the governance of information security	•	•	•		•					
Information Security Governance - Compliance management vs. operational management	•	•								
Information Security Governance -A model based on Direct-Control Cycle	•	•			•			•		
Information Security Governance - Due Care	•	•	•		•			•	•	
Information and communication technology and local governance	•	•	•				•	•	•	
The impact of regulation and ownership structure	•	•	•	•	•			•		
Planning tourism employment: a developing country perspective		•	•	•	•	•			•	
Policy networks and the local organization of tourism	•		•	•		•		•		
More than an industry: The forgotten power of Tourism as a social force 20		•		•						
Community Benefit Tourism Initiatives - a conceptual oxymoron		•	•	•				•		
Environmental governance for sustainable tourism development: Collaborative networks	•	•	•	•				•		
Urban tourism research: Recent progress and current paradoxes		•		•		•		•	•	
Heritage protection and tourism development priorities in Hangzhou, China		•	•	•				•		
Political (in)stability and its influence on tourism development		•	•	•				•	•	
Factors affecting tourism policy implementation: a conceptual framework		•		•				•	•	
A comparison of the governance of tourism planning in the two (SRAs) of China - Hong Kong and Macao		•	•	•	•			•	•	
User satisfaction and product development in urban tourism		•		•	•			•		
An investigation into the governance of IT projects in SA	•	•	•		•			•	•	
On the governance of information: Introducing a new concept of governance 30	•	•	•							

IT governance for enterprise resource planning supported by DeLone-McClean model	•	•				•	•
A new mode of governance?		•			•	•	•
Corporate governance and firm value		•					
Corporate governance practices, CEO characteristics and firm performance	•	•	•	•	•		
An extended platform logic perspective of IT governance	•	•				•	•
Lokvani (voices of the masses): A case study of e-governance in rural India		•	•				•
A capabilities-based approach to obtaining a deeper understanding of IT governance effectiveness	•	•	•	•		•	•
Discussion of A capabilities-based approach to obtaining a deeper understanding of IT governance	•	•	•				
Internet financial reporting, infrastructures and corporate governance	•	•	•				
A review of approaches to quality assurance of veterinary systems for health-status certification	•		•	•		•	•
Information governance - a view from the NHS	•	•	•	•	•		
40							

APPENDIX B: QUESTIONNAIRE DEVELOPMENT MATRIX

Questionnaire Section	Types of Research Question	Question Nr.	Development Matrix				
			Survey Question/ Statements	Response Options	Data Type	Appropriate Data Measure	Appropriate Statistical Test
Section 1	Demographic Questions	1.1	Please tick your age group in the appropriate block:	21-30, 31-40, 41-50, 51-60, 60+	Discrete	Ordinal	Basic descriptive statistics, single group t test, the z proportions test the X2 test. (Use demographic data to characterize your respondents)
		1.2	What is your gender?	Male - Female	Dichotomous	Nominal	
		1.3	How long have you been working at the Department of Tourism?	1-2, 3-4, 5-6, 7-8, 9-10, 10+	Discrete	Ordinal	
		1.4	Was your involvement in the integration of the IT or a Business perspective?	IT - Business	Dichotomous	Nominal	
		1.5	How integration implementations have you been involved in including this one?	1, 2, 3, 4, 5+	Discrete	Ordinal	
		1.6	What type of post are you in at work?	Managerial - Non-Managerial	Dichotomous	Nominal	

Section 2	Extent of the desired outcomes	2.1	Your functional area of Project integration was implemented within the timelines originally stipulated by the project plan.	Strongly Agree - Agree- Disagree- Strongly Disagree	Continuum (= Cline) Continuum	Scalar (Likert Scale) Scalar (Likert Scale)	Any member of the X2 family or correlation tests, e.g., Phi coefficient, the contingency coefficient and Cramer's V, the lambda coefficient or the un-certainty coefficient (U) or the Pearson significance test. (Continuous data reveal attributes of whatever one studies, allow one to determine general trends and establish significant correlations = correlation trends between two attributes)
		2.2	The budget assigned to the project was appropriate.	Strongly Agree - Agree- Disagree- Strongly Disagree	Continuum	Scalar (Likert Scale)	
		2.3	Project integration had enough people resources assigned to it in your functional area.	Strongly Agree - Agree- Disagree- Strongly Disagree	Continuum Continuum	Scalar (Likert Scale)	
		2.4	Your functional area received sufficient and timeous training.	Strongly Agree - Agree- Disagree- Strongly Disagree	Continuum Continuum	Scalar (Likert Scale)	
		2.5	There adequate management support and commitment throughout the project i.e. Was the management buy-in to the project suitable.	Strongly Agree - Agree- Disagree- Strongly Disagree	Continuum	Scalar (Likert Scale)	
		2.6	Satisfactory accountability was placed on the IT team for their function in the project.	Strongly Agree - Agree- Disagree- Strongly Disagree	Continuum	Scalar (Likert Scale)	
		2.7	Satisfactory accountability was placed on the business for their function in the project.	Strongly Agree - Agree- Disagree- Strongly Disagree	Continuum	Scalar (Likert Scale)	
		2.8	Project team leaders were sufficiently monitored to ensure that they were fulfilling their functions.	Strongly Agree - Agree- Disagree- Strongly Disagree	Continuum	Scalar (Likert Scale)	
		2.9	An appropriate planning measure was implemented for Project integration.	Strongly Agree - Agree- Disagree- Strongly Disagree	Continuum	Scalar (Likert Scale)	
		2.10	The original business case adhered to for project integration.	Strongly Agree - Agree- Disagree- Strongly Disagree	Continuum	Scalar (Likert Scale)	

Section 3	Infrastructure Capability	3.1	Sufficient change management was performed throughout the phases or Project integration.	Strongly Agree - Agree-Disagree-Strongly Disagree	Continuum	Scalar (Likert Scale)	Any member of the X2 family or correlation tests
		3.2	Did you participate in any change management event?	Yes - No ¹	Dichotomous	Nominal	Basic descriptive statistics, single group t test, the z proportions test the X2 test.
		3.3	Were you part of a change management team?	Yes - No	Dichotomous	Nominal	
Section 4	Policy Alignment Statements	4.1	Do you know what the Tourism Business Plan	Yes - No	Dichotomous	Ordinal	Any member of the X2 Any member of the X2 family or correlation tests, e.g., Phi coefficient, the contingency coefficient and Cramer's V, the lambda coefficient or the un-certainty coefficient (U) or the Pearson significance test. (Continuous data reveal attributes of whatever one studies, allow one to determine general trends and establish significant correlations = correlation trends between two attributes)
		4.2	The integration strategy was aligned to the business strategy for the 2011/2012 financial year, that is, the implementation was appropriate to the business strategy.	Strongly Agree - Agree-Disagree-Strongly Disagree	Continuum	Scalar (Likert Scale)	
		4.3	The concurrent restructuring and centralisation process at Tourism had a negative effect on the integration.	Strongly Agree - Agree-Disagree-Strongly Disagree	Continuum	Scalar (Likert Scale)	

APPENDIX C: QUESTIONNAIRE

FOR OFFICE USE ONLY: Respondent Code: _____

**An investigation of the integration of Information Technology governance in the National
Department of Tourism**

Graduate School for Business and Government Leadership

North-West University

Researcher: Zipho Mguli

Supervisor: Prof S Lubbe

Note to the respondent

- We need your help to understand IT governance framework and tourism outcomes
- Although we would like you to help us, you do not have to take part in this survey.
- If you do not want to take part, just hand in the blank questionnaire at the end of the survey session.
- What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinions back to you as a person.

The questionnaire as three parts:

Part 1 asks permission to use your responses for academic research.

Part 2 asks general personal particulars like your age, gender etc.

Part 3 asks questions relating to IT governance and tourism.

How to complete the questionnaire

1. Please answer the questions as truthfully as you can. Also, please be sure to read and follow the directions for each part. If you do not follow the directions, it will make it harder for us to do our project.
2. We are only asking you about things that you and your fellow colleagues should feel comfortable telling us about. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. For those questions that you do answer, your responses will be kept confidential.
3. You can mark each response by making a tick or a cross, or encircling each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.

Thank you very much for filling in this questionnaire.

Part 1: Permission to use my responses for academic research

I hereby give permission that my responses may be used for research purposes provided that my identity is not revealed in the published records of the research.

Initials and surname: _____

Postal address: _____ Postal code: _____

Contact numbers: Home: _____ Cel: _____



No	PART 2: GENERAL PERSONAL PARTICULARS <i>Please tell us a little about yourself</i> <i>Please mark only ONE option per question below.</i>	5.	What type of post are you in at work? Managerial Non-Managerial
1.	Please tick your age group in the appropriate box 21 – 30 years 31 – 40 years 41 – 50 years Over 50		PART 3: EXTENT OF THE DESIRED OUTCOMES <i>Please mark only ONE option per question below.</i>
2.	What is your gender? Male Female	6.	Your functional area of Project integration was implemented within the timelines originally stipulated by the project plan? Strongly agree Agree Disagree Strongly disagree
3.	How long have you been working at the Department of Tourism? 1-2 3-4 5-6 7-8 Over 9 years	7	The budget assigned to the project was appropriate? Strongly agree Agree Disagree Strongly disagree
4.	Was your involvement in the integration of the IT or a Business perspective? IT Business	8	Project integration had enough people resources assigned to it in your functional area? Strongly agree Agree Disagree Strongly disagree
9.	Your functional area received sufficient and timeous training? Strongly agree Agree Disagree Strongly disagree	14	Satisfactory accountability was placed on the business for their function in MIG? Strongly agree Agree Disagree Strongly disagree

10.	<p>There adequate management support and commitment throughout the project i.e. Was the management buy-in to the project suitable?</p> <p>Strongly agree</p> <p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p>	15	<p>Project team leaders were sufficiently monitored to ensure that they were fulfilling their functions?</p> <p>Strongly agree</p> <p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p>
11.	<p>Satisfactory accountability was placed on the team for their function in the project?</p> <p>Strongly agree</p> <p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p>	16	<p>An appropriate planning measure was implemented for Project integration?</p> <p>Strongly agree</p> <p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p>
12.	<p>Satisfactory accountability was placed on the business for their function in the project?</p> <p>Strongly agree</p> <p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p>	17	<p>The original business case adhered to for project integration?</p> <p>Strongly agree</p> <p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p>
13.	<p>Project team leaders were sufficiently monitored to ensure that they were fulfilling their functions?</p> <p>Strongly agree</p> <p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p>		

	PART 4: INFRASTRUCTURE CAPABILITY Please mark only ONE option per question below		PART 5: POLICY TOURISM ALIGNMENT STATEMENTS Please mark only ONE option per question below
18.	Sufficient change management was performed throughout the phases or Project integration? Strongly agree Agree Disagree Strongly disagree	21	Do you know what the Tourism Business Plan? Strongly agree Agree Disagree Strongly disagree
19	Did you participate in any change management event? Strongly agree Agree Disagree Strongly disagree	22	The integration strategy was aligned to the business strategy for the 2011/2012 financial year, that is, the implementation was appropriate to the business strategy? Strongly agree Agree Disagree Strongly disagree
20	Were you part of a change management team? Strongly agree Agree Disagree Strongly disagree	23	The concurrent restructuring and centralisation process at Tourism had a negative effect on the integration? Strongly agree Agree Disagree Strongly disagree