

# Preconditions of Information Sharing Towards Value Creation:

## The Ugandan Government Perspective<sup>1</sup>

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**Abstract** Information is power and one of the most valuable government resources. Information boosts various parts of the economy, making it possible for all stakeholders to be linked to markets. In the era of globalization, information sharing across cultural and national boundaries has been recognized as a key for handling most critical problems. With this information at hand, there is an opportunity for the people to meaningfully participate in governance through coming in public discussions and contributing to decision making. Numerous factors, including organizational, technology, and individual characteristics, have also been proved to have a significant impact on information sharing in organizations. In the present research, information sharing is considered as a mediating variable and value creation as the outcome variable. This research also incorporates inspirational leadership as a moderating factor between the independent variables and information sharing as well as value creation. In terms of data collection, the survey method employing a questionnaire was used. The survey involved the ministry of foreign affairs and its employees (N=202) were the unit of analysis. The data were analyzed using SPSS version 20 and AMOS software. The results of the analysis reveal many significant relationships among our research variables.

*Key Words: Information Sharing, Value Creation, Inspirational Leadership*

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## INTRODUCTION

Information sharing gives an opportunity to government managers to work at the same time, with the same information integrated from multiple sources or even with different organizations. Information sharing can also support the transformation of organizational structures and communication channels among multiple agencies working in different locations. For a better delivery of public services based on individual needs, the government should encourage

information sharing, if it is to achieve this goal and if coordination among the different stakeholders is a key point. However, it is true that decision makers lack the accurate and up-to-date information which they can use to make decisions based on evidence, as well as analyses and forecasts on their country's socio-economic development.

However, government managers cannot usually find the information needed to plan, make decisions, and act, because information is frequently held outside of their own organizations, or is collected for widely different purposes, or is maintained in disparate formats. In this context, information sharing becomes imperative. This research explores the preconditions of information sharing towards value creation in the government organizations of Uganda. This research is looking at some of the factors, including organizational, technology, and individual characteristics, with the aim to explore if they have an impact on information sharing. Information sharing is a process through which members of an organization collectively use their available information resources.

In previous research, it has been established that information is a key factor of any development process. Information plays an important role in national development; accordingly, the Uganda government has established a policy framework to ensure optimal uptake of this resource towards social and economic development. In view of the need to ensure development and creation of conditions for a policy design-driven process, the Ugandan government has recognized the importance of ICT in all policies. Considering the access rights, information should be shared with anyone; at the very least, it should be shared only with people with a certain level of clearance to access this information. Information/records are classified as top secret, confidential, secret; in order to determine who uses that information, policies can be helpful; however, information should be shared with people who have the rights of access to such information.

Previous studies report that improving information sharing can improve organizational efficiency, learning, innovation, flexibility, and understanding of organizational goals (Malone & Rockart, 1991; Sproull & Kiesler, 1991; Walton, 1989). While information sharing has not been considered as one of the key elements that can create value in organizations, employers and employees tend to think it is obvious that one has to share their information with others. Previous studies have convincingly demonstrated that factors like organizational structure, culture, technology, individual, motivation, legal frameworks, and policies pertain to the key elements that have an impact on information sharing.

Due to the importance of information and information sharing in our everyday business and life, the present research seeks to investigate the following research questions: 1) What is the impact of antecedent variables – organizational, technological and individual characteristics – on

information sharing and value creation? 2) What is the intervening role of information sharing on the relationship between antecedent variables and value creation? 3) What is the interaction role of leadership characteristics on the relationship between antecedent variables and information sharing, as well as value creation?

This study employed a quantitative method of research. Relevant information was gathered through questionnaires that were emailed to the employees of the Ministries of Uganda and to which the participants responded. We drew recommendations based on the findings of the empirical analysis.

## LITERATURE REVIEW

### Value Creation as a Dependent Variable

The multidisciplinary nature of the field of management introduces a significant variance in the parties or targets for which a new value is created and in the potential sources or creators of that value. Bowman and Ambrosini (2000) conceptualized and distinguished between two types of values on the organizational level: use value and exchange value. Post et al. (2002) suggested that the organization's purpose is to create value in various ways focusing on issues such as earnings for owners, pay for employees, benefits for customers, and taxes for society. Haksever et al. (2004) defined value as "the capacity of a good, service or activity to satisfy a need or provide a benefit to a person or a legal entity". In the present study, value creation is regarded as perceived service quality, as value creation in the Ugandan government is to satisfy people's needs. According to Zeithaml et al. (1990), perceived service quality refers to the extent to which an organization serves its purpose and satisfies the needs of its clients. Based on the definition of creation value of previous research, we used it as a key dependent variable in the present study.

### Information Sharing as a Mediating Variable

Information sharing is a key element of the entire quality management and the new organization and it is a central procedure through which team members synthetically use their applicable informational resources (Drucker, 1998; Mesmer-Magnus & De Church, 2009). Jarvenpaa and Staples (2001) claimed that information sharing can be a volunteer behavior to provide information to other people. Some scholars argue that extensive information sharing

within organizations is the exception, rather than the rule in today's life (Bock et al., 2005; Davenport & Prusack, 1998; Li & Lin, 2006). In addition, some organizations fear the conflicts which may arise from information sharing that may divert people's attention from their own work (Grover, 1993; Zuboff, 1988). However, information sharing is a two-sided phenomenon, because other organizations encourage sharing by promoting a culture of good citizenship and voluntary help. Therefore, in the present paper, we sought to examine the mediating role of information sharing between independent variables and the value created in a public organization.

### Organizational Structure as an Independent Variable

Most successful firms have structures with the degree of complexity matching that of the environment (Lawrence & Lorsch, 1967). Said differently, organizations must adopt structures that are as complex as the environments they confront (Rainey, 2009). Organizational structure is the way of organizational arrangements of staff and job tasks that aims to ensure effective and efficient achievement of organizational goals. In an organization with a high degree of formalization, there are explicit rules that are likely to impede the flexibility needed for internal innovation. In previous research, formalization has been differently measured by different researchers. For example, some asked employees how much they have to follow the established rules and whether it is a must in an organization to follow formal channels or to have a rule manual in place (Hage & Aiken, 1969; Pandey & Scott, 2002). Other studies sought to determine whether an organization has organizational charts, formal instructions, or rule manuals (Kalleberg et al., 1996; Pugh et al., 1969). Among other concepts related to organizational structure, red tape is defined as "rules, regulations, and procedures that remain in force and entail a compliance burden but do not advance the legitimate purposes the rules were intended to serve" (Bozeman, 2000). Red tape describes the bureaucratic nature of public organization's processes that should adhere to specific rules and formalities. On the other hand, centralization has to do with the locus of authority to make decisions affecting the entire organization. Authority is also considered crucial in an organization, because we always want to know who gives orders last before any action is taken; for example, who in the ministry allows people to share the information. Numerous previous studies have demonstrated that many factors are believed to influence organizational structure. One of these factors is the size of an organization, where one observes that bigger organizations tend to be more structurally complex and have more levels and departments than smaller ones (Kalleberg et al., 1996; Pugh et al., 1969). However, other researchers have demonstrated that size has little clear influence on organizational structure (Kimberly, 1976). Given the importance of organizational structure, we used it as a key

independent variable in the present study.

### Organizational Culture as an Independent Variable

According to Trice and Beyer (1993), multiple cultures and subcultures may co-exist within an organization; for example, subcultures form around occupational specializations, subunits, locations, hierarchical levels, or counter cultural groups, such as rebellious units. It is argued that, provided an organization develops a culture of good citizenship, most employees would learn to contribute to common work, not because they are required to do so or because they gain something for themselves, but because sharing becomes a valuable community good that they wish to support; thus, even a small number of employees can then sustain the organizational norm of sharing (Constant et al., 1994). From the organizational theory and thinking, it transpires that organizations are highly complex, dynamic, and interactive social, economic and political systems that depend on interactions with external environments for materials, resources, and information (Daft 2009; Pondy & Mitroff, 1979). In view of the importance of organizational culture, we used it as a key independent variable in the present study.

### Technology Characteristics as Independent Variables

The success of a new technology for information sharing will depend on how people use it and to what extent employees would be willing to share their information as widely as the technology makes possible or as managers might desire (Constant et al., 1994). With the advances of the technology for information access, people have better opportunities to share information. It is believed that an increase in technology has an impact on how information sharing is done, improving thus peoples' opportunities of sharing information, since it is easy for them to access it. Technology refers to the work processes of an organization that often serve as major influences on the design of the organizational structure. According to Premkumar and Ramamurthy (1995), if the technology is simple to use, it is easier to adopt and other characteristics, such as functionality, reliability, and accessibility, may encourage the users extensively use the technology for information sharing. There is a common belief that technology and human practice have been evolving towards creating more opportunities and varied ways in which information can be shared (Rafaeli & Raban, 2005). Thompson (1967) analyzed technology in terms of the type of interdependence among workers and units required by the work at stake. According to Thompson (1967), when people accept to use a technology, they will always be willing to learn, even if the process is difficult. Technology acceptance is defined as

“the demonstrable willingness within a user group to employ information technology (IT) for the tasks it was designed to support” (Dillon & Morris, 1998). Technology readiness is people’s willingness to embrace and use new technologies in doing their work or even in their personal everyday activities (Parasuraman, 2000). Today, information sharing largely depends on the technology being used in the organization and it is believed that it has an impact on value creation. Given the importance of technology characteristics outlined above, we used them as key independent variables in the present study.

### **Individual Characteristics as Independent Variables**

Behn (1995) argued that one of the most important issues in the area of public management is the problem of motivating employees. This research has demonstrated that many elected government officials accept this view. Behn (1995) focused on trust and motivation—trust and motivation play an important role if information is to be shared within an organization. In organizations, one must trust the other party before information is shared. Likewise, Weick et al. (1999) argued that the relationships between individuals and organizations based on trust are characterized by stronger ties which lead to a more cooperative attitude towards information sharing. The authors also argued that trust is a critical determinant of sharing information and developing new relationships (Fukuyama, 1995, Lewis & Weigert, 1985). Public service motivation (PSM) has been a salient research topic in recent years, which has had important implication for theory and practice (Perry & Hondeghem, 2008). If people are not motivated, they will not be willing to share the little they know and resistance to share information may be due to the lack of motivation (Calkins & Weatherbe, 1995). Given the importance of individual characteristics, we used them as key independent variables in the present research.

### **Leadership Characteristics as a Moderating Variable**

Leadership is the ability to “influence processes involving determination of the group’s or organization’s objectives, motivating task behavior in pursuit of these objectives and influencing group maintenance and culture” (Yulk, 1989). Previous research suggests that leaders and leadership teams can use different methods and strategies in leading the development of an effective culture (e.g., Rainey, 2009). Inspirational leadership is the type of leadership using intellectual stimulation (for new ideas or process); inspirational motivation (for group goals); and charisma (Van Wart, 2014). In the present study, inspirational leadership was examined as

a moderating variable.

## Research Hypotheses

This section discusses specific hypotheses for each of the factors included in the conceptual model. Regardless of the type of governing structures, organizations function as informal and formal institutions (or system) and this influences and shapes job-related attitudes and administrative behaviors of an organization (Moynihan & Pandey, 2007). The present study predicts that different organizational factors can affect information sharing in the organization and, subsequently, affect value creation. Thus, the following hypotheses can be formulated:

*H1a: There would be a relationship between organizational structure and information sharing.*

*H1b: There would be a relationship between organizational structure and value creation.*

Organizational culture is a set of shared values and norms that control the activities of organizational members between each other and with other people outside of an organization. It is argued that organizational culture has an impact on information sharing, as well as affects the perceived service quality of an organization. Therefore, the following hypotheses can be formulated:

*H2a: There would be a relationship between organizational culture and information sharing.*

*H2b: There would be a relationship between organizational culture and value creation.*

Technology is here to stay and it keeps improving, but are people ready, what about organizations, are they ready to take it on? As technology improves, this tension will only increase. Technology readiness has been defined as people's willingness to embrace and use new technologies in doing their work or even in their personal everyday activities (Parasuraman, 2000). Nowadays, information sharing largely depends on the technology being used in an organization and it is believed that it has a great impact on value creation. Thus, we hypothesize the following:

*H3a: There would be an association between technology readiness and information sharing.*

*H3b: There would be an association between technology readiness and value creation.*

It is stated that, when people accept to use a technology, they will always be willing to learn, even if this process is difficult. Thus, technology acceptance greatly influences how information is shared in organizations. Therefore, we hypothesize the following:

*H4a: There would be an association between technology acceptance and Information Sharing.*

*H4b: There would be a relationship between technology acceptance and value creation.*

Trust is a critical determinant of sharing information and developing new relationships (Fukuyama, 1995, Lewis & Weigert, 1985). According to Park et al. (2013), trust plays a crucial role in all government agencies and citizens' trust in government depends on having a helpful and reliable government. Therefore, leaders in public agencies should boost organizational trust that can motivate their subordinates to commit to organizational vision and mission (Dirks & Ferrin, 2002). Today's information sharing largely depends on the individual that holds that information. Therefore, we predict the following:

*H5a: There would a relationship between trust and information sharing.*

*H5b: There would be a relationship between trust and value creation.*

Public service motivation is essential in any organization. If people are not motivated to do their work, then we cannot get the best out of them. Therefore, it is argued that information sharing largely depends on the individual. Accordingly, we hypothesize the following:

*H6a: There would be a relationship between public service motivation and information sharing.*

*H6b: There would be a relationship between public service motivation and value creation.*

If a leader is not good or if s/he does things in selfish ways, this may affect information sharing and the value it creates. Therefore, we formulated the following hypotheses:

*H7a: Inspirational leadership would have a moderating effect on organizational structure and information sharing.*

*H7b: Inspirational leadership would have a moderating effect on organizational structure and value creation.*

*H7c: Inspirational leadership would have a moderating effect on organizational culture and information sharing.*

*H7d: Inspirational leadership would have a moderating effect on organizational culture and value creation.*

*H7e: Inspirational leadership would have a moderating effect on technology readiness and information sharing.*

*H7f: Inspirational leadership would have a moderating effect on technology readiness and value creation.*

*H7g: Inspirational leadership would have a moderating effect on technology acceptance and information sharing.*

*H7h: Inspirational leadership would have a moderating effect on technology acceptance and value creation.*

*H7i: Inspirational leadership would have a moderating effect on PSM and information sharing.*

*H7j: Inspirational leadership would have a moderating effect on PSM and value creation.*

*H7k: Inspirational leadership would have a moderating effect on the trust and information sharing.*

*H7l: Inspirational leadership would have a moderating effect on the trust and value creation.*

All of us, from a businessman to a farmer, from a student to a professor, from a public servant to a private servant, need information in our daily lives. However most of us tend to forget how important information is. At the same time, it is also widely accepted that information and the knowledge it brings are a source of power. Although people invest substantial resources in creating or obtaining information, they are often willing to share it without an immediate recompense. Openness of information sharing is described as “conscious and deliberate attempts on the part of team members to exchange work-related information, keep one another apprised of activities, and inform one another of key developments” (Bunderson & Sutcliffe, 2002). In this regard, information sharing is very important. Accordingly, we have the following predictions:

*H8a: Information sharing would have a significant impact on value creation.*

*H8b: Information sharing would have a mediating impact on organizational structure and value creation.*

*H8c: Information sharing would have a mediating impact on organizational culture and value creation.*

*H8d: Information sharing would have a mediating impact on technology readiness and value creation.*

*H8e: Information sharing would have a mediating impact on technology acceptance and value creation.*

*H8f: Information sharing would have a mediating impact on PSM and value creation.*

*H8g: Information sharing would have a mediating impact on trust and value creation.*

## RESEARCH DESIGN

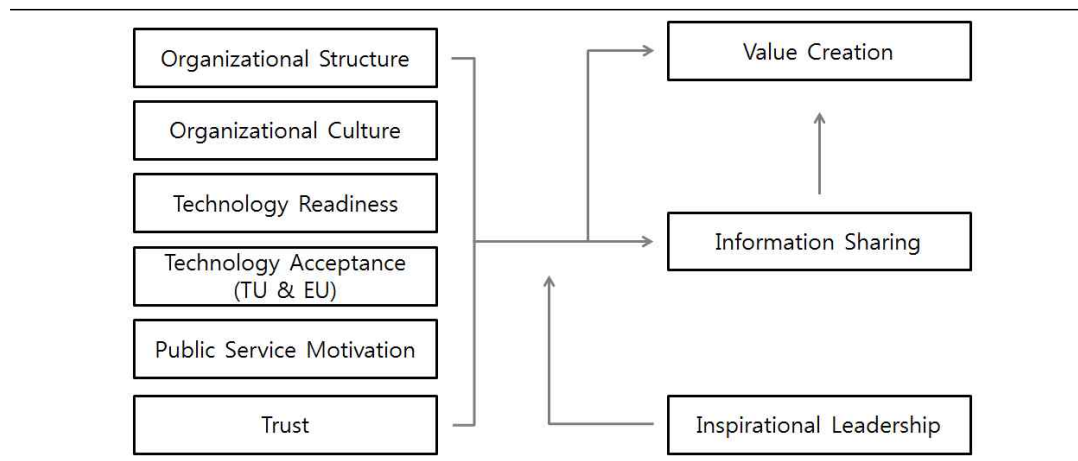
### Research Model

Drawing from previous studies, a conceptual model is developed in the present study demonstrating the relationship of antecedent variables – organizational, technological, individual, and leadership characteristics – on information sharing and if value creation will be achieved as the end result in any government ministry. The literature review suggests that no single model applies equally well to all situations; therefore, we adapted different dimensions used by various studies on information sharing (see Figure 1).

The study will seek to find empirical evidence on the extent to which information sharing creates value in an organization and it is for this purpose that we have included perceived service quality. The study will look at the important factors – organizational, technological, and individual characteristics. Statistical analyses will be performed to determine whether these factors play a significant role in enabling information sharing within an organization. It is also believed that

inspirational leadership as a moderating variable plays a crucial role in information sharing. Following Parasuraman et al. (1985), value creation is viewed as perceived service quality, while other factors, like the technology, organizational, and individual, as well as leadership variables, are included in the present study based on the literature overview.

Figure1. Research framework



## Research Methodology

The target population of this study includes all employees working in the Ministry of Foreign Affairs of Uganda. These employees are considered as the unit of analysis in this study. This study uses a quantitative research approach. The data were collected through a survey questionnaire which was distributed to the randomly selected respondents. Survey is a type of data collection that involves the collection and organization of systematic data and statistical analysis of the results.

All research variables had items to be measured derived from different tested survey instruments used in previous studies. Different variables had a different number of items to be used basing on the survey instruments. The items used to measure our organizational structure were generated based on Rainey (2009) and Aiken and Hage (1966). The items used to measure organizational culture, which is a hierarchical culture, were retrieved from Word and Park (2009). Technology readiness items were gathered from Technology Readiness Index by Parasuraman (2000). For technology acceptance, we used technology usefulness and perceived ease of use (Adams et al., 1992). For the moderating variable, inspirational leadership, questionnaire items were generated from Rainey (2009). Information sharing items were

generated from Bunderson and Sutcliffe (2002). The dependent variable, value creation, was measured using perceived service quality and was derived from the SERVQUAL model by Parasuraman et al. (1985, 1988). Some of these items were modified to match the purpose of the present research.

**Table 1. Exploratory Factor Analysis**

	Factors									
	TU	Lead	OS	IS	PSM	OC	TRUST	TE	VC	TR
TU1	.841									
TU3	.730									
TU4	.718									
TU2	.717									
LEAD1		.763								
LEAD3		.737								
LEAD2		.669								
OS11			.866							
OS12			.835							
OS10			.644							
IS1				.900						
IS3				.678						
IS2				.506						
PSM5					.851					
PSM6					.706					
PSM9					.644					
OC1						.897				
OC2						.870				
Trust3							.755			
Trust1							.702			
Trust2							.650			
TE2								.845		
TE4								.841		
VC5									.732	
VC4									.725	
TR2										.872
TR1										.827

Extraction Method: Principal Component Analysis. Rotation Method: Promax with Kaiser Normalization.

## RESULTS AND FINDINGS

### Descriptive Statistics

A total of 202 respondents participated in the survey, of which 37.6% were female and the

62.4% were male respondents. The respondents belonged to different age groups, 35.1% were aged between 20-29 years old, 47.5% were 30-39 years old, 12.9% were 40-49 years old, and 4.5% were 50 years or above. From the given sample size, the respondents were also classified according to the job experience and the results show that 48% of the participants have been working for at least 1 month to 3 years, 20.3% had worked for at least 3- 5 years, 19.8% have worked for 5- 10 years, 9.4% have been in service for 10- 15 years and, finally, 2.5% had worked for over 15 years.

### Exploratory Factor Analysis

The data were analyzed using Principal Component Analysis with Promax rotation and Kaiser normalization technique where the missing cases were replaced by the mean value. As expected in the hypothesized model, the results of the Principal Component analysis with Promax rotation yielded ten (10) distinct and independent factors with factor loadings ranging from .506 to .900.<sup>2</sup>

### Reliability Analysis

Reliability should always ensure the accuracy of the instrument used to minimize on the measurement error, since it is proved that “no measurement is error-free” (O’Sullivan et al., 2008). Reliability evaluates the consistency of a measure. In our results, Cronbach’s alpha values range from 0.569 to 0.776, suggesting the acceptable values. In what follows, we report the measurements and the corresponding alpha values for each variable. All Cronbach’s values are standardized based on the standardized items.

### Correlation Analysis

We examined the correlation relationship between the antecedent, moderating, mediating, and dependent variables, plus the control variables. The results in Table 2 below show that our dependent variable (value creation) has a strong and significant relationship with the mediating (information sharing  $r=431^{**}$ ) and moderating (inspirational leadership  $r=466^{**}$ ) variables. There is a strong and positive correlation between organizational structure, PSM, and trust as well as technology usefulness with value creation. These results suggest that the control variables do not have a correlation with value creation and leadership, but job experience has a correlation with information sharing.

Organizational structure, trust, and PSM are positively correlated with information sharing and leadership. Technology usefulness and perceived ease of use are also correlated with leadership, but do not correlate with information sharing. Furthermore, our results suggest that inspirational leadership and organizational structure have the highest value of significance ( $r=474^{**}$ ) of correlation.

**Table2. Correlation Analysis**

	1	2	3	4	5	6	7	8	9	10	11	12	13
Age	1												
Gender	.215**	1											
Job Experience	.539**	.068	1										
Org. Structure	-.197**	.038	-.164*	1									
Org. Culture	.005	.003	.037	-.213**	1								
Trust	-.041	-.007	-.142*	.350**	-.132	1							
Tech. Usefulness	.105	.145*	.060	.161*	-.060	.167*	1						
Tech. Readiness	.056	.197**	-.008	.009	.189**	.036	-.015	1					
Ease of Use	-.125	-.045	-.073	.244**	.023	.148*	-.056	.078	1				
PSM	.016	.156*	-.022	.034	.057	.133	.411**	.078	-.054	1			
Leadership	.023	-.011	-.037	.474**	-.043	.381**	.309**	.023	.178*	.141*	1		
Information Sharing	-.021	-.012	-.141*	.361**	-.015	.334**	.103	.061	.045	.147*	.470**	1	
Value creation	.003	.001	-.050	.343**	-.089	.325**	.242**	-.035	.058	.269**	.466**	.431**	1

\* Corrections is significant at the 0.05 level (two-tailed)

\*\* Corrections is significant at the 0.01 level (two-tailed)

## Structure Equation Modeling

To test the direct impacts of the independent variables (i.e., organizational characteristics, technology characteristics, and individual characteristics) on information sharing and value creation, we tested two (2) structural equation models. First, the antecedent variables (Model 1, Hypothesized Model; see Figure2) were assumed to have an impact on information sharing. However, the results show that only individual trust ( $\beta=.382^{**}$ ,  $p=.009$ ) and organizational structure ( $\beta=.385^{**}$ ,  $p=.003$ ) have a significant and positive association with information sharing. Furthermore, our results reveal that it is only PSM ( $\beta=.304^{**}$ ,  $p=.015$ ) that has a positive and significant impact on value creation. Our results also demonstrate that the data does not fully support the model. Though the root mean squared error (RMSEA) = .056, comparative fit index (CFI) = .884; TL1 = 852; IFI = .890, the model could be improved by reconsidering the relationships identified in the model.

The items used to measure the organizational characteristics show the contextual issues that may not easily give a direct link to value creation – the latter being more focused on outcomes. Organizational structure and culture are embedded in the nature of an organization that does not necessarily warrant a process that may give rise to an outcome like value creation. In this regard, we tested a subsequent model (Model 2, Adjusted Model; see Figure 3). In Model 2, organizational structure, culture, second-order latent factor of technology characteristics, PSM, and individual trust had the following goodness of fit indices: IFI = .907; TLI = .882; GFI = .885; CFI = .903; RMSEA = .050. Therefore, we decided to adopt Model 2 and the corresponding results in the analysis.

This research sought to investigate whether organizational characteristics, technological characteristics and individual characteristics (trust and PSM) are statistically supported in determining value creation. Congruently, our findings prove that trust and organizational structure directly, significantly, and positively affect information sharing with coefficient values of .766 and .003, respectively. PSM is not a predictor of information sharing, and neither is TAM and organizational culture.

Figure2. Model 1

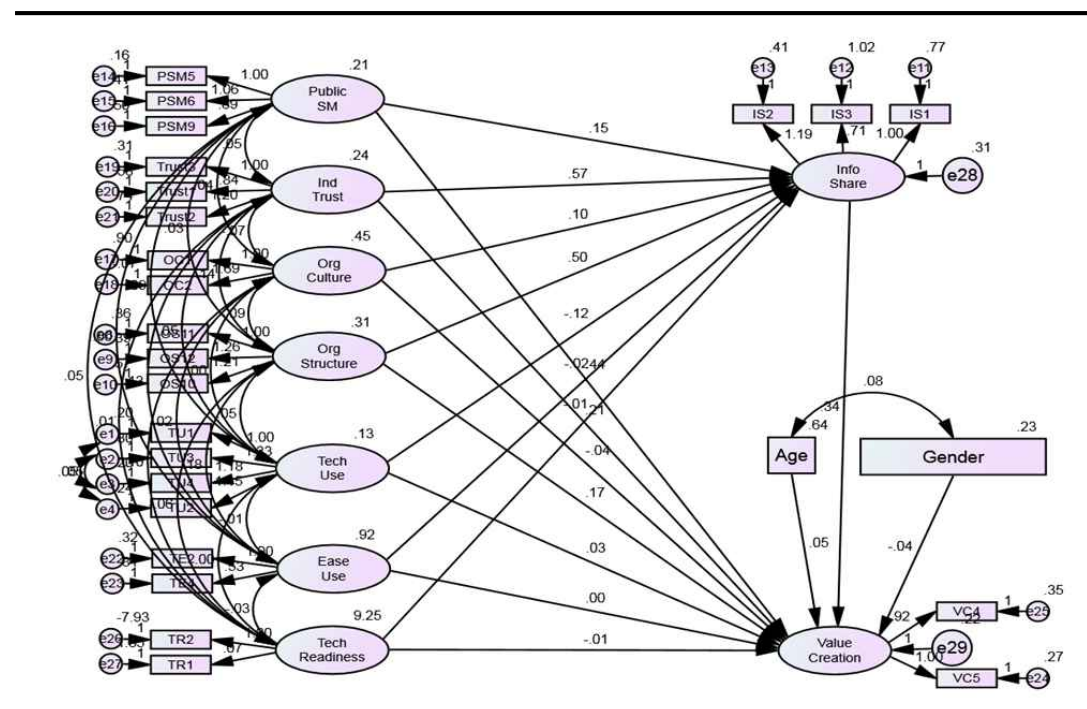
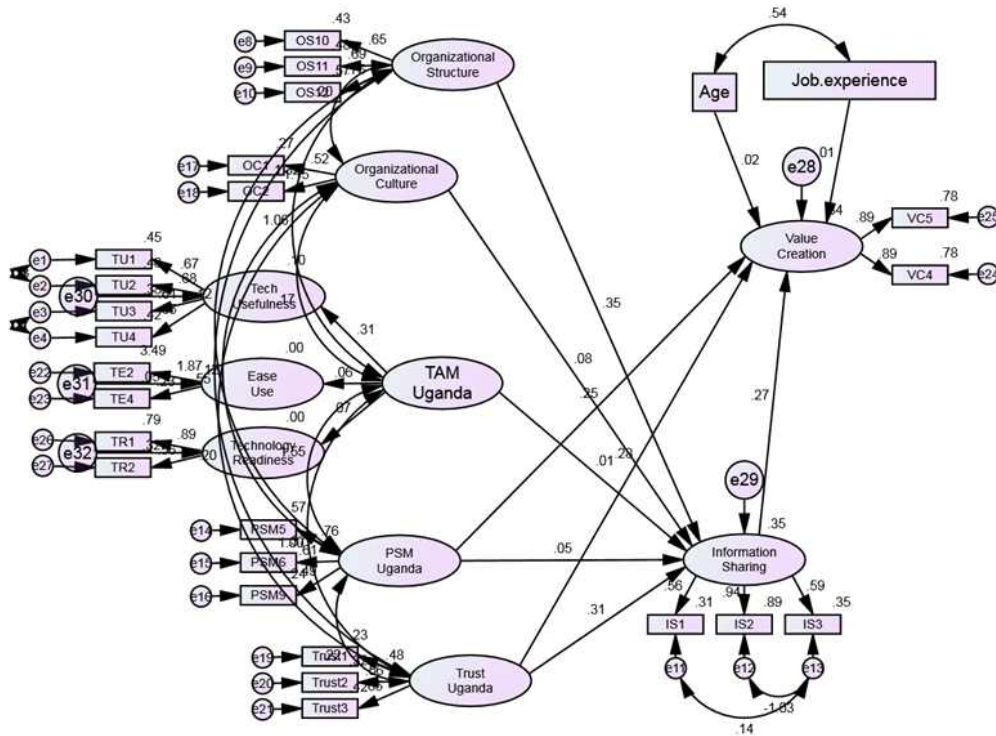


Figure3. Model 2



## Mediation Analysis

A Sobel test was used to assess whether information sharing mediated the effects of the antecedent variables on value creation. The test confirmed that information sharing is a significant mediator of organizational structure and value creation ( $\beta = .1280$ ,  $p = .0002$ ); this shows partial mediation results. The test results also confirmed that information sharing has a significant mediation on PSM and value creation with an indirect effect of  $\beta = .0781$  and  $p = .0374$ , indicating thus a partial mediation. Finally, we found a partial mediation of information sharing between trust and value creation ( $p = .0002$ ).

## Moderation Analysis

The moderation effect of inspirational leadership on the relationship among various research variables was examined using Amos and Stat in Excel. The results suggest that inspirational

leadership is only moderating between technology readiness and perceived ease of use with information sharing, as well as between information sharing and value creation. 1) Inspirational leadership strengthens the positive relationship between technology readiness and information sharing; 2) Inspirational leadership dampens the positive relationship between perceived ease of use and information sharing; 3) Inspirational leadership dampens the positive relationship between information sharing and value creation.

## CONCLUSION

Based on the evidence derived from using a quantitative research methodology, the results of the data analyses undertaken in the present study show that information sharing in the Ugandan government ministries still has many other factors affecting it and this limits value creation. The different stakeholders in these organizations should take an interest in viewing the targets of value creation not forgetting information sharing. The ministries of Uganda still do not consider technology as a key issue in information sharing; rather, factors like trust and public service motivation are nowadays considered essential. In the developed countries, factors like organizational culture are genuinely important in terms of information sharing. While in Uganda, the findings suggests that people may not be aware of the existence of information sharing . Organizational structure does influence information sharing, but not to the anticipated extent.

One interesting aspect that was revealed by our research is the following: While it is commonly believed that, with the improvement of technology for information access, people have more opportunities to share information, our research findings demonstrate that, in Uganda, the technology is not one of the preconditions of information sharing, as it is in the developed countries. This suggests that even if a new technology emerge, the willingness to use such technology determines its capability to create value in an organization or ministry.

It is known that employees may or may not be willing to share information, even if the technology that can be used to promote sharing is at hand. This happens due to various factors like corruption, resistance to change, and issues like privacy concerns that still impede people from sharing information using online services. People in the developing countries like Uganda care less about technology, meaning that technology is not viewed as one of the factors that impact information creation; rather, essential factors here are public service motivation (PSM) and trust.

This study was carried out using a quantitative research method applied to the data collected through a survey. The survey questions were developed based on the variables that were listed

in the conceptual model. Factors like trust and public service motivation were considered, but more individual factors, like attitude or beliefs, were not included. However, these individual factors may also be important in terms of hindering value creation through information sharing. The legal framework and policies were also left out in this research; however, these can be equally important, if information sharing is to be done effectively to avoid issues like legal cases.

Since only the survey method with closed questions to be rated on a 5-point scale was used in the present study, our research design did not give the respondents the chance to express their own opinions. Future studies may explore data analysis of data from open-ended questions, for instance interview (i.e., focus group interview). Another limitation of this research is that few previous studies are available on inspirational leadership because, as scarce research has been done in this area and value creation in line with information sharing has not been established yet.

Despite the limitations presented above, our research results provide useful implications for understanding information sharing in developing countries like Uganda. From a psychological perspective, employees tend to assume that, for people to share information, they must first of all trust the other party with whom they are sharing and, therefore, aspects like employees' perspectives should also be measured in future research. We all know that employees create and control information, but the organizations that they work for own this information to be used for the betterment of the organization at large.

In further research, more emphasis should be put on the policy frameworks in line with information sharing. A deeper investigation of issues like technology and other forms of organizational culture, not only the hierarchical culture, should also be undertaken. In order to get a clear view of whether these factors affect information sharing in the developing world, future studies should focus more on the developing countries. Finally, we really think that more research should be done in line with information sharing towards value creation across departments, organizations, and nations; the use of qualitative research methods should be considered as well.

## NOTE

- [1] This research article is an abridged and developed version from the master's thesis of Jessica in fulfillment of her Master's Degree in Public Administration (e-Government & e-Policy) in the Graduate School of Governance, Sungkyunkwan, University.
- [2] Basing on the exploratory factor analysis (EFA) results, confirmatory factor analysis (CFA) was conducted to test whether the data fit the hypothesized measurement model. The results from the model fit that is the RMSEA (root mean square error approximation)

is .043 a value less than  $< .08$  the standard value and this means that our RMSEA is acceptable. The GFI (Goodness of Fit Index) is 0.877, which is not far from the standard  $< 0.9$ . Therefore it can also be used. This implies that the research model can be used.

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