



**A Case study of superusers' influence towards
productivity at Transnet Port Terminals in Durban.**

By

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**Thesis Presented in Fulfilment of the Requirements
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Supervisor:

Doctor Anirai I. Sangnam

ABSTRACT

This thesis evaluated Superuser influence on organisational productivity in an organisation at Transnet Port Terminals in Durban. The study was motivated by a general concern in the Port terminals regarding Superusers, training, policies, leadership, and application information systems synergistical roles towards performance in Organisation.

This study used qualitative data collection to gain a clearer view of the Durban Transnet Port Terminals environment and found that workers demand inclusivity when determining enablers and objectives.

This study recommends the presence of a Superuser, structured training, application information systems, inclusive change management processes and engaging management to manage a successful Durban Port Terminal. It also identifies Superuser's positioning and input in enhancing the Port operational accomplishments. This review examines the influence of Superusers on organizational productivity in an organization.

Due to the COVID-19 pandemic, this study concentrated on the Durban Port Terminals, where access, mobility, and the open freedom of applying carefree observations were restricted. Only employees who were cleared to attend work and those with access to computers took part in the study, and interactions between respondents and the researcher were constrained by the COVID-19 protocols, study design research tools and safe distance guidelines.

This study aims to evaluate the socio-economic impacts of malfunctioning systems, or users that are ill-equipped, on total productivity. It also aims to investigate the extent to which Superusers, and application information systems improvement could contribute to the performance and effectiveness of Transnet, and the impacts on national economic growth and social transformation. It is intended to reflect on superusers, strategies, leadership, and training which can synergistically bridge the gap between business, resources, and application systems to improve productivity. It aims to fill the knowledge gap regarding superusers, performance, and organizations. Superusers have the potential to significantly reduce the productivity gap

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DECLARATION

This work has not been previously accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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This submission is the result of my own independent work /investigation, except where otherwise stated. Other sources are acknowledged giving explicit references. A bibliography is appended.

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Date: July 2023

DEDICATION

This work is dedicated to three unique ladies in my life.

My late mother, Mrs. N.S Khumalo. An extremely strong woman, an education preacher, a natural speaker, a pillar, and a mediator. Your presence always brought happiness and learnings. Death may have won but your teachings will forever prevail. My late sister, Nonhle Khumalo. An astonishingly intelligent lady and a hard-working woman. Cancer may have won you over, but your values, support and dreams forever linger in my mind. We made an exceptional great team. You left too fast and too soon. Rest well, I shall carry our academic banner from here.

You are forever missed. Thank you for all the times we spent. Memories, your values, and principles live on. You both had a tremendous impact in my life. I am truly grateful for all we went through.

To Zesizwe ,Thank you very much for your perseverance. You have been a very influential person in my life. Forever stay strong and hard working. You are truly appreciated. Thank you for being a part of my life.

To you I dedicate this achievement.

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To Zesizwe my partner, may you forever remain firm and dedicated about life. Your love and support have been a catalyst of success in my life.



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	1
ABSTRACT	2
COPYRIGHT	3
DECLARATION	4
DEDICATION	5
ACKNOWLEDGEMENTS	6
list of tables	15
LIST OF FIGURES	16
LIST OF ACRONYMS	18
1 CHAPTER 1: INTRODUCTION	20
1.1 <i>ARTICULATION</i>	20
1.2 <i>BACKGROUND</i>	20
1.3 <i>PROBLEM STATEMENT</i>	23
1.4 <i>RESEARCH FOCUS</i>	25
1.5 <i>RATIONALE OF THE STUDY</i>	25
1.6 <i>AIM OF THE STUDY</i>	26
1.7 <i>OBJECTIVES OF THE STUDY</i>	26
1.8 <i>RESEARCH QUESTIONS</i>	27
1.9 <i>SIGNIFICANCE OF THE STUDY</i>	27
1.10 <i>ETHICAL CONSIDERATIONS</i>	28
1.11 <i>RESEARCH SUMMARY</i>	29
1.12 <i>LIMITATION AND DELIMITATION OF THE STUDY</i>	30
1.13 <i>FORMAT OF THE STUDY</i>	30
1.14 <i>SUMMARY</i>	31
2 CHAPTER 2: REVIEW OF THE LITERATURE	32
2.1 <i>INTRODUCTION</i>	32
2.2 <i>The role of employees in organizations</i>	32
2.3 <i>Employee engagement in organizations</i>	34
2.4 <i>Employee and operational performance</i>	35
2.5 <i>Superusers- What they are, who they are when their role is needed, how they are important</i>	36
2.6 <i>The role of information technology/information systems in organizations (from the perspective of operational performance)</i>	38
2.7 <i>Superusers and information technology/information systems</i>	40
2.8 <i>Ports</i>	43
2.9 <i>The impact of International Ports on productivity, the economy employment</i>	44

2.10	<i>Smart Port Systems in various Terminals</i>	46
2.10.1	Case study of Asia-Korea	47
2.10.2	Case study of Italy	48
2.10.3	Case study of the Port of Antwerp (Belgium)	48
2.10.4	Case study of the Port of India	50
2.10.5	Case study of CHINA (1990- 2010)	52
2.11	<i>THE CASE STUDY OF TRANSNET PORT TERMINALS IN DURBAN</i>	53
2.11.1	Superusers' influence on the application information systems in Durban Port	54
2.11.2	Organisational Performance (Transnet Port Terminals in Durban)	58
2.12	<i>SUMMARY</i>	58
3	CHAPTER 3: THEORIES AND A MODEL OF A SUPERUSER	60
3.1	<i>INTRODUCTION</i>	60
3.2	<i>Conceptual framework applicable to the study</i>	60
3.3	<i>Theoretical framework aligned to Superusers influence in an organisation</i>	61
3.4	<i>THE LITERATURE GAP THEORETICAL MOTIVATION</i>	63
3.5	<i>SUMMARY</i>	66
4	CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN	67
4.1	<i>OVERVIEW OF THE RESEARCH METHODOLOGY AND DESIGN OF SUPERUSER INFLUENCE ON ORGANISATIONAL PRODUCTIVITY IN AN ORGANISATION INTRODUCTION</i>	67
4.2	<i>RESEARCH METHOD AND DESIGN</i>	69
4.3	<i>EXPLORATORY RESEARCH</i>	73
4.4	<i>THE RESEARCH PHILOSOPHY</i>	74
4.5	<i>THE ONTOLOGICAL PERSPECTIVE OF THIS STUDY</i>	77
4.6	<i>CASE RESEARCH METHOD</i>	81
4.7	<i>ASSOCIATION OF BUSINESS ORGANISATIONS WITHIN THE PROCESS OF ONTOLOGY</i>	82
4.8	<i>ONTOLOGICAL ASSUMPTIONS OF APPLICATION INFORMATION SYSTEMS IN ORGANISATIONS</i>	83
4.9	<i>TECHNOLOGY ONTOLOGY</i>	84
4.10	<i>THE EPISTEMOLOGICAL POSITIONING OF THIS STUDY</i>	86
4.11	<i>DEFINING THE OBJECTIVES OF THE STUDY</i>	89
4.12	<i>CREATING INSTRUMENTS AND PROTOCOLS</i>	90
4.13	<i>RESEARCH FORMULATED FRAMEWORK FOR DATA GATHERING AND ANALYSIS</i>	92
4.14	<i>WITHIN-CASE DATA ANALYSIS</i>	92
4.15	<i>INTEGRATING PROCESSUAL METHOD WITH THE STS APPROACH</i>	93
4.16	<i>ALIGNMENT WITH THE RESEARCH AGENDA</i>	98
4.17	<i>ENSURING RESEARCH QUALITY</i>	99
4.17.1	Descriptive Validity	99
4.17.2	Interpretive Validity	99
4.17.3	Theoretical Validity	99
4.17.4	Generalisability	100
4.18	<i>DEVELOPMENT OF THE RESEARCH METHODOLOGY</i>	100
4.19	<i>SELECTING THE CASE</i>	101

4.20	<i>INFORMATION AND DATA-GATHERING</i>	102
4.22	<i>WRITING THE STUDY NARRATIVE</i>	104
4.21	<i>INFORMATION GATHERING AND ANALYSIS</i>	104
4.22	<i>RESEARCH STRATEGIES</i>	105
4.23	<i>ENFOLDING LITERATURE</i>	106
4.24	<i>REACHING CLOSURE</i>	106
4.25	<i>TARGET POPULATION</i>	106
4.26	<i>SAMPLING STRATEGY</i>	107
4.27	<i>SAMPLING DESIGN</i>	108
4.28	<i>THE RESEARCH INSTRUMENT</i>	109
4.29	<i>QUESTIONNAIRE CONSULTATIONS</i>	109
4.30	<i>QUESTIONNAIRE ADVANTAGES AND DISADVANTAGES</i>	110
4.31	<i>QUESTIONNAIRE ADMINISTRATION</i>	110
4.32	<i>PILOT STUDY</i>	111
4.33	<i>DATA COLLECTION</i>	112
4.33.1	<i>ETHICAL ISSUES RELATING TO DATA COLLECTION</i>	112
4.33.2	<i>SURVEY PARTICIPATION PROTOCOL FOR DATA COLLECTION</i>	112
4.34	<i>DATA ANALYSIS</i>	113
4.35	<i>VALIDITY AND RELIABILITY ISSUES</i>	117
4.36	<i>ELIMINATION OF BIAS</i>	118
4.37	<i>ETHICAL CONSIDERATIONS</i>	118
4.37.1	<i>DECEPTION</i>	119
4.37.2	<i>CONFIDENTIALITY</i>	120
4.37.3	<i>RECRUITMENT</i>	120
4.37.4	<i>INFORMED CONSENT</i>	121
4.37.5	<i>RISKS TO PARTICIPANTS</i>	121
4.37.6	<i>GENERIC CONSIDERATIONS</i>	121
4.37.7	<i>STUDY BENEFITS</i>	121
4.37.8	<i>SPONSORS: INTERESTS AND INDEMNITY</i>	121
4.38	<i>REMARKS ON THE RESEARCH METHODOLOGY AND DESIGN</i>	122
4.39	<i>SUMMARY</i>	122
5	CHAPTER 5: DATA COLLECTION AND ANALYSIS	124
5.1	<i>Data Collection and Analysis</i>	124
5.2	<i>Data Source</i>	125
5.3	<i>Data collection tools and procedures</i>	125
5.3.1	<i>Questionnaire</i>	125
5.3.2	<i>Interviews, meetings, and surveys</i>	125
5.3.3	<i>Document reviews</i>	126
5.3.4	<i>Presentation and Interpretation</i>	126
5.3.5	<i>Presentation and Interpretation</i>	127
5.4	<i>Qualitative data analysis</i>	127
5.4.1	<i>Descriptive frequency statistics</i>	127
5.4.1.1	<i>Demonstration of the final output of the demographic and general profile of each group of participants</i>	127

5.5	<i>Demographic</i>	128
5.5.1.1	Results of the demographic and general profile of the population	128
5.5.2	Table 6: Demographic characteristics	128
5.6	<i>Qualitative questionnaire analyses</i>	129
5.6.1	DESCRIPTIVE DATA ANALYSIS OF CLOSE-ENDED QUESTIONS:	129
5.6.1.1	Analysis of role currently played by superusers and application information systems towards organizational stability	129
5.6.1.2	Analysis of awareness of superusers or application information systems in the organisation	131
5.6.2	Reasons for superusers or application information systems users at Transnet Port Terminals in Durban	132
5.6.3	Analysis of how superusers or application information systems users add value towards the organization's stability	133
5.7	<i>Reflection on responses by participants</i>	134
5.7.1	Analysis of the interaction with superusers or application information systems users with respondents.	136
5.7.2	Analysis of respondents' knowledge of application information system tool is used in their Port Terminal for operations.	138
5.7.3	Analysis of how training is rendered for users on the information application systems at Transnet Port Terminals in Durban.	140
	The question asked was "How is training rendered for users on the information application systems at Transnet Port Terminals in Durban?"	140
5.7.4	Analysis of whether participants have ever witnessed a superuser or application information system user training session	142
5.7.5	Analysis of whether every user trained on how to use application systems	144
5.7.6	Analysis of whether respondents would recommend that everyone be trained on the use of application information systems in the organization	147
5.7.7	Analysis of whether respondents have been exposed to the application information systems training, and their satisfaction towards the training and trainers.	148
5.7.8	This variation of responses around training has given justifiable evidence of the calibre and combination levels of workers within the Port Terminal in Durban. Although a solid 48.8% have stated clearly that they have been trained and were happy with the training, the other two sets of respondents both fall on the pessimistic side as both (22% and 29.3%) disagreed, and the other was even worse because they disagreed to an extreme level with the use of the word "never". Analysis of whether the ICT personnel always available for all immediate application information system assistance.	150
5.7.9	Analysis of whether the organization is meeting operational targets through the use of Application information systems and Superusers.	151
5.8	<i>Reasons for the organization's performance levels</i>	154
5.8.1	Ability of the organization to meet set operation's targets.	157
5.8.2	Suggestions on how the organization can improve on productivity	158
5.8.3	Suggestions for operations to perform better.	162
5.8.4	Effect of operations performance on the organization's stability.	166
5.8.5	Channels followed by the organization to implement policies	171
5.9	<i>Recommendations for the implementation of policies towards strong organizational stability.</i>	173
5.9.1	Analysis of whether the organization must always work in accordance to policies	176
5.9.2	Employee understanding and knowledge of organizational SOPs as per designated area of work.	180
5.9.3	Location of TPT policies (SOPs)	181
5.10	<i>Analysis on how the organization can ensure that policies are implemented and welcomed all the time.</i>	183
5.11	<i>Factors hindering Superusers influence and application information systems at Transnet.</i>	187
5.11.1	Analysis of confidence level of employees with regard to superusers working in their organization	191
5.11.2	Analysis for the need of superusers at the port.	192

5.11.3	Analysis of whether an organization perform better or worse without superusers at the port.	193
5.12	<i>Reason for the availability of a superuser during operation.</i>	196
5.12.1	Analysis of how and when can a superuser be rated a good trainer or bad trainer.	199
5.12.2	Rating of factors influencing the operations environment at TPT	202
5.12.3	Other factors influencing the operations environment at TPT	203
5.13	<i>TPT Operations structure</i>	206
5.14	<i>Operations strategic systems in the organization.</i>	207
5.15	<i>Analysis of who is responsible for productivity in the organization</i>	210
5.15.1	Analysis of confidence level in the implemented policies, application systems and human resources being sufficient for TPT operations to make a positive difference?"	212
5.15.2	Analysis of whether the organization provide all relevant tools for TPT operations to make a difference.	214
5.16	<i>Analysing people`s maturity of skills level with the organization.</i>	216
5.17	<i>Employee`s satisfaction with regards to TPT Operational structures.</i>	218
5.18	<i>Employees` satisfaction based on the available application Information systems.</i>	221
5.19	<i>Data examination</i>	223
5.20	DATA DISCUSSION OF THE RESULTS	223
5.21	<i>Abductive Logic methods, Integrative Thinking approaches and reproductive Intellectual Analysis</i>	227
5.22	<i>Summary</i>	229
6	CHAPTER 6: DISCUSSION OF RESULTS	230
	DISCUSSION OF RESULTS ON SUPERUSER INFLUENCE ON ORGANISATIONAL PRODUCTIVITY: A CASE STUDY OF TRANSNET PORT TERMINALS	230
6.1	<i>Introduction</i>	230
6.2	<i>Qualitative data analysis</i>	231
6.2.1.1	Key themes from qualitative data analysis	231
6.2.2	Key thematic messages	235
6.2.2.1	Demographic Summary	246
6.3	ACHIEVEMENT OF THE OBJECTIVES	246
6.3.1	Objective 1: To evaluate Superuser`s influence towards the performance of employees within the organization.	246
6.3.1.1	What role do the current Superusers, and application information systems play towards organizational stability?	246
6.3.1.2	Are you aware of who the superusers or application information systems users are in your organization?	246
6.3.1.3	Why are there superusers or application information systems users for Transnet Port terminals in Durban?	247
6.3.1.4	How do superusers or application information systems users add value towards the organization`s stability?	247
6.3.1.5	Have you ever interacted with the superusers or application information systems users, how was that session?	248
6.3.1.6	Do you know which application information system tool is used in your port Terminal for operations?	248
6.3.1.7	Objective Summary	248
6.3.2	Objective 2: To monitor and determine whether training supports users on the operating systems	249
6.3.2.1	How is training rendered for users on the information application systems at Transnet Port Terminals in Durban?	249

6.3.2.2	Have you ever witnessed a superuser or application information system user training session?	249
6.3.2.3	Is every user trained on how to use application systems?	250
6.3.2.4	Would you recommend that everyone is trained on the use of application information systems in the organization?	250
6.3.2.5	If you have been exposed to the application information systems training. Were you satisfied with the training and trainers?	250
6.3.2.6	Is the ICT personnel always available for all immediate application information system assistance?	251
6.3.2.7	Objective Summary	251
6.3.3	Objective 3: To determine influence on operations productivity for a stable organization.	252
6.3.3.1	Through the use of Application information systems and Superusers. Is the organization meeting operational targets?	252
6.3.3.2	What do you suppose are the reasons for the organization's performance levels?	252
6.3.3.3	Is the organization able to meet set operation's targets?	253
6.3.3.4	How do you suggest the organization can improve on productivity?	253
6.3.3.5	What do you suggest must be done for operations to perform better?	254
6.3.3.6	How does operations performance affect the organizations stability?	256
6.3.3.7	Objective Summary	257
6.3.4	Objective 4: To investigate the implementation of policies towards organizational stability.	258
6.3.4.1	Does the organization follow correct channels to implement policies (Standard operating procedures: SOP) that determines how people should work?	258
6.3.4.2	What would you recommend is to be done to implement policies (SOP) towards strong organizational stability?	259
6.3.4.3	Do you think the organization must always work in accordance to policies (SOP's) and why?	260
6.3.4.4	Do you understand and know the organizational SOPs as per your designated area of work?	262
6.3.4.5	Where can you find TPT's policies SOP's, where are they situated?	262
6.3.4.6	How can the organization ensure that policies are implemented and welcomed all the time?	263
6.3.4.7	Objective Summary	265
6.3.5	Objective 5 as an objective number 1 re-enforcement: To evaluate Superusers's influence towards the performance of employees within the organization.	265
6.3.5.1	What are factors hindering Superusers influence and application information systems at Transnet?	265
6.3.5.2	Do you have confidence in superusers working in your organization?	266
6.3.5.3	Is there a need for superusers at the port?	266
6.3.5.4	Can the organization perform better or worse without superusers at the port?	266
6.3.5.5	Why must a superuser be available during operation?	267
6.3.5.6	How and when can a superusers be rated a good trainer or bad trainer?	268
6.3.5.7	Objective Summary	269
6.3.6	Objective re-enforcements:	269
6.3.6.1	Please rate the factors influencing the operations environment at TPT: Existing operations resources	270
6.3.6.2	If you know of any other factors influencing the operations environment at TPT not listed above, please add them below.	271
6.3.6.3	Objective Summary	272
6.3.7	Objective re-enforcements for:	272
6.3.7.1	What are TPT Operations structures;	273
6.3.7.2	Based on the maturity for each process and structure in place, for operations strategic systems in the organization.	273
6.3.7.3	Who do you believe is responsible for the productivity in your organization?	274
6.3.7.4	Objective Summary	274
6.3.8	Objective re-enforcements for:	274
6.3.8.1	How confident/certain are you that the implemented policies, application systems and human resources are enough for TPT operations to make a positive difference?	275

6.3.8.2	Does the organization provide all relevant tools for TPT Operations to make a difference?	275
6.3.8.3	Objective Summary	275
6.3.9	Objective re-enforcements:	276
6.3.9.1	Based on the People`s maturity of skills level within the organization.	276
6.3.9.2	The People involvement and engagement levels within the organization.	277
6.3.9.3	People`s satisfaction level with the organization.	277
6.3.9.4	Objective Summary	278
6.3.9.5	General study Summary	278
6.3.9.6	Summary from the Objectives Primary Research	280
6.4	<i>Recommendations</i>	282
6.4.1	Benchmark Terminal productivity with global trends	282
6.4.2	Increase superusers to leverage on the benefits of application information systems at the Port in Durban	282
6.4.3	Train and normalize training develop programs to use TOS	282
6.4.4	Change management to enhance employee productivity on the TOS	283
6.4.5	Customize TOS to be DCT centric	283
6.4.6	Enhance leadership capabilities and communication	283
6.4.7	Introduce operational culture change	283
6.4.8	Operations` TOS Training program development	283
6.4.9	National Ports of further studies	284
6.4.10	Terminal port collected efforts	284
6.5	<i>Challenges encountered</i>	284
6.6	<i>Summary</i>	285
7	CHAPTER SEVEN	287
	CONCLUSION, reflections and direction for future research.	287
7.1	<i>Introduction</i>	287
7.2	<i>Development of Transnet port Terminals in Durban survey questionnaire</i>	288
7.2.1	Demographic Profiles of the participants	288
7.2.1.1	Age	288
7.2.1.2	Race	288
7.2.1.3	Employment status	288
7.2.1.4	Experience	288
7.2.1.5	Employment departments	289
7.3	<i>Summary of Findings:</i>	289
7.3.1	In this study ,the aim was to investigate Superuser influence on organisational productivity using Transnet Port Terminals in Durban as a case study.	289
7.3.1.1	REFLECTIONS	290
7.3.1.2	CONTRIBUTION TO THE BODY OF KNOWLEDGE	290
7.3.1.3	DIRECTIONS FOR FUTURE RESEARCH	291
8	Bibliography	292
9	APPENDICES	319
9.1	<i>ANNEXURE A: ONLINE SURVEY QUESTIONS</i>	319
9.2	<i>ANNEXURE B: ETHICAL LETTER</i>	325
9.3	<i>ANNEXURE C: LETTER OF INFORMATION</i>	328
9.4	<i>ANNEXURE D: LETTER OF INTRODUCTION</i>	330
9.5	<i>ANNEXURE E: LETTER OF INFORMED CONCENT</i>	331

LIST OF TABLES

Table 1: The research summary	29
Table 2 SWOT analysis for Transnet Port Terminals in Durban	57
Table 3: Definitions of this study.....	97
Table 4: Total number of participants in the case study research.....	107
Table 5: Difference in Probability and Non-probability sampling.....	107
Table 6: Demographic characteristics	128
Table 7: How questions are being reflected on the participants when they are participating in the survey.....	134
Table 8: Exhibition of how questions are being reflected on the screen for participants to select ...	137
Table 9 Demonstration of how questions are reflected to the participant's accessible page for them to leverage.	142
Table 10: Representation of how questions are being mirrored on the participant's displayed angle with the added respondent's response option.....	144
Table 11: Demonstration of questions on the participant's screen view for questionnaire participation.....	147
Table 12: Reflects the structure of questions on the participants' side.	153
Table 13: Depicts how questions appeared on the participants' side with the added option	156
Table 14: Depicts how questions appeared on the participants displayed view with the self-added option.....	172
Table 15: signifies the two columns of the examiner original existing response options and the participants added response options.....	190
Table 16: The table below represents how questions were displayed on the participants' side with the added option	195
Table 17: The feedback numbers per item option line.....	207
Table 18: Responses in numbers per item selection line.....	209
Table 19: Depiction in numbers from the respondents of who is responsible for productivity.....	211
Table 20: Portrayal of respondents in numbers.	213
Table 21: Questions displayed on the participant's side with the participant-self added response options.	216
Table 22: Responses in number per item selection line	218
Table 23: Responses in numbers per item selection line.....	220
Table 24: Responses in numbers as options were chosen.....	222
Table 25: Key performance area and indicator for the Durban Container Terminals.	225
Table 26: Content analysis	234
Table 27: Key thematic messages from qualitative surveys with 41 employees of Transnet Port Terminal in Durban	235
Table 28: Depicting collaborated views on the improvements of productivity methods.....	253
Table 29: Representing suggestions.	254
Table 30: Showing suggestions.	256
Table 31: Portraying various opinions on the recommendations to successfully implement policies.	259
Table 32: showing justifications that have been summarized as most had been repeated.	260
Table 33: Presentation of locations of where SOP's can be located	262
Table 34: Presentation of suggestions.	263
Table 35: Portraying various opinions on the reasons for the superuser be available during operation.	271
Table 36: More the reasons for the superuser be available during operation.....	263

LIST OF FIGURES

Figure 1: Strategic development of the Human Resources of Indonesian Ports.....	45
Figure 2: Conceptual framework design of Superusers' application information systems within an organisation.....	62
Figure 3. A conceptual diagram depicting a theoretical gap	64
Figure 4: Research approach represented diagrammatically	70
Figure 5: The Research Philosophies.....	75
Figure 6: Two Contrasting Views of Technology	84
Figure 7: Social, technical, and material aspects.....	85
Figure 8 : Triangulation Process Flow	91
Figure 9: Development of the Application research methodology.....	101
Figure 10: Integrative analysis and its interrelations.....	116
Figure 11: The response options and the rates from the participants.....	130
Figure 12: Graphical representation of responses.....	131
Figure 13: Graphical presentation of Responses	132
Figure 14: Two sets of response sections for one question, inclusive of the participant/s' response option	133
Figure 15: Response structure on how the response options were reflected on the screen during the survey display for the users to participate.....	136
Figure 16: The response structure of this question.....	139
Figure 17: Response structure of this question with added response options by the participants.....	140
Figure 18: How participants responded to this question with one added response option by the participant	143
Figure 19: The response pie-chart for this question	145
Figure 20: Reaction to this question	147
Figure 21: Three-cornered split reaction	149
Figure 22: Respondents' behaviour	150
Figure 23: Delivers the output of this questionnaire where participant took part in.	152
Figure 24: Reasons for the organization's performance levels.....	154
Figure 25: Ability of the organization to meet set operation`s targets.	157
Figure 26: Suggestions on how the organization can improve on productivity	158

Figure 27: Are there correct channels followed by the organization to implement policies	171
Figure 28. Employee understanding and knowledge of organizational SOPs as per designated area of work.	180
implemented and welcomed all the time.....	184
Figure 29: Factors hindering Superusers influence and application information systems at Transnet.....	187
Figure 30: Analysis of confidence level of employees with regard to superusers working in their organization.....	191
Figure 31: Analysis for the need of superusers at the port.	192
Figure 32: Analysis of whether an organization perform better or worse without superusers at the port.	194
Figure 33: Rating of factors influencing the operations environment at TPT; Existing operations resources.....	203
Figure 34: TPT Operations structure	206
Figure 35a: Operations strategic systems in the organization	208
Figure 36: Analysis of who is responsible for productivity	210
Figure 37: Analysis of confidence level in the implemented policies, application systems and human resources being sufficient for TPT operations to make a positive difference?"	212
Figure 38: Analysis of whether the organization provide all relevant tools for TPT operations to make a difference	214
Figure 38a: Analysing people`s maturity of skills level with the organization	216
Figure 40: Employee`s satisfaction with regards to TPT Operational structures.	219
Figure 41: Employees` satisfaction based on the available application Information systems.....	221

LIST OF ACRONYMS

AIS	: Application Information Systems
CEO	: Chief executive officer
CIO	: Chief Information Officer
COVID-19	: Coronavirus disease of 2019
CSA	: Control Self Assessments
CR	: Critical realism
DCT	: Durban Container Terminal
DUT	: Durban University of Technology
EC	: Eastern Cape
E-MAIL	: Electronic Mail
FSG	: Focus Study Groups
GDP	: Gross Domestic Product
HQ	: Head Quarters
ICT	: Information Communication Technology
IAS	: Information Application System
IT	: Information Technology
KZN	: Kwazulu-Natal
NPA	: National Ports Authority
SA	: South Africa
SAA	: South African Airways

SAPO : South African Ports Operations

SAR&H : South African Railways and Harbours

SARS : South African receiver of Revenue

SATS : South African Transport Services

SBOIS : Business Objectives of Information System

SHEQ : Safety, Health, Environmental and Quality

SOC : State Owned Company

SOE : State Owned Enterprise

STS : Sociotechnical Systems

SMP : Sociometrical Practice

SWOT : Strengths, Weaknesses, Opportunities, and Threats

TEU : Twenty-foot Equivalent Unit)

TOS : Terminal Operating Systems

TPT : Transnet Port Terminal

WC : Western Cape

1 CHAPTER 1: INTRODUCTION

1.1 ARTICULATION

This chapter provides an overview of the study. It introduces the research topic, describes the background, states the research problem and the objectives of this study, outlines the context, and presents the significance of the study. It also explores and describes the framework of Transnet Port Terminals (TPT), the phenomenon of interest. In this study, superusers' influence at Transnet Port Terminals is investigated within the framework of the level of productivity. Furthermore, this study assesses the challenges or barriers affecting superuser influence on productivity at Transnet Port Terminals in Durban. The rest of the chapter flows as follows: background to the study, problem statement, research focus, rationale of the study, aim of the study, objectives of the study, research questions, significance of the study, ethical consideration, limitation and delimitation of the study, research methodology, format of the study, and a conclusion.

1.2 BACKGROUND

Organizations succeed when they strategically adjust to business trends, including how they operate and structure their leadership, goals, and resources. Agility and constant change management are essential for success. According to Govender and Bussin (2020), planning, inclusivity, incentives, change management, and recognition are key to managing performance. The performance management process needs to support organizational learning, according to the performance measurement literature. Social and technological controls co-exist; thus, they must be considered at the same time, according to the theories of organizational control, management control, and performance assessment (Smith and Bittici,2017) . This was supported by Zahoor, Christofi, Nwaba, Donbesuur and Miri (2022),who cited that the best performing organisations are those that can translate business, resources, and talent strategies into reality faster and more efficiently than their competitors. Organisations are guarded by key performance indicators; however, performance management is not

the same as performance appraisal (Zahoor et al. ,2022). Abdullah (2015) argued that an organisation`s capability to successfully engage with employees towards enhancing their expertise is central to determine the operational performance and productivity of the organisation. Contemporary businesses are led by “Information Technology”, which presents an opportunity for the workforce to align with information system literacy, adapt to competitive performance strategies and implement continuous sustainable training programs towards promoting employees’ skills development (Kikasu and Dorasamy, 2021). However, business organisations that fail to adjust to globalised standards and information technological diversity are left behind, with the risk of finding themselves on the rough edge of organisational extinction or loss of clients due to a situation in which they are unable to endure the effects of rapid information technology, as well as the clash of competitiveness (Kikasu, 2021). Adapting or comparing organisational performance standards with that of international organisations’ standards is encouraged for economic growth on a global scale (Sarkiunaite and Rocke, 2015). Therefore, the vision to align organisational performance to international standards requires agility, diversity and sustainability as essential keys for business efficiency and productivity. However, capitalising on the application of information systems is an additional significant factor for the performance and sustainability of the organisation. Additionally, proper alignment with the leadership roadmap, policies best-practice, training programs development, application of information systems, etc., could lead to excellent organisational performance and productivity (Kikasu, 2021). In consideration of these, this study intended to focus on the Durban Transnet Port Terminals, with the vision of improving its alignment to the global business competitive trends and diversity, as well as to international trading organisation standards. Furthermore, the case study of the Durban Transnet Port Terminal was objectively studied towards stimulating local organisations to adjust and maintain innovations with the effect of the external environment (Araci, 2015).

Accordingly, TPT is an import and export port division of Transnet State Owned Company (SOC) Limited and must be supported to achieve international standards. More efforts and resources are needed to gain anticipative competitive pace and promote productivity. TPT maintains and controls an overall sixteen terminal operations in seven different ports across South Africa (Transnet Report, 2019).

Operating in seven South African coastal ports, their core business consists of automotive, break bulk, bulk, and container sectors. TPT plays a fundamental role internationally by empowering the transport of cargo across Africa and overseas countries (government) (Transnet Report, 2019). Sustaining TPT performance and demands is amongst the key motivations of this study (Araci, 2015). Moreover, Durban TPT embraces information technology and leverages off the application of information systems to maintain best container processing practices and preserve acceptable turnaround times (Transnet Report, 2019). Therefore, one of the objectives of this study consisted of investigating TPTs to precisely understand the way information systems impact container and cargo conditions that pass through the Durban Port. Thus, to improve the information system of TPT, some of the competitive strategies are to be revised for improvement towards sustaining TPT for global economic competitiveness. Cheering and inspiring employees for additional training programs on information technology as well as adapting TPT to modern leadership styles and to more agility and business management, change is amongst the critical competitive strategies that may boost TPT to achieve international standards (Global Human Capital Trends 2014 quoted in Shvetsova, 2017). For Transnet Port Terminals to be actively productive in the face of rising competition, it is advised that these gaps are attended and that the required strategies be put in place

Transnet Port Terminals (TPT) are strategically located in three geographical regions, with customers ranging from shipping lines, car manufacturers, farming and agriculture, and the container industry. TPT's core business is to safely deliver and handle packages of goods and cargo within the boundaries of South Africa's coastal regions, and it has full control of the exit and entry point volumes of containers and cargo. TPT has traded under multiple names throughout its history, boasting a remarkable history and memorable heritage (Transnet Report, 2019).

In 1910, South African Railways and Harbours (SAR&H) was established to provide container transporting within South Africa. In 1981, South African Transport Services (SATS) resumed, and in 1987, South African Harbours was built and opened as an independent business unit. In 1990, Transnet Limited was formed. TPT owns and reserves all the cargo, containers and handling rights for imports and exports within South Africa, and is state owned (Transnet Report, 2019; Our History, n.d).

Transnet became the main holding company of five financially independent sub-companies, including Spoornet, Portnet, Autonet, Petronet and SAA (McKay, 2019; Worku, 2019). However, the government remains the sole shareholder, which owns and controls Transnet entirely (Transnet Report, 2019). In addition, Protekon (construction), Transtel (telecommunications), Transwerk (engineering), Propnet (real estate) and Viamax Logistics (strategic planning) serve as Transnet's support business units (McKay, 2019). Transnet's port division was divided into SAPO and NPA in 2000, with SAPO becoming TPT and NPA becoming Transnet National Ports Authority (Transnet Report, 2019).

The Durban TPT has evolved over the past few years to meet increasing business demands, investing in information technology, and improving its Terminal Operating Systems (TOS) for competitive advantage and pace (Transnet Report, 2019; Our History, n.d). Therefore, the Terminal Operating Systems are specialised at speeding operations tasks, generating valuable organisational performance reports and the storage of critical data that allows managers to make informed decisions (Transnet Report, 2019). The effective and efficient management of Terminal Operating Systems (TOS) is a key challenge facing TPT in South Africa, as it is a global recognised operational tool. Thus, this study envisaged investigating the extent to which superusers influence the productivity of TPT in Durban due to the location of the study and the researcher, as this will be feasible to access information. The case study of Transnet Port Terminal in Durban aimed to identify the challenges and impacts of the Transnet Operational System (TOS) in handling various goods and services.

1.3 PROBLEM STATEMENT

An effective and efficient TOS in any Port can stimulate organisational excellence, amplified productivity, economic growth, informed decision-making and is suitable to achieve organisational objectives aligned with strategies (Worku 2019; Anning-Dorson, Christian and Nyamekye, 2020; McKay, 2019; Kikasu and Dorasamy 2021). This study explores and describes Transnet Port Terminals' business operations, Information, communication, and Technology (ICT) business superusers and the

application of information systems at Transnet Port Terminal in Durban. It was examined as a case study focusing on organisational, operational and administration fundamentals. A significant part of the business operations and productivity is driven and highly dependent on in-house and third-party information systems applications, and when systems are malfunctioning or users are ill-equipped or there is a total failure of application systems or equipment machinery breakdown times, this affects the entire process of productivity, causing the organisation to stand still or perform at a lesser expectation (Butt, 2020; Bickford, Van Bossuyt, Beery and Pollman, 2020).

If this problem is intended to be solved, then questions like the influence of current superusers and application information systems towards organizational stability will need serious consideration. The influence of current superusers and application information systems on operations productivity for a stable organisation such as Transnet Port Terminals in Durban will need to be addressed. Training requirements for users on the operating systems at Transnet need to be determined, and productivity levels should be measured. Policies towards organisational stability and the influence of the superuser on the performance of employees should also be addressed. Transnet has invested in manpower capacity development and strategies such as the bi-annual individual development plan (IDP) program to curb development challenges. (Transnet Report, 2019).

Significant commitment has been made towards improving factors such as training, superuser, equipment-machinery availability, ICT departments, change management and leadership (Transnet Report, 2019). The TPT in Durban needs an inclusive strategy to determine productivity levels, but not all ingredients are performing at the required standards (Worku, 2019; Shvetsova, 2017; McKay, 2019).

In summary then, the specific problem being investigated in this study is superuser influence on organisational productivity. In order to increase the efficiency and performance of the Durban TPT through best-practice or enhanced application systems, specifically TOS, this study aims to explore the impact/influence of superusers, to determine how present superusers and application information systems affect the stability of an organization.

1.4 RESEARCH FOCUS

The case study of the Durban TPT focusing on organisational operations and administration fundamentals was examined in conjunction with the application of information systems. The research focused on exploring and investigating business operations of TPTs through ICT business superusers and the application of information systems at the Durban TPT. It should be noted that a superuser is an operator who has a solid comprehensive access to the all-round application system being used and the operational environment being operated in (Tanenbaum and Bos, 2015). Such users remain the focus of this study and were investigated in line with Section 1.7 (Objectives of the study).

1.5 RATIONALE OF THE STUDY

The study is necessitated by a need to precisely understand how information systems monitor and account for every container and cargo conditions that pass through TPT in Durban. Therefore, the motivation for this study consisted of developing an approach that could contribute towards improving the information systems of TPT and to develop competitive strategies towards sustaining or supporting TPT for global economic competitiveness. Amongst the competitive strategies that may boost TPT to reach international standards are cheering and inspiring employees for additional training programs about information technology, adapting TPT to modern leadership styles, as well as more agility and business management change (Global Human Capital Trends, 2014 quoted in Shvetsova, 2017). This study also addresses a superuser gap in knowledge. A review of these empirical study reveals that there is no direct research that has been done on the superuser influence on organisational productivity , particularly regarding Transnet.

In addition, most TPTs' business operations and productivity are driven and highly dependent on in-house developed and third-party information systems applications. Therefore, the rationale for this study consisted of evaluating the socio-economic impacts of malfunctioning systems, or users that are ill-equipped or a situation where

there is a total application system breakdown time. Therefore, total productivity comes to a standstill. Lastly, but not least, this study intends to investigate the extent to which superusers and application information systems improvement could contribute to the performance and effectiveness of Transnet, and the impacts of that performance and effectiveness on national economic growth and social transformation.

1.6 AIM OF THE STUDY

The aim of this study was to investigate superuser influence on organisational productivity using Transnet Port Terminals in Durban as a case study.

1.7 OBJECTIVES OF THE STUDY

The research objectives are as follows:

- I. To establish the influence of current superusers and application information systems towards organisational stability;
- II. To determine if training for the users on the operating systems at Transnet Port Terminals in Durban stabilises the organisation;
- III. To determine the influence of current superusers and application information systems on operations productivity for a stable organisation;
- IV. To assess productivity levels at Transnet Port Terminals in Durban;
- V. To investigate the implementation of policies towards organisational stability; and
- VI. To evaluate Superusers, influence on the performance of employees within an organisation.

1.8 RESEARCH QUESTIONS

- I. What is the influence of current superusers and application information systems on organisational stability?
- II. How does training for the users on the operating systems at TPTs in Durban stabilise the organisation?
- III. What could be the influence of current superusers and application information systems on operations productivity for a stable organisation?
- IV. What are the productivity levels at TPTs in Durban?
- V. How are policies towards organisational stability implemented?
- VI. What is the superuser's influence on the performance of employees within an organisation?

1.9 SIGNIFICANCE OF THE STUDY

The findings of this study could assist in being a useful source of information to a range of stakeholders. The improvement or development of TPT management, TPT employees' capacity development, as well as the best practice of Port Terminals and TOS users within TPTs could create more socio-economic opportunities. In addition, the outcome of this study could enable leadership to gain more insight into the superusers' influence on the performance and productivity of the Durban Port. The results of this study could assist and enable the executive management of TPT to make concise and accurate decisions towards improving TOS; developing new approaches for employee training programs; ensuring the innovation and availability of operational equipment-machinery; and developing a workplace environmental culture that is adaptable and suitable for future change. This study will contribute to the pool of knowledge as journal articles will be published in accredited journals. The descriptive part of this study described the gaps between TPT's (as an organization) expectations, leadership perceptions and the employees experience towards productivity.

1.10 ETHICAL CONSIDERATIONS

This study fulfilled the necessary ethical considerations. Therefore, permission was granted to the researcher through a memorandum draft as well as the gate-keeper's letter from the Chief Executive Officer and Chief information Officer at Transnet Port Terminals. Central ethical factors were preserved in this study. To uphold human dignity, the researcher afforded adequate information, time, and knowledge about this study to award the participant liberty to participate in the study enthusiastically. Other ethical aspects, namely informed consent from respondents, privacy and anonymity were maintained throughout the study.

1.11 RESEARCH SUMMARY

Table 1: The research summary

Problem Statement	Research aim	Research objectives	Research questions
<p>This study explores and describes Transnet Port Terminals' business operations, Information, communication, and Technology (ICT) business superusers and the application of information systems at Transnet Port Terminal in Durban. It focuses on the influence of current Superusers and application information systems on operations productivity for a stable organization such as Transnet. To address this problem, training requirements for users on the operating systems should be determined, and productivity levels should be measured. Policies towards organisational stability and the influence of the Superusers on the performance of employees should also be addressed. Transnet has invested in manpower capacity development and strategies such as the bi-annual individual development plan (IDP) program to curb development challenges. To increase efficiency and performance of the Durban Transnet Port through best-practice or enhanced application systems, specifically Terminal Operation Systems, this study aims to explore the impact/influence of Superusers.</p>	<p>The aim of this study was to investigate Superuser influence on organisational productivity through researching the case study of Transnet Port Terminals in Durban.</p>	<p>To establish the influence of current Superusers and application information systems towards organisational stability</p>	<p>1: What is the influence of current Superusers and application information systems on organisational stability</p>
		<p>To determine if training for the users on the operating systems at Transnet Port Terminals in Durban stabilizes the organisation</p>	<p>2: How does training for the users on the operating systems at Transnet Port Terminals in Durban stabilize the organisation</p>
		<p>To determine the influence of current Superusers and application information systems on operations productivity for a stable organisation</p>	<p>3: What could be the influence of current Superusers and application information systems on operations productivity for a stable organisation</p>
		<p>To assess productivity levels at Transnet Port Terminals in Durban</p>	<p>4: What are the productivity levels at Transnet Port Terminals in Durban</p>
		<p>To investigate the implementation of policies towards organisational stability</p>	<p>5: How are policies towards organisational stability implemented</p>
		<p>To evaluate Superusers, influence on the performance of employees within an organisation</p>	<p>6: What is the Superuser's influence on the performance of employees within an organisation</p>

1.12 LIMITATION AND DELIMITATION OF THE STUDY

The South African Transnet Port Terminals in Durban served as the study's primary data source. The study was based on online survey questionnaires, consisting of a combination of open-ended and close-ended questions to elicit rich insights into the research questions. However, the online survey did not offer a platform for the researcher to keep eye contact and physical presence, which may have permitted for capturing of more intimate responses. Unfortunately, follow up for further analyses was a serious challenge due to a new skeleton shift pattern-based environment set up specifically for COVID-19 protocols, where participants were put into different shifts and there was skeleton staff rotation to observe COVID-19 procedures. Also, the researcher encountered several challenges when conducting this study during the COVID-19 global pandemic, which restricted the researcher's free Terminal movements in accordance with COVID-19 specific safety norms and regulations. Because this study was centred only to Transnet Port Terminal in Durban, the outcomes of this study are uniquely pertinent to Transnet Port Terminals in Durban. Thus, it may or may not be applicable to other Ports of Transnet in general, given that the entire Transnet Port Terminals in South Africa could face similar challenges. Therefore, findings of this study may or may not be TPT generalised but offer important insights into Transnet Port Terminals in Durban.

1.13 FORMAT OF THE STUDY

The structure of this thesis is as follows:

Chapter One: Introduces areas such as the scope, background, problem statement, aim and purpose, objectives, and rationale of the study. The research question, rationale of the study, contribution of the study, as well as the ethical considerations are also presented in this chapter.

Chapter Two: Focuses on existing literature to develop a theoretical basis for the research model, which provides information on the role of TPTs in the economics'

development process and how it can contribute to the socio-economic status of South Africa.

Chapter Three: Focuses on theories and models that explain efficiency are reviewed to highlight the theoretical framework and empirical research generated from both earlier and more contemporary studies regarding the presence of Superusers in an organization.

Chapter Four: The research design, strategy, methodology, standpoint, case research method, validity and reliability subjects, and limitations are discussed.

Chapter Five: Outlines the approach to data collection and analysis.

Chapter Six: Discusses the findings of this study.

Chapter Seven: Presents the conclusion and recommendations to the study and potential future targets, which are opportunities for further research in the TPT field.

1.14 SUMMARY

This introductory chapter discussed the scope, ways to understand and achieve this study's process, which is to explore the superusers' influence on promoting the performance and productivity of the TPTs in Durban. An examination of available literature will focus on the general holistic activities of Terminal Port in Durban and the examination of productivity, operations, and its influencers.

2 CHAPTER 2: REVIEW OF THE LITERATURE

2.1 INTRODUCTION

This chapter explores the phenomenon of interest in Terminal ports operations, considering global port operations. It discusses port productivity, economy, and employment, Superusers, and application systems within port organisations. It is divided into two main sub-sections to explore the superuser's influence in promoting the productivity of the Transnet Port Terminal in Durban. The *first sub-section* discusses the empirical studies of Global or international operational Port Terminal factors, while the second discusses Durban Port Terminal Superusers' influence in promoting productivity.

2.2 THE ROLE OF EMPLOYEES IN ORGANIZATIONS

Bowen (2016) looks at how the role of employees in service theory and practice has changed over the past few decades. In the 1980s and 1990s, emphasis was placed on how important employees were to achieving success in customer service. In the 2000s, service marketing switched from a provider to a consumer viewpoint on the generation of customer value. Campbell (2000) looks at several organizational initiatives to show how they work as mechanisms for expanding roles and define five job traits that are often indicative of a proactive employee. Parker (2007) discovered that how people interpret their roles has a significant impact on their behaviour and affects how well they accomplish their jobs. Two field investigations revealed that flexible role orientation predicted both a change in job performance and supervisory evaluations of overall job performance (Parker ,2007).

Lee, Rocco, and Shuck (2020) conducted a study to understand how engagement literature places and defines resources. They discovered that enhanced efficiency in resource allocation could result from a better knowledge of the relationship between categories, particular resources, and engagement. Elnaga and Imran (2013) and Roper and Davies (2010) both highlighted the importance of employee training for changing thinking capabilities and work performance. Rehman (2010) affirmed that

well-trained employees yield better results in performance towards organisational stability. Testing is usually conducted by users, but system implementation is a direct system delivery into operations. Training is an essential key to obtaining knowledge and skills for the future strategic goals of the organisation. Sotarauta (2019) found that when employee performance and development matters are addressed, a positive impact is seen in job performance. Hughes and Wearing (2017) argued that organizations are places of gathering to work together to achieve organisational goals. Working collectively involves creating structures and technologies to reach goals.

Hughes and Wearing (2017) stated that organizational definitions have changed from social constructionism and that commercial operations have developed. However, outdated notions now emphasize the irrationality of business organizations' methods of conducting business rather than their rationality. People inside organizations sometimes behave in contradictory ways, with power-hungry people creating human resources groups that have nothing in common with the objectives of the organization. Wanani (2017) and Beinhocker (2006) argued that business organizations are made up of individuals who co-operate with each other through guidelines of conduct and networks of communication, resulting in positive business performance outcomes. This definition has three imperative understandings (Wanani, 2017), namely:

- The composition of the organisation,
- The processes of the business, and then finally
- The outcomes.

Greenwald (2012), Richard and McCronsky (2014), Brauns and Wallis (2013), Akinbowale, Lourens and Jinabhai (2014), Sotarauta (2019) and Byron (2007) all identified a business organisation as a co-operative group of individuals executing duties strategically. Performance management is an integrated method of strategizing for performance, initiating all levels within the organisation to accomplish targeted areas, giving a platform for performance, monitoring tools and general organisational evaluation. Politics is a core object that has influence in organisational policy implementation, with decisions being made at the management level and not in low level general workers. This study aimed to identify Superusers, application information systems, management participation, and their impact on an organisation.

2.3 EMPLOYEE ENGAGEMENT IN ORGANIZATIONS

Rothmann and Welsh's 2013 study found that employee engagement was most strongly correlated with work-role fit and job enrichment, while rewards, co-worker relations, resources, supervisor relations, and organizational support had only weak correlations. Psychological availability and psychological meaningfulness were also found to be mediators between these characteristics. Saks and Gruman (2014) found that organizational commitment was positively correlated with employee work engagement. Moral leadership forecasts organizational loyalty, but there is still disagreement over the definition of employee engagement and scepticism regarding its reliability. The concept of employee engagement has grown more common in organizational behaviour literature. To safeguard the reputation and interests of their firms, organizations must increase employee engagement levels so that employees are enthusiastic about their work and give it their best (Sun and Bunchapattanasakda, 2019).

For the implementation of policies and strategies, Dezdar and Ainin (2011) and Saade, Nijher, and Sharma (2017) emphasized the need of executive management assistance. A well-segmented upper executive management strategy activity, according to Shao (2019), puts the organization in a good position. According to Magassouba and Alkhlaifat (2018), executive management's support and availability are heavily reliant on their constantly shifting work schedule. According to Dong's (2009) theory, senior management's availability and assistance will change according to the specifics of the company and the moment. The lack of a universal definition of employee engagement is a major challenge in the literature. Kular, Gatenby, Rees, Soane, Truss (2008) defines employee engagement as "the harnessing of organization members' selves to their work roles". Organisational commitment differs from engagement in that it refers to a person's attitude and attachment towards their organisation, while engagement is the degree to which an individual is attentive to their work and absorbed in the performance of their role. This involves voluntary and informal behaviours that can help co-workers and the organisation, but engagement is one's formal role performance.

According to Hughes and Wearing (2017), organizations are places where people congregate with a positive plan to cooperate in order to accomplish organizational goals. Working collaboratively inside an organization includes developing a range of operational technologies and structures that are fit for the purpose of achieving objectives. However, outdated notions now emphasize the irrationality of business organizations' methods of conducting business rather than their rationality. Companies, organizations, according to Wanani (2017) and Beinhocker (2006), are made up of people who cooperate with one another through networks of communication and codes of behaviour, producing favourable company performance outcomes.

One for the goals of this study is to identify aspects of executive management at the Terminal Port that support the best implementation of policies for organizational stability. Strategic measures should be put in place to address challenges with organizational stability and policy implementation.

2.4 EMPLOYEE AND OPERATIONAL PERFORMANCE

Ho, Chung, Kingshott, and Chiu (2020) and Braunerhjelm and Lappi (2023) discussed the need for study on the interdependent character of customer interactions and engagements in multi-actor service contexts. This is due to the fast-changing customer-service provider relationships in an increasingly networked environment. Organizations must understand the perspectives of both employees and employers to achieve their goals, as people are the key element required to create an unbeatable competitive edge. This paradigm shift is driven by the idea that people are the key element required to create an unbeatable competitive edge. According to Lambert, Jones, and Clinton (2021), Organizations must understand the perspectives of both employees and employers to create an unbeatable competitive edge. This shift is driven by the idea that people are the key element required to create an unbeatable competitive edge.

Saade, Nijher, and Sharma (2017) and Dezdar and Ainin (2011) both emphasized the significance of senior management support for putting policies and plans into practice. According to Shao (2019), a higher executive management strategy that is well-segmented puts the organization in a good position.

With the proper infusion of operational cash, IT, personnel, staff, training, and skilling, executive management pushes vital resources for transformation in an organization. According to Magassouba and Alkhlaifat (2018), executive management's support and availability are heavily reliant on their constantly shifting work schedule. According to Dong's (2009) theory, senior management's accessibility and assistance will change through time and in response to the specifics of the firm. The goal of this study is to pinpoint aspects of the executive management at the Terminal Port that permit or support the effective application of policies in the direction of organizational stability. To solve challenges with organizational stability and policy execution, notably the responsiveness aspect around the Terminal port executive management support, strategic measures should be put in place. Rajasekar (2014) suggests that leadership characteristics, organisational structure, administrative business culture, modern information systems technology, and operational equipment are all factors that influence the effective use of application information systems. Vivek (2015) and Beer, Eisenstat, Footer, Fredberg and Norrgren (2012) suggest that high magnitude adjustments into a new way of doing things within organizations fail to achieve expected business outputs. Vidala-Pesoa and Kuzecova (2017) and Atiku (2013) suggest that organizations can self-improve while saving costs and time through communication, strategic policy plans, and the deployment of application information system Superusers. Salamzadeh, Daraei and Akbari (2012) concluded that a compressed culture and strategic relationship are essential for successful business operations.

2.5 SUPERUSERS- WHAT THEY ARE, WHO THEY ARE WHEN THEIR ROLE IS NEEDED, HOW THEY ARE IMPORTANT

In their 2019 study, Obwegeser, Danielsen, Hansen, Helt, and Nielsen looked at the hiring and training practices required to create capable superusers for Vestas' ERP rollout program. By combining Katz's skill-measuring model with the practiced process, they created a model of superuser selection and training. Their findings proved the model's usefulness as a tool for professionals and organizations tackling related issues. Superusers possess participation impact across the whole organization from all departments that are connected inside the organization, claims Stalling (2018). Thus, within the organization, their verbal communication abilities and operational

experience are crucial (Stalling, 2018). Additionally, Superusers practically function as the organizational structure's brain.

According to Laila, Mara, Pesoa, Kuzecova, Baltic, and Latvi (2017), a superuser is a member of a department who oversees knowledge management and has a thorough awareness of internal processes. They operate as a link between each department and the Business Process Office and have first-hand knowledge of the process. They are accountable for upholding the process, producing, and updating internal documentation, delivering training, and managing knowledge with the process owners. Umstead, Unertl, Lorenzi, and Novak (2021) defined technology use mediation (TUM) as an intentional, continuous, and organizationally sanctioned intervention within the context of use that aids in adapting a new technology to that context, modifies the context as necessary to accommodate use of the technology, and fosters the technology's long-term effectiveness. It is especially helpful when end user training alone is probably insufficient to guarantee a seamless implementation. Institutional investments in technology education and targeted initiatives to develop mediation skills can be helpful in reducing the discomfort of system transition. It is important to carefully assess the usage of external contract assistance, giving skilled, experienced staff precedence and providing them time to get to know the institution before go-live. The term "superuser" is used to describe such internal support in some institutions (Unertl et al., 2021). According to studies, Superusers have a big impact on application information systems. Application information systems in the transport logistics sector allow businesses to expedite transactions and services, save dwell times, and provide clients and consumers an edge (Mooks, 2013). Dickens (2014) claims that clients and users are the primary forces behind fast application information systems, where clients adopt and satisfy their needs to construct a system that is appropriate for the task at hand.

Investing in application information systems is necessary for corporate organizations to be competitive and keep up with economic and business changes, according to a qualitative study done by Cader (2014). Palmer and Smeer (2015) investigated Application information systems in South African government sector organizations have no immediate financial gains, but can add value in multiple ways (Palmer and Smeer, 2015), including:

- The increase of employee job satisfaction by making operations simple and correct;
- The improvement of employee effectiveness, efficiency, and productivity; and
- The drive of application information systems has proven to be the way to do business in a dynamic competitive logistics commercial environment.

Therefore, Superusers are an essential part of business tools and an enabler for growth and sustainability.

2.6 THE ROLE OF INFORMATION TECHNOLOGY/INFORMATION SYSTEMS IN ORGANIZATIONS (FROM THE PERSPECTIVE OF OPERATIONAL PERFORMANCE)

Information systems influence transformation, and the way services are provided inside a business. There is a long history of study on how IT helps to value creation and how that contributes to competitive advantage, which is supported by Gellweiler and Krishnamurthi (2022). Several eminent academics agree that IT capabilities can be developed for value delivery and competitive advantage, even though there is little and conflicting evidence regarding the financial return from IT expenditures. Integrating business and consumer perspectives with IT results in positive outcomes. According to Mamonov and Peterson (2021), information technology is a crucial element in encouraging innovation inside businesses, as well as being a part of cutting-edge product and service offerings and a doorway to new markets. The competitive possibilities available to a corporation are impacted by IT investment. Investments in technology that increase a company's adaptability may be particularly useful in environments with high volatility. According to O'Hara, Watson, and Kavan (1999), there are several ways to implement change inside an organization. Automation has caused a big shift in the business, which is obviously distinct. Information technology needs rigorous change management strategies in order to be acknowledged as a shift. Positive outcomes are achieved when done appropriately and with acceptance. Businesses evolve as they expand, and as a result, business trends must also change as a result of any changes made to a company. The use of

information technology is essential to its success. Getting people on board with change and technology is the trick.

Application information systems are platforms of tools inside a computer that may be recognized by a user and get accurate information for reporting reasons, according to Alia (2016) and Sarngaharan and Minimol (2009). An information system, according to Leignet, Ungaro, and Staar (2016), is a grouping of resources—hardware, personnel, tools, and data—that are purposely organized to convey information and, consequently, supply information services. According to Hilard (2010), application information systems are a crucial tool for company that may be used to generate reports, capture data, track jobs, and allocate resources. Based on the initial intent of the information system tool, they are used to record, monitor, and retrieve data from a computer system in order to accomplish desired objectives. Numerous advantages of using an application information system in business organizations have been noted by Bailey (2015), Dewnarain, Ramkissoon, and Mavondo (2019), among others. These include exceptional operational performance, dramatic score achievements, service improvement, historical data referencing, reporting provider and customer intimacy, improved decision-making, a competitive performance edge, and a stellar industry mark. Information technology and its applications, whether used in the public or private sectors, all play a crucial role inside an organization, according to Pang (2013). According to Smith's (2013) research, an organization's openness and accountability are increased through automated business and information technology processes, with a clear definition connected to the use of information systems. Laundon and Laundon (2014) and Beal (2016) suggest that capitalizing on an application information system can lead to tangible economic results, but caution should be taken before making financial investments. Advanced technology enables businesses to gain trust and more business opportunities by leveraging application information systems with management information system's intelligence capabilities. Superusers are users entrusted with the ability to transfer systems and business knowledge, and the functionality of the application system and business organisational operations are dependent on each other.

However, Vidala-Pesoa and Kuzņecova (2017) postulated that Superusers have a deep understanding of business processes and knowledge management, which is

evident in policy alignment and strategic project implementation. They bridge the gap between business, resources, and application systems in an organisation. Thus, Superusers strengthen organisational links and relationships between operational users and work functions and apply various modes of business adjustments to create a continuous improvement culture. According to Simpson (2014), the strategic flow pattern of introducing information technology and application systems in an organisation includes Initiation, adoption, adaptation, and acceptance are the three stages of an application information system. Initiation involves change-management and communication with participation from all levels of an organisation. Adoption involves transparency and involvement of all parties. Adaptation involves changing ways of business, providing support, and familiarizing all parties with the application systems functions. Acceptance involves employees acknowledging the application information system and integrating it into the organisational processes.

In order to determine whether there is an impact on operations productivity for a stable organization, Simpson's model of introducing information technology and application systems in an organization helps to analytically assess how application system testing is conducted, to seek recommendations for the implementation of policies towards organizational stability, and finally to evaluate Superusers' impact on employee performance within an organization.

2.7 SUPERUSERS AND INFORMATION TECHNOLOGY/INFORMATION SYSTEMS

It is possible to have a smoother rollout and implementation by being aware of the organizational environment in which new information application systems are being deployed, according to Umstead, Unertl, Lorenzi, and Novak (2021). According to Umstead et al. (2021), institutional investments made before the implementation of information application systems in information technology training and explicit programs to foster mediation skills, including roles for employees with career development opportunities, can be helpful in reducing the discomfort of system transition. According to Ellingsen and Roed (2010), combining several operational and information technology infrastructures into a unified mechanism structure is related to

increased output quality and efficiency. To achieve a flawless operational integration, experienced users are crucial in organizing other users. In research by Fournier and Kop (2014), the surveys discovered key variables such as demographics, age, gender, education, experience, and specialty that have a significant impact on technology usage, human engagement, Superusers, and uptake. Human factors such as knowledge and skill levels, motivation, rewards, encouragement, perceived utility, usability, attitudes toward usage, and inventiveness should also be considered. People must be capable of adapting to changing circumstances and driven enough to take on new responsibilities. Some contend that these competencies will advance as a result of online communication. Rochim and Ikatrinasari (2021) found that technology use involves a series of steps, from pre-implementation to post-implementation. Analysis of the Key Success Factors allows for the mapping of factors that will influence implementation. Project management, superusers, and change management had a considerable impact on information systems and application software adoption. Murodovich and Ziyadullaevna (2022) reported that IT companies and businesses of all sizes are successfully implementing the digitization strategy worldwide. Specialized Internet services have emerged to enable the online execution of all information technology operations, the creation of information technology portfolios related to financial institutions, and the rental use of Internet services for data storage and processing.

A superuser is a person who has been given full access to utilize the computer's operating system or an application system, according to Fox (2014), Deutsch (2019), Alvaro, and Tymon (2018). They are given access to the system and given control over it, and they are crucial members of operational teams and organizations. They understand cooperative business and operations as well as the Information, Communication, and Technology (ICT) application systems, and they are solution oriented. They clearly want to manage the system and make sure it is working as it was intended to. Along with directing certain testing, validating, and analytical activities related to the application systems and operational settings, they also play a vital role. Ward (2014) and Alvaro and Tymon (2018) both highlighted Superusers as crucial members of an organization. Superusers can connect an issue to the current desired result since they have the finest application systems and operational expertise. Additionally, they keep special accessibility levels that give them the ability to change,

lock, terminate, and reset the access of other users. Superusers were referred to be crucial essential persons by Vivek (2015) as well. This suggests that a Superuser is someone who has comprehensive knowledge of all application systems, actively participates in the development of changes, and plays a key role in the efficient operation of those systems. They serve as the conduit between ICT application systems and end users and are properly qualified and equipped to communicate system properties to standard users.

Superusers are the link and key to seamless application leveraging (Fox ,2014). Fox (2014) refers to systems Superusers as the root users, Deutsch (2019) considered Superusers as administrators, Alvaro and Tymon (2018) as engineers, Ward (2014) as organisational root users, and Fox (2014). Each view of a Superuser from various researchers showed that they play a vital role towards contributing to organisational performance. Their relevance is viewed to be a catalyst of productivity and they have knowledge and skills to be embraced by others.

Deutsch (2019) categorised Superusers into two groups: generalists and specialists. Morgan (2020) gives a very exceptional definition for a Superuser: an individual that has been skilled and raised up to be an expert with operational knowledge and technology knowledge to help bridge the gap between system users and IT personnel. The relationship between Superusers, application information systems and organisational performance is discussed.

Studies on the effects of application information systems, training, and users on the organizational performance of public corporations were undertaken by Freeman(2015) and Dickens (2014). Freeman discovered that users' engagement in and usage of information technologies allowed the organization to gradually boost revenue collection. Dickens discovered that growing client demand has led to an increase in the use of personalized application information systems. According to Mooks (2013), application information systems in South African transport enterprises allowed for more precise rapid turnaround time maintenance and improved working relationships between the company, clients, and customers. According to Cader (2014), settings that are not routinely maintained might cause lost productivity, reputational harm, and malware exposure. Application information systems, according to Palmer and Smeer

(2015), provide no immediate financial benefits for South African public sector companies, but they do boost job satisfaction, work experience, and staff effectiveness and efficiency.

In order to look into and comprehend the current case study of Transnet Port Terminals in Durban, this study reviewed and found pertinent literature on the influence of superusers on organizational productivity in an organization. The impact of superusers on organizational productivity is examined in the next section using a case study of Ports.

2.8 PORTS

Global Port Terminal Operations is a competitive environment that plays a significant role within Global economic trade. Terminal Port improvements are the most effective milestones to make profits and increase productivity within a port (Marinacci, Polo, Ricci and Rizzetto, 2019). Therefore, the larger the terminal port, the more efficient and productive it becomes (Marinacci et al., 2019). Generally, Port Terminals provide a variety of socio-economic benefits, depending on their infrastructure. Meersman, Van de Voorde and Vanelslander (2010) postulated that globally, Terminal Ports are essential for supply chain logistics, providing economic balance, employment, and global relations.

Sustainability is essential for the country's economy, with direct and indirect impacts on productivity, operations, resources, skills, and equipment. (Meersman, Van de Voorde and Vanelslander 2010). Firstly, Terminal Port goals are driven by the vision for the best utilization of existing resources, infrastructure, and policy investments to drive economic development and create employment, business opportunities, and profit. (Rasheda, Meersman, Van de Voorde, Vanelslander and Verhetsel, 2013). Additionally, International business relations and the access of business platforms to the World Trade Organisation have had a positive impact on port and sea trade. Terminal Ports are responsible for most of the world's supply chain cargo and goods transportation and have the potential advantage of lower business costs compared to other modes of international trade. They are essential for retaining the reputation,

business, supply chain, and port productivity levels, and the growing demand for logistics by vessels transport is relatively less costly than other transport modes. Thus, according to Feng, Mangan and Lalwani (2011), ports operate as a vital economic catalyst on the gross domestic product (GDP) and employment.

The next section provides more details relevant to the impacts of International Ports on productivity, the economy and employment.

2.9 THE IMPACT OF INTERNATIONAL PORTS ON PRODUCTIVITY, THE ECONOMY EMPLOYMENT

Kotowska (2016) stated that Seaports are essential for economic growth, providing direct sea territorial advantages and providing a productivity interface for the import-export industry, according to Irannezhad, Hickman and Prato (2017). The Port of Taichung conducted a research study to assess the movement of its Containers and develop strategies. The study revealed that various factors play a pivotal role in the movement of Containers, and the development of strategies was necessary to restructuring the organisation and upgrading the information planning department. (Lu, Lin and Lee, 2010). However, this implies that Port operations create socio-economic opportunities (opportunities for employment), but also a concern for the eco-system pollution levels (Kotowska, 2016). Thus, the socio-economic opportunities that a Seaport may create comprises six features (Kotowska, 2016):

- Simplified administrative procedures,
- Management redeployment,
- Enhancing and investing on employee training and knowledge,
- Opening business platforms for private-sector participation in port,
- Improving port information application systems, and
- Shortened customs procedures to avoid unnecessary delays.

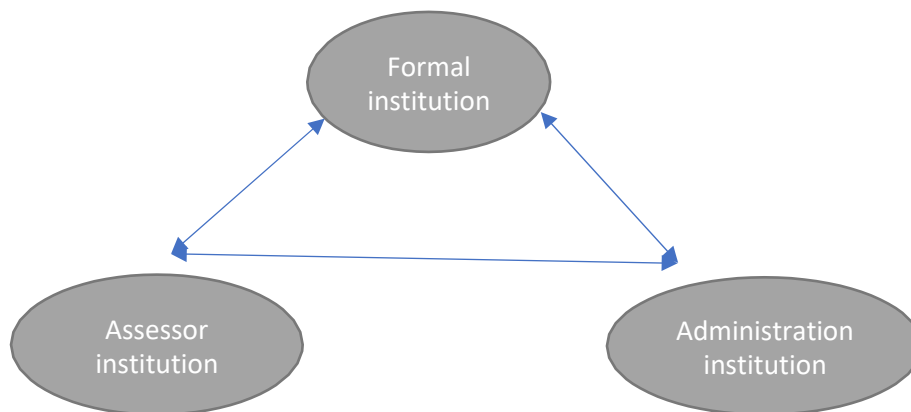
As an illustration, The Port of Indonesia invested in human resources to improve their skills and training, as they play a key role in the productivity of the Terminal. (Buchari and Basri, 2015). Buchari and Basria (2015) acknowledged that Human Resources training programs should be aligned with the port's productivity output and machinery

and equipment, as well as other port activity improvements such as Safety, Terminal policies, management, and Information application systems.

The objective was to enhance the productivity of the Terminal port, as well as to positively influence the performance of the employees' operations. Furthermore, Buchari and Basria (2015) indicated that Terminals, Equipment and Tools should be supported by trained and skilled workers for optimum results.

Figure 1 below illustrates the strategic flow diagram deployed by the Indonesian port management to ensure that skilling and training were done at professional traceable levels.

Figure 1: Strategic development of the Human Resources of Indonesian Ports



Source: Self-generated

Figure 1 describes Human Resources in Indonesian Ports are essential for training and skilling workers for Terminals, Equipment and Tools operations Gdynia and Gdańsk ports, Urbanyi-Popiołek and Klopott (2016). Thus, in relation to container terminals, Gdynia et al. (2016) suggested that Terminal ports play a key role in international supply logistics chains and influence business pricing and service turnaround times, leading to positive economic growth and a distinct socio-economic value derived from their relational logistic industries.

2.10 SMART PORT SYSTEMS IN VARIOUS TERMINALS

Terminal Ports operate in a complex environment of infrastructure, equipment, machinery, information technology systems, skilled human resources, supply chain logistics business transactions, and policy regulations (Ellingsen and Roed, 2010). Global commercial compression has led to the adoption of technology-based solutions within Port terminal environments for accurate port operations, management, and planning. This phenomenon is known as 'smart solutions', which apply approaches synergistically to improve operations, promote efficiency, increase sustainability, and circumvent safety and security incidents. These solutions are globally recognized as converting to Smart Ports. (Molavi, Lim, Race and Shi, 2019).

Molavi et al. (2019) further alluded that a Smart Port gathers literacy-inclined individuals to simplify knowledge development and sharing, enhance port performance, increase resiliency, lead maintainable development, and ensure safety and a secure environment. Barnett (2018) displayed a different angle of a Smart Port and masks it as “smart” growth in a changing world. Furthermore, Barnett (2018) stipulated that man’s ways of doing things are highly dictated by an over-growing population, economic balance, standards of living, natural resources, and land. In addition, Barnett (2018) emphasized that the elements of the economy must adapt to "smart" ways of doing things to maintain a global economy, create job opportunities, and address domestic issues.

Chen, Huang, Xie, Lee and Hua (2019) alleged that Smart Port operations can improve performance, competitiveness, productivity, and human resources, skills, infrastructure, equipment, and information systems. Smart Port operations require a strategic plan of green and smart port planning, with specific operational measures. Botti, Monda, Pellicano and Torre (2017) asserted that Port logistics policies need to be improved to maintain the standard of a Smart Port. Port terminals are a critical player in the economic cargo and goods supply chain business, with capabilities to be a central source of power between productivity, human resources, and the port customers. The combined port logistics supply chain style can be in line with theories that emphasize collaboration of human resources and skilling, as well as Information

Technology Systems (Monda, Pellicano and Torre, 2017). Moreover, service delivery and human resources collaboration can only be achievable through proper change management and cooperation as the source value of the relationship.

According to Botti, Monda, Pellicano and Torre (2017), the best applications and combinations of Information Technology are referred to as "smarter" solutions to manage service systems within a terminal port. Therefore, the smart ways to manage service systems within a port refers to a "smart port". Yang, Zhong, Yao, Yu, Fu and Postolache (2018) reported that a Smart Port is a fully automated port that requires a certain level of skills and education to take advantage of its Terminal Port. It consists of a network of smart technology tools and equipment, WIFI peripherals and management information systems.

Smart Port is a port solution that allows port executives and stakeholders to provide professional service delivery effectively in an efficient manner with high-accuracy turnaround times. Its mission is to improve productivity, performance, and profit advantages. It provides planning intelligence platforms for management to strategically utilize and achieve their organisational goals. However, the use of the Smart Port has led to human-less operations and a lack of visibility of superusers in the organisation (Yang, Zhong, Yao, Yu, Fu and Postolache ,2018).

2.10.1 Case study of Asia-Korea

In the Asia-Korea Port Terminal, Lee (2010) indicated that Port terminal users and employees are facing competitive pressures from shipping lines, leading to the need for more alternatives, space, and investments to upgrade modern information application systems to address huge volume workloads. Furthermore, Lee (2010) stated that such stances give Port Terminals a competitive advantage against other rival Terminals by increasing customer satisfaction.

This implies that the more businesses are loyal to customers, the more businesses bring profits for the Port Terminal. Aerts, Grace, Doms and Haezendonck (2014) observed Training on the application information systems within International Port Terminals has positive effects on performance and competitiveness, leading to improved economic growth.

2.10.2 Case study of Italy

According to Giustia, Manerbaa, Brunoa and Tade (2019), Port Terminals require real-time operation reaction, integrity, and accuracy of application information systems. However, the study conducted by Giustia, Manerbaa, Brunoa and Tade (2019) highlighted that there is a successful business concoction of a synergized relationship between synchro-modal logistics and application information systems.

According to Giustia, Manerbaa, Brunoa and Tade (2019), Synchro-modal is a strategy to reduce costs while maintaining a quick turnaround time and performing ethically and professionally. Furthermore, Giustia, Manerbaa, Brunoa and Tade (2019) indicated that global ports activities in Asia-Korea and Italy have examined the issue of users, application information systems, resources, training, and infrastructure, considering competition, performance, and economy.

2.10.3 Case study of the Port of Antwerp (Belgium)

The Port of Antwerp is a major contributor to road truck traffic in Europe, as most goods are transported via trucks. (Aronietis, Marinade, Meersman, Pauwels, Van de Voorde, Vanelslander and Verhetsel, 2009). The Antwerp Port has an employment capacity of 1650 employees who strive to ensure that productivity is maintained and improved. The Antwerp Port Authority provides services to ensure sustainability of port performance, development, and innovations. (Port-Antwerp Report, 2020).

These services fall within different departments that play a critical role in sustaining its performance and productivity. These services have been categorized into the following, according to the Port-Antwerp Report (2020):

International Networks: This team is responsible for growing Antwerp and building relationships with global customers and partners.

Customer Relations: This team works within the international networking team's strategic guidelines to maintain and improve customer relationships.;

Operations: The operations department comprises three sub-divisions including:

- Nautical operations: which oversees fleet management and sea operations,
- Asset management: which is dealing with terminal growth and the management of the dry and Terminal infrastructure and Port projects; and
- The colleagues of Port Projects: This team ensures that there is progress and synergy in all technical projects within the port infrastructure.

Finance: A unique functioning Finance team that drives a financial policy for Antwerp Port Authority exists. It synchronises all financial organisational processes, profits, and cost management;

Marketing and Communication: The marketing and communication team is responsible for all organisational communication and marketing of the Port Authority, directing its online image and supporting events for its brand and image;

Corporate Affairs: The corporate affairs team supports the Port Authority's strategic vision and ensures all units participate in different platforms with stakeholders;

Human Resources: The Port Authority's HR team drives and maintains a flexible personnel policy in line with the business vision, strategy, and culture.; and

Digital Information and Innovation Office: The Digital Information and Innovation Office is proactive in developing and implementing IT and telecommunications policies to stay up to date with technology and future challenges.

De Boeck, Reniers, Cools, Easton and Van Den Herrewegen (2014) described the Port of Antwerp is a remarkable location, with a large turnover and an extraordinary socio-economic footprint. It is connected by a long flowing river called Scheldt, with one bank being administrative and the other judicial. (De Boeck, Reniers, Cools, Easton and Van Den Herrewegen, 2014). The port of Antwerp is uniquely positioned in two Belgian provinces (Antwerp and Eastern-Flanders), flowing across three municipalities (Antwerp, Zwijndrecht and Beveren). It also stretches across two judicial districts (Antwerp and Dendermonde).

2.10.4 Case study of the Port of India

According to Sundar (1999), The India Terminal Port was not performing at its maximum capabilities due to a failure to deploy a synergic approach in Port authority and capitalize their geographical sea positioning. To improve imports and exports, the port signed inter-Terminal mutual business agreements with the adjacent terminal ports of Colombo, Dubai and the Port of Singapore. This was a phenomenal Transshipment, but it had dire financial consequences for the port of India, impacting their planning transit times and global business reputation.

Furthermore, Sundar (1999) the foremost reasons for Port terminal inefficiencies in Indian ports are poor Port Terminal design and a failure to apply civil infrastructure agility to cater for modern vessel types. Poor equipment utilization due to ageing and a lack of pre-planned maintenance schedules and action, an imbalance of employees, poorly planned workload, technology information systems, cargo and document

procedure maintenance, management information systems, and port terminal access services and provisions for moving imports and exports and destined cargo. The government of India must ensure the development of an integrated organisational approach for port operations improvement through the privatization of port services. This is necessary for the economic flow of India from 1991 to 2017 (Sundar, 1999).

India port terminals experienced a strong deficit from 1991 to 1993. This deficit was mostly related to low port terminal operations. In addition, Ray (2004) confirmed that the Indian port sector was overwhelmed by inadequate capacity, outdated port layout, outdated cargo handling equipment, inadequate maintenance, and insufficient operational dredging. The strategic operations approaches deployed were time-consuming, undependable, and slow. There was a lack of professional training towards equipping workers with general skills for the port business units, and railways lacked the essential equipment and structure to ensure a seamless flow of container traffic. There was also no central point of leadership and communication to accurately manage the employees. The immediate results of the above challenges were that the Indian economy was severely impacted with low export and import supply chain businesses. These issues constituted one of the key reasons to initiate a structural and strategic change of Port Operations in India (Ray, 2004).

However, Ray (2004) and Sundar (1999) have both strongly described the condition of Indian ports as being concealed by the solid existence of old-fashioned and poorly maintained operational tools. According to Haralambides and Behrens (2000), The India Port's hierarchical and bureaucratic business leadership structures, improper policy ejections, excessive employee numbers, and lack of agility to move with economic demands led to a deficit in Trade Balance between 1995 and 1996. Ray (2004) and Sundar (1999) emphasized that the transfer of skills, Information systems technology and training in the 1990s significantly increased trade in India, leading to a deficit in Trade Balance between 1995 and 1996.

2.10.5 Case study of CHINA (1990- 2010)

Song (2002) observed that Asian seaports are among the top performing container ports in the world in terms of traffic flow and productivity. The major Asian ports that dominate the list of volume and traffic in ports include Hong Kong, Kaohsiung, Singapore, and Pusan. Monios and Wang (2013) noted that the geographical circulation of inland ports in China is mostly concentrated in three bands: the North-east section, the Central and West bands, and the South-east section.

It was stated earlier that the Chinese ports and economy are viewed as the world's most innovative and improving port (Monios and Wang, 2013). The government of China implemented a strategic policy reform to improve cargo turnaround time, which was achieved through two customs clearance representations practised in inland port operations. (Monios and Wang, 2013). The reform involved meeting all customs jurisdictions in the inland ports' operation, developed by Tianjin to meet local port development. (Monios and Wang, 2013).

Yang, Wang and Li (2016) confirmed that in China Container Terminal operations are run by private companies and their holding business affiliates, while ports are administrated and operated by state-owned companies. China underwent a major Port development strategy which involved integrating adjacent ports, resources, tools, and equipment in the early 1990s (Monios and Wang, 2013). The port integration strategy involved a collaboration of more than one port to work synergistically under one point of authority and command.

Therefore, a policy of control and unity was applied, which generated beneficial economic results for local businesses and the government. According to Monios and Wang (2013), Chengjin, César and Wei, 2015), Chinese ports have experienced long-term growth due to China's integration policy strategies, creating a favourable economic performance position globally. Song (2002) explained that the rapid consistent economic growth experienced by China was mostly through import and export business relations, which were driven by successful port integration and development policy strategies.

These strategies and port collaboration brought significant upsurges in their GDP and employment, given that Chinese ports developed a continuous business and productivity reputation. Therefore, Song (2002) and Hong, Merk, Nan, Li, Mingying, Wenqing, Xufeng and Jinggai (2013) articulated that gaining and preserving the accurate business balance between other global ports and addressing internal port business operation affairs or cooperation are central for sustaining future continuous growth of port business and its community operators. There was a positive gross domestic product (GDP) flow that has been experienced in China through their policy implementation and ports integration.

Policy implementation helped to align employees and improve Port administration and the Chinese economy, leading to financial gains for all Chinese. Ports innovation and development demonstrate China's economic development through a collaborative approach to systems application, machinery, human resources, and skilling, training and executive management.

2.11 THE CASE STUDY OF TRANSNET PORT TERMINALS IN DURBAN

A terminal port is a business avenue where all vessels and passenger logistics platforms transpire to and from the water shores in a city (Marinacci , 2019). A terminal port is a secure transportation platform that interlinks global cargo moments, allowing products to be exchanged nationally or globally, by means of several port activities or services (Marinacci et al., 2019). Accordingly, a terminal port is a global competitive environment geographically, where operational performance is one of the requirements to maintain its reputation and relationships with the shipping lines (Robinsons 2002). However, the Transnet Port Terminal in Durban (South Africa) represents a single huge business branch of multiple other divisions (Transnet Report, 2017).

TPT operational branches are successfully generating revenues for Transnet Group, a State-owned entity that reports to the Department of Public Enterprises (Transnet Report, 2019). In addition, TPT is accountable to an independent board of directors. According to Transnet Report (2019), Transnet Port Terminals (TPT) are a separate

leg of Transnet operations that solely deals with all import and export goods that pass through the seaports of South Africa. They contribute strategically to the South African economy by empowering the efficient terminal flow of imports, exports, and transshipments in and out, as well as through its premeditated performance role in the administration of import and export cargo. Port Terminals provide cargo-handling facilities to an extensive range of local and global customers within sea. In South Africa, the Port Terminals division operates exclusively with 16 terminals and 68 berths in seven ports nationally, which are spreading along the South African coastal region. The Durban Port Terminal's strategic business is divided into four major business divisions, which include containers, dry bulk, break-bulk and cars/automotive. It has an amicable working and economic relationship with shipping line companies and intermodal trucking companies that deal with rail and vessel cargo inputs(Transnet Report, 2019).

2.11.1 Superusers' influence on the application information systems in Durban Port

According to Tanenbaum and Bos (2015), Superusers are the heart of knowledge, applications usage intermediators and productivity level impactors, driving performance and growth. In the Durban Port, Superusers are involved in structured operations such as application information systems, policies, and human resources. (Transnet, 2019). All these have a significant impact on port productivity and economic development.

The Durban Transnet Port Terminals involve multiple stakeholders, including Transnet executive management, Transnet board members, Information, the communication and technology department, the Department of Enterprise Services, students, and operations general users. Superusers' influence on productivity is intended to promote business operations, systems-applications-performance, and service delivery. (Transnet Report, 2019; Our History, n.d). Therefore, Superusers' influence at Transnet Port Terminals in Durban refers to the application information systems impact on organisational performance.

They are involved in putting Transnet Port Terminals Durban in an advantageous performance position. According to Transnet Report (2019), The Durban Transnet Port Terminals is an important point of sea exit/entry in South Africa and contributes heavily to the international economic cargo supply chain. (Transnet, 2019).

It is this reason that a table (**Table 2**) should be provided to describe an overview of the SWOT analysis in Durban Transnet Port Terminal, which reflects internal and external factors that are potentially impacting port environments in terms of the strengths, weaknesses, opportunities, and threats experienced in TPT in Durban. **Table 2** indicates the SWOT analysis of TPT in Durban, which describes environmental factors that influence its continuous and sustainable operations.

Transnet Port Terminal in Durban's strengths, weaknesses, opportunities, and threats may be examined using the SWOT analysis framework. It is beneficial to recognize the organization's strengths, build on them, and take advantage of its chances of success. Thus:

Strengths will mean: TPT stands apart from its rivals thanks to unique positive traits such a strong brand reputation, a loyal customer base, and a unique invention. Finding the company's unique selling proposition (SOP), which may help it stay ahead of rivals in the market, requires a SWOT analysis.

Weaknesses will mean the weak points of TPT: Weak points in TPT are interior factors that can be identified to determine areas of renovation and help businesses expand. These include low brand worth, extra turnover, and lack of resources.

Opportunities in TPT will be the organization's opportunity to exploit available external elements to its benefit. TPT will need to have a keen eye for both spotting and analysing market opportunities to be able to take advantage of them proactively. Such tactics could provide it a market edge, allowing it to understand its anticipated growth trajectory.

Threats, Threats to TPT include financial downturns, cyber-attacks, criminal activity, supply chain issues, rigorous federal government regulations, and changes in market expectations. These threats are beyond the organization's control.

To avoid falling targets, it's critical to anticipate danger and take the required precautions. To reduce the impact of these external factors, a solid business continuity plan is necessary

Table 2 SWOT analysis for Transnet Port Terminals in Durban

Strengths	Weaknesses	Opportunities	Threats
Broad land for further development	Durban Violent Ocean current and waves	Directing shipping with Mainland China	COVID19
Convenient machinery and transportation	Road Infrastructure leading into the Terminal port	Developing coastal shipping	Economic recession
High terminal operation efficiency	Traffic congestion,	Port privatization	Competition of neighbouring ports from upper Northern countries
Durban Geographic advantage	Rubber tyred gantry crane (RTG) usage at Pier 1	Establishment of Free trade zone	Employees strikes
High Terminal port administrative efficiency	Lack of integrated application information system	Building long term relations with local business in foreign markets	Machinery and equipment shortages
Terminal Operating Application systems	Un-integrated custom procedures	Trade agreements within the African continent. For global footprint	Slower and longer turnaround times due to workload and lower staff compliment
Biggest Port in the African hemisphere	Terminal infrastructure design	Green initiatives. Being environmentally friendly	Load shedding
Transformation	Aging equipment		Crime
Employment contributor	Inability to keep up with market trends		Cyber-attacks and not having agile Technology
Financial stability	Lack of Human Resource capacity		
Market segment competitiveness	Terminal internal delays		
Social accountability	Weather conditions		
Skills development	Political direction and government regulations		
South Africa's leading Terminal port operator of dry bulk cargo, containers, automotive and break-bulk cargo.			
Strategic economical connectivity with other economies around the world			
Holistic business operation innovations			

Source: Self-generated

2.11.2 Organisational Performance (Transnet Port Terminals in Durban)

According to Transnet Report (2019), Transnet has total rights to operate within all South African ports as a solitary service provider, gazetted in the National Ports Act, No 12 of 2005 (Ports Act). The Durban Terminal Port operates under a strict compliance risk management plan, guided by frameworks of the Critical Control Framework and Control Self Assessments (CSAs) for the Ports Act. Port Terminals succumb to regulations of annual reporting standards, which comprise various reports on terminal operations, performance of the terminal, the financial status of the port, SHEQ1 occurrences and competition to Transnet National Ports Authority. To have a clear perspective of performance and productivity within the Durban TPT, it is important to identify the highlights and patterns of performance within Transnet Port Terminals in Durban.

Transnet Port Terminals in Durban, as a state-owned company, is accountable to the Minister of Enterprise and Minerals in South Africa (Transnet Report, 2019; Our History, n.d). The performance of TPT Durban is measured through truck turnaround time, volumes of containers handled, and information systems. This amalgamation reporting is submitted to meet mandatory annual audits. Terminal performance is highly dependent on daily attributes such as traffic congestion, planned and available space, unit/container location, information application systems availability, electricity availability, travel distance, weather, machinery functionality, machinery shortages, equipment breakdowns, absenteeism, and driver/operator experience (Transnet Report, 2019; Our History, n.d).

2.12 SUMMARY

This chapter discussed superusers' influence on productivity in an organisation through the case study of Transnet Port Terminals in Durban. It reviewed the way organisations can influence their resources, policy implementation, training, application information systems and leadership management to gain economical competitive advantage. It was indicated that Superusers generally solidify

organisational links and relationships between operational users and work functions, and constantly apply various modes of business adjustments proportionally to people's mind-sets. The strategic flow pattern of introducing information technology and application systems within an organisation includes four stages, namely initiation, adoption, acceptance, and adaptation. The case studies of selected international Ports Terminal were examined as an illustration towards understanding the international operational ports terminals' socio-economic activities. Port Terminal Operations play a significant role within global economic trade through the increase of environmental competitiveness. Terminal Ports provide a variety of socio-economic openings and benefits within the immediate and neighbouring territory and geographically precinct. The information gap which the study closes is researching on superuser influence on organisational productivity of Transnet Port Terminals. The next chapter explains and discusses the research design and methodology for this study.

3 CHAPTER 3: THEORIES AND A MODEL OF A SUPERUSER

3.1 INTRODUCTION

In this section of the thesis, theories and models that explain efficiency are reviewed in an effort to highlight the theoretical framework and empirical research generated from both earlier and more contemporary studies regarding the presence of Superusers in an organization. To identify the research gap, previous studies were carefully examined. The study looked at the Superuser influence on organizational productivity. As a result, the core idea and model connected to the following research issues were described:

- I. What is the influence of current Superusers and application information systems on organisational stability?
- II. How does training for the users on the operating systems at Transnet Port Terminals in Durban stabilise the organisation?
- III. What could be the influence of current superusers and application information systems on operations productivity for a stable organisation?
- IV. What are the productivity levels at Transnet Port Terminals in Durban?
- V. How are policies towards organisational stability implemented?
- VI. What is the superuser's influence on the performance of employees within an organisation?

3.2 CONCEPTUAL FRAMEWORK APPLICABLE TO THE STUDY

The conceptual theory framework discusses the literature applicable to the research aims and objectives of this study. Therefore, according to O' Leary (2010), the identification and production of new knowledge is primarily dependent on historical events, current situations and knowledge. Knowledge creates and verifies a body of literature. However, the literature review also delivers evidence for the need and the significance of the research undertaken by means of detecting knowledge 'gaps' in the available knowledge warehouse, variances in theory and practice that eject the need

for further knowledge hunting (O’Leary,2010). Hence, this study provides an understanding of concepts that are relevant to the afore-mentioned questions.

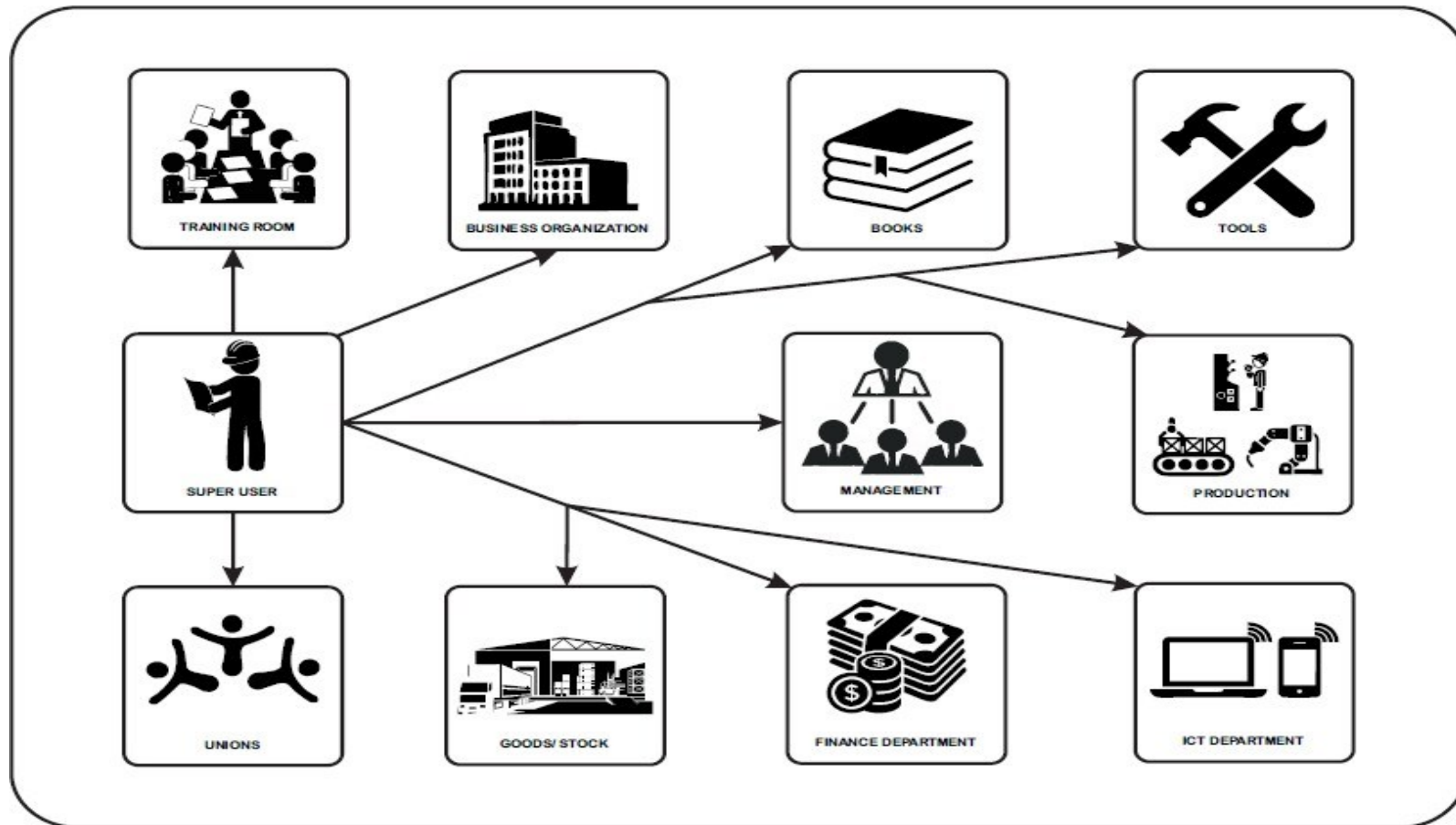
Theoretical and conceptual foundations underpin the process of discovering the extent to which Superusers influence productivity and performance in an organisation. The fundamental understanding of the theoretical framework is vital, as it allows for crucial reality and communal constructivism philosophies to be displayed in this study.

3.3 THEORETICAL FRAMEWORK ALIGNED TO SUPERUSERS INFLUENCE IN AN ORGANISATION

Jennex (2015) indicated that the literature review can be viewed as an assessment of a collection of secondary sources documented in transcripts that considers therelevant points of existing information, including practical and new findings, thetheoretical and methodological contributions to a specific conducted study. In this study, the formulation of the theoretical framework is necessary to assist in clarifying explicitly the theory underpinning the ‘Superusers concept. In addition, Tanenbaum, and Bos (2015) expressed views on Superusers as being key players (resources) ina working environment. As noted, Tanenbaum and Bos (2015) argued that a superuser is an operator who has a solid comprehensive access to the all-round elements of the application system being used and the operational environment beingoperated on. Hence, users constitute a systematic link throughout the whole organisation by just the virtue of their application systems knowledge and organisational experience. In other words, Superusers are centric and critical in the environment in which they operate (Tanenbaum and Bos, 2015; Stalling, 2018).

Superusers’ position and involvement achieves unity, organised participation with resolutions and a drive. Stalling (2018), Alvaro and Tymon (2018), Jennex (2015), Vivek (2015), Tanenbaum and Bos (2015) and Ward and Brian (2014) focused their studies on changeable issues affecting Superusers and the impact on their operational environments. These were done in line with several other studies and the conclusion was that Superusers’ participation influences organisations differently.

Figure 2: Conceptual framework design of Superusers' application information systems within an organisation



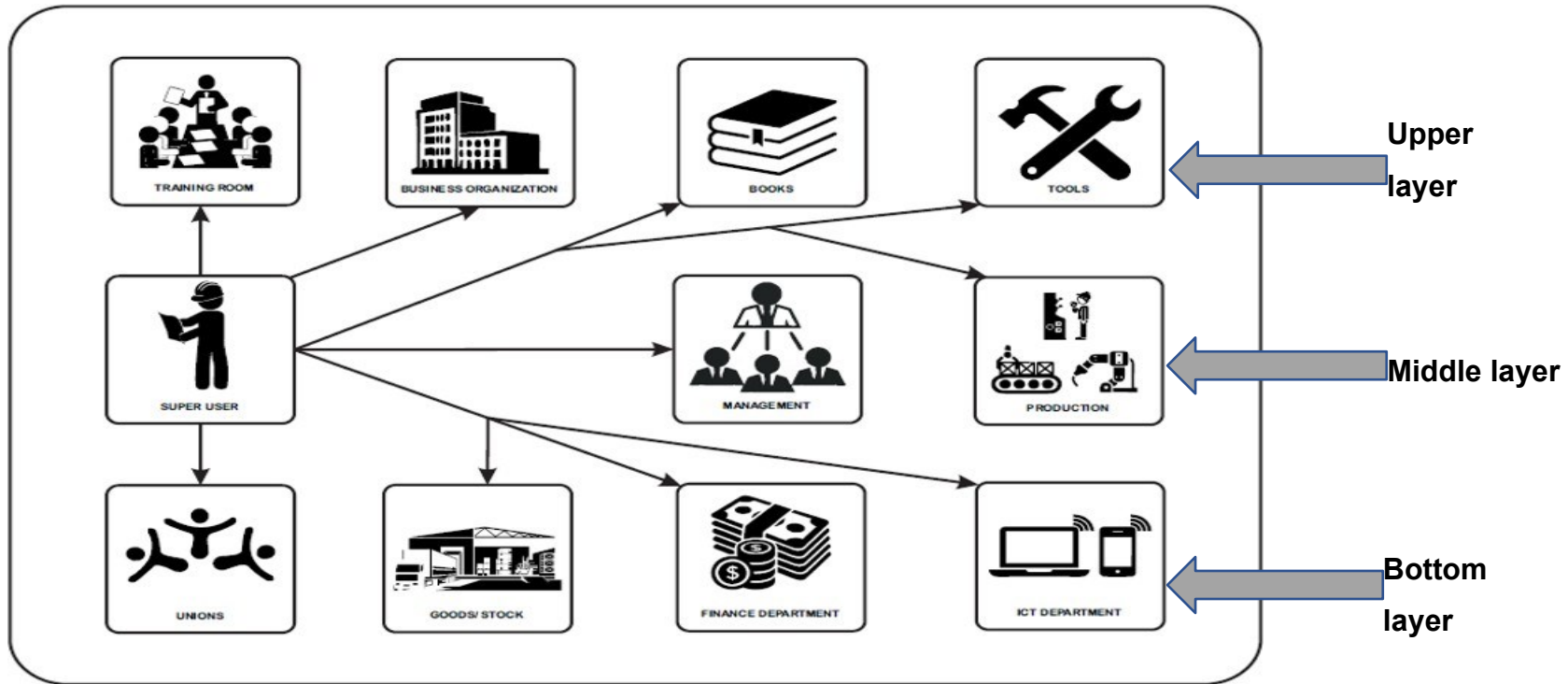
Source: Self-generated

Figure 2 illustrates the conceptual framework, which depicts the role of a Superuser as a pivotal person within the whole organisation. Almost nothing gets done without him. Therefore, Ward and Brian (2014) postulate that a Superuser is the heart of the success of production within an organisation. It is an individual who is organizationally well diverse and highly conscious of business operations as well as systems. Therefore, training skills, work experience and organisational knowledge are key to synergize and combine departments. In addition, their presence and participation bring about production efficiency and promote/increase the level of staff productivity. Furthermore, Superusers facilitate practical links to consume and proportionally spread knowledge in a systematic re-occasional manner (Ward and Brian, 2014). Superuser Theory and the Theory of Superuser Behaviour is therefore crucial to understand and treat this resource with all the needed care. Frameworks supporting academic integration practices in relation to the Superuser within an organisation should be made available and shared within the organisation for a common understanding of the Superuser.

3.4 THE LITERATURE GAP THEORETICAL MOTIVATION

Referring to the organizational superuser conceptual framework design. The illustration below shows how superusers are placed on a position that focuses on increasing productivity inside an organization. The upper part of the diagram includes phenomena related to group mass training, facility building, books and tools. The middle layer includes phenomena related to leadership and the final output, service delivery. The bottom layer includes phenomena related to trade unions, equipment, capital, and the ICT department. This diagram's layers and synergistic relationships between departments are reflected in it. One person with specific environmental skills and expertise connects all these layers. a person who plays a key role in the process of providing services and the outcome.

Figure 3. A conceptual diagram depicting a theoretical gap



Source: Self-generated

Change can be introduced into an organization in several ways, according to O'Hara, Watson, and Kavan (1999), including introducing new technology, the hiring of new personnel, training, or the creation of new organizational structures, policies, or procedures. Change comes in various degrees and is composed of various elements. All it needs is a driver. Gellweiler and Krishnamurthi (2022) and other studies have assessed the benefits that investing in IT has brought to companies. Information systems have an impact on organizational transformation and service delivery. Despite extensive research, the strategic significance of IT has not yet been fully recognized. Despite this, a wide range of important academics agree that IT capabilities can be developed to add value and gain an advantage over competitors. Commitment, a strategy, and assistance are all that are needed (Gellweiler and Krishnamurthi, 2022). Information technology (IT) is determined to play a significant role in enabling innovation, product and service offerings, and a conduit into new markets (Mamonov and Peterson, 2021). According to Motyka (2018), Employee relationships are important resources for a company, and IT investments that help a company improvise can be especially helpful in highly volatile circumstances. By fostering an environment that is welcoming and supportive of professional growth and employee involvement, employers can improve their chances of attracting and keeping great personnel (Motyka, 2018). According to Braunerhjelm and Lappi (2023) , organizations display considerable and increasing heterogeneity in productivity, and there is a long tail of low-productivity firms due to weaker diffusion of knowledge, lower investments in physical and human capital, and measurement problems related to investments in intangible capital.

A review of these empirical study shows that there is no direct study that has been conducted on the Superuser influence on organisational productivity and in particular reference to Transnet.

Ho and Kuvaa (2020) discovered that typical HRM approaches include hiring techniques, constructive performance reviews, significant training expenditures, collaboration, open communication, compelling job designs, performance-related pay and advancement, harmonization, and employment security. By improving employees' knowledge, skills, and capacities, giving them the chance to use those qualities for organizational gain, and developing complementary resources or synergies, these

activities have an impact on business performance. Most of the research have developed a unitary index that includes a set of theoretically suitable HRM activities taken from earlier work to capture the synergies when HRM practices are combined into a system (Ho and Kuvaa, 2020). According to Lambert, Jones, and Clinton (2021). Organizational leaders must have a deep understanding of the impact of employees on the performance of the organization and the specific conditions to motivate them to achieve their goals. This shift is driven by the belief that people are the key to creating an innovative competitive advantage. Ho, Chung, Kingshott, and Chiu (2020) highlighted the need for research on the interdependent nature of customer engagements and relationships in multi-actor service ecosystems. In an increasingly networked environment, customer-service provider relationships are changing rapidly, making customer experience a highly dynamic and iterative process. Research needs to widen the lens of service encounters beyond a one-to-one interaction perspective and accommodate the role of other members of multi-actor services ecosystems in customer engagement and relationships. This study therefore closes the gap by focus on superuser influence on organisational productivity of Transnet Port Terminals in South Africa. With reference to figure 3 above, the information gap which the study closes are researching on the influence the upper layer, middle layer and bottom layer

3.5 SUMMARY

The superusers' existence and its skills were made known by the study. It was found that superusers frequently implement various business modifications in proportion to people's mind-sets and strengthen organizational ties and relationships between operational users and work functions. The researcher's choice of approach has been informed by existing literature. The focus of the following chapter will be the study's methodology.

4 CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN

4.1 OVERVIEW OF THE RESEARCH METHODOLOGY AND DESIGN OF SUPERUSER INFLUENCE ON ORGANISATIONAL PRODUCTIVITY IN AN ORGANISATION INTRODUCTION

This chapter provides the methodology employed by this study for the analysis of the levels of superuser's influence on organisational productivity: A research study of Transnet Port Terminals in Durban. Saunders, Lewis and Thornhill (2003) articulated that a research study is a structured examination of the properties of one or more identified independent variables based on identified dependent variables. Babbie (2005) reiterated that a research study focuses on techniques involved in the formulation of a study, data collection and analysing the information gathered in a strategic way.

This study examines how people, technology, organisational strategies, and policies affect Port Terminal productivity. The research is based on the terminals and their spiral of interrelated departments that pull together to maintain turnover for the organisation. This act is repeated each day in pursuit of greater financial outcomes. Organisations assume innovative projects to be more competitive. These innovations involve a change in standard operating procedures within the Organisation and are interrelated with Technology and application information systems adoption. However, in most cases, the implemented projects' impacts are not felt as per their intended goals. The project management team members driving the projects realise through change management processes that some employees have not adapted to the new implemented solution, and Utilisation reports show that usage levels are minimal or not active at all.

This thus then raises questions about the returns of investments through projects and can result in a lack of support for future initiatives. There may be many reasons why newly implemented projects are not adapted to. This chapter will seek to provide the research methodology used for establishing scholars' integration practices that are predominant in determining the level of superusers' influence on productivity within an organisation.

This study will apply the paradigm of a qualitative study during the process of collecting information by analysing survey participation feedback and examining participants' actions, responses and records.

The study will use a case study methodology style based on Eisenhardt (1989) and Sangham (2017) to conceptualize theory, conduct survey participation sessions, and identify innovative theoretical ways.

The following methodology and design in this study is prescribed by Eisenhardt (1989), which is guarded by eight methodical steps, namely:

- i. Defining the study questions and existing constructs;
- ii. Stipulating theoretical sampling and defining the entities that the study sample is focused on;
- iii. Defining various data collection methods;
- iv. Including accommodative and resourceful data gathering methods which can be captured spontaneously, like field notes and real-time photographs;
- v. A case within a case analysis, as well as multiple cross-case analyses;
- vi. Iterative repetition exercises across cases and searching for evidence;
- vii. Cross-data comparison across conflicting cases and similar studies; and
- viii. Attaining a distinct status of a theoretical saturation in cases where marginal improvement turns out to be insignificant.

The questions are designed and formatted to selectively abstract and collect environmental TPT Durban port data. The primary set of questions (Annexure A) are intended to extract and combine applicable statistical and situational data about application information systems existing at the container Port Terminal from the initial date of technology systems adaption to the present. Holistically questions is intended to ascertain and consolidate the identified functional integrity of the application information systems existing at the Durban Port Terminal in order to appropriately

address potential catalyst influential elements assumptions and to clearly define the research objectives.

These questions are designed to extract information about the performance, process and environmental capacity impact of DCT on operational growth and Terminal port sustainable development in accordance with Global terminal port levels.

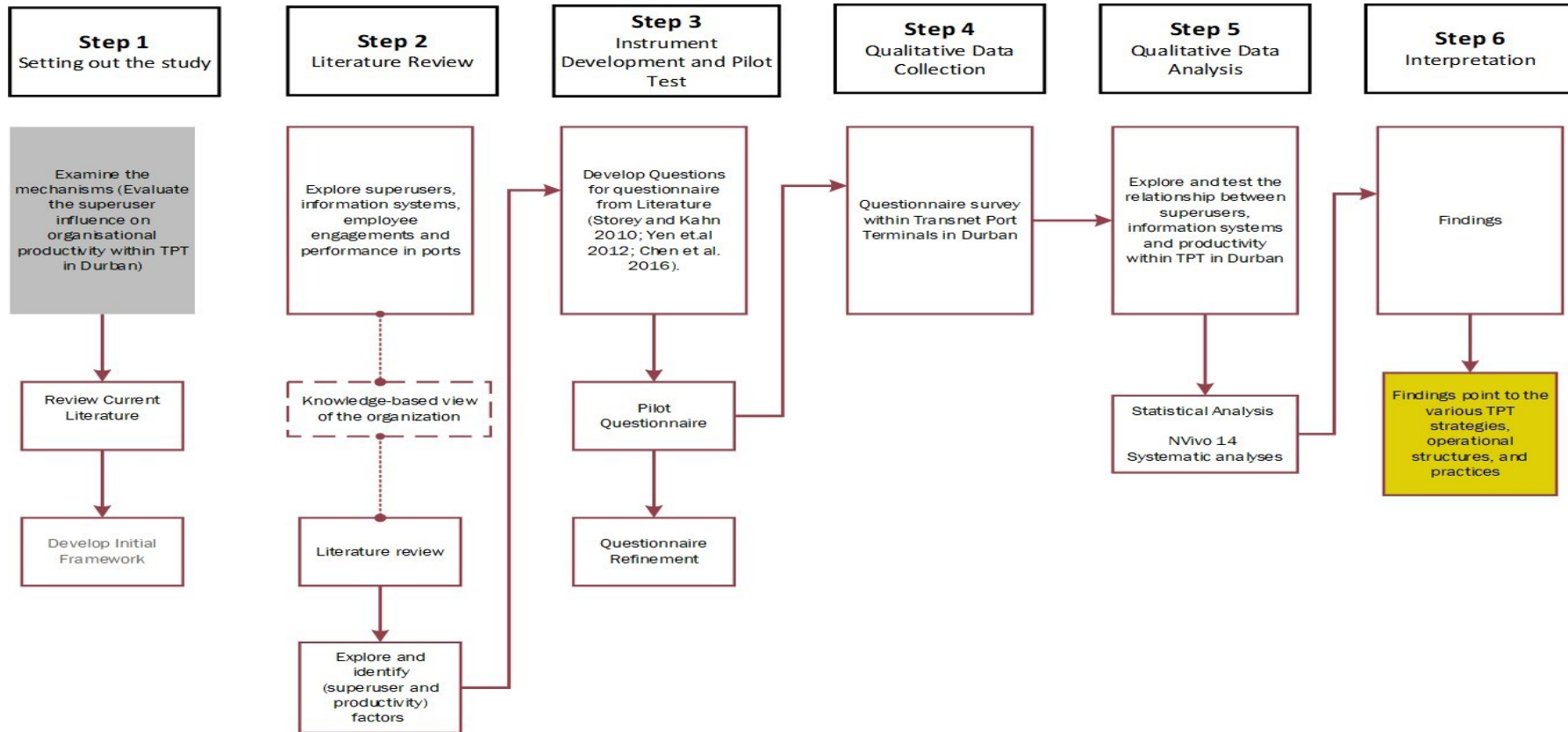
The study will consider the instrument used, study population, design, sample frame, safety measures, research ethics, survey participation, and response rates.

4.2 RESEARCH METHOD AND DESIGN

This study has opted for an expressive, **qualitative design methodology**, which is described by Creswell (2009) as "an in-depth exploration of a specific phenomenon and is obtainable in a narrative structured form to offer solid and meaningful insights". An in-depth individual survey was held to capture the comprehensive depth and breadth of the assortment of views on superusers' influence on productivity in an organisation in the study setting. All individual survey questions were structured in descriptive manner that awarded liberty in free-text response, unlimited and detailed response construction.

Figure 4 below depicts the research designs in the form of a diagram.

Figure 4: Research approach represented diagrammatically



Source: Self-generated

According to Harris (2016), Research design is essential for scientific analysis, allowing researchers to structure research questions that are relevant, efficient and appropriate to the research objectives. There are five key types of research designs: casual-comparative research, correlational research, explanatory research, descriptive research, and exploratory research.

Sangham (2017) and Eisenhardt (1989) suggest that reference is applied to multiple data collection methodologies, and this research uses triangulation and case scrutiny to reach a definitive conclusion.

Sangham (2017) emphasizes the importance of theoretical sampling in case research, as it is highly correlated to sampling events. Therefore, the variety or assorted elements and characteristics discovered from the sample in question always add value and increases the chances to generalise and validate (Lokke, 2014). Yin (2009) indicates that in case research work, most of the analysis elements and the real- life circumstantial events drive the researcher to pay particular attention to unique events and distinctive situations. Yin (2009) emphasizes that case work is based on exploration and descriptive design functions, and that case studies must meet many interrelated variables. All collected data must be sequentially ordered to understand and triangulate with existing information. This information is discovered from the framework of related theories. Data collection and correlation within case studies involves singular and multiple case study research work.

This case study refers to the Durban Container Terminal Pier 1 and Pier 2 terminal operations. A data-gathering process is conducted in an organized manner and each terminal Pier visit is grounded by a specific theme. Although the study by Sangham (2017) does not thoroughly describe the methodology for data analysis to its most basic level, Martin (2007) developed a data analysis methodology based on Integrative thinking to achieve salience, identify causality, develop a new architecture, and transform models. For the drive of validity process and reliability exercise, questions are to be posed to an individual of Independent Authority and an expert on the Terminal Port operations business outside of Durban Container Terminal Pier 1 and Pier 2.

The data-gathering procedure is duly supported by a “Letter of Information” from the Durban University of Technology; a “Letter of Consent” from Transnet Port Terminals; and an appropriate “Letter of Introduction”. Data collected from terminal port visits and surveys conducted is presented in Chapter Four of this dissertation. Chapter Four has been narrated in an evidence-based structure form of descriptive case writings, data tables, data graphs and the actual participants’ responses. The collected data is methodically examined with an intent of achieving salience, causality, architecture, and resolution, which is in line with the pronouncement of Martin (2007), reported for the purpose of implementing integrative data analysis. Integrative data analysis comprises tools of deductive logic, as well as inductive logic and abductive logic. Integrative data analysis and the three consecutive mentioned logics enable the structuring of the Sequential *Analysis Model* with an interest in identifying a framework for monitoring and Evaluating Operational Superusers’ influence on the performance of employees at Transnet Port Terminals in Durban.

There are various research designs available for literature. Wright (2015) cited that research designs include casual-comparative, correlational, explanatory, descriptive, and exploratory. Saunders (2016) recommended a causal-comparative research design to discover the cause and impact of research variables. On the other hand, the correlational research design is appropriate when the scientific researcher assumes that there is a relationship amongst variables (Saunders, 2016). Wright (2015) argued that when two variables co-variate, the connection between two events may be spontaneous rather than causal. The explanatory research design is well-defined as analytical, structured in nature and its purpose is to find causal relations between research variables (Harris, 2016).

The exploratory research design is chosen to provide an illumination on a subject with minimal knowledge. Wright (2015) articulated that exploratory research provides a platform for operational definitions and a better-researched model to investigate and reach a better understanding of the subject matter problem.

4.3 EXPLORATORY RESEARCH

Chapter Two exposed that Global operational Terminal factors such as multiple Global Terminal ports, port operations, economical contributions, Smart port systems, Superusers and application systems have a significant impact on productivity and performance within a Terminal Port organisation.

Chapter Three of the literature review indicated that there is minimal literature about the specific motives pertaining to superuser's on organisational productivity, with a focus on Durban-based Transnet Port Terminals.

Previously studies of superusers, Technology, performance and Terminal ports have focused on Durban-based Transnet Port Terminals but have not achieved any new knowledge to contribute to the integration of scholarly knowledge involving superusers' influence on productivity. This study will therefore set a baseline of a thorough research approach and apply an exploratory research context since there are no previous existing studies on scholarly integration research in superuser's influence on organisational productivity in a Terminal Port in South Africa.

The concept of superusers in organisations is a relatively new concept and role, especially in high-capacity operational organisations with varying levels of operational policies, structures, management, and administration.

The design of this exploratory research study will therefore examine existing scholar-contributed knowledge bases as per the objectives of this study. The researcher is firm on the idea that there is a huge gap of knowledge to be discovered and contributed towards through the existing academics' integrated knowledge base. Superusers' influence on productivity is difficult to understand. This gap of knowledge exists within the investigative opportunities of Terminal port operations evidence on the Influence of current Superusers and application information systems; Training for the users on the operating systems; Productivity levels at Transnet Port Terminals; Superusers' influence on the performance of employees within an organization and finally, the implementation of policies towards organizational stability. This study is undertaken to gain and contribute knowledge. It seeks to investigate and integrate existing and new scholarly knowledge bases involving superusers' influence on productivity. Qualitative research methods are used to explore the aims and objectives of this study.

4.4 THE RESEARCH PHILOSOPHY

Any investigated study is grounded on initial beliefs, suspicions, concerns, and interests. The renowned scholars Birks and Mills (2015) articulated that a Philosophy can be an event that is deemed or known to be real. It is also based on ways of how more information and learning can be derived from that reality event.

In the framework of this specific study, the academic seeks to assess all the reality events and attributes of the Superusers' influence on the performance of employees within an organization. Birks (2014) further declares that philosophy is grounded on questions and the platforms of obtaining suitable satisfying answers based on the questions. When philosophical approaches are applied in studies, the researched questions of the study are appropriately answered. A question based on a question leads to the bottom of the intended solutions or answers. Hair, Celsi, Money, Samouel and Page (2011) allude towards those questions and the quest to provide answers to them in the business environment assists business executives to be well equipped to take strategic business decisions in an informed factual manner.

Formulated from the above explanations, this research aims to assess Superusers' influence on productivity in an organisation at the TPT port environment in Durban, which requires a comprehensive understanding of circumstantial events and a social phenomenon.

This study is based on business philosophical assumptions that have been articulated from existing research paradigms.

Research philosophies are the thoughts and assumptions of analytical scholars about how things work, how realistic events are and what can be investigated. They are often categorised into positivist, quantitative, and phenomenological philosophies (Saunders, 2016).

The underlying variances of these two research philosophies are in terms of: natural realistic events, research outputs and goals, research concentration points and the form of knowledge they produce (Wright, 2015). The positivist research philosophy has an understanding that information can only be generated through analytical and unbiased measurement methods (Holmes, 2012). Fisher (2013) added that the

quantitative research philosophy is associated with the empirical interpretation that modifies information and human experience articulations. The quantitative research philosophy observes studies as being discrete, apparent elements and sequential events that intermingle in a noticeable and systematic manner (Saunders, 2016), whereas the qualitative research philosophy practices the inductive approach. The quantitative research philosophy generally implements the deductive approach to data collected for analysis.

The underlying variances between two research philosophies are in terms of natural realistic events, research outputs and goals, research concentration points and the form of knowledge they produce (Wright, 2015). The positivist research philosophy has an understanding that information can only be generated through analytical and unbiased measurement methods (Holmes, 2012). Fisher (2013) added that quantitative research philosophy observes studies as discrete, apparent elements and sequential events that intermingle in a noticeable and systematic manner. Then Saunders (2016), cited that the qualitative research philosophy practices the inductive approach to data collected for analysis.

Fisher (2016) argued that the qualitative research philosophy, also known as a phenomenological study, embraces a common social phenomenon that can be interpreted to be 'constructed' for. The phenomenological study connotation is created by a collective understanding or interpretation of nature, and the qualitative research paradigm is generally of the assessment that the greatest way to comprehend the world is through interacting with the people who are part of the world. This philosophy is positioned to offer a profound insight into the study problem, which can be used to develop ideas or hypotheses. The major differences between the two research philosophies are displayed below in the form of a table. The next figure displaying two research philosophies.

Figure 5: The Research Philosophies

Paradigm	Basic Notion	Responsibilities of a researcher	Most suitable research methods	Sampling
Positivist	<p>The world is seen as objective and external.</p> <p>Independent observation</p> <p>A science approach without values</p>	<p>Creating and evaluating hypotheses</p> <p>Reduction of phenomena to their most basic components</p> <p>Searches for fundamental rules and causal relationships</p> <p>Facts centric</p>	<p>Concepts provides a variety of choices.</p>	<p>Extensive sample sizes to work with</p>
Phenomenology	<p>Here, many believe that the world is socially constructed and subjective.</p> <p>The observer is regarded as a component of the thing being observed.</p> <p>Focus on people's interest</p>	<p>Here, concepts are developed based on the available facts.</p> <p>Investigating each situation as a whole/uniquely</p> <p>Attempting to comprehend the significance of events</p> <p>To pay attention to meanings.</p> <p>Careful view</p>	<p>Utilizing a variety of approaches to address distinct phenomena's features to achieve a study</p>	<p>Available small samples are meticulously analysed throughout time.</p>

Source: Self-generated

Figure 5 depicts that the two philosophies are different in terms of: sampling, research instruments used, basic notions and responsibilities of the one who is conducting the study.

The qualitative research philosophy was used in this study to collect data from a specific focused sample in an interactive approach to create realistic behaviour and opinions.

4.5 THE ONTOLOGICAL PERSPECTIVE OF THIS STUDY

The word 'ontology' originates from the Greek words 'ontos' (which means 'being') and 'logos' (which means 'theory or knowledge'). Fundamentally, it deals with the core structures of phenomena and the nature of their presence (Johnson and Duberley, 2000). An ontological question of a study will therefore be - "*What is the method and point of reality and, therefore what is available there that can be learnt and be useful?*" (Guba and Lincoln, 1993) In addressing this question, this chapter outlines the ontological assumptions forming the bases for this study. At the very least, Superuser theory development is expected to draw on theoretical perspectives that offer ontological assumptions concerning human resources, performance, policies, management and the relationship between technology and organisation (Avgerou, 2013).

According to McMillan and Schumacher (2012), a case study is a research technique that allows a researcher to capture a holistic and evocative contextual feature from the core phenomenon within an inherently bounded system. It combines multiple information sources and techniques to create a comprehensive research picture.

The use of a case study option, which has been discussed above, permits researchers to advance on a richer contextual knowledge base of the phenomenon being investigated (Gray, 2009). The study provides an analysis on the superusers' influence on productivity at Transnet Port Terminals in the Durban Port. The data will be collected through questionnaires and a focus group survey pattern, providing a setting

where a qualitative approach can be thoroughly exhausted (Casey and Houghton, 2019).

The researcher chose a case study approach to better understand the socio-economic problems affecting Transnet Port Terminals productivity. The ontological viewpoint of this study is based on case study research. Steenhuis and de Bruijn (2006) allege that “rational studies conform to the traditional deductive approach, while existential studies conform to an inductive approach”. Steenhuis and de Bruijn (2006) further discussed that a study that is achieved through a survey is highly dependent on perceptions and is structured in a systematic manner to change and query theories. A case study investigation is designed to observe and explore phenomena from a detailed and minimal-scope study. They furthermore highlight Yin’s approach to a case study investigation and narrated that Yin (2009), by design, uses two approaches: the post-positivist and the positivist approach, which is meaningfully deductive in its ontology.

This study leverages off the methodological approach of “*integrative thinking*” as the most suitable ontological framework to construct, follow and establish discovered theories from case study research (with precise reference to the Eisenhardt (1989) methodology). Martin (2007) articulated the procedure of a generative reasoning methodology and *integrative thinking*, which is an ontological approach on developing models and theory. Martin (2007) discusses the logic stemming from *integrative thinking* by unfolding and relating the ontology of deductive against inductive reasoning. Martin (2007) described deductive logic as the process logic of the destined. It determines the process of creating a framework and then being practically applying that framework against an identified problem. While the Inductive logic process is the logic of what is functioning, “which deduces governance from the empirical observation and concludes about the true status and what’s not”. This procedure is known as “*induction or inductive logic*”. Martin (2007) further alluded that deductive and inductive perspectives simplify the rationale for one to officially affirm what is true or false. Martin (2007) nevertheless introduces a third method of reasoning, which is known as “modal reasoning”. Modal reasoning capitalises on both the deductive and inductive logic, but exploits another form of reasoning called *abductive reasoning*, which is a third form.

Abductive logic seeks to create the best explanation and applies integrative thinking to reach beyond the discovered data to create a new model. This method is most favourable to developing new theories and models from the results of deductive and inductive ontological predilections (Martin, 2007).

The integrative logic process and abductive thinking has four critical constructs, namely:

- 1) Saliency – Identification of what is relevant;
- 2) Causality – The “How” in determining sense in what has been seen;
- 3) Architecture- The “What” in deciding what will be undertaken and their sequential order; and
- 4) Resolution- accumulating discovered models or knowledge bases and new theory.

This study tries to discover new knowledge bases, innovative models and added theoretical directives by applying the constructs suggested by Martin (2007). This study combined ontological abstracts and discovered information by deduction, induction, and abduction thinking. Ontology and the ontological viewpoint enjoy significant functionality when applied and featured in conjunction with the epistemological outlook. Ontology is the research and determination of being, while epistemology is how one conceptualizes available information and processes the nature of what one knows.

The two scholars also cited that the research work, which is a Grounded Theory approach founded by Glaser and Straus (2006), is representative of producing theory by the comparative analysis methodology, endlessly cycling between data analysis and data collection. The ontology is consequently both deductive and inductive (if patterns adjust predictably into a repetitive mode). Most significantly, the scholars mention Eisenhardt’s approach as a point between Yin’s and the Grounded Theory approach (2006), therefore integrating a deductive and inductive ontology.

A case study investigation is broad and situationally existentially oriented “because it deals thoroughly with the context of the phenomena analysing it as the object of the

review” (Steenhuis and de Bruijn, 2006). Therefore, the case study research methodology originates its explanation from existing objective data, “while artificial study is subjectivism” or raises its explanation from understanding and an artificial reconstruction of realism (Steenhuis and de Bruijn, 2006).

This case study summarises identified knowledge by applying methods of deduction and induction and follows the development of abduction and abductive logic processes. Ontology and the ontological perspectives enjoy significant functionality when implemented in scenarios parallel to the epistemological perspective methods. The ontology is determined to be deductive when the theoretical framework of Pigou is observed in the process of interrogation at DCT. It is inductive when general rules are conditional from empirical examination. Abductive logic is used to identify the best understanding and activities involved to formulate a working model or a new model of practical theory.

New Theory is determined by analysing salience, causality, architecture, and successful identified working methods.

Mgqwashu (2011) argued that the ontological and epistemological ideology platforms of study paradigms determine the research methodology.

The ontology and epistemology are based on the citing’s of Kathleen Eisenhardt’s methodology of developing theories from scratch based on existing case research work (Sangham ,2017). Scott (2014) advised that research paradigms are defined by how one views and understands their environments, regardless of quantitative or qualitative methods.

Whether the environment is viewed as objective or subjective, how it discovers new knowledge and the inductive or deductive (Uzun, 2016). Ontology as the analyses of reality and the circumstances of the reality study (Uzun, 2016).

In this case study, the formulated theory is developed on the Pigouvian ideology and rational. Eisenhardt (1989) believed that the main step in resuming case study work is to explicitly identify the focus research problem. In this research study, the research case study problem is as follows:

“Superuser influence on organisational productivity in an organisation at Transnet Port Terminals in Durban.”

This case study examines the Durban Container Terminal Pier 1 and Pier 2 terminal operations from the perspective of superusers' influence on productivity, as well as the enablers, elements, catalysts, and barriers to maintaining a sustainable Terminal Port.

4.6 CASE RESEARCH METHOD

Yin (2013) has done a tremendous exercise by displaying two distinctive definitions for a case research strategy when it comes to the study scope and study features. Yin (2013) viewed a case study is an experimental investigation that examines a current phenomenon (identified source of a case) thoroughly and considering all surrounding facts pertaining to the investigated source, covering cases especially when the margins amongst the phenomenon and the identified source of a case are not simple.

Yin (2013) suggests that a case study investigation should be able to withstand technical testing situations where the total number of variables being investigated is more than data points, with data expected to congregate and conform within triangulating means.

This dual display definition method covers the study scope and features of a case study distinctively:

- I. Displays the method followed by the case study to reflect the analytical logic study design.
- II. Shows the data collection methods used and techniques applied to data analysis.

4.7 ASSOCIATION OF BUSINESS ORGANISATIONS WITHIN THE PROCESS OF ONTOLOGY

In contrast to the portrayal of organisations as static entities, another way is to display Organisations as a solid business entity. This study conforms to the analysis process of ontology within organisations. The etymological origination of the word 'process' can be related to as far as the fourteenth century French, derived from the word 'process', with a connotation of journey and cited from Latin (Hernes, 2008). The understanding one can understand from etymological origination is the fact that its process signifies some movement in the past to date. The art to study such movements and methodology deserves articulated approaches.

In an old, acknowledged article by Van de Ven (1992), who distinctively identified three different methodology suggestions of the term 'process' relatively, the three different methodology suggestions conclude 'process' as a strategic arrangement in some way. However, there are a few differences in all three suggestions. The succeeding paragraphs deliberate different considerations of the process and describe the term as used in this case.

In the first understanding, the first explanation of the term 'process' describes it as an arrangement of predetermined events. It is understood as a category of concepts or variables that refers to the actions of individuals or organisations (Van de Ven, 1992).

Garvin (1998) defines work processes as sequences of inter-connected dependent activities that transform inputs into results. These processes have a commencement point and end point that can both be defined with rational precision and a small-time difference overlap. This notion of a process is frequently used in the business or enterprise literature under the term 'business process'. Examples include production processes, supply chain processes and order accomplishment processes. The concepts of Business Process Re-engineering (BPR) or Total Quality Management (TQM) rely on this understanding of process for business organisational performance, although it does not explain how the transition occurs.

Weick (1979), Van de Ven (1992), Pettigrew (1997) and Dawson (2012) all define a process as a flow of events or things that occur over a period of time. This theme of a

process may be a structured business organisation or human being or an entity. This explanation of a process is what results in "'real-time' events.

The Third understanding is cited by Mohr (1982), Mohr (1982) uses the term 'process' to describe a classification of probabilistic events, in contrast to Variance Theory which deals with discrete states and events. Process is seen as a mechanism which manipulates the value of dependent variable(s) liable upon the inserted or expected value(s) of the independent variable(s). This methodology is not a waterproof one, but has a reliable probability. Mackenzie (2000) further narrates in an exemplary format where he proposes various process methodologies in the form of $Z = X(Y)$ where Z is the set of output results, Y is the mixed group of contemplations (or variables) and X is the common relating considerations with each other and with the results. The understanding of process is based on the concept of variance theory, which tries to capture changing aspects by incorporating a mixed group of variables or results in the place of a single-valued variable or result. Van de Ven and Huber (1990) acknowledged that a process description is typically inclusive of obstructive and unrealistic expectations. This study relates to the first clarification of the term process in the context of business organisations. The term 'business process' will be used to indicate the understanding of process.

4.8 ONTOLOGICAL ASSUMPTIONS OF APPLICATION INFORMATION SYSTEMS IN ORGANISATIONS

Hall (2002) added that organisations are driven by technological imperatives, and scholars study the impact of technology on organisational features such as structure, social relations, skilling/de-skilling, and managerial control.

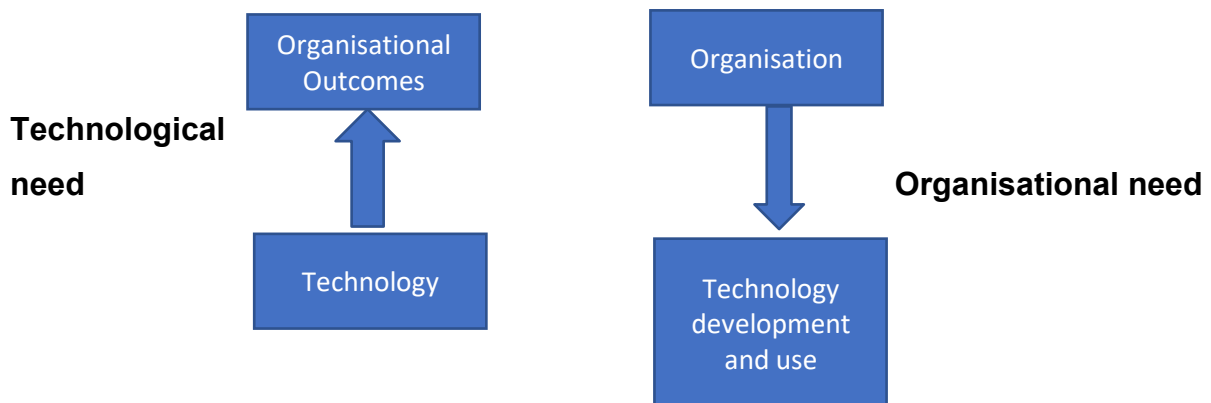
Orlikowski and Scott (2008), Howcroft, Mitev and Wilson (2003a), argued that Application information systems are a working tool open to modifications, determined by knowledgeable users, in some cases superusers.

This study contributes towards the knowledge base of application information systems in business organisations.

4.9 TECHNOLOGY ONTOLOGY

Orlikowski (1992) argued that there are two types of Technology/Application information systems: the Social Deterministic and the Technology Deterministic views. The Social Deterministic view discount features by declaring them as a critical component, while the informational view disregards them by characterising social processes primacy and viewing technology as a platform agile to modification by any social processes. Most Application information systems activities are entrenched in a social design environment and none of the social processes adjacent to the Application information system (AIS) resides empty. A departure from the two views outlined is depicted below in a diagram. There is however another third view of technology which applies an equilibrium view towards the social processes and technology (Avgerou and McGrath, 2007).

Figure 6: Two Contrasting Views of Technology



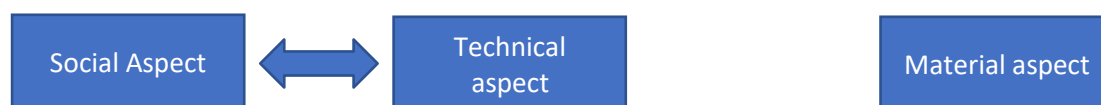
Source: Self-generated

In Technology, there are two parts of Technology Segments,– Socio-technical Systems (STS) and Socio-metrical Practice (SMP).

These two notions will be discussed in the subsequent paragraphs. Bostrom and Heinen (1977) argued that the STS method is the most reliable and can be aligned to Technology and application information systems within Organisations. It involves two built-in systems: the social sub-system and the technical sub-system. Trist (1981) declared that the technical and social systems are self-regulating in the sense that the first one adheres to the regulations of natural sciences and the second one commits to the laws of the human sciences. They are interrelated in that one depends on the other for the revolution of an inserted input to convert into an output.

In the following Figure 7, this method of technology and social being separate yet connected is central in the STS approach, which contends for the joint relationship of these technology systems. Used next in caption, the STS method is ideal to describe business organisations as systems (Leonardi, 2012).

Figure 7: Social, technical, and material aspects



Source: Self-generated

Cecez-Kecmanovic Galliers, Henfridsson, Newell and Vidgen (2013) are Scholars who have investigated the views of socio-material discarding the materiality of technology and focusing on its materiality within the technology, users, operations and organising performance. They argue that the social and the material are equally relevant, but only when they are in operation. Mutch (2013) argues that it is difficult to apply the socio-material practice school to an organisation.

Orlikowski and Lacono (2001) argued that the information application systems principles are cross-functional collections of the social and material, and that the socio-material configuration setup is known as a constitutive connection that deduces neither self-governing nor interdependent entities.

This study considers the social and technical as distinct entities, allowing the scholar to classify how the social and the technical function into conversion towards the socio-technical and what the implications are for organisations amid the process of organising. This study subscribes to the STS viewpoint, in line with the organisational process ontology adopted for organisations previously. This section detailed the ontological conventions within organisations and the use of application information systems.

4.10 THE EPISTEMOLOGICAL POSITIONING OF THIS STUDY

This sub-section discusses philosophies and their extant relevance to the ontological pronouncements of this study. The renowned scholars Guba and Lincoln (1993) expressed Epistemology as a combination of thoughts and assumptions about the form of discovered knowledge and what has been interpreted about that knowledge. The epistemological questions will be:

- 1) What is the influence of current Superusers and application information systems on organizational stability?
- 2) Does training on the operating systems for the users at Transnet Port Terminals in Durban stabilise the organization?
- 3) What are the levels of influence on operations productivity for a stable organization?
- 4) What are the productivity levels at Transnet Port Terminals in Durban?
- 5) What is the impact of policy implementation towards organizational stability?
- 6) What is the Superusers' influence on the performance of employees within an organization?

The research aims to determine the nature of available evidence on superusers' influence on productivity at Durban-based Transnet Port Terminals. Epistemology focuses on the level of knowledge, how it is produced, consumed and dispersed, and whether it is objective or subjective. Objective or constructive epistemology certifies that a meaningful reality is exposed and supported, separating the researcher from

the study focus. Tuli (2010) suggested that subjective epistemology reinforces the qualitative methodology as it assumes that meaning is determined by the individual participating in the study and is facilitated by the researcher's own discernments. In this research, workers are expected to display their understanding of the knowledge gained at first hand within the TPT working environment and the researcher will conclude on the understanding of the feedback and interpretation meanings without applying bias. Crotty (1998), quoting Maynard, reports that epistemology is a philosophical foundation for determining what information is admissible and how to maintain it, providing practical elements to be verified against. namely:

- *Objectivism*, which is designed to recognize a meaningful reality which is beyond human intervention;
- *Constructionism*, which is designed to determine that elements and scenarios are only verifiable when there is human intervention engaging with the phenomenal platform; and
- *Subjectivism*, which is designed to display that practical understanding is achieved only when the subject purposefully imposes an interactive influence on the object (the objective phenomenal reality).

These three epistemological concepts are used to guide the case study work process in Durban Container Terminal Pier 1 and Pier 2.

At Durban Container Terminal Pier 1 and Pier 2, Superusers are known as operators who are highly skilled, as they play a very pivotal role in testing the application information systems at operations and familiarizing the application information systems to suit the operational processes during productivity. These users have no Information Technology background whatsoever, they are simple the domain application information systems experts who worked with the IT department as well as the Operations teams (Saxena, 2017).

Epistemologies include the Superuser Theory, Training for users on operating systems, Productivity levels at Transnet Port Terminals, Superuser's influence on employees, and policies towards organizational stability.

Ackroyd (2012) concluded that a research study on the analyses of realism perceived from business organisations and other communal phenomena considers the processual and strategic nature of organisations, and that influential processes are a typical description in realist research.

Sminia (2009) associates Pettigrew's method description with the philosophy of critical realism, which emphasizes the search for fundamental mechanisms which form patterns and outcomes of processes.

Pettigrew (1997) and Dawson (2003) argued that the process method of inquiry is an inductive-deductive method that is correlated with existing empirical data and theoretical knowledge. Sminia (2009) added that a certain amount of deduction is thought to contribute to aiding the investigator throughout the research without any partiality of a predetermined understanding. This approach is data-centric in consenting new understandings and theoretical developments to be accommodated during the gathering and analysis of data.

Critical Realism (CR) is a philosophy established by Bhaskar (1975) and extended to the social sciences. It is realist in that it assumes that social and natural reality operate independently of cognitive constructions. Maxwell (2012) commented that this is a solid reality or an abstract reality, but both can exist regardless of how one understands them. Process-based description is a central aspect of the CR philosophy.

CR acknowledges that social scientists largely deal with compound and open social systems and a representation of causal mechanism(s) is based on the context conditions. Zachariadis, Scott and Barrett (2013) declared that a CR-based study essentially specifies the mechanisms along with the external conditions in which these mechanisms may be operating. Sayer (2010) argued that there is always an element of the material underneath the concept-dependent structured nature of social reality. Maxwell (2012) and Mutch (2010) argued that culture and social structure are fundamental to AIS, and that it is beneficial to tolerate these existing relations throughout business organisation change.

This research study defines the development of generalisation into the causal interactions of the existing model and employs appropriate measures to develop identified new theory and practical models.

It also interrogates the case study problem based on Pigouvian thinking, presenting a complex and unique interaction between the social and the technical.

4.11 DEFINING THE OBJECTIVES OF THE STUDY

The principal objectives of this research are:

- 1) To establish the influence of current Superusers and application information systems on organizational stability;
- 2) To determine if training for the users of the operating systems at Transnet Port Terminals in Durban stabilises the organization;
- 3) To determine influences on operations productivity for a stable organization;
- 4) To assess productivity levels at Transnet Port Terminals in Durban;
- 5) To investigate the implementation of policies towards organizational stability; and finally
- 6) To evaluate Superusers' influence on the performance of employees within an organization.

This study also seeks to enquire in-depth into the levels of superusers' influence on productivity in an organisation: A research study of Transnet Port Terminals in Durban. The above questions and the goals arising thereof will serve to structure the Superuser purpose within an organisational environment of a terminal port where productivity is a centric entity. The study has been premised on the superuser theoretical and conceptual frameworks displaying and narrating on the superuser existence and positioning at the organisation, which has four stages, namely:

- 1) Initiation, where a superuser is empowered with knowledge in order to train colleagues;
- 2) Adoption, where a superuser is credited with confidence of knowledge understanding;
- 3) Acceptance, where a superuser is acknowledged as the centric point of knowledge in operations; and

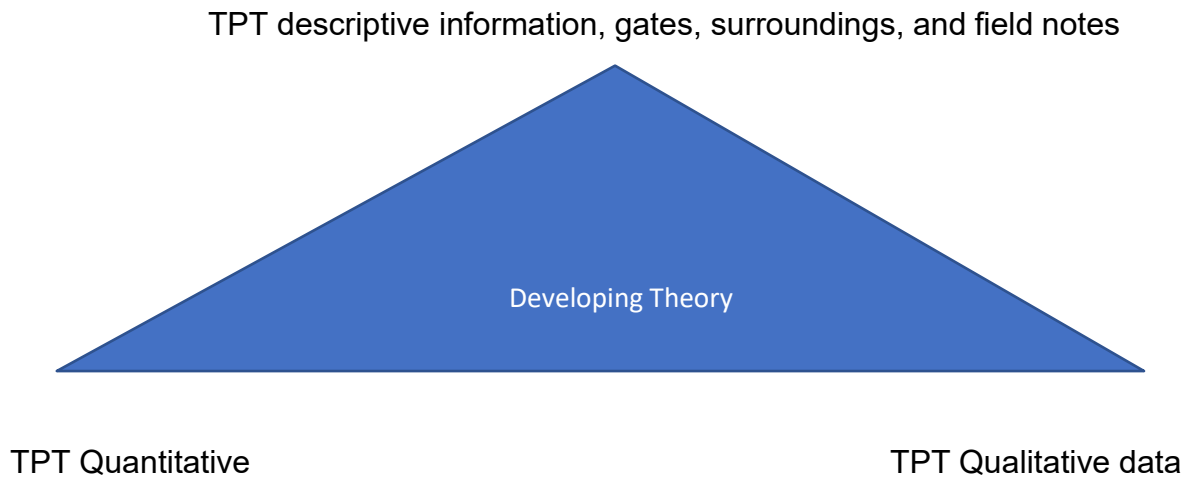
- 4) Adaptation, where a superuser is tasked to train, monitor, and propagate their knowledge.

4.12 CREATING INSTRUMENTS AND PROTOCOLS

Eisenhardt (1989) confirmed that theory-building based on other case studies entails an approach which is multi-faceted. This research aims to combine the existing and performance integrity of the Durban Container Terminal Pier 1 and Pier 2 processes by gathering hard, quantitative data with attention to DCT. The survey is intended to source and combine all relevant statistical and DCT-based information for the two DCT Terminals from the date of the study inception to the current date in order to achieve a traceable research developmental pattern.

This case study measuring instrument (Annexure **A**) is attached at the end of the dissertation and is designed to set a directive and benchmark for the TPT workers in Durban. The research process and sessions are flexible and permit unlimited responses. The proposed set of questions is structured to present consolidated and rich qualitative data. The information obtained from the initial questions will be instrumental in the sequential flow of questions build up throughout the questionnaire. This research aims to expand on knowledge and address qualitative issues impacting the Durban Container Terminal Pier 1 and Pier 2 terminal operations. To achieve validity, a variety of data sources, including interviews, observations, and written records will be used. Eisenhardt (1989) refers to this method of multiple data gathering procedure as "triangulation" .

Figure 8: A depiction of the Triangulation Process Flow



Source: Self-generated

Triangulation in this case study has been applied to depict a method of working with Quantitative data sources, field Qualitative data and a rich collection of expressive information, situational evidence, and field session notes to aid in the development of articulate case theory. Eisenhardt (1989) stipulates the typical elements of a research where data analysis reflects an overwhelming data overlap and various interrelated elements of composed data. Eisenhardt (1989) advocates that the scholar applies intimate processes of obtaining and keeping field session notes to link the gaps amongst quantitative and qualitative identified information. The process of continuous session engagement in developing field notes is crucial in generating information that can be identified as missing information, which is valuable to knowledge gain. Gathering data from many sources has an advantage of discovering gaps in knowledge which was not known, and the benefit of working with multiple data sources leads the scholar to work with additional elements to the data-gathering methods. These provide a platform for the scholar to address all new themes and identified events (Eisenhardt, 1989). Whereas a quantitative examination is designed to simply analyse the associations amongst engaging variables with a study, research analysis

hosts an advantage of access to multiple data capturing instruments to identify and explore up-and-coming themes, practices and relations which contribute immensely to knowledge acquisition. The outcome of developing themes and relationships aids in formulating a picture of multifaceted knowledge bases and non-linear situational perspectives. These tools initiate and control the ontology process of this research to apply the lens of induction, deduction and then to attempt abductive models outside the identified themes and relationships. The outcome knowledge base is then generalized and combined with interrelated themes of scientific validity.

4.13 RESEARCH FORMULATED FRAMEWORK FOR DATA GATHERING AND ANALYSIS

This segment of the chapter deliberates on the research framework built based on the ontological and epistemological conventions discussed earlier. Sub-section 3.7 discusses the research framework, which is formulated by the integrating processual method with the STS perspective. It further details the arrangement of the study framework based on the initial research schedule developed in Chapter 2.

4.14 WITHIN-CASE DATA ANALYSIS

Eisenhardt (1989) argues that the data analysis period provides a platform for a thorough analysis of each case study, known as a within-case-study-analysis. These write-ups are intensively descriptive and enable the identification of formed patterns, practices, and emergent patterns. Emergent Patterns drive the scholar to search for "cross-case" existing patterns that might exist within group resemblances or inter-group differences.

Eisenhardt (1989) recommended some tactics for study purposes, namely:

- Select categories or dimensions. This option searches for similarities or differences;
- Select pairs of cases. This option details similarities and differences; and

- Divide data by data source. This option is data-centric from observing the data gathered, notes made, survey participation held and responses from participants.

The inspiration supporting the cross-case method of searching is based on Eisenhardt (1989) to inspire the scholar to have no limits for data and analyse in order to encourage scholars to analyse the emergent data and outputs from various angles so that the developing theoretical output is valid and suitable to the case review in question. Theory and data are continuously compared in order to maintain that the collected evidence unfolds to theory build-up. It is appropriate for all the structures organized by the data.

There is a consistent obligation to align theory to data in order to determine if emerging theory is logically inter-related to the collected data from the standpoint of validity and suitability. The process of continuously aligning theoretical constructs of data on and against data helps the process in classifying association amongst theoretical constructs and in relationships amongst variables. The results of continuously aligning theory and theoretical associations amongst constructs and variables initiates the foundation to begin emergent hypotheses. It is a known fact nevertheless that hypotheses are not statistical but rather judgmental. Hypotheses, when dealing with case studies, are acknowledged based on evidence as well as argumentative reasoning, instead of numerical associations of statistical testing.

4.15 INTEGRATING PROCESSUAL METHOD WITH THE STS APPROACH

The study framework used in this research is a combination of process research and the STS method that leads the data gathering and analysis for this research. In all the process foundations, Pettigrew's context-content-process-outcome has thus far proven to be the most dominant and used analytical framework. This is supported by the repetitive progressive writing on it by Pettigrew from 1987 to 1992, 1997 and 2012.

Pettigrew's context-content-process-outcome entails the following:

Caffrey and McDonagh (2013) agreed that a process contains the factors that are exterior and interior to the used process. Pettigrew (1997) pronounced that if the process is a collection variety of analysis, then the context is the ground through which the process streams. The impression of 'context' is not the same as the idea of 'environment', which has been circulated by many exigency theories in the manner that context is not viewed as a solid backdrop for transformation. Rather than allowing or compelling the options and manoeuvre, the context is part of the production of action (Pettigrew, 1985,1987). The outside, uncontrollable context involves the economic, politics, social, public, and private sector environments; while the inner context involves separate internal segments such as the building, structural, behaviour, cultural, executive leadership, and political environments where the process is happening. Therefore, it is never about the context *or* action, rather it is about both the context *and* action. The context itself is a collaborating process rather than a solid backdrop of change (Pettigrew, 1985, 1987, 2012).

Pettigrew (1997) proposed that a contextual examination of visible change is linked to a phenomenon of vertical and horizontal levels of scrutiny. The vertical level refers to the inter-existence between the higher or lower levels of scrutiny closely associated with the phenomenon to be clarified, while the horizontal level denotes the consecutive interconnectedness between phenomena in the past, current and the future period.

This is one of the leading known assumptions of processual research.

- I. **Process:** Pettigrew (1997) referred to a process as something that could be well-defined as a categorization of individual and cooperative events, work, meetings, and activities transpiring over time in context. While Caffrey and McDonagh (2013) understands the process as an element that is concentrated on the 'how' of transformation. On the other hand, Pettigrew (2012) viewed it from a political and cultural angle where the dominant issues are about power, leadership, legitimisation and taking decisions. Pettigrew (2012) further alluded that there is evidence of an array of processes, which offers several processes to select from, all dependent on the acceptable complexity of the study.

- II. **Content:** Pettigrew (1997) commented that this process is closely correlated to the material, measure, and scope of change. This therefore means that it concentrates on the 'what' part of transformation (Caffrey and McDonagh, 2013). However, the content is not always unique. As Pettigrew (2012) recorded that the content of any planned transformation is eventually an output of a legitimisation process designed by changes in the external context of the organisation and by politics, executive leadership, and cultural existence inside the Organisation.

- III. **Outcome:** This is an output process and is known as a transitional or a last consequence on the process (Pettigrew, 2012). Caffrey and McDonagh (2013) indicated that outputs involve tangible results such as profit and competence performance measures, as well as immaterial results such as awareness of the ultimate success or failure. The account of outputs can be related to various levels of the outside and inside context, as Pettigrew (2012) contends firmly that deliberation on the outputs should be included in a processual examination. Pettigrew (2012) endorses the process and output research work which have displayed a distinct effort to clarify the determinants of output difference in context and process terms.

Application information systems are often based on static and monolithic opinions of their success or failure.

Application information systems outputs are multi-dimensional and unique, but not always visible. They are often aligned with the organisation's goals and mission statements and are seen as an in-between or concluding consequence on the process (Scott and Wagner, 2003). This research extends its analyses beyond a singular-dimensional construct of success or failure and describes application information systems outputs as an in-between or a concluding consequence on the process (Pettigrew, 2012). Sometimes, determining the output of individual creativities can be complicated (Hall, 2002), which is subject to results in a 'channelled vision' (Currie, 2012) of the transformation initiative. Therefore, as discussed in the chapter on the scenarios of an outcome, this is supported by Bozeman (2007), that the output in the public sector context may contain the idea of public value. While there are various

ways of 'measuring' the output and the public value, this research does not intend to 'measure' the public value of the application information systems outputs. Anywhere stated, the idea of public value is used as the contributors understand it.

Pettigrew's framework of the context-content-process-output has been implemented in this study, but it does not answer the question of how many levels of context to include in the research. This is where the STS method can be tested when studying Information technology in organisations.

Trist (1981) recommended that an STS-based study should be implemented at three broad methodical levels - from micro to macro – and all these are interrelated.

Primary Work-system - the application information systems which perform planned activities in a distinguishable and restricted sub-system of a business organisation such as the office block in a port or a department. It may consist of a group of personnel plus the relevant equipment and other resources (Trist, 1981).

Whole Organisation Systems – This could be a Terminal port, an industrial part office or a plant. These application information systems exist by maintaining a constant and stable availability with their environment (Trist, 1981).

Macro-social Systems – This includes application information systems in public places, huge industrial sectors within a wide area network and organizations working at the general level of the public (Trist, 1981).

The socio-technical phenomena are both contextual and organisational, with processes at the macro-social level transforming values and outputs at the business organisation systems level, and manipulations in information technology changing the organisation. (Trist, 1981).

Consequently, this research integrates the three STS phases of Pettigrew's processual framework. Currie (2012) proved that all is achieved by applying the STS phases within the process inquiry, thus this study framework consents to contextualise the application information systems artefact. Baptista, Newell and Currie (2010) supported that established that all achieved by applying the STS phases within the

process inquiry, this study framework intends to track the operational events and outcomes of the use of technology. Based on this study framework, this research attempts to analyse the contextual factors, provide investigations at different levels and monitor the events and outputs in a given time period in order to clearly recognize underlying mechanisms. Table 3. displays the working classifications related with the study framework where respected scholars such as Trist, Pettigrew Winter, Berente, Howison and Butler offer brief classifications on the contextual levels.

Table 3: Definitions of this study

Focused study Research Framework Definitions	
Content	Pettigrew (2012) defined this phase as a solid measure that is used to analyse and weigh the change.
Macro-social Level	Trist (1981) pronounced this phase as examples of public associations, Firms who are productive, and churches.
Context	This phase consists of a relational arrangement of relationships and processes where the identified resources, who are users, assist others in learning, training, and performing their duties in a way that is productive in an organisation (Pettigrew, 1997).
Organisation Level	Winter, Berente, Howison and Butler (2013) alluded that this phase is a socio-technical system making up social and technical elements combined into a complex common relationship of causality. They can be Terminal ports; Industrial car manufactures or Municipality offices.
Outcome	This phase is the determining or concluding effect on the process (Pettigrew, 2012).
Process	Pettigrew (1997) narrated this phase as the planned format of sequential structured events, all happening overtime in an orderly manner.
Work-system Level	Trist (1981) again asserted that this phase is formed by systems which perform planned activities in an obvious and solid sub-system of a business organisation, such as an office or a service unit or

	department, and is made up of a group of employees, equipment, and tools.
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4.16 ALIGNMENT WITH THE RESEARCH AGENDA

The aim of this research agenda is to create an ideological image of a fully operational Port organisation, with all its superusers, resources, leadership, strategies, training, and application information systems, and to provide an analytic holistic view of these inputs to identify production critical catalysts.

McGrath (2013) emphasizes the importance of a critical realist conception of application information systems, users, and business organisation performance to identify fundamental mechanisms. The processual framework of Pettigrew (2012) is also in agreement with the search design for patterns across all procedures, with the intent to detect underlying mechanisms. The STS approach applied refers to the analysis on the social and technical sub-systems. Together, this brings out the embryonic nature of the Application information systems in organisation (Markus and Robey, 1988). It has a lengthy deliberation on the three levels – work-system, Business organisational and finally, macro-social and supports in defining the Application information systems position in organisation. The final requirement of the research agenda is thorough a correlation analysis of the levels of superusers' influence on productivity in an organisation. The research framework for this study clearly integrates the contextual methods of Pettigrew (2012) that emphasise the business organisation's internal and external performance transformation elements. The following section details the case research study. Shaw (2013) cites that the study strategy is aligned with the research philosophy implemented in this study. This is to say, different research strategies are adopted under various research philosophies.

4.17 ENSURING RESEARCH QUALITY

Researchers from various epistemological backgrounds express research criteria in many terms, but all perspectives need to represent the case study criteria to ensure that the study is of quality standards. Yin (2013) goes through a detailed approach in explaining the four criteria, which are commonly known as being mainly applicable to many positivist case research studies – construct validity, internal validity, external validity and reliability. This study relies upon and follows the four criteria proposed by Yin's (2013) studies. As other study research methods endorsed by Porter (2007) as well as Lincoln and Guba (1985) consider a realist approach, this unfortunately does not yield the expected research quality outcome. The realist method validity is perceived as not related to the procedures, but in the association to and clarification of all involved things that it is designed to be part of.

4.17.1 Descriptive Validity

Wolcott (2009) states that qualitative studies should focus on the facts around the description of the study, focusing on the original source evidence and the events that occur, rather than the surrounding attributes.

4.17.2 Interpretive Validity

This validation state occurs when a scholar diverts from the initial description to understand the participants' perspectives. Maxwell (2012) advises that understanding it relies on the denotations stated by the participants, and that consideration must be given when analysing the participants' responses.

4.17.3 Theoretical Validity

Theoretical validity is the validation of an account's purpose as a description, apart from its definition or understanding, to ensure a theoretical framework.

4.17.4 Generalisability

Generalising is not physical generalisation, but rather theoretical intentions used to define another set of proceedings not involved in the source case. Maxwell (2012) states that this context is associated with external and internal generalizability, which is important for qualitative scholars.

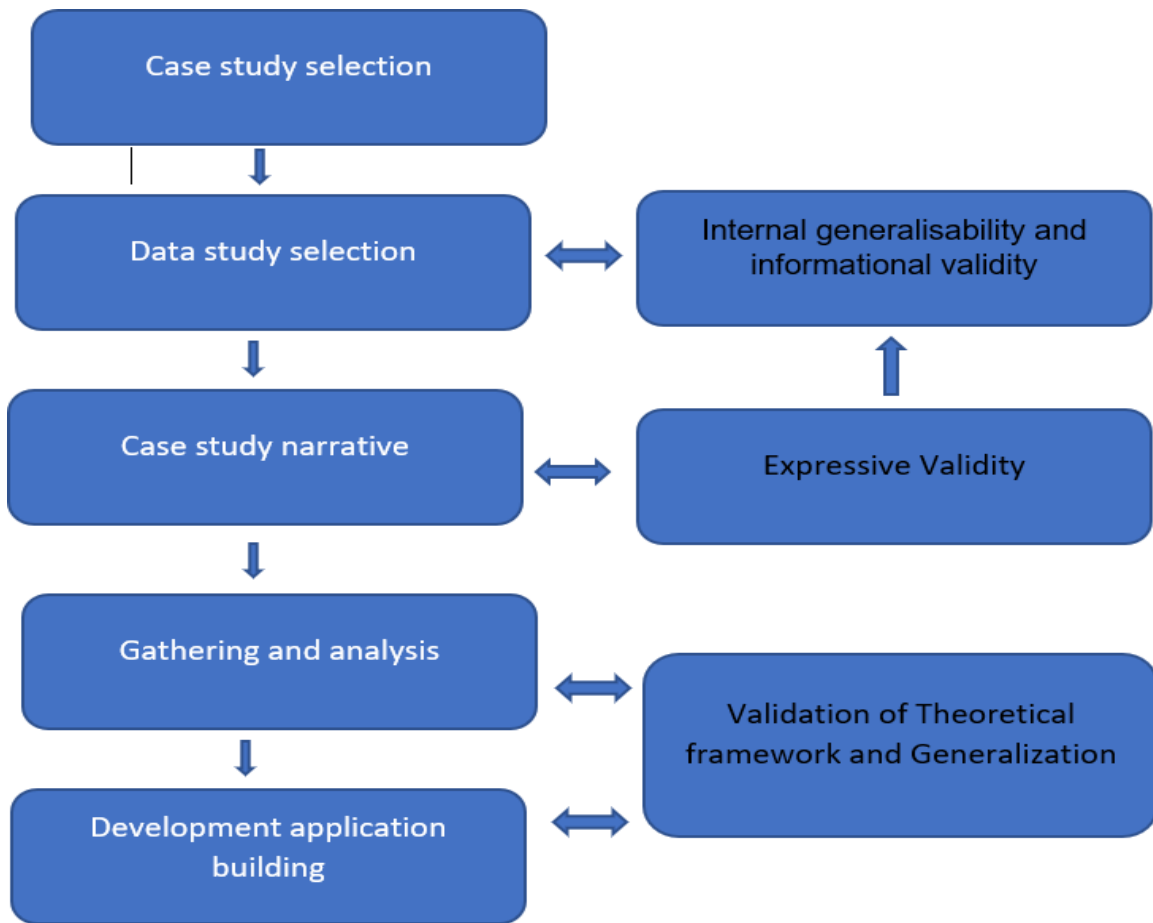
The following section highlights how these four criteria are implemented when applying the research methodology concepts.

4.18 DEVELOPMENT OF THE RESEARCH METHODOLOGY

This section focuses on the development of the research methodology as it grows and develops. It consists of five stages: case selection, combination of primary and secondary data, combining and analysing of the data, description development in a theoretical framework, and iterative by design. These stages are necessary to maintain a valid theoretical status and to upsurge theoretical generalisation. Details of each phase are provided in the following sub-sections.

Validity involves the theoretical perceptions and their associations expressed clearly in the research, forming a cordial relationship with the participants involved within the research. The following diagram depicts the Development of the Application research methodology.

Figure 9: Development of the Application research methodology



Source: Self-derived

4.19 SELECTING THE CASE

As shown in **Figure 9**, the case selection has been reflected being executed in three phases. In the first stage, the case selection criteria to be used are determined in relation to the objective research question. In the second phase, participants' cases meeting the criteria will be used. The final case will be selected based on cordial arrangements with the TPT in Durban port. The final case will be on the convenience addressing the research question.

Based on the research question posed, the following were the **case selection criteria** for this study:

1. The impacted source case organisation will be a state-owned organisation;
2. The organisation must have a long-proven record of operations being active with information application system within the organisation. This criterion tolerates options of retrospective and real-time information collection;
3. The existing information application system equipment within operations must be measurable;
4. The strategies and business documentation associated with the information application system within operations must be accessible; and
5. The organisation must be open to information sharing that is relevant to the information application system being used at operations, and participants must be willing to take part in its use.

4.20 INFORMATION AND DATA-GATHERING

The information and data collection stage of the case involved secondary data collection, primary data collection, and validation data and information gathering for the triangulation exercise.

In the initial phase, **secondary data** related to superusers' influence on productivity in an organisation was collected from the administration side of the business and within TPT. The academic will meet with the TPT managers to have an overall view of TPT's strategies, performance, goals and to collect supporting documentation.

The business supporting documentation associated with TPT (related to superusers' influence on productivity in an organisational initiative) will be collected from internal and external sources, including publicly available documentation by TPT and information from external interrelated public agencies.

Documentation analysis helps the investigator make sense of and conclude on events, identify who is vital to the survey, and provide indications of interest for survey questions. Secondary information and data analysis provides a framework for primary information and data-gathering.

The **primary information and data gathering** strategy is largely based on in-depth qualitative survey participation comprising participants who are identified based on the evidence found in the secondary documents. To maintain *internal generalisation*, the participating members will include members from the TPT management, Operations team, Superusers and the ICT team members. Additionally, snowball sampling will be used where participants will be given an opportunity to recommend other members who they believe can contribute towards this investigation.

At the commencement of primary information and data-gathering, the researcher will send an e-mail to selected participants from TPT informing them of the logistics and schedule of the research. Once identified, the scholar will send a reminder to the partakers of the schedule, purpose of the research, and what the survey will be about. The e-mail will also include an ethical statement emphasizing the voluntary means and open rights of the partakers.

Another set or copy of the ethical statement hardcopies will be handed to the participants upon request. The mode of surveys to be applied is the responsive mode, which is recommended by Rubin and Rubin (2012), where a survey session can resume with open-ended questions and then a flow is formulated from then. The participants will first be asked about gender, age, race, background, work experience and their responsibilities at TPT.

Succeeding the responsive survey method, each session will be designed to follow on what the individual participants deal with at work. For example, the partakers from the Operations division were asked about their use and involvement with the application information systems. In this manner, a responsive survey encourages searching for the core background and logic while acknowledging complexity and reality. To maintain *interpretive validity*, the investigator's objective is to make sense of expressions made by the partakers rather than assuming about them.

To balance internal generalisation, care was taken to apply a sense of equilibrium to the affiliation in terms of management teams, Operations employees, ICT team and Superusers. In total, 41 surveys will be conducted consisting of 41 participants. All

online survey session results will be transcribed on the day of events, based on the participation.

The final phase of information and data-gathering is **follow-up information and data collection**, which is by design scheduled to take place in instances where there had been a major information application system change or upgrade, or operations had just embarked on a new strategic approach which is designed to drastically make a performance difference. In such instances, the whole survey process above will be repeated as narrated on the **primary information and data gathering** strategy.

4.22 WRITING THE STUDY NARRATIVE

This is a critical phase that comprises an explication of study proceedings, clarification of the structure in the study and the overall context. After all the information and data has been collected, a descriptive study narrative will be written on the study proceedings, explanation of the construction of the study and the general framework. Walcott (2009) emphasized that a case narrative is done to provide a clear description and paint a circumstantial picture of true events as they transpired in words. This method assists in maintaining the elements of *descriptive validity* within the narrative observation. The event-sequence as well as the correlations will be narrated in detail as they transpired on evidence gathered on the primary and secondary information and data sessions. The larger portion of the narrative is well presented in Chapter Four.

4.21 INFORMATION GATHERING AND ANALYSIS

This case has applied a three-stage process, which is supported by Miles et al. (2013), for information gathering and analysis. In this case study, information gathering will be referred to as 'coding'. This stage comprises information and data collected based on the survey participation dialogues to the *inductive* phase of the analysis. Thereafter, it moves on to the *deductive* stages of information gathering and analysis since most of the information is drawn from the critical success factors.

The last stage concentrates on the identification of fundamental mechanisms of the study and theory framework development.

4.22 RESEARCH STRATEGIES

Research strategies ideal for the quantitative research philosophy include survey-centric work, while study strategies for the qualitative research philosophy are survey questionnaires, focus groups, case study action research, grounded theory and ethnography. Contemporary scientific exploration attempts to combine the benefits of the qualitative and quantitative examination philosophies by assuming mixed-research strategies. (Shaw, 2013):

- *Focus study groups* –a category of the qualitative study strategy where the members of the sample must share their opinions in an open discussion and the researcher gathers information as the researcher concludes findings during the dialogue (Saunders, 2016). The earlier mentioned scholar contended that Focus Study Groups (FSG) supplies a platform of freedom in a discussion around the investigated problem (Butler, 2013).
- *Surveys* - Butler (2013) suggested that surveys are intimate discussions and interactions between the scholar and the study participant. The aforementioned maintained that surveys can be either structured or unstructured in the dialogue between the researcher and the participants (Wright, 2015).
- *Grounded theory* – this study philosophy is formulated by multiple stages to collect, edit and classify the data (Wright, 2015:93).
- *Ethnography* – is a study philosophy of social exchanges, behaviours and beliefs that transpire during social establishment (Shaw, 2013).

The current study utilised the case study as the research study philosophy. According to Wright (2015), the case study research philosophy gathers research data from a specific case and is in-depth by design. The case study focus organisation in this research is Transnet Port Terminals in Durban. The rationale for assuming the case study research study philosophy is that it offers in-depth examination and allows the scholar to be liberated and formulate an intimate relationship between the researcher and the case study organisation. Nevertheless, the case study research study

philosophy can also end with outputs in the collection of the findings that are complicated to generalise to other case studies (Fisher, 2013).

4.23 ENFOLDING LITERATURE

Eisenhardt (1989) states that theory development is the continuous alignment of identified concepts, discovered theory or hypotheses from existing literature, searching for identifications, differences, similarities and conflicting outputs.

4.24 REACHING CLOSURE

Eisenhardt (1989) emphasizes the importance of reaching a conclusion seamlessly to a point of closure at the point of theoretical saturation when iterating theory and data. This conclusion is known as the 'nodal point'.

4.25 TARGET POPULATION

Hamilton (2013) claimed that a target population is the total number of participants, units or people expected to provide information for a researcher to investigate.. Robinson (2014) iterated that a population in research discusses all the related and involved units from which analyses with study information will rightfully be sampled. Holmes (2012) further stated that the target population is based on the easily available population and the sample population.

In this study, the target population is +-3700 employees at the case study organisation, Transnet Port Terminals (Durban). However, the focused population will be a total number of 20 (twenty). According to Holmes (2012), who supported that due to time constraints and cost factors it is not always feasible to gather data from all the intended members of the population, sampling philosophies are used to select a small and manageable number of participants.

Table 4: Total number of participants in the case study research

Participant's affiliation	Number of participants
General Employee-(Operations)	5
Planning/Planner	7
Management	9
Superuser / Application System user	7
ICT Employee	13
TOTAL	41

4.26 SAMPLING STRATEGY

Chambers (2013) cited that a sample is drawn from the research population. In this case, the research sample of 41 participants is drawn from the total population of +- 3700 employees of Transnet Port Terminals in Durban, South Africa. Hamilton (2013) reasoned that sampling approaches can be separated into probability and non-probability sampling, as shown in the next Table 5

Table 5: Difference in Probability and Non-probability sampling

Bases for comparison	Probability sampling	Non-probability sampling
Meaning	With probability sampling, every member of the population has an equal chance of being chosen to form a representative sample.	A non-probability sampling technique is one in which the person from the population who will be chosen as a sample is unknown.
Alternately known as	Random sampling	Non-random sampling
Basis of selection	Randomly	Arbitrarily
Possibility of selection	Static and known	Not known and unspecified

Research	Conclusive	Exploratory
Result	Unbiased	Biased
Method	Objective	Subjective
Inferences	Statistical	Analytical
Hypothesis	Verified	Generated

Source: Self-generated

The above display shows that probability sampling mentions a sampling strategy that gives the sampling members an equal opportunity to partake in the research, while non-probability sampling contradicts this philosophy and restricts participants of the total population an equal opportunity to take part in the research. These two sampling approaches have opposite sampling techniques.

4.27 SAMPLING DESIGN

Eisenhardt (1989) postulated that identifying cases to be examined is of vital importance when a study is carried out in order to achieve maximum theory content. Case studies are strategically selected to reproduce or elaborate on the magnitude of theory in the subject matter and to substitute new models, combining them with new theory based on the model being applied. This study has deliberately chosen to sample Durban Container Terminal Pier 1 and Pier 2 as the two cases on the various activities that transpire within the container terminals, and examine how people, technology, organisational strategies and policies participate in the Port Terminal's productivity levels. This choice represents theoretical sampling because both the localities represent the activities as an extant model.

The Durban Container Terminal (DCT) operates independently as two separate terminals, Pier 1 and Pier 2, accounting for 65% of South Africa's container activities. The Pier 1 Terminal handles a capacity of 0.7 million and the Pier 2 Terminal absorbs a capacity of 2.7 million. This research collects rich information from both the aforementioned two specific DCT ports, situated in Durban within the Maydon Wharf area. Controlled access within the COVID-19 regulation measures will be allowed to the scholar and all TPT staff members partaking in this study.

4.28 THE RESEARCH INSTRUMENT

Shaw (2013) argued that a study instrument is used to obtain responses from the partaking members of the sample, such as Focus Study Groups (FSG), surveys and semi structured surveys. This study used a survey as the study instrument, as it is simpler to administer and objective.

4.29 QUESTIONNAIRE CONSULTATIONS

Harris (2016) proposed that surveys can be categorised into open-ended, structured and unstructured. Cohen et al. (2011) state that pre-testing is used to increase the measure of validity, reliability and feasibility of the questionnaire structure. Saunders et al. 2009 states that the goal is to improve the quality of the questionnaire so that participants will understand it. Holmes (2012) suggested that all the forms of survey participation supply a dialogue between the investigator and the members of the sample:

- *Open ended survey participation* – refers to face-to-face interactions amongst the researcher and the participants, whereby the survey is not limited to any form structure and is free flowing (Fisher, 2013).
- *Structured surveys* – These surveys are structure-centric, and they involve all the members of the population (Shaw, 2013).
- *Semi-structured surveys* – this technique bridges the gap between structured and un-structured surveys by opting for a predetermined set of questions while allowing a follow-up on themes and ideas as they develop in the survey participation process flow (Saunders, 2016).

Robinson (2014) argues that surveys offer a good opportunity to review and address answers, capture authentic views, and capture respondents' real-time perceptions. This accommodative structured survey participation is beneficial as it can capture authentic views from the respondents.

The questionnaire format layout structure used in this study is divided into three sections: the first introduces the research topic and focus problem, the second examines the demographic characteristics of the research participants, and the third

asks for responses to questions directly associated with the research problem. All research participants are expected to respond on the options available within the survey.

4.30 QUESTIONNAIRE ADVANTAGES AND DISADVANTAGES

Seliger and Shohamy (1989) believed that closed-ended questionnaires provide more value and clarity, while Gillham (2000) argued that open-ended questions can lead to unforeseen results. Alderson and Scott (1996) emphasized the benefits of directive questions and criticized open-ended questioners as they lead to grey feedback analyses. Other academics have highlighted the advantages of a dialogue setup grounded by questionnaires. Questionnaires are convenient and save time as they can be distributed to unlimited participants efficiently without exercising much energy (Robinson 1991). Lynch (1996) further confirms that the investigator can be effective when collecting and distribute data in accordance to their population target designations. The discreetness of the platform's convenience encourages the participants to be more transparent in their participation (Nunan 1999). Gillham (2000) believes that when similar questionnaires are mass distributed at the same time, the response gives precise data analyses due to a large pool of participants and data response nature. The most obvious advantage of questionnaires is the time factor in terms of the efficiency of collecting data from a large pool of participants quickly and effectively (Brown 2001).

Closed-ended questionnaires are simple, efficient, and effective. These save time and ambiguity that could lead to frustration. However, Gillham (2000) and Brown (2001) have hinted that this may have a negative impact on a participant's response because questions do not derive a follow-up which could build a more solid response. As such, participants may end up responding with unsatisfactory responses or opting to skip question that limit their response perspectives.

4.31 QUESTIONNAIRE ADMINISTRATION

Questionnaires can be managed in many ways, from distribution to filling it in to collection. Post and email can be used to reach the intended population, but this has the potential of low respondent rates. Telephone can also be used, but the mood of

the participant, timing and telephone line quality can determine the outcome. Questionnaires can also be conducted in a direct face-to-face dialogue session when respondents have time and are likely to respond and query for clarity. In this way, the participant rate tends to be higher (Gillham, 2000). For the convenience and success of this study, the opted mode of questionnaire correspondence will be carried out with direct face-to-face dialogue sessions held at TPT within the prescribed COVID-19 safety measures.

4.32 PILOT STUDY

Bennett (2016) suggested that a pilot study refers to a small part of the actual study that is planned to be conducted. Shaw (2013) further argued that pilot research is conducted to enable the researcher to test all the fundamentals of the study method that will be practical in the actual research. The pilot study is intended to measure the capabilities and appropriateness of the study instrument, tools and questions before the actual research is conducted (Chambers, 2013).

In this study, a pilot study was conducted on 3 employees from the case study organisation (Transnet Port Terminals: Durban, South Africa). Those partaking in the pilot study were therefore not part of the participants in the actual research. After obtaining permission to conduct the study, the researcher visited the case study organisation and selected three of the employees who are part of the target population. This pilot study trial was held to maintain clarity and complete understanding of questions and objectives. Three participants were nominated for the pilot study from the TPT Durban environment. At the end of the pilot study, survey questionnaire protocols were structured in accordance with the pilot study test and outputs.

The investigator had interview sessions to go through the questionnaire, created a dialogue platform and allowed participants to respond and suggest based on the questionnaires. After the pilot study, few adjustments were introduced on how the questions are phrased and how the interview transpired. The researcher then implemented the necessary amendments.

4.33 DATA COLLECTION

4.33.1 ETHICAL ISSUES RELATING TO DATA COLLECTION

The letter of Information from the Ethics Committee of the Durban University of Technology is attached as an Annexure “C” at the end of this dissertation. Permission for all survey participation and site visits to Durban Container Terminal Pier 1 and Pier 2 terminal ports must be sought from the Chief Executive (CE) at Durban Head Quarters (HQ). Surveys must be held in a manner that will cause minimal operations disruptions at the Terminal Port.

Study witnessed observations and outputs are strictly confidential within the confinements of what is permitted for public consumption. Study findings and information pertaining to Pier 1 and Pier 2 terminal ports will not be published without the permission of the Chief Executive (CE) at Durban Head Quarters (HQ).

Transnet Port Terminals does not approve for the findings of this research to be made public and to be made available to public libraries. The findings will first be a TPT sole proprietary and only TPT will decide if they are fit for public access. The researcher has been given written approval to conduct this study at the Durban Container Terminal Pier 1 and Pier 2. (Please refer to Annexure “B” at the end of this dissertation).

A letter of introduction from the researcher will be issued to each individual partaking in the study. The letter will entail the aim and nature of the study (the letter of introduction is attached as an Annexure “D” at the end of this dissertation).

4.33.2 SURVEY PARTICIPATION PROTOCOL FOR DATA COLLECTION

All the survey sessions are conducted with employees from Durban Container Terminal Pier 1 and Pier 2 terminal ports. This survey served as a boundary to gather information based on various themes of the subject. These themes are ranging from establishing the Fundamental Durban Container Terminal Pier 1 and Pier 2 Integrity; Pigouvian Welfare Economics; Port Sustainable Development; Integrity of Application

Information System; Pareto Optimal; Port strategies and Training standards; Superusers existence; Operations performance levels; DCT: Pier 1 Terminal manager engagement and Pier 2 Terminal manager engagement; and lastly, the Independent Authority. Due to the nature of the Port environment and the management's versatile schedules, this survey methodology was an ideal platform to be an option of sending written questions to the Pier 1 and Pier 2 Terminal population for them to respond to. This will have an added advantage of saving time and reaching large numbers of participants efficiently.

For the achievement of validity, the broad questions on the Durban Container Terminal protocol and the influence of Pigouvian externalities on the Durban container Terminal will be deliberated with an Independent Authority and tabled to an Independent Authority on terminal port operations. These responses will be reported in the next chapter. The researcher will seek an opportunity to take photographs with the Durban Container Terminal Pier 1 and Pier 2 terminal ports. If permission is granted, photographs will be of both Pier 1 and Pier 2 Terminal ports, as well as photographs of operations performance with their operational equipment of trade. All captured information is presented in Chapter Four.

4.34 DATA ANALYSIS

Case studies provide a unique platform to analyse the processes of a study, from gathering of data to examining collected data, to discovering and presenting knowledge gaps.

Wright (2013) mentioned that when data is composed, it must be analysed as well. The aforementioned scholar supported that data analysis refers to the development procedure of reducing huge quantities of data into small controllable information specific to the research problem (Butler, 2013). Data analysis appreciates investigators using various systematic and logical techniques to define, illustrate, combine, and represent study findings (Holmes, 2012). Pare (2001) alludes that case studies have the potential of availing large amounts of raw data which still needs further analysis.

However, the use of a qualitative method provides a clear understanding of the case and puts things into perspective (Pare, 2001). Pare (2001:19) cites Miles and Huberman and articulates that there are three ways of collecting data, namely early-stage data analysis; “Within-Case data Analysis”; and “Cross-case data Analysis”.

Pare (2001) provides a clear description of reflective data analysis, coding protocols, within-case data analysis and the search for cross-case patterns. In alignment with the ontological and epistemological grounding of this research, the “Within-Case” and “Cross-Case” data analyses are conducted within the domain of integrative thinking and generative reasoning. Martin (2007) favours generative reasoning and views it as a unique technique which is analytical in nature because this reasoning form charges that the current model can never be concluded as a reality at face value. The present model merely represents the exact image of the situation for a point in time only, which is subject to change. Generative reasoning thrives on conflicting theories cases, approaches, and styles to address issues and apply solutions against new models. It believes that there is a possibility of new unknown better models. Generative reasoning is also of the opinion that undiscovered models exist and can be opposed for consumption by applying hypothesis to concrete reality. Individuals who are generative thinkers approve the process of comprehensive data analysis to identify new and changing models. They always leverage the disruption of random modern charges to achieve new and better models (Martin, 2007). The most noticeable feature of generative reasoning is the ability to address a wide spread of a domain, investing time on analyses and developing new and innovative theories.

The inspiration behind selecting integrative thinking and generative reasoning as an analytical tool of choice is the benefit of the command it gives towards evaluating “what-is” from a present theoretical framework, to ask what ought to be and to pursue and apply better models derived from disruptive new models. This development encompasses deductive, inductive and abductive reasoning.

Martin (2007) declares that Integrative thinking and analysis founded on the paraphernalia given by Integrative analysis apply the deductive logic principle, which requires an already existing theory or model to work on as a foundation.

Inductive logic's main aim is to understand interpretations derived from repetitive practices or observations. Abductive logic, whose main aim is to identify the best clear meaning, seeks to formulate a unique model which will not fit the extant model (Martin, 2007).

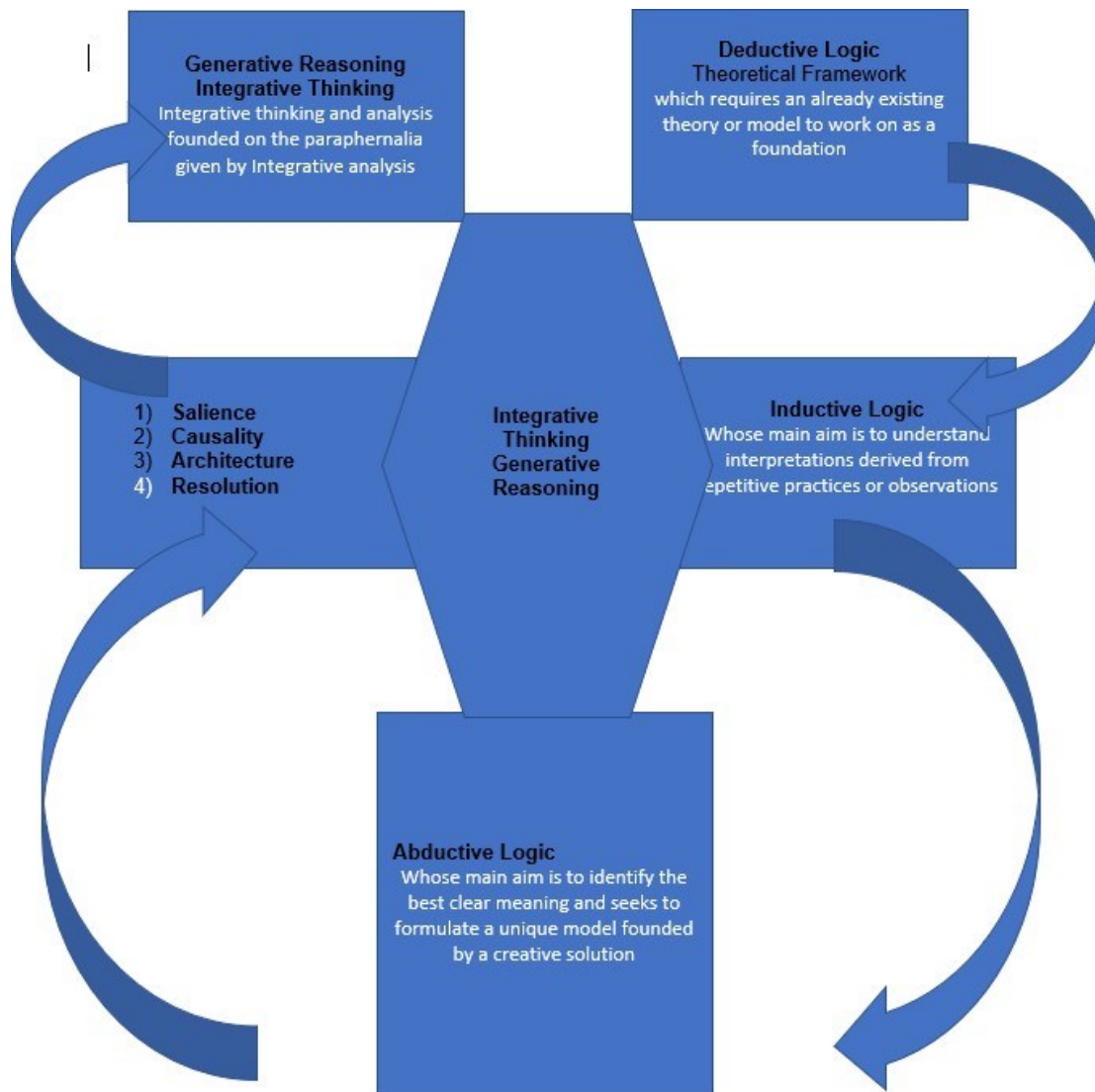
The use of abductive logic's aim is to avail a platform that provides the finest excellent explanation and understanding, yielding the best model.

In the interest of this study, the analysis will employ the following format (Martin, 2007):

- I. Attempting Saliency based on existing frameworks;
- II. Probing for *Causality* founded on what is apparent;
- III. Structuring novel *Architecture* from Abductive logic; and
- IV. *Resolution* (by producing new models or theories) grounded on generative reasoning.

This procedure is based on different processes. The next figure depicts a flow of data analyses and the content analyses applying the Integrative-Thinking and Generative Reasoning Model.

Figure 10: Integrative analysis and its interrelations



Source: Self-derived

In this research, deductive and inductive forms of data analysis will be used. The primary discoveries will be analysed in three phases of data analysis, which are: data reduction, data display and validation, and presentation. The research outputs of each response will be recorded in field notes materials, computed tables and graphs, as well as statistics will be used to present the study outputs.

4.35 VALIDITY AND RELIABILITY ISSUES

According to Bennett (2016), reliability is the level to which the tools used to collect data are in an acceptable condition to produce results that are constant, stable and reliable. Categories of reliability are: - test-re-test reliability, parallel forms reliability, inter-rater reliability and internal consistency. In contrast, validity in research is the level to which the research measures what it purports to measure, and the types of validity are face validity, construct validity and criterion-related validity (Bennett, 2016).

Test-re-test reliability – is the administration of duplicating a test twice over an extended period repeatedly to the same sample. Test-re-test reliability is confirmed by comparing the output obtained in this research with the outputs obtained by similar studies that applied the same method.

Parallel form reliability – is the administration of diverse versions of the research instruments to the same sample. This study uses one research instrument on the same sample and no other instruments are involved.

Inter-rater reliability – refers to the use of different people (judges) to evaluate the research results. The outputs are also reviewed by the supervisor who ensures that all work is of good ethical and professional standards.

Face validity – refers to the level to which the research tries to measure the envisioned construct under study. Face validity will be ensured by crafting study questions that are not ambiguous but that relate to the study problem and aims.

Construct validity – refers to the level to which the research measures the precise construct under study. The researcher ensures that the construct of the research is examined by assessing each question's response to the understanding of the study problem.

Criterion-related validity – refers to the level of the study outputs that correlate to other earlier developed research which is similar in nature. This is done by analysing the outputs of this research with the outputs of all other studies to compare if the output is similar.

Reliability is the consequence of the output derived from collecting data and all related information thereafter. There is a thin line between reliability and generalizability. Generalizability is often referred to as a concluded opinion formulated from a study finding which is then generalised to various alike situations (Msweli, 2015).

This research therefore draws on the reliability grounded by conclusions derived from the findings at Transnet Port Terminals in Durban.

The discoveries and the detailed analysis of this research will take on the presentation of a detailed analysis thesis. This study will emerge in accordance with the prescribed ethical requirements and recommendations of the Durban University of Technology.

4.36 ELIMINATION OF BIAS

In qualitative research which have been viewed with subjectivity and biasness, it is imperative to implement measures and strategies to ensure impartiality (Chambers, 2013). The next strategies are used to ensure neutrality in this study:

- Holding no predetermined idea – no preconceived idea is allowed throughout the research and the outputs presented at are the true findings of the research.
- Gender neutrality – during the study, constantly gender-neutral words will be used and all gender categories will be treated the same.
- No participants will be addressed based on sex, nepotism, social background, friendship or ethnic background.
- Sensitivity – the study is considerate, does not make use of sensitive words but rather a selective dignified choice of words is used to keep professionalism standards and cut off any level of offence towards participants

4.37 ETHICAL CONSIDERATIONS

Mowen and Sanderson (2016) recommend that research studies must have integrity and a high academic professionalism. This research looks at a range of ethical considerations, including informed consent, confirming participant safety, discreetness, confidentiality, anonymity and obtaining permission. Participants must be informed of the study, purpose, and intention, and must take part with a clear understanding of the drive, nature and objectives. This study holds the view that

participants who willingly wanted to take part in the study are more able to contribute influential information.

Harm or injury during the COVID-19 pandemic- assurance, infections and precautions were put in place to avoid harm, infection or injury of the participants in the research process. Harm or injury in this study does not only refer to physical injury but also to emotional injury that may result from the study. To avoid psychological harm or injury, the study makes use of common English to ensure that a clear understanding of the questions is achieved and that the topic under study is understood.

Confidentiality and anonymity – Mowen and Sanderson (2016) reasoned that confidentiality and anonymity are about the protection of the identity of the people involved in the study. This is purposefully done by restricting access to raw and processed data; safeguarding all documents; and reporting research results in a manner that does not reveal the identity of the research participants.

Permission – no research study will ever be conducted unless permission is obtained for the research study. Permission is sought from the appropriate executive leadership at the case study organisation prior to even attempting to communicate with participants. The express permission letter granted by the responsible executive leadership is also used to obtain entrance to the case study organisation and must always be presented to the participants prior to conducting the study.

This declaration has been followed and implemented in accordance with the Ethical requirements and recommendations of the Durban University of Technology.

4.37.1 DECEPTION

While conducting this study, the scholar hereby states that no form of dishonesty or any misleading entrapping deceptive questions are intended to be used. The scholar further declares that it is unnecessary and uncalled for to impose any level of placebo attempts to provoke responses from any participants.

4.37.2 CONFIDENTIALITY

The Chief executive of Transnet Port Terminals Head Quarters (HQ) has agreed for this study to be conducted and requested the findings to be exclusively for TPT consumption only. The data and information collected is relevant to this research only and has no personal or private information of the participants from TPT in Durban. Permission and authority have been granted for the discoveries to be published in academic journals and none of the data and information obtained during this study will be used to enrich the scholar or for commercial gain. Measures and guidance were provided to adhere to regulations and no data was sourced from data banks controlled by the South African private legislation.

4.37.3 RECRUITMENT

- The Transnet Port Terminals Chief Executive (CE) at Durban Head Quarters (HQ) had to be consulted for any research work concerning the two Durban Container Terminal Pier 1 and Pier 2 terminal ports. The Chief Executive shares no interest, business nor family association with the researcher. The recruitment protocol entails submitting a Letter of Information from the Ethics Committee of the Durban University of Technology (this letter about this study is attached as an Annexure “C” at the end of this dissertation).

The Researcher has been granted a written letter of Approval from the Chief Executive to conduct site visits and conduct online survey sessions (the Letter of Approval is attached as an Annexure “B” at the end of this dissertation). A formal Letter of Introduction was issued to each study participant for the aim of introducing the researcher and to clarify the aim and reasons the survey session is grounded on (this letter of Introduction is attached as an Annexure “D” at the end of this dissertation). The participants did not receive any financial reward nor any form of compensation for partaking in the online survey sessions. This study is impartial and did not target any specific ethnic or racial group, nor did this research exclude contributions from any individual or group working at the offices of Durban Container Terminal Pier 1 and Pier 2 terminal ports.

4.37.4 INFORMED CONSENT

This study will fully adhere to the criteria grounded by informed consent.

A letter of information will be provided to each participant and the respondents will be required to endorse a letter of participation consent. The Letter of Consent is attached as an Annexure “E” at the end of this study.

4.37.5 RISKS TO PARTICIPANTS

This study does take place during the pandemic era of COVID-19. However, all measures of mitigation will be implemented, and the sessions will be held under the prescribed COVID-19 safety recommendations. Participants will not be imperilled to any pressure or duress that shall make them uncomfortable. This research does not pose any civil risk level nor criminal liability against the participants. The participants will be exposed to specific similar questions relating to Transnet Port Terminals in Durban. No aspect of this research will expose participants to compromising and risky situations which might impact their financial matters, social associations, or their relevant capacity for employability at Transnet Port Terminals. The online survey practice will embrace a one-on-one liberated platform.

4.37.6 GENERIC CONSIDERATIONS

The survey participation protocol will be private, and individual intended for a one-on-one liberty to obtain information and data relevant to the Transnet Port Terminal’s port operations and processes.

4.37.7 STUDY BENEFITS

This study is grounded on impartiality and has no advantageous gains for the participants. The Scholar stands not to gain a financial advance based on this research.

4.37.8 SPONSORS: INTERESTS AND INDEMNITY

This study is independent and not carried out under any form of commercial entity. The scholar bears no affiliation nor financial considerations to any organization that has a direct or indirect interest in the Transnet Port Terminals port operations.

4.38 REMARKS ON THE RESEARCH METHODOLOGY AND DESIGN

This study narrates and articulates a distinct protocol of data and information collection, analysis and the presentation of study discoveries. It discussed issues such as research method and design, Exploratory Research, The Research Philosophy, Ontological Perspective of this study, Association of Business Organisations within the Process Ontology, Ontological Assumptions of Application information systems in Organisations, Technology ontology, Epistemological Positioning of this Study, Defining the Objectives of the Study, Research formulated Framework for Data Gathering and Analysis, Integrating Processual method with the STS approach, Alignment with the Research Agenda, Research strategies, research strategy, population and sampling, research instrument, pilot study, data analysis, credibility, limitation, elimination of bias and ethical considerations. Chapter Three provided a detailed research methodology employed by this study by paying attention to the analysis of the levels of superusers' influence on productivity in an organisation like Transnet Port Terminals in Durban.

This study has followed the route of a qualitative design methodology. The method is recommended by Creswell (2009), who cited that qualitative research pays attention to applying a comprehensive exploration of a precise phenomenon whose intention is to provide definite and meaningful findings. The use of the selected participant sample in the TPT target population is deliberated. In addition, the details of the research instruments were thoroughly deliberated on, where the validity and reliability issues, limitations issues, ethical issues and the study are discussed, as well as how they were tested. The data-gathering procedures and questions were also discussed in this chapter.

4.39 SUMMARY

According to Butler (2013), scientific research studies are not exempted from limitation boundaries. Limitations relate to different factors that cannot be controlled by the investigator, yet they have some level of an outcome on the result of the study (Butler, 2013). Some of the expected limitations to be met in this research are:

- *Time constraints* – time is proving to be a limitation in this research as the study is designed to be carried out in the timeframes given by the Durban University of Technology, other than the natural flow of the long enquiry. Time shortage suggests that the research would be conducted in a specific time, rather than the research taking its natural course.
- This study will be Durban Port Terminals centric, meaning excluded *coverage* from all other national TPT ports.
- *COVID-19*- the current disease's fatal pandemic means that proper social distancing must be practiced during this case study.
- There is a possibility of identified participants not being available at the set date of survey participation due to reduced presence at workplaces because of COVID-19, implying schedule delays and minimal access to computers.
- Case study survey participation can only be done based on the workers' access to a computer, time, and availability.
- Only employees who have access to computers can partake in the survey.
- The online Survey and safe distance practices due the pandemic deprived the researcher of an opportunity for an active fruitful dialogue amongst the participants and the researcher.

This methodology and design chapter outlines a development protocol for data-gathering, analysis, and presentation of research outcomes. The participants' responses are described in detail, and direct responses from the questions are also described.

The next chapter presents and examines the discoveries that emerged from the qualitative empirical study.

5 CHAPTER 5: DATA COLLECTION AND ANALYSIS

DATA COLLECTION AND ANALYSIS AT TRANSNET PORT TERMINALS IN DURBAN

5.1 DATA COLLECTION AND ANALYSIS

As narrated and recapitulated in preceding chapters, the aim of this study is to investigate, find and clearly articulate the challenges and enablers of superusers' influence on organisational productivity in an organisation. This study examines the challenges and enablers of superusers' influence on productivity in an organization, focusing on Transnet Port Terminals in Durban. Selective theoretical perspectives and protocols have been implemented to evaluate Superusers' influence.

This study aims to establish indicators to monitor the catalysts and elements that contribute to positive performance at the Durban Port Terminal.

This chapter is intended to describe the results of observations, factual academic evidence and survey interviews relating to the two Durban Container Terminals, namely Pier 1 and Pier 2 terminal operations.

The study was a (i) qualitative study and it involved (ii) structured interviews of (iii)41 Transnet employees.

According to the events of the study, the questionnaire sample was representative because it included more than 50% of the target population. Creswell (2013) concludes that there are no clear rules regarding the sample size for interviews. According to Creswell (2013), there should be at least 20–30 interviewees every interview. For the respondents in this study, purposeful sampling is acceptable because Cohen et al. (2011) claimed that it accessed 'knowledgeable people' because of their professional roles, work histories, and leadership roles.

5.2 DATA SOURCE

The Transnet Port Terminal in Durban is represented by the data used for this study. The organization used in this study is TPT, the largest port in South Africa, which relies exclusively on information systems, human resources, and skills to maintain production. Data was gathered at Pier 1 and Pier 2 in the two ports. The intent is to provide a detailed analysis of the survey's output and display all the results of the participation thereof.

5.3 DATA COLLECTION TOOLS AND PROCEDURES

5.3.1 Questionnaire

As a model, a pre-validated closed questionnaire from Transnet Port Terminal's Head Quarters (HQ), formerly known as Head Office, was employed. The questionnaire's main body was separated into sections based on the study's goals. During the draft phase, the questionnaire underwent pre-testing to improve the questionnaire's validity, reliability, and applicability (Cohen et al 2011). The pre-test also ensured that the questionnaire was streamlined and that respondents would have no trouble responding to the questions (Saunders et al., 2009). The results of the pre-test study allowed the researcher to determine the appropriateness of the questionnaire and whether the data that was gathered would satisfy the study's goals. Twenty-one individuals from each group, were randomly selected from five department to complete the questionnaire. Questionnaires were delivered directly to the respondents and collected within 30 days.

5.3.2 Interviews, meetings, and surveys

Interviews, meetings, and surveys give the researcher the chance to elicit original and additional responses as necessary (Robinson, 2014). Also, the capture of respondents' perceptions in their own words is encouraged via in-depth and open-ended questions, which is a very preferred method for gathering qualitative data (Robinson 2014). This type of organized interview, in which "the interviewer asks a respondent a series of questions from a previously assembled questionnaire, known as an interview schedule, and records the latter's responses" (Strauss 2014), is useful since it can capture the respondents' illustrations. The pre-testing interviews were held

at a convenient location since the researcher is stationed at the headquarters offices. The data acquired from the questionnaires was triangulated using the information received.

5.3.3 Document reviews

An explanation of the Transnet Port Terminals performance is made possible by document analysis as described by van der Westhuizen and Dollery (2009). Document analysis generates unexpected or novel insights and validates qualitative data (Saunders et al., 2009). The following materials were examined in order to evaluate the impact of superusers on organizational productivity from different perspectives.

- I. Photo`s
- II. Registers for pre-covid inspections
- III. Meeting-minutes
- IV. Location internal maps
- V. Policies
- VI. Availability reports
- VII. Annual reports
- VIII. Performance reports
- IX. Manual training guards

The relevance of each of the aforementioned publications to efficiency theories, proposed efficiency disclosure, and their contribution to the evaluation of their impact on corporate efficiency were all carefully considered. When comparing financial ratios, targets attained, equipment, and staff complement, the documental review tool was helpful in identifying the types of inefficiencies in TPT's productivity and performance.

5.3.4 Presentation and Interpretation

After defining and outlining the appropriate methodology for this study in Chapter Three, this current chapter will depict the output results, reflect on the qualitative data collected and portray discoveries obtained from the Transnet Port Terminals in Durban during the Terminal visits and the online survey questionnaire.

5.3.5 Presentation and Interpretation

After defining and outlining the appropriate methodology for this study in Chapter four, this current chapter will depict the output results, reflect on the qualitative data collected and portray discoveries obtained from the Transnet Port Terminals in Durban during an online survey questionnaire. The intent is to provide a detailed analysis of the survey's output and display all the results of the participation thereof.

5.4 QUALITATIVE DATA ANALYSIS

5.4.1 Descriptive frequency statistics

Online survey questionnaires were prepared and directed to 72 TPT participants and in total 41 survey questionnaires were successfully completed. This equates to a 56.94% response-rate, which is considered acceptable for an online survey qualitative study.

5.4.1.1 Demonstration of the final output of the demographic and general profile of each group of participants

All study participants consented to the informed study layout, intent and the survey outline.

5.5 DEMOGRAPHIC

Section A consists of the demographic profiles.

Table 6: Demographics and other relevant characteristics of study participants (N = 41)

Characteristics	n	%
Age group (years)		
21-30	6	14,6%
31-40	24	58,5%
41-50	9	22,0%
50 +	2	4,9%
Race		
Black African	32	78,0%
Coloured	3	7,3%
Indian	5	12,2%
White	1	2,4%
Employment status		
Permanent	41	100,0%
Contract	0	0,0%
Years employed at TPT*		
1 - 5	13	31,7%
6 - 10	15	36,6%
11 - 20	9	22,0%
20+	4	9,8%
Current role at TPT*		
ICT employee	13	31,7%
Management	9	22,0%
Planning/Planner	7	17,1%
Superuser/Application System User	7	17,1%
General Employee-(Operations)	5	12,2%

*TPT: Transport Port Terminals

5.5.1.1 Results of the demographic and general profile of the population

5.5.2 Table 6: Demographic characteristics

Participant demographics and other relevant characteristics of the participants were quantitatively analysed and are presented in **Table 6**. A total of 41 participants took part in the study. The majority (58.5%) of the study participants were between 31 - 40 years and Black African (78%). All participants in this study were permanently employed and most (36.6%) had been working at Transport Port Terminals (TPT) for between 6 and 10 years. The study sample consisted mainly of ICT (31.7%) and Management level (22%) employees, while Superusers/Application System Users made up 17% of the study participants. This suggests that the organization has a diverse workforce with a range of skills and experience that can help address various

port terminal challenges. This is consistent with Govender and Bussin's (2020) view that a mix of different levels of expertise and experience can help bridge knowledge gaps and facilitate knowledge transfer among employees.

TPT recruits based on designated groups in accordance with Employment Equity Plan (EEP) and Targets. Employment Equality (EE) is a notion that has expanded from Western rich economies to other developing countries, claim Utete (2021) and Labour.gov.za (2023). The Employment Equity Act (EEA) governs EE, and the Department of Labour oversees it. Although it is crucial to guarantee that EE deployment is effective and cost-effective, the government has been harshly imposing targets and griping about the slow pace at which transformation is occurring. The Employment Equality Act (EEA) is a law that TPT abides by.

5.6 QUALITATIVE QUESTIONNAIRE ANALYSES

The questionnaire consisted of a combination of initial close-ended questions and open-ended questions to obtain rich insights into respondents' views on superusers. The analysis is therefore structured to represent both descriptive analysis of the close-ended questions followed by thematic analysis of the open-ended questions.

5.6.1 DESCRIPTIVE DATA ANALYSIS OF CLOSE-ENDED QUESTIONS:

5.6.1.1 Analysis of role currently played by superusers and application information systems towards organizational stability

The question posed was: What role do the current Superusers, and application information systems play towards organizational stability?

Figure 5: The response options and the rates from the participants.



Study’s analytical structure

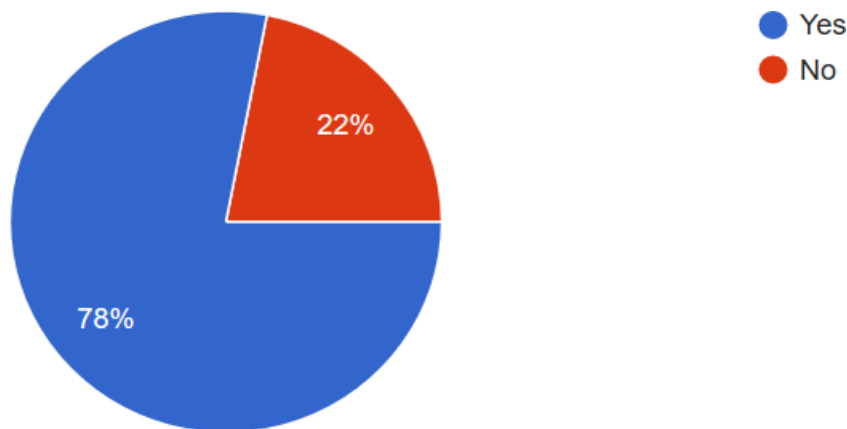
Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
A1	What role do the current Superusers, and application information systems play towards organizational stability?	A critical role.	85,4%	To monitor and determine whether training supports users on the operating systems	Klerck (2009) recorded that for an organisation with a mission of growth and an upward economical inclination, emphasis must be paid on education, training and operational innovations.
		Business of the day can survive without them.	9,8%		
		They are not important	0%		
		I do not know.	4.8%		

The majority of participants (85, 5%) viewed the superusers’ present role as being a critical one, while 9, 8% deemed them as ordinary employees whom the business may continue without them making a significant impact. A limited 2,9% appeared not to have any idea of the role of superusers.

5.6.1.2 Analysis of awareness of superusers or application information systems in the organisation

The question asked was: “Are you aware of who are the superusers or application information systems users in your organization?”

Figure 12: Graphical representation of responses



Study’s analytical structure

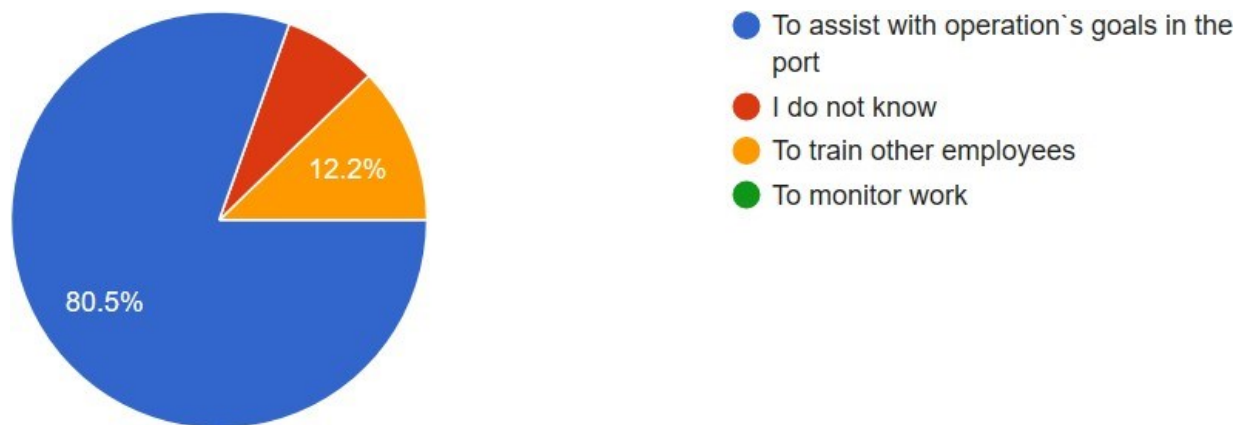
Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
A2	Are you aware of who are the superusers or application information systems users in your organization?	Yes No	78% 22%	To monitor and determine whether training supports users on the operating systems	Van Scheers and Makhitha (2016) established that the financial direction of any organization is highly dependent on the skills, training and education of the workforce within that organization. They further allude that a combination of training and education leads to better understanding of business processes.

Seventy-eight percent of respondents demonstrated awareness of the identity of superusers within the TPT environment. Only 22% of the respondents portrayed not being aware of the superusers.

5.6.2 Reasons for superusers or application information systems users at Transnet Port Terminals in Durban

The question posed was: “Why are there superusers or application information systems users for Transnet Port Terminals in Durban?”

Figure 13: Graphical presentation of Responses



Study’s analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
A3	Why are there superusers or application information systems users for Transnet Port Terminals in Durban?	To assist with operation`s goals in the port	80,5%	To monitor and determine whether training supports users on the operating systems	Employees’ training and education is an effective measured tool of performance, growth and skills transfer. The goals of the organization can be set based on the planned educational development strategies (Onkila ,2015).
		I do not know	7,3%		
		To train other employees	12,2%		
		To monitor work	0%		

The above pie-chart in Figure 13 depicts a scenario that enjoyed an overwhelmingly high response rate of participants stating that the existence of superusers is to assist with operation`s performance goals. Participants who believed superusers’ presence was to assist operational performance had a response rate of 80.5%. There was a response rate of 12.2% who believed that superusers’ aim is to provide training to other employees. A total of 3% of participants were of the view that as far as there were aware, they do not know why there were superusers or application information

systems users for Transnet Port Terminals in Durban. There was a survey availed option for participates which stated that superusers were in the Port Terminal to monitor work. This response option enjoyed no selection from the participants.

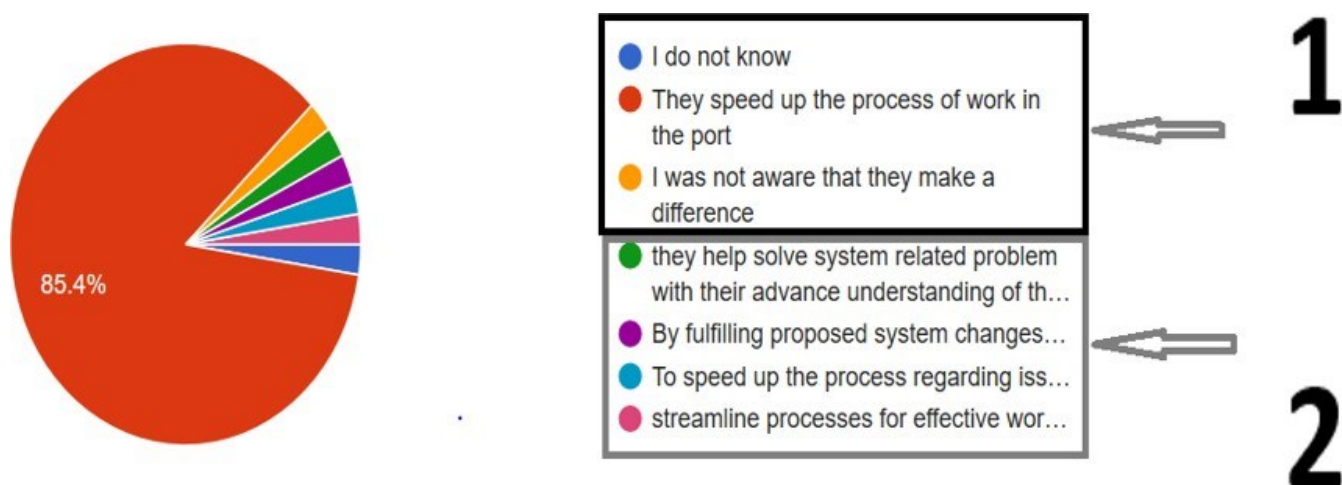
5.6.3 Analysis of how superusers or application information systems users add value towards the organization’s stability

The questioning structure was: “How do superusers or application information systems users add value towards the organization’s stability?”

This was the most interesting question of discovery in the survey. It was strange to discover that there were participants who cracked and manipulated the survey-forms and opted to add more response options which suited their views. At the end, this has proved to be helpful as it depicts the true nature of Operations at Transnet Port Terminals.

The initial original set of response options are depicted below in a diagram table branded number “1”. Immediately after that is the participants’ edited responseoptions combination in a diagram table labelled number “2”. The set of options (“2”) was inserted and opted for by the participant/s.

Figure 14: Two sets of response sections for one question, inclusive of the participant/s’ response option



Number “1” shows the original questionnaire response options

Number”2” shows the respondents’ self-added response options

5.7 REFLECTION ON RESPONSES BY PARTICIPANTS

Examining the added response option by the participant/s, one can clearly isolate the grammar and punctuation. These are evident signs of either frustration or a quick intent to send a point across and take advantage of minimal time and anonymity, thus resulting in no verification of statements inserted because the goal is to make it visible and known, rather than to make it eye appealing.

Table 7: How questions are being reflected on the participants when they are participating in the survey

The original researcher’s response options	The participants’ added response options
I do not know	They help solve system related problem with their advance understanding of the system
They speed up the process of work in the port	By fulfilling proposed system changes and assigned projects
I was not aware that they make a difference	To speed up the process regarding issues at the port and train users
	Streamline processes for effective work execution

Source: Researcher’s own construction

Study's analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
A4	How do superusers or application information systems users add value towards the organization's stability?	I do not know.	2,4%	To monitor and determine whether training supports users on the operating systems	Laudon and Laudon (2006) acknowledge that due to global business dynamics, organizations must have consistent workforce focused training and development programs to align with their strategies, technology and performance.
		They speed up the process of work in the port.	85,4%		
		I was not aware that they make a difference.	2,4%		
		To speed up the process regarding issues at the port and train users (The participants' added response option).	2,4%		
		They help solve system related problem with their advance understanding of the system (The participants' added response option).	2,4%		
		By fulfilling proposed system changes and assigned projects (The participants' added response option).	2,4%		
		Streamline processes for effective work execution (The participants' added response option).	2,4%		

To the case study's advantage, these added response options are related to the study and add a strong participant view of the environment of Operations around superusers within Transnet Port Terminals in Durban Port.

Most respondents were of the view that superusers primarily exist to speed up the process of work in the port. The responses to this view accumulated to 85.4%. Then, proportionally, there was a 2.4% response for each of the remaining questions: 2.4% stated they did not know; another 2.4% advised that they did not notice the difference; another 2.4% believed that superusers were there to solve system-related problems; and another 2.4% believed their intention is to fulfil proposed system changes and

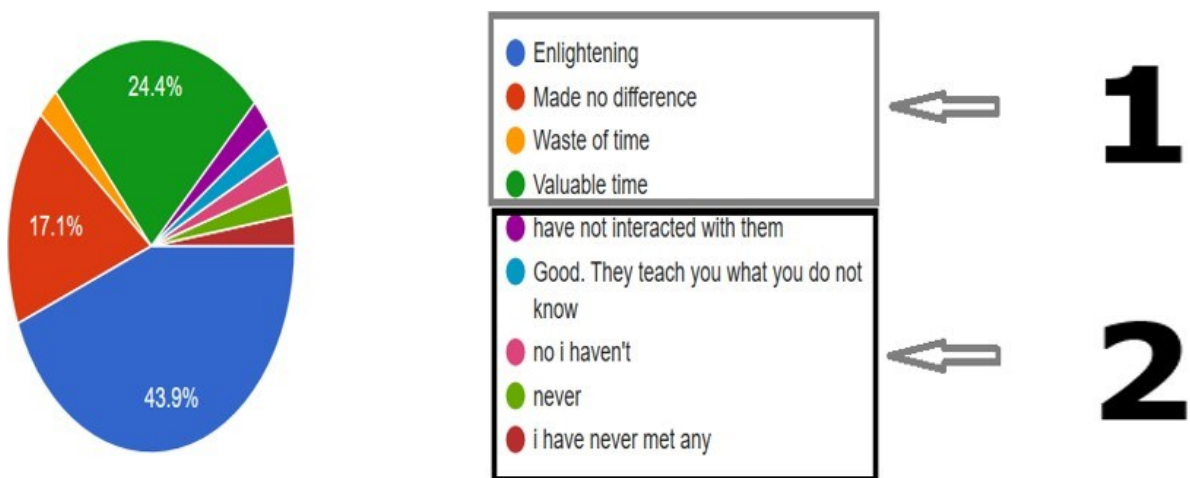
assigned projects, while 2.4% believed that they were there to streamline processes for effective work execution.

5.7.1 Analysis of the interaction with superusers or application information systems users with respondents.

The question asked was: “Have you ever interacted with the superusers or application information systems users, and how was that session?”

Again, this was another tampered with question as the response options have been added by the participant or participants. Once more, the added response options correlate to the study line and required no omission.

Figure 15: Response structure on how the response options were reflected on the screen during the survey display for the users to participate



Number “1” shows the original questionnaire response options

Number”2” shows the respondent self-added response options

Examining the added response option by the participant/s, one can clearly isolate the grammar and punctuation. There is a heavy presence of frustration or deliberate messages being alleged by the participants. This is evident by the consistent

accumulative user-inserted response option lines in the places where pre-defined options had been availed.

Table 8: Exhibition of how questions are being reflected on the screen for participants to select

The original researcher's 'response options	The participants' added response options
Enlightening	Have not interacted with them
Made no difference	No, I haven't never
Waste of time	I have never met any
Valuable time	

Source: Researcher's own construct

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
A5	Have you ever interacted with the superusers or application information systems users, how was that session?	Enlightening.	43,9%	To monitor and determine whether training supports users on the operating systems	Weber and Tarba (2010) articulated that organizations must initially align multiple internal cultural indifferences in order to be able to provide an effective development program that will be successful. They further reiterate that human resource intended development programs gain support once the organization has aligned its goals with the employees' culture and operations structure. Training becomes seamless, communication becomes a norm and strategies are achieved.
	Made no difference.	17,1%			
	Waste of time.	2,4%			
	Valuable time.	24%			
	Have not interacted with them (The participants added response option).	2,4%			
	No I have not (The participants added response option).	2,4%			
	Never (The participants added response option).	2,4%			
	I have never met any (The participants added response option).	2,4%			
	Good. They teach you what you do not know (The participants added response option).	2,4%			

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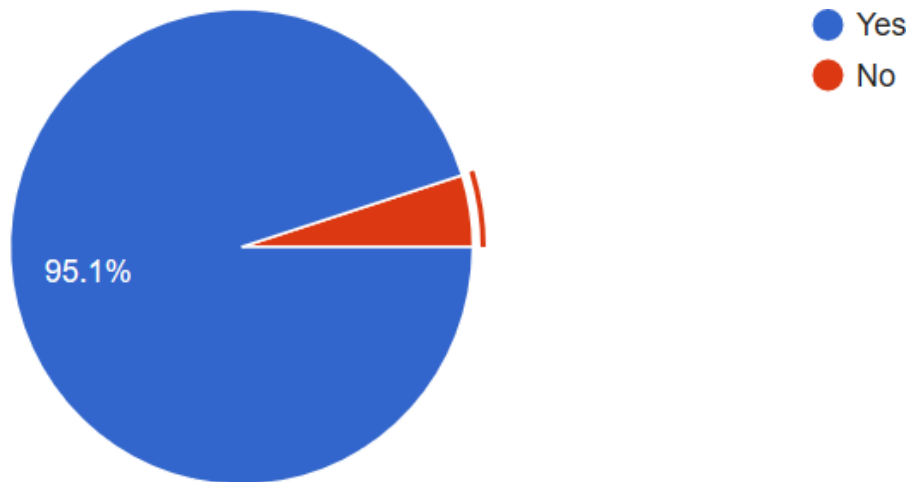
To the case study's advantage of a liberated analysis perspective, these extra response options do correlate this study and reflect the perspective of participant/s. Paying attention to the repetitive use of the word "never" and then two other negative words which are "no" and "not", one can commiserate with the participants' view during this questionnaire participation.

5.7.2 Analysis of respondents' knowledge of application information system tool is used in their Port Terminal for operations.

The question posed was: "Do you know which application information system tool is used in your Port Terminal for operations?"

This question enjoyed an overwhelming response rate of 95.1% where most participants responded with certainty to being conscious of the TPT used application system. A small portion (4.9%) of respondents responded by stating that they were not aware of what application is used in their Port terminal, specifically in Durban.

Figure 16: The response structure of this question.



Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
A6	Do you know which application information system tool is used in your port Terminal for operations?	Yes No	95,1% 4,9%	To monitor and determine whether training supports users on the operating systems	In an operational organization, employees who fulfil positions must always meet essential potential aptitude levels. The organization must also maintain their employee's competencies through monitored key performance areas which determines the required training deficits (Ek and Mukuru ,2013).

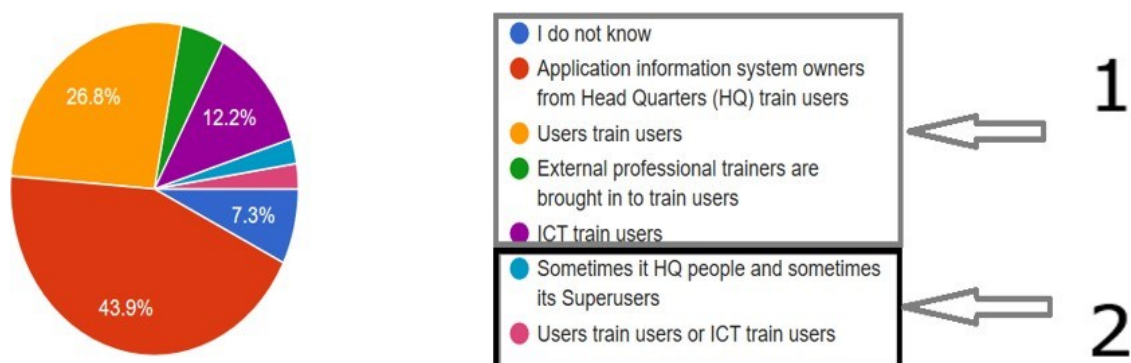
This reflection gives one an indication of the level of awareness in terms of what application system is used at Transnet Port Terminals in Durban.

5.7.3 Analysis of how training is rendered for users on the information application systems at Transnet Port Terminals in Durban.

The question asked was “How is training rendered for users on the information application systems at Transnet Port Terminals in Durban?”

Once again, this was another amended questionnaire as the response options have been further updated by the participant or participants. Yet again, the extra response options connect to the study stream and assist in articulating participant/s self- inserted response line options.

Figure 17: Response structure of this question with added response options by the participants



Number “1” illustrates the original questionnaire response options

Number “2” illustrates the respondents’ self-added response options

Study's analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
B1	How is training rendered for users on the information application systems at Transnet Port Terminals in Durban?	I do not know.	7,3%	To monitor and determine whether training supports users on the operating systems	Well structure training programs and consultation within an organization must be a standard practice to ensure economic growth through performance, communication, and training (Merrilees and Miller ,2008) .
		Application information system owners from Head Quarters (HQ) train users.	43,9%		
		Users train users.			
		External professional trainers are brought in, to train users.	26,8%		
			4,9%		
		Application information system owners from Head Quarters (HQ) train users.			
		Users train users or ICT train users (The participants added response option).	12,2%		
		Sometimes its HQ people and sometimes it is superusers (The participants added response option)	2,4%		
			2,4%		

Examining the added response option by the participant/s, one can distinguish that the grammar has been catered for this time around, giving the impression that there could be more than one participant who saw a need to add response options. These participant/s were precise with their writing and punctuation. However, on further analysis, one can distinguish that the participant/s failed to pay attention to the already available response options. This is evident by the fact that the new added response options are the response options that already existed in the original response option list.

In this case, there is presence of a lack of attentiveness from the participants adding response options. One shall not be oblivious of the fact that participants are at liberty to state their mind, but they should not become ignorant of what is provided and seek to evidently make their mark. This is another example of a participant`s expressive revelation about the operations nature within TPT`s environment.

Table 9 Demonstration of how questions are reflected to the participant's accessible page for them to leverage.

The original researcher's response options	The participants' added response options
I do not know	Users train users or ICT train users
Application information system owners from Head Quarters (HQ) train users	Sometimes its HQ people and sometimes it is superusers
Users train users	
External professional trainers are brought in, to train users	
ICT train users	

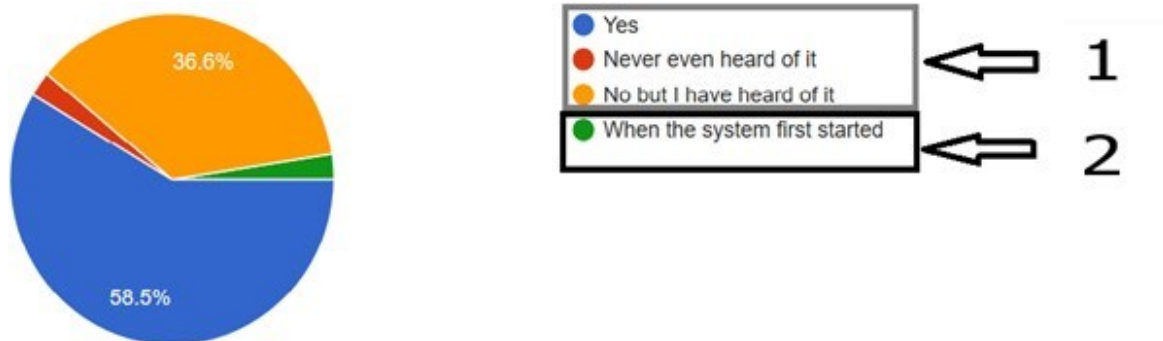
Source: Researcher's own construct

5.7.4 Analysis of whether participants have ever witnessed a superuser or application information system user training session

The question was "Have you ever witnessed a superuser or application information system user training session?"

It has been noted again that there was one extra added response option in the response category. The added line of a response option ties into the study stream and has revealed participant/s views. The added response line has a sense of an emotional attachment to a task that was resumed but was never sufficiently completed.

Figure 18: How participants responded to this question with one added response option by the participant



Number “1”: Gives the original questionnaire response options

Number”2”: Gives the respondent self added response options

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
B2	Have you ever witnessed a superuser or application information system user training session?	Yes	58,5%	To monitor and determine whether training supports users on the operating systems	Heitmann (2009) believed that knowledge sharing, and training has always proven to be key to individual's performance and career direction.
		Never even heard of it.	2,4%		
		No but I have heard of it.	36,6%		
		When the system first started (The participants added response option)	2,4%		

Figure 18 had most participants acknowledging the fact that they witnessed a superuser or application information system user training session. A total of 58.5% stated that they have seen superuser/application system training being conducted. Another 36.6% stated that they had never witnessed it but have heard about it from

their colleagues. There was a rate of 2.4% of respondents who alleged they had never even heard of such a training. There was a personalized response option of another 2.4% who stated that such a training was ancient, as it only occurred when the application information system in use was first introduced the organization. This response option illustrates that the respondent has been with the organization for a very long time and was involved with the application information systems initiation projects and is accustomed with what has transpired within the organization around superusers and the application information system. In this case, experience, loyalty and application information systems familiarity can be detected from this participant.

Table 7: Representation of how questions are being mirrored on the participant’s displayed angle with the added respondent’s response option

Original researcher’s response options	Participants’ added response options
Yes	When the system first started
Never even heard of it	
No but I have heard of it	

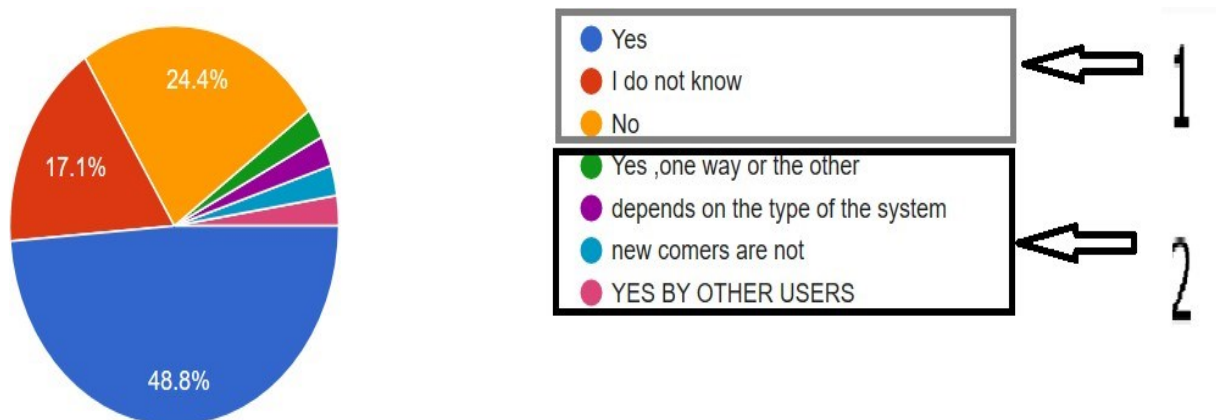
Source: Researcher’s own construct

5.7.5 Analysis of whether every user trained on how to use application systems

The question was: Is every user trained on how to use application systems?”

It has been noted that there were a couple of additional response options in the response’s grouping. Although the extra lines of response options do relate to the study subject, one cannot help but notice the grammar and punctuation odds prevalent. The added response option statements have a serious emotional attachment that appears as a grievance towards how the training structures exist within the organization. There is also an element of anger reflected by the words in capital letters. There is also a component of concern in relation to the newcomers into the organization whom the participant/s feel are not exposed to training.

Figure 19: The response pie-chart for this question



Number "1": Gives the original questionnaire response options

Number"2": Gives the respondent self added response options

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
B3	Is every user trained on how to use application systems?	Yes	48,8%	To monitor and determine whether training supports users on the operating systems	Alonderiene (2010) observed that generally formal academical development programs don't yield intended operations results. This is main due to academic schedules clash with operational essential times and employee's availability. They also don't seem to be custom aligned top operations. He further maintained that the preferred proven working methods for training and ski8lls development within operations, is associated to numerous custom in-house training programs designed per specific operational area. These programs are unique per organization and allow a dialogue of on the job
		I do not know.	17,1%		
		No	24,4%		
		Depends on the type of system (The participants added response option).	2,4%		
		Yes, by other users (The participants added response option).	2,4%		
		Yes, one way or the other (The participants added response option).	2,4%		
		Newcomers are not (The participants added response option).	2,4%		

					training and deliberations working.
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Based on **Figure 19**, participants responded with 48.8% supporting the fact that all users are trained before the use of the system. A rate of 24.4% participants were adamant that new application system users are not trained. A percentage of 17.1% alleged that they had no idea whether new application system users are ever trained. There was then an equivalent proportion of responses which marked 2.4% each with a variant, but not positive responses. One group stated that training is reliant on the type of application information system. Another stated “yes training is done but it is conducted by colleagues rather than the experts of the subject matter”. There was a response rate “yes, one way or the other”, which simply meant that training of some sort does eventually transpire for the new system user. Then finally, there was a response option with was direct and stated that newcomers are not trained.

Exploratory analysis conducted on the added response option by the participant/s presented an impression that there is more than one participant who added response options. This is supported by the fact that each new added extra response line was chosen as an option of a response at least once. There was also a fluctuation of grammar and punctuation differences which indeed support the theory of more than one respondent adding a response option.

There was a component of a lack of diverse application information systems used in the Port Terminal when option response “depends on the type of the system” was analysed.

There were clear signs of anger and frustration using capital letters in the option response “yes by the other system users”. On the response option of “yes, one way or the other”, this participant was precise with their writing punctuation. However, on closer investigation, one can extricate that the participant is not attentive to the

already provided response options above. The participant's view of one-way or the other is already catered for. The response option of "newcomers are not" is syntax and punctuation error intense. The sentence response option is incomplete. This again is the final evidence conclusion of various respondents echoing their views about the operational environment of TPT in Durban.

Table 8: Demonstration of questions on the participant's screen view for questionnaire participation

The original researcher's response options	The participant's added response options
Yes	Depends on the type of system
I do not know	Yes, by other users
No	Yes, one way or the other
	Newcomers are not

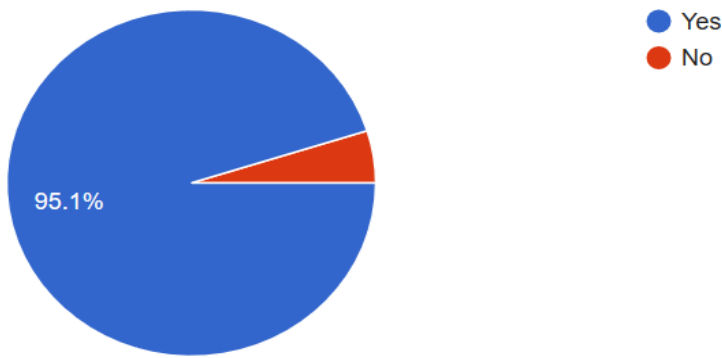
Source: Researcher's own construct

5.7.6 Analysis of whether respondents would recommend that everyone be trained on the use of application information systems in the organization

The request was "Would you recommend that everyone is trained on the use of application information systems in the organization?"

This question enjoyed an overwhelming response rate of 95.1% where most participants responded with certainty to being conscious of the TPT used application system. A small portion (4, 9%) of respondents responded by stating that they were not aware of what application is used in their Port terminal, specifically in Durban.

Figure 6: Reaction to this question



Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
B4	Would you recommend that everyone is trained on the use of application information systems in the organization?	Yes No	95,1% 4,9%	To monitor and determine whether training supports users on the operating systems	Rizoto-Vidala-Pesoa, Kuzņecova, Baltic and Latvia (2017) confirmed that remarkable attributes of a superuser are to ensure that the set way of doing things within an organization are practiced. Ensuring that the operational standard operating procedures are effective and implemented while giving training and guidance to achieve productivity.

This picture gives one an indication of the level of training demand in terms of the application system used at Transnet Port Terminals in Durban.

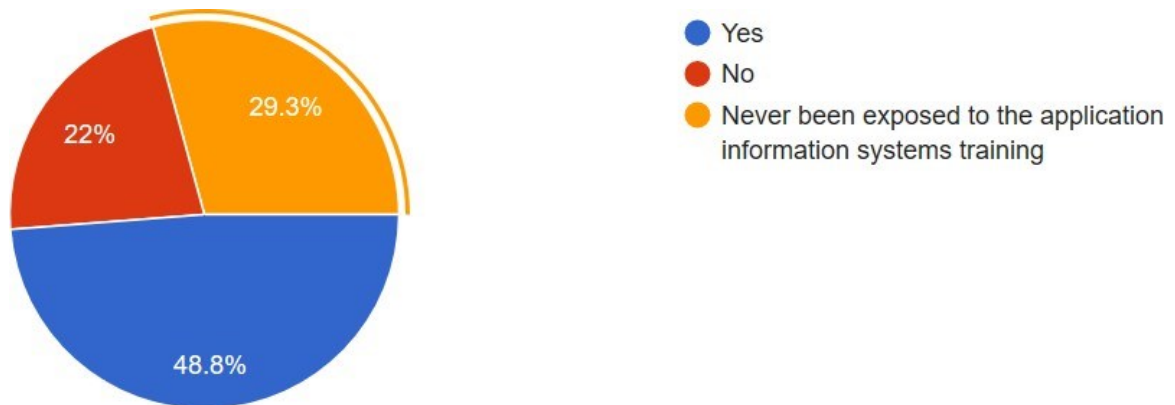
5.7.7 Analysis of whether respondents have been exposed to the application information systems training, and their satisfaction towards the training and trainers.

The question asked was “If you have been exposed to the application information systems training, were you satisfied with the training and trainers?”

This survey section became a three-cornered split section of responses. A demonstration on Figure 21 below represents this three-cornered split image clearly, with most of the participants agreeing to being exposed to the application information systems training and being satisfied with the training and trainers. Their response rate was 48.8%. There was a significant number (29.3%) that stated they had never

been exposed to the application information systems training. The last group of respondents made up 22% and stated they had never been exposed to the application information systems training at all.

Figure 7: Three-cornered split reaction



Study analytical structure

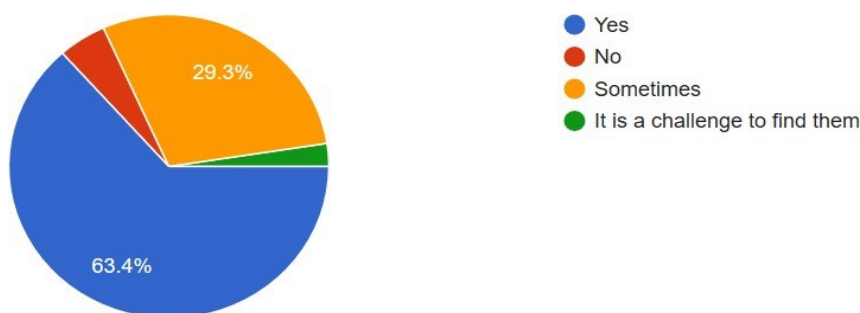
Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
B5	If you have been exposed to the application information systems training. Were you satisfied with the training and trainers?	Yes No Never been exposed to the application information systems Training.	48,8% 22% 29,3%	To monitor and determine whether training supports users on the operating systems	The workforce without adequate training and resources does not achieve the maximum desired results. Furthermore, being untrained within ones working environment can result to costly mistakes and unachievable targets, loss of income and capital growth (Hossain, Rony, Das, Majumder, Khandaker and Zhou ,2017). Bulog (2016) further argued that formal training and education can be closely associated with the ability grasp and understand information and work instructions. Training is a vital component for performance and continuous growth.

This variation of responses around training has given justifiable evidence of the calibre and combination levels of workers within the Port Terminal in Durban. Although a solid 48.8% have stated clearly that they have been trained and were happy with the training, the other two sets of respondents both fall on the pessimistic side as both (22% and 29.3%) disagreed, and the other was even worse because they disagreed to an extreme level with the use of the word “never”. Analysis of whether the ICT personnel always available for all immediate application information system assistance.

5.7.8 The question being queried was “Are ICT personnel always available for all immediate application information system assistance?”

This survey section had most responses (63.4%) stating that ICT personnel are always available for all immediate application information system assistance. Then 29.3% alleged that the ICT personnel are seldom available in times of need. There was 2.9% of respondents who claimed that the ICT personnel are not always available for all immediate application information system assistance. A remainder group of 2.4% advised that it is a challenge to find the ICT personnel when their assistance is required.

Figure 8: Respondents’ behaviour



Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question

B6	Is the ICT personnel always available for all immediate application information system assistance?	Yes No Sometimes. It is a challenge to find them	63,4% 4,9% 29,3% 4,9%	To monitor and determine whether training supports users on the operating systems	Van Scheers and Makhitha (2016) asserted that in order to achieve organizational goals, stability and global business positioning. The organization must support and warrant individual development programs.
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This is an optimistic response supporting the fact that the ICT personnel can be found and are available reasonably in times of demand. This is illustrated by the fact that 63.4% and 29.9% were positive responses supporting the availability of required help on time.

5.7.9 Analysis of whether the organization is meeting operational targets through the use of Application information systems and Superusers.

The question in subject was “Through the use of Application information systems and Superusers. Is the organization meeting operational targets?”

This response section was another case of an added response option by the respondents. The response options have evidently been updated by the participant or participants.

The added options seem to be similar in connotation to the existing response options. This gives an impression of an emotionally infested participant or participants who are reacting with emotions and are unaware that the available options already cater to their response thought line. This gives a further judgement of the fact that participants intended to send a strong point of response across. Frustration, lurid sentiments and a quest for attention are apparent.

Fortunately, the surplus response options correlate with the subject line and give a strong view of the participants.

This is yet another example of a participant's communicative exposé regarding TPT port operations perspectives.

Figure 23: Delivers the output of this questionnaire where participant took part in.



Number “1”: Gives the original questionnaire response options

Number”2”: Gives the respondent self added response options

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
C1	Through the use of Application information systems and Superusers. Is the organization meeting operational targets?	Yes	24,4%	Terminals in Durban stabilizes the organization.	Wentzel and De Hart (2015) emphasizes that the pillar of expanding the economy and opening employment opportunities largely lies on the organizations to have solid training development programs aligned with their strategies.
		No	17,1%		
		Sometimes.	43,9%	To determine influence on operations productivity for a stable organization.	
		I do not know.	4,9%	To assess productivity levels at Transnet Port Terminals in Durban.	
		Sometimes, I just do not think we are fully utilizing our superusers as we should be (The participants added response option).	2,4%		
		Not sure (The participants added response option).	2,4%		
			2,4%		

		Not particularly (The participants added response option). I would say 90+% of the time targets are met but there are other external factors that contribute to targets not being met 100% (The participants added response option)	2,4%		
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Based on **Figure 23**, partakers who responded with 43.9% were partially supportive of the fact that the organization is meeting operational targets. This rate was based on the respondents who alleged that sometimes targets are met. Another group, with 24.4%, responded with a clear, assertive response stating that targets are met. A rate of 17% made a clear opposite declaration, contending that targets were not met. Then the remainder was mostly made up of extra-added options which were inserted by participants.

There was a corresponding percentage of responses which were marked by 2.4% each, with a variant negative response. On closer examination, these responses each carried a subjective appearance from the responders. They seemed intimate. However, again, it was noted that some of the added extra response options have already been catered for in the original response options. This repeated iteration from the participants can then be associated with being firm with the intention of sending a point across in their own clear words. There were also notable syntax and spelling errors in these inserted response options.

Table 9: Reflects the structure of questions on the participants' side.

The original researchers 'response options	The participants added response options
Yes	Sometimes, I just do not think we are fully utilizing our superusers as we should be.
I do not know	Not sure.

No	I would say 90+% of the time targets are met but there are other external factors that contribute to targets not being met 100%.
Sometimes	Not particularly.

5.8 REASONS FOR THE ORGANIZATION’S PERFORMANCE LEVELS

When the interrogation line was” What do you suppose are the reasons for the organization’s performance levels?”

This response segment options had one extra option response line which was added by participants. Evidently again, the sentence structure and language rules have been exposed on this added line by a participant. Such a repetition of similar consistent grammatical error on statements could also be aligned with an attitude that is negative from the individual who added this option line. Again, the added option had already been considered as part of the response options. Yet the participant decided to add it separately. This could mean that the participant wanted their point emphasized and noticeable.

Figure 24: Reasons for the organization’s performance levels



Number “1” Shows the initial quationare response nature.

Number”2” Shows the structure of options after alterations.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
C2	What do you suppose are the reasons for the organization's performance levels?	Superusers and application information systems users` availability.	7,3%	Terminals in Durban stabilizes the organization.	Basak and Obono (2017) Suggests that training around application information system in particular and moulding up skills is a decisive productivity measure. They further declare that investments within training and adoption of application information system is critical for economic growth.
		A combination of employees comprising of leadership, operations, Application information systems, Equipment, communication, incentive bonuses and all teams.	73,2%	To determine influence on operations productivity for a stable organization.	
		Application information systems users` availability.	4,9%	To assess productivity levels at Transnet Port Terminals in Durban.	
		Good planning strategies.	2,4%		
		Leadership.	0%		
		Incentive bonuses.	0%		
		Equipment availability.	4,9%		
		I do not know.	4,9%		
		Lack of knowledge and communication (The participants added response option).	2,4%		

Large numbers of people who participated in this area strongly agreed that it was a mix of workers made up of leadership, operations, application information systems, equipment, communication, incentive bonuses, and all teams. These comprised 73.2%. Finally, 7.3% of the participants had the impression that Superusers and application information system users were accessible. 4.9% of respondents said that the availability of application information systems may make this possible. 4.9% of respondents said that they were unsure of the causes of the organization's performance levels. Another group of respondents (4.9%) said that the availability of

equipment increased performance levels. 2.4% of respondents claimed that effective planning was responsible for performance.

Then lastly, another 2.4% believed that performance levels were due to a lack of knowledge and communication skills. This last percentage was the personal inserted option by the participants.

This is unanimously positive feedback confirming that a combination of employees includes leadership, operations, application information systems, equipment, communication, incentive bonuses, and all teams.

Table 10: Depicts how questions appeared on the participants' side with the added option.

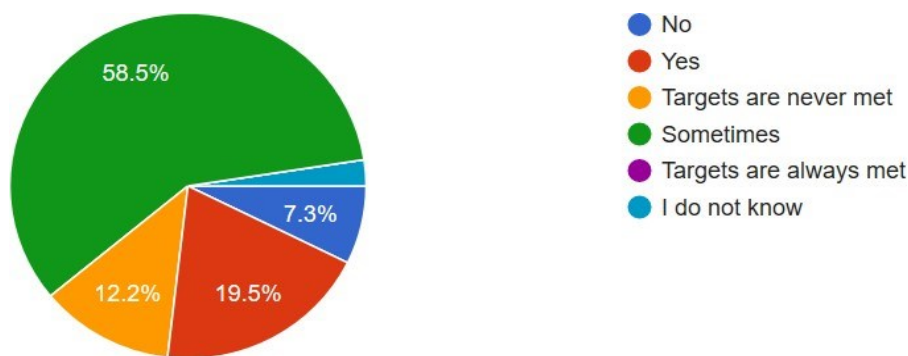
The original researchers 'response options	The participants added response options
Superusers and application information systems users` availability.	Lack of knowledge and communication
A combination of employees comprising of leadership, operations, Application information systems, Equipment, communication, incentive bonuses and all teams	
Application information systems users` availability.	
Good planning strategies	
Leadership	
Incentive bonuses	
Equipment availability	
I do not know	

5.8.1 Ability of the organization to meet set operation`s targets.

When a question being asked was” Is the organization able to meet set operation`s targets”, the responses were as follows:

This survey section had the most responses (58.5%) stating that alleged occasionally the organization is able to meet set operations’ targets. Then 19.5% advised that targets are met every time. There were 12.2% of respondents who claimed adamantly that performance targets are never met at all. Then a remainder group of 7.3% stated that they believe the target is not. Lastly there was a minor portion of 1% who stated they had no idea whether targets were met or not.

Figure 25: Ability of the organization to meet set operation`s targets.



Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question

C3	Is the organization able to meet set operation's targets?	No	7,3%	Terminals in Durban stabilizes the organization.	Productivity and profitability within an organization is the balance of results of what has been invested by an organization. What the organization vests in is what is anticipated to be the bottom line output for the organization (Cooper, Seiford and Tone ,2000).
		Yes	19,5%	To determine influence on operations productivity for a stable organization.	
		Targets are never met.	12,2%	To assess productivity levels at Transnet Port Terminals in Durban.	
		Sometimes.	58,5%		
		Targets are always met.	0%		
		I do not know.	2,4%		

This is very optimistic feedback, with much of the percentage rate convinced that targets are met if not all the time but also occasionally. This is supported by the 58.8% of a “sometimes” response as well as the 19.5% of respondents giving a “yes” response.

5.8.2 Suggestions on how the organization can improve on productivity

The question asked was “How do you suggest the organization can improve on productivity?”

This was a question option with the survey that had a free short text response option which gave liberty to a participant’s response based on their experience and options. This free short text response option was mandatory to be completed (meaning the survey did not permit questions to be skipped). The following **Figure 26** below displays how free texting responses from the participants were.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
C4	<p>How do you suggest the organization can improve on productivity?</p> <p>This was a question option with the survey that had a free short text response option. Participants had to write down their opinions.</p>	<p>Through teamwork.</p> <p>Align with new technology.</p> <p>Review the existing setup and implement a continuous improvement approach.</p> <p>Good planning and priorities. Setting up realistic timelines.</p> <p>To allow fresh ideas despite who came up with the idea, setup an easy-going environment to learn and a strong leadership is required to meet all mentioned.</p> <p>Having the right people to do the right job at the right time, the organization must have the right technologies (Tools and Information Systems) in place that talk to the goals of the organization.</p> <p>Proper planning.</p> <p>Straddles are operational, and not so many break downs. (Having available parts to fix equipment).</p> <p>Through enough resources.</p> <p>Ensuring high system and equipment availability while addressing employee performance rewards/incentives.</p> <p>Increase capacity on equipment and train people.</p> <p>Be fair in remuneration at management level and put all Level F employees on the same level, based on years in position and qualifications set standard bands based on that criteria.</p>	N/A	<p>Terminals in Durban stabilizes the organization.</p> <p>To determine influence on operations productivity for a stable organization.</p> <p>To assess productivity levels at Transnet Port Terminals in Durban.</p>	<p>Noe et al. (2010) alleged that employees who have been through various levels of formal training pose the skills and ability to meet performance goals and are agile for future changes. Training has been evident to provide them with the ability to grasp methods beyond what they see through their eyes and opens a potential of innovations which is positive for their performance.</p>

		<p>If the Level F band is happy, they will from a management level push productivity, if they are disgruntled it filters back to the operational floor.</p> <p>By means of making sure that Superuser's as well as ICT personnel are well trained and are made available to assist in any immediate problems that may arise. Enabling the users to fully capitalize and be productive on the system.</p> <p>Proper training strategy.</p> <p>Ensure staff are properly trained and held accountable. Empowering employees and recognize or reward good work.</p> <p>To have a skilled employee do the job.</p> <p>Increase training and systems awareness.</p> <p>Better communication, provide reliable and safe working equipment.</p> <p>Invest in proper training of employees.</p> <p>Employ candidates with suitable skills sets for the job to be carried out.</p> <p>To listen to the operator's needs. Proper training is required to application users.</p> <p>Invest in training. Speak to the general workers at ground to understand the issues.</p> <p>Improve communication between management and employees.</p> <p>Balance equipment with new set targets (procurement of</p>			
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		<p>equipment/spares and working tools).</p> <p>Staff must be trained, informed and motivated.</p> <p>Machines and equipment must be in good working condition, constantly maintained. Train employees effectively on how to use the system.</p> <p>By empowering employees.</p> <p>By involving Operations on all remedial processes.</p> <p>Training and high quality of available resource (Human and equipment).</p> <p>Ensure users are trained to use applications system.</p> <p>Through training and resources availability.</p> <p>Good maintenance of machines and good motivation of employees. To upskill every employee.</p> <p>For support to be available when there are issues and have knowledge of the problem at hand, so we don't wait hours for issues to be resolved.</p> <p>Change the mind-set of the workforce.</p> <p>Increase number of superusers, ensure they remunerated accordingly, and ensure that they take ownership of the business requirements.</p> <p>Train all users on the application systems.</p> <p>By regularly reviewing operational processes. Training programs for applications used.</p> <p>Performance.</p> <p>Leadership.</p>		
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		Better equipment, motivated workforce, systems that work for the user (upgrades are just a change in interface not necessary tools required by user), incentives.			
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The use of the free short text response option was appropriate as it awarded the researcher an opportunity to gain valuable insights into the TPT operations' environmental feedback. Various responses were based on the participants' personal understandings. The detailed and different responses are evidence that this option was effective as participants could relate to it and it was highly engaging for them. This free short text method provided an unlimited collection of responses, which were all factual. These responses facilitated the researcher's understanding of the TPT operations, the matters at hand and provided logic which triggered the respondents to participate and formulate their own liberated opinions.

Figure 26 above has awarded a fantastic opportunity to capture and observe the prompt, authentic and astonishing respondent's insights and ideas. It has given an opportunity that will provide information that will open minds to reality and enable a researcher and all those who will read this project to build foundations of knowledge together.

5.8.3 Suggestions for operations to perform better.

The question was "What do you suggest must be done for operations to perform better?"

This was again a question option with the survey that had a free short text response option. Allowing participants to contribute on their personal experiences and views.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
C5	<p>What do you suggest must be done in order for operations to perform better.</p> <p>This was a question option within the survey that had a free short text response option. Participants had to write down their opinions.</p>	<p>Train users and give everyone working tools.</p> <p>Get training.</p> <p>Offer Support and Set Realistic Goals and Ensure Employees Are Happy.</p> <p>Good management keeping up and always be aware of limitations.</p> <p>To access the condition employees are working under and to listen to employees.</p> <p>The correct human capital coupled with systems that talks to the operations, organization to be innovative and keep with the ever-changing cutting-edge technologies.</p> <p>Communication and proper planning.</p> <p>Straddle drivers and crane drivers a required to meet targets in there hours of working. If they not, they need to be held accountable. Working at trouble desk, we see a lot of truck drivers at out gate still showing yard, due to straddle drivers holding onto moves. which slows productions.</p> <p>Setting achievable goals against equipment availability level.</p> <p>Making highly informed operational decisions through input from all stakeholders and available equipment and operational trends.</p> <p>Train people, put right people in right positions, and give people resources to work.</p>	NA	<p>Terminals in Durban stabilizes the organization.</p> <p>To determine influence on operations productivity for a stable organization.</p> <p>To assess productivity levels at Transnet Port Terminals in Durban.</p>	<p>Bere, Brijlal and Naicker (2014) emphasized that for the maximum results for an application information system, system users must be involved Intensively throughout all change management process. Despite the application information system being available, their performance and accessibility determines the pace of performance, employee morale and the levels of productivity. Therefore, it is imperative for system to be constantly available continuously.</p>

		<p>It all starts and ends with senior management and leadership, if they set a good tone, it will filter down to the operational floor.</p> <p>Priority should be given to users of applications information systems in order for them to be trained on the use of these systems and how to maximize their full potential.</p> <p>Have good and operating equipment, teamwork and communication.</p> <p>Streamline processes.</p> <p>Change management.</p> <p>Have skilled workers.</p> <p>Ensure KPI are implemented and seriously adhered to.</p> <p>Provide reliable equipment and incentivize employees for exceeding norms.</p> <p>To be available always.</p> <p>Motivate workers in a positive way.</p> <p>Improve incentive bonus.</p> <p>Clear, inclusive meetings must be held. Where everyone is given an opportunity of an opinion to be heard.</p> <p>Proper training on systems and current equipment. continuous motivation in form of rewards/incentives for all employees.</p> <p>Realistic target must be set and must be known by executers. There must be close supervision and monitoring. There must be accountability at all levels. Lastly there must be</p>			
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		<p>consequences, if one fails to perform/ meet the target.</p> <p>Enough training for everyone not only selective employees.</p> <p>Improve communication.</p> <p>Take suggestions from operations personnel as to what would be a motivating factor for better performance.</p> <p>Reasonable targets aligning to the available workload, enough of resources and space then fully trained employees to maintain quality in all equipment and execution.</p> <p>Leadership needs to ensure that people perform their duties and start work intime.</p> <p>Through training and resources availability.</p> <p>Improve communication between employees and employer and have good equipment.</p> <p>Make everyone to be aware of the business processes and how to execute their expected.</p> <p>For support to be available when there is issues and have knowledge of the problem at hand, so we don't wait hours for issues to be resolved.</p> <p>All operations employees must be trained on terminal operations.</p> <p>Improve alignment of equipment, people, and systems.</p> <p>Hire more OLE's and source more operating machines.</p> <p>Review operational process and try to find efficient ways for</p>		
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		<p>employees to do their daily tasks.</p> <p>Four days day shift, four days night shift, four days off to reduce fatigue.</p> <p>Resources, e.g., vacancies and training.</p> <p>Better planning & monitoring, equipment, improved Terminal information application system that works for all users, using technology or smarter systems (DGPS, prime route, expect decking).</p>			
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The use of the free short text response option was successful in reflecting multiple different insights. Displaying employees' empathy and opinions about the suggestions that participants trust must be done for operations to perform better. The comprehensive and diverse responses are an indication that this option was effective as participants engaged with it fully with their feedback. These responses have provided the advantage of a clearer understanding of the TPT topic under investigation. It has given a boundless array of responses revealing an imaginary representation of how the participants reason within the TPT operations environment. These valuable responses will be capitalized on to expand on and build on knowledge for improvements in the Terminal.

5.8.4 Effect of operations performance on the organization's stability.

The questionnaire query line was "How does operations performance affect the organizations stability?"

This was a free short text response option. Liberating participants with a platform of unlimited variation of responses.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
C6	<p>How does operations performance affect the organizations stability?</p> <p>This was a question option within the survey that had a free short text response option. Participants had to write down their opinions.</p>	<p>It impacts the overall profits.</p> <p>Critical.</p> <p>Financial performance and customer service.</p> <p>Meeting targets improves the company in a positive way economically and in terms of development. When targets are not met this has negative impact and affects the company growth.</p> <p>If targets are not met by operations that means no incentive and that affect the employees which drives to lack of good customer service. I believe good work needs to be rewarded.</p> <p>It contributes towards the revenue of the organization, which means positive performance will enable the organization to sustain itself together with all of its resources. In the case of Transnet, it will see it realize its Market Demand Strategy, contribute towards the economy and the infrastructure of SA.</p> <p>Very critical.</p> <p>If performance levels are down, it affects production, associated costs, goals/ targets aren't met which in turn affects external stakeholders. If operations performance is good, the organizations stability will be steady and will be able to maintain a secure environment and will be able to provide essential services.</p> <p>Good performance results in strong stability.</p> <p>Organization's performance is crucial as it defines the stability of the organization. Future financial</p>	NA	<p>Terminals in Durban stabilizes the organization.</p> <p>To determine influence on operations productivity for a stable organization.</p> <p>To assess productivity levels at Transnet Port Terminals in Durban.</p> <p>To investigate the implementation of policies towards organizational stability.</p>	<p>Parham (2013) reported that state policies, procedures, management and the organizational environment play a pivotal role towards economic stability and constancy. This economic stability is key in attracting investments and creating employment that assist in increasing productivity. All this is advantageous towards the businesses and people as it opens opportunities for continuing investments and obligations that are positive for productivity throughout the future.</p>

		<p>forecasts are based on current and ongoing operational outcome.</p> <p>Critical section; currently performance is low due to lack of capacity (machines and skills).</p> <p>Operational performance has a direct impact on an organization's stability.</p> <p>Operations performance affects the organizations stability greatly as the core business happens in operations. If operations have problems that are not quickly attended to this may be detrimental to the entire organization not being able to reach targets.</p> <p>We rely on having and keeping clients happy. Thus, if we have poor operation performance, we lose business.</p> <p>Mismanagement of equipment affects the bottom line / profit of the company.</p> <p>Poor performance negatively affects the organization and create uncertainty to staff and loose customers.</p> <p>They are the heart of the business.</p> <p>This has a direct impact on the organizational stability and solvency.</p> <p>When operations does not meet norms and poor service given, that leads to dissatisfied customers which in turn puts compromises the entire organization and may eventually lead to privatization which in turn will inevitably lead to job losses.</p> <p>To meet the client's expectations.</p> <p>Management must listen to the workers on the ground, because they are the ones who knows ins and outs of the daily work.</p>			
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		<p>We lose profit.</p> <p>Operations as the core business have a huge impact on the organization's stability, as it can make or break the economy, reputation and targets set.</p> <p>We have competitors. Maputo port is growing and slowly attracting our customers. Our revenue is declining.</p> <p>The impact is huge since operations is the driver of all.</p> <p>By not meeting the customers' needs we lose business.</p> <p>Organization is driven by operation targets so if these are at a low, the entire organization suffers.</p> <p>Making losses while paying day to day operating processes, the reputation of DCT fall away.</p> <p>If targets are not met, the organizations lose lots of money and this affects the organizations stability.</p> <p>We lose business and money.</p> <p>It affects it a lot because the organization depends on operation performance to run.</p> <p>The poor performance of the organization leads to loss of valuable clients, and the organization will not be able to maintain stability.</p> <p>If operation is unable to get help with an issue and support is not available at that time, we have customers who look at us as though we don't know what we are doing and resort to taking their business elsewhere.</p> <p>If performance is poor, investment in the</p>			
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		<p>organization is difficult to obtain.</p> <p>Poor operations = poor financial performance = lack of funding for capital expenditure and resources.</p> <p>Target is not met.</p> <p>Effective operations performance affects an organization stability in a positive way, it increases productivity and profitability. While ineffective/inconsistent operations performance negatively affect productivity, profitability and employee morale.</p> <p>It helps manage and control the company's overall targets.</p> <p>To a greater extent.</p> <p>Low performance results in low revenue (CTOC/ SA economy, job security/ downsizing).</p> <p>Very critical.</p>			
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The researcher takes note of the Terminal's multiple factual responses, citing how operational performance affects the organization's stability, all of which are based on the participant's knowledge and experience. Participants were able to intensely engage and express themselves completely, especially in a case like this study where anonymity is guaranteed. A huge benefit from a researcher's perspective in this free text feedback is the fact that respondents applied personal opinions, emotional state, attitudes, and how they consider TPT operations within the subject line. This lets the investigator gain access to the respondents' honest feelings on an issue. This is rich qualitative data from honest participants' insights and experiences. Astonishingly, these personal participants' responses have brought in new, unexpected TPT operational insights, providing a whole new platform of sentiment and opinions. The responses have evidently trailed the whole TPT operational environment and the employees' journey throughout their work participation.

5.8.5 Channels followed by the organization to implement policies

The enquiry was” Does the organization follow correct channels to implement policies (Standard operating procedures: SOP) that determines how people should work?”

This survey section had two extra participants added response option lines. Evidently again, the sentence structure, syntax, and personalization have reflected on the participants’ attitude and an intent to be heard. There is a set of mixed, personal and negative emotions. The grammar choice of words used and added by the respondents, such as "I," "never," and “mostly, clearly reflects personalization and attitude levels. This seriously demonstrates an intention of emphasizing a point sent across.

Figure 27: Are there correct channels followed by the organization to implement policies



Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
D1	Does the organization follow correct channels to implement policies (Standard operating procedures: SOP) that determines how people should work?	Yes No Sometimes The Organization always follows the best channels to implement SOP's. Never a right way. It is always instructed to us. I don't even know the SOP's Mostly when they are damages to cargo or property and injuries (The participants	34,1% 12,2% 39% 4,9% 7,3% 0% 2,4%	Terminals in Durban stabilizes the organization. To investigate the implementation of policies towards organizational stability.	Employees Management and development is a significant function that underpins organizational performance and growth of employees. It's a win-win strategy that sees organizational growth, economical positioning, performance and productivity. It provides skilled and a productive workman force (Webber, 2015; Dowling, 2013).

		added response option).			
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This survey section had the most responses (39%) stating that sometimes the organization follows the correct channels to implement policies. Then 34.1% were convinced that the organization is on the right track and follows the correct channels to implement policies. There were a 12.2% of respondents who claimed that the organization does not follow correct channels to implement policies. Then a remainder group of 7.3% stated that they believe that the channels are never the right way. It is always instructive to them. There were 2% that strongly believed that the organization always follows the best channels to implement SOPs. Lastly, 1% was convinced that SOPs are an exercise that is followed when there has been damage to cargo or property and injuries.

Table 11: Depicts how questions appeared on the participants displayed view with the self-added option.

The original researchers 'response options	The participants added response options
Yes	Mostly when they are damages to cargo or property and injuries
No	
Sometimes	
The Organization always follows the best channels to implement SOP`s	
Never a right way. It is always instructed to us.	
I don't even know the SOP`s	

Source: Researcher's own construct

5.9 RECOMMENDATIONS FOR THE IMPLEMENTATION OF POLICIES TOWARDS STRONG ORGANIZATIONAL STABILITY.

The question was” What would you recommend is to be done to implement policies (SOP) towards strong organizational stability?”

This section provided a response platform option for a free short text response option. This option availed response liberty as the participants stated their minds willingly at their own pace, using their own choice of words.

The following study`s analytical structure below relates the structure feedback of this section.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
D2	<p>What would you recommend should be done to implement policies (SOP) towards strong organizational stability?</p> <p>This was a question option with the survey that had a free short text response option. Participants had to write down their opinions</p>	<p>Publicize them on the walls as briefs.</p> <p>Training.</p> <p>Study the requirements and do risk assessment.</p> <p>Making policies more realistic and properly train employees.</p> <p>To ensure that the purpose of the SOP is understood, appropriate authorities need to be engaged.</p> <p>People must be highly involved in the making/creation of the policies; they must be centred around people in that way they will own the policies and implement them with pride. They will not see it as just another manual given to them to follow it but they will live and breathe it.</p> <p>Uniformity.</p> <p>Ensure the purpose of the SOP is understood. Provide relevant structure and content and there should be proper training given.</p> <p>Level 1 meetings.</p> <p>Proper analysis of the area of work and ensuring relevant stakeholder</p>	NA	To investigate the implementation of policies towards organizational stability.	Weingarten and Pagell (2012) indicated that successfully leadership and implemented strategies are achieved when the organization values its centric culture elements, has clear communication, employee's involvement employees and addresses training programs.

		<p>participation during the process.</p> <p>Design it and have people to enforce SOP consistently.</p> <p>Cover them in Green Area/Toolbox talks.</p> <p>Full involvement of all parties involved in operations would be ideal. Standards should not be dictated to people but rather insight from people that are purely vested in operations should be sought and those insights combined with management should be used to implement policies to promote more stability and less resistance from operational workers.</p> <p>For now I would say no change needed</p> <p>staff must be held accountable</p> <p>company to facilitates refresher workshop to train employees on Policies SOPs</p> <p>information be given correctly</p> <p>Tight governance measures</p> <p>Proper awareness training on organizational SOPs</p> <p>To involve all the relevant department.</p> <p>communicate with the employees</p> <p>They must all be reviewed at least every 6 or 12 months</p> <p>Always sensitize where they are found and what must be done about it per department.</p> <p>Practicality and employee inclusion</p> <p>Their importance must be stressed at all levels of the organization</p> <p>Use the correct channel to distribute or tabulate the information.</p> <p>Review SOP every 3rd year</p> <p>Leadership to enforce SOP by engaging with respective</p>			
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		<p>team members and setting up roadshows</p> <p>The current implementation is not wrong</p> <p>Communicate with Employees</p> <p>keep them in the same places but always emphasize them to the users who are impacted by them</p> <p>Knowing what employees are needs before implementing policy, for balancing between employee and employer</p> <p>All the employees need to be consulted for the SOPs creation</p> <p>All SOP's need to be re-evaluated</p> <p>involve employees in implementing SOP's</p> <p>Identify process owners that will monitor performance against the process.</p> <p>Each employee must know their SOP's</p> <p>Current processes work for the organization.</p> <p>SOP's should be reviewed and updated quarterly. SOP's should be available for all levels of staff to read</p> <p>Run it as a Project</p> <p>Proper consultation and periodic review of SOPs.</p>			
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All responses given are critical and valuable because they are obtained from the horse's mouth. This response has no doubt about its credibility. Responses have given a clear participant view of TPT operations. The anonymity of this case study has resulted in participants going an extra mile in their sincerity. It has pushed participants to be more candid when giving their responses. This is a recipe for accurate data as participants have revealed a tendency not to shy away from honesty through this.

5.9.1 Analysis of whether the organization must always work in accordance to policies

The question was” Do you think the organization must always work in accordance to policies (SOP`s) and why?”

In this section again, participants expressed their utmost options for the organizational way of practising. The availability of multiple different responses has awarded the examiner with vast data to analyse for a clearer painting outcome.

The following study analytical structure below displays how free texting responses from the participants were.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
D3	<p>Do you think the organization must always work in accordance to policies (SOP`s) and why?</p> <p>This was a question option within the survey that had a free short text response option. Participants had to write down their opinions.</p>	<p>Yes</p> <p>Yes</p> <p>Yes, it's the proven guard lines.</p> <p>Training.</p> <p>Yes, it helps for making your workplace efficient. Enforcement of the guidelines guarantees the organization's operational procedures and decision-making processes are uniform and consistent across cases.</p> <p>Adhering is very important; it provides clear guidelines to the management and decision making.</p> <p>Yes, to demonstrate compliance with the regulation or operational practices and to document how tasks must be completed in the organization.</p> <p>Yes, with the right policies in place both people and</p>	NA	To investigate the implementation of policies towards organizational stability.	Womack (2018) believes that it is imperative that leaders who determine policies must always consider legislative regulatory limitations, economic impact and potential political pressures which could hamper growth and business sustainability, as well as global business relations and confidence. Womack (2018) further advises that there must be a focus on critical skills development to address skills deficit in South Africa. Additionally, government must act appropriately in applying measures to condense business administrations costs which will in turn open opportunities of economic growth and sustainability.

		<p>organization will be protected, doing the right things, ethical things for the right reasons.</p> <p>To ensure the best service.</p> <p>Yes. In order for team members to carry out tasks correctly every time and to ensure the services and products are delivered consistently.</p> <p>Yes, for safety assurance and accountability.</p> <p>Yes, because any deviations may cause serious injuries or damage to property & employees. Policy's also help protect the image of the company.</p> <p>Yes, they serve as guidance. Everyone follows it, and eventually move in same direction.</p> <p>Yes, I do think it's essential, there must be guidelines that dictate right behaviour from wrong behaviour and put safety at the forefront.</p> <p>Yes because (SOP's) create a more standardized environment and a more controlled environment thus making easier for an organization to reach targets and growth.</p> <p>Yes, to keep control on how duties are to be performed in different departments.</p> <p>Yes, they are guidelines on how to execute a job.</p> <p>Yes, any deviation can result in fatality and increase in IODs.</p>		
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		<p>Yes, this created an audit trail for all work that has been done.</p> <p>For the safety of all employees and keeping in line with international standards.</p> <p>No, sometimes policies delay the processes.</p> <p>For efficiency yes, they must.</p> <p>Yes, because they are a proven analytical guidance.</p> <p>Yes, these are standard guidelines, it closes a gap between management and users, it also create a simple to understand working environment for all employees, old and new.</p> <p>Yes, they are like the work manual or The Constitution.</p> <p>Yes, for not deviating to cooperate governance of the industries of RSA.</p> <p>Yes, for improved productivity and safety of its employee.</p> <p>Yes</p> <p>This will ensure procedures are always met and everyone abides by these.</p> <p>Yes, there are standard operating procedure to be flowed as it contains risk assessment and standards expectations from any operator or end-use, safety to human, equipment, assets and all Port users + customers.</p> <p>Yes, Policies (SOP's) are important in an organization as it helps reinforce and clarify the standards expected of employees and help</p>		
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		<p>employers manage staff more effectively as it defines what is acceptable and unacceptable in the organization.</p> <p>Yes, policies are guide lines and no organization can able to operate without policies.</p> <p>Yes, because it ensures that all the work executed is compliant to governance.</p> <p>Yes, so that deviation can be identified, analyzed and remediated.</p> <p>Yes, organization will meet the targets if the employees understand and know what's expected of them.</p> <p>Yes, it sets a standard a company should follow.</p> <p>Correct</p> <p>Yes, they are a guide on how to perform a function and set the standard.</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>			
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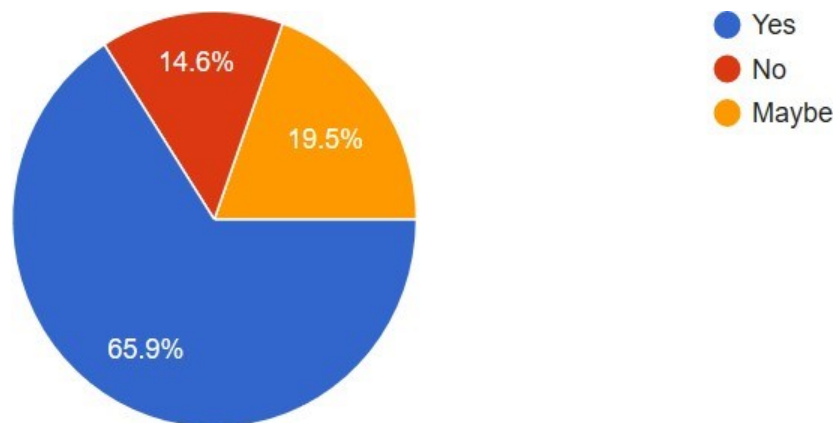
The fact that this was an online carried survey. The free text options gave respondents an advantage of time to participate and complete the survey in their own way. This case study research has proven to be a critical platform of engagement and measurement. The availability of free-texting responses has encompassed many procedures that involve seeking direct responses from specific respondents.

5.9.2 Employee understanding and knowledge of organizational SOPs as per designated area of work.

The examiner asked the following question” Do you understand and know the organizational SOP`s as per your designated area of work?”

This survey section had a triangular response split of “yes,” “no” and “maybe”. There was a vast response of 56.9% stating that they understand and know the organizational SOPs as per their designated area of work. Then 19.5% opted for a response line of an in-between as “maybe,” which gave a status understanding of a mere possibility or probability. 14.6% of respondents stated that they have no understanding or knowledge of the organisational SOPs, even for the sections where they perform daily operation tasks on a regular basis.

Figure 28. Employee understanding and knowledge of organizational SOPs as per designated area of work.



Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
D5	Do you understand and know the organizational SOP`s as per your designated area of work?	Yes No Maybe	65,9% 14,6% 19,5%	To investigate the implementation of policies towards organizational stability.	Damiyano (2018) declared that effective productivity is evident where organizational set policies are supported and implemented through technological platforms. He further noted that presence of the subsequent integrated elements towards productivity: <ul style="list-style-type: none"> • Information Technology embracement; • Individual development programs; • Set operational targets; • Customer empathy; • Communication; He further re-iterate that the above elements are ground for high quality business operations. As common knowledge that the baseline of any operating organization is the financial output. Productivity levels aligned with the strategic policies give a fair measurable outline of a future direction. It is therefore essential for organizations to be continuously innovative, embrace on information technology tools and gradually lower expenditure (Damiyano ,2018) .

There was an ascetive feedback from participants with an outright margin on their opinions. This structure gives an understanding of the feelings and knowledge of participants within TPT at the Terminals.

5.9.3 Location of TPT policies (SOPs)

The intention was to obtain responses on” Where one can you find TPT`s policies SOP`s, where are they situated?”

This was a free short text-based response option. Participants took advantage of showing their knowledge based when it comes to the location and awareness of SOP`s.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
D5	<p>Where can you find TPT's policies SOP's, where are they situated?</p> <p>This was a question option within the survey that had a free short text response option. Participants had to write down their opinions</p>	<p>TPT Intranet</p> <p>Intranet</p> <p>Online</p> <p>TPT intranet</p> <p>No</p> <p>TPT website</p> <p>TPT intranet under Policies & Procedures</p> <p>TPT Intranet Page</p> <p>Company intranet</p> <p>On the intranet</p> <p>HR Portal</p> <p>TPT's intranet site</p> <p>Sometimes on intranet; sometimes you hear about it.</p> <p>I am not sure where the TPTs are, but I know where my departmental SOPS is placed.</p> <p>On the company's intranet under policies.</p> <p>On the Transnet website. All the SOP's are there under policies.</p> <p>HR and Transnet portal.</p> <p>Not sure</p> <p>TPTs Intranet.</p> <p>On the intranet</p> <p>Intranet</p> <p>On the intranet</p> <p>Intranet</p> <p>In the company Intranet</p> <p>In the website, intranet and also displayed in all ODs table boards so it can be easy accessible.</p> <p>Organizations Intranet. Within department file & PCs, SHEQ and on intranet.</p> <p>On the intranet under TPT Library.</p> <p>On the Intranet</p>	NA	To investigate the implementation of policies towards organizational stability.	Shohel, Jia, Jahan and Roy (2015). The intention of structured interviews, dialogues and surveys in qualitative research is to obtain knowledge from the participants' understandings and experience from them observations.

		<p>You can access the from human resource office.</p> <p>TPT's intranet</p> <p>With the operational team or SHEQ.</p> <p>On some shared drive that is not shared with employees.</p> <p>The organizations intranet</p> <p>Intranet</p> <p>SHEQ public life</p> <p>SHERQ keeps all signed SOPs</p> <p>TPT intranet</p> <p>Intranet</p> <p>Online</p> <p>TPT Website</p> <p>Intranet</p>			
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All participants gave an impression of knowledge as to where you can find TPTs policies and SOPs and where they are situated. There was only one person who responded who stated “no” and another one who stated, “not sure.” Most of the remaining 39 participants gave a clear indication as to where SOPs can be obtained.

5.10 ANALYSIS ON HOW THE ORGANIZATION CAN ENSURE THAT POLICIES ARE IMPLEMENTED AND WELCOMED ALL THE TIME.

The question was “How can the organization ensure that policies are implemented and welcomed all the time?”

Participants were given independence in this section yet again to respond in their own way of understanding. All questions were responded to with a personal, knowledge-based response.

Analysis on how the organization can ensure that policies are implemented and welcomed all the time.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
D6	<p>How can the organization ensure that policies are implemented and welcomed all the time?</p> <p>This was a question option within the survey that had a free short text response option. Participants had to write down their opinions</p>	<p>Through engaging with the workers</p> <p>Communicate with employees</p> <p>Make Policies and Procedures easily accessible to your employees</p> <p>Ease of access encourages employees by clearly defining the importance of adhering.</p> <p>To have sessions where relevant people teach about these policies</p> <p>Engage people constantly, use social platforms to teach about policies, don't have long pages of policies, have monthly themes about policies and again people must be part of making of the policies.</p> <p>Proper communication with the employees</p> <p>Reinforce with training, publicize policies and procedures</p> <p>Through LBC meetings</p> <p>Interaction with stakeholders where clarity is provided, and input is considered from all.</p> <p>Workshop the SOP to people on ground level</p> <p>Communicate them well and positively, have competitions with rewards to raise awareness.</p>	NA	To investigate the implementation of policies towards organizational stability.	Malhaes (1999) indicated that innovations through application information systems are never a problem for originations, as long as such innovations are done via transparent change management processes in alignment with organizational goals and policies. The key is transparency and communication to ensure well received policies and application information systems in an organization. The workforce has been observed and responded to through processes that emphasize inclusivity.

		<p>Consultation of all parties and employees in the organization will make sure that everyone is on board with the implementation of the policy and will decrease resistance. Clear consequences of not adhering to policy should be known as well as training of the policy and making sure it is available throughout the organization should be of importance.</p> <p>By making them easy to understand and access</p> <p>Perform audits to ensure they are adhered to</p> <p>By consistently training staff on policies and ensuring that they all respect them</p> <p>Give employees a handbook</p> <p>Awareness campaigns</p> <p>Awareness training</p> <p>To engage every relevant department that would make use of an SOP.</p> <p>They must explain everything to people on the ground</p> <p>Awareness programs must be created</p> <p>Through visible publications. Advance the way of communication.</p> <p>Improve SOP's workshops yearly for employees, share the SOP's in notice boards in designated areas, include them to new employee induction, have reminders in certain level 1 meetings.</p> <p>There must be easily available and printed</p>			
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		<p>in different languages.</p> <p>Data capturing of all those in attendance and in all the departments, implementation of consequence management if one does not comply. communicate them with employees more often not only when there is a disciplinary hearing</p> <p>By making sure that every individual has access to all SOP's</p> <p>Clear communication</p> <p>Communicate them with Employees</p> <p>Through communication and conducting surveys</p> <p>Must always remind employees by conducting workshops</p> <p>All the employees should be involved in drafting of the policies</p> <p>Involve all employees to get feedback on what they think should be part of the policies and it can be reviewed</p> <p>Involve employees in implementing SOP's</p> <p>Constant communication and leadership to make reference to polices</p> <p>Refresh employees' minds twice a year concerning their SOP.</p> <p>Consult employees and request for input.</p> <p>Transparency</p> <p>Change Leadership</p> <p>Simplify the process and assign subject matter experts to develop SOPs for the area/ function.</p>		
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All participants have given practical suggestions that can be implemented in order to address knowledge sharing and awareness issues amongst employees. These suggestions are potential solutions that can assist the organization to ensure that policies are implemented and welcomed all the time.

All responses are an assortment of opinions and beliefs that can positively add value towards the spread of information in a guaranteed manner.

5.11 FACTORS HINDERING SUPERUSERS INFLUENCE AND APPLICATION INFORMATION SYSTEMS AT TRANSNET.

The question was “What are factors hindering Superusers influence and application information systems at Transnet?”

This section caught a distinct interest of the examiner and was the most thought-provoking question of discovery in the survey. This was because participants added a long list of their own preferred response options. All of which were emotional centred with elements of irritation.

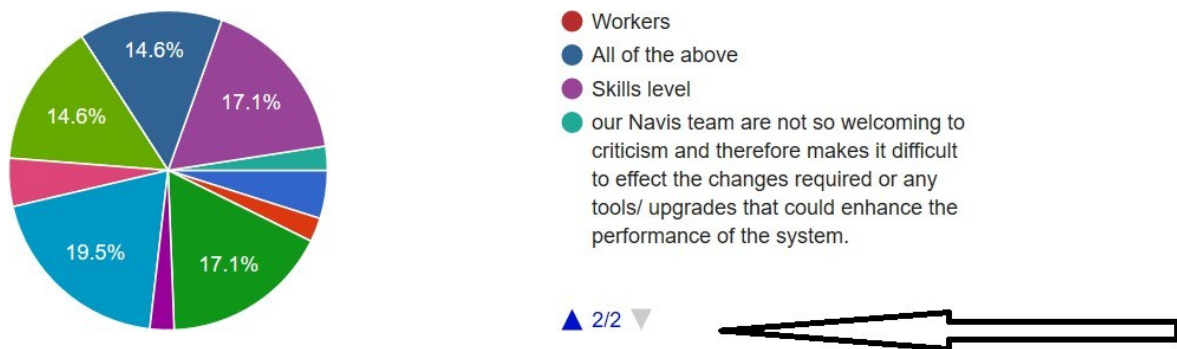
Figure 29: Factors hindering Superusers influence and application information systems at Transnet

The figure below depicts the results of participants, as well as a mixture of examiner original response options and added response options by the participants.



The arrow points to the screen to reflect that this is page one of two pages where response options have been placed.

Figure 29b



Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
E1	<p>What are factors hindering Superusers influence and application information systems at Transnet?</p> <p>This was radio option selection question as well as a free-text option question</p>	<p>Finance</p> <p>Operations</p> <p>Workers</p> <p>I do not know</p> <p>ICT</p> <p>Communication</p> <p>Users</p> <p>Leadership</p> <p>All of the above</p> <p>Skills level (This was a free text option in case a choice of available options was not precise for participants. It was added by participants)</p> <p>Our (Terminal Operating system) team are not so welcoming to criticism and therefore makes it difficult to effect the changes required or any tools/ upgrades that could enhance the performance of the</p>	<p>4,9%</p> <p>2,4%</p> <p>0%</p> <p>17,1%</p> <p>2,4%</p> <p>19,5%</p> <p>0%</p> <p>14,6%</p> <p>14,6%</p> <p>17,1%</p> <p>2,4%</p>	<p>To evaluate Superuser's influence towards the performance of employees within the organization.</p>	<p>These are the people who have been trained and are very knowledgeable about the specific application information system. They are pivotal in ensuring that all application system matters within operations are addressed adequately. Their presence is to address application information system usability, guidance, reporting, system testing for any upgrades and adds value to the performance optimization of operations application systems (McNeive,2009).</p>

		<p>system.(This was a free text option in case a choice of available options was not precise for participants. It was added by participants)</p> <p>Time (This was a free text option in case a choice of available options was not precise for participants. It was added by participants)</p>	4,9%		
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There were 19.5% of participants who were convinced that communication is a critical key and is a factor hindering Superusers' influence and application information systems at Transnet.

There was a tier of 17.1% who claimed that skills level is important. The remaining 17.1% said they didn't know. This rate of 17.1% was the second highest rate of response and the most interesting as this was a "participant" own added response option and was never part of the examiners' original response option lines. There was another split tier of 14,6% amongst the responses' "leadership" and "all of the above". Then 2% argued that "time" played a major role, while another 2% indicated that "finance" was a hindering factor. Then 1% expressed concern that "operations" were impeding Superusers' influence and application information systems at Transnet. Finally, 1% made the statement that "the current used application system team members are not so welcoming to criticism, which therefore makes it difficult to effect the changes required or any tools/ upgrades that could enhance the performance of the system."

From a total of 12 response options which had been availed. Only 7 were originally added by the examiner. The remainder of 5 was added by participants as their preferred response options.

Table 12: signifies the two columns of the examiner original existing response options and the participants added response options.

The original researchers' response options	The participants added response options
Finance	Time
Operations	Skills level
ICT	Our application information system team are not so welcoming to criticism and therefore makes it difficult to effect the changes required or any tools/ upgrades that could enhance the performance of the system
Communication	
Leadership	
Users	
Workers	
All of the above	
I do not know	

Source: Researcher's own construct

The unplanned benefit that has occurred here is that participants' added response options allow for an improved decision to be considered, with a variety of responses at hand.

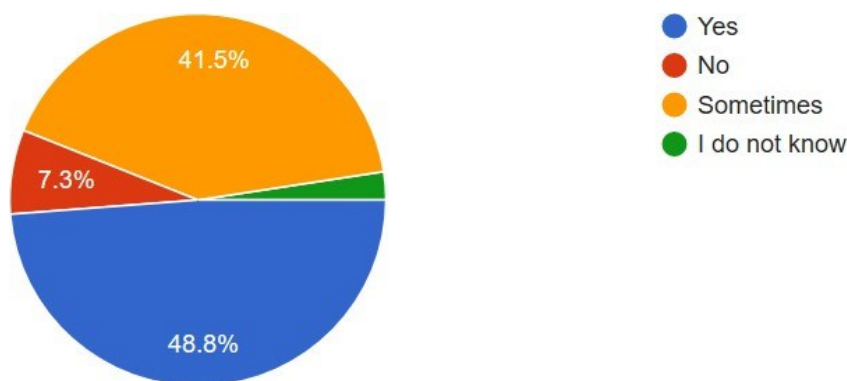
This has been opportunistically advantageous as it relates to the true happenings of the operational environment.

5.11.1 Analysis of confidence level of employees with regard to superusers working in their organization

Seeking answers based on” Do you have confidence in superusers working in your organization?”

This survey section had a “yes” response for participants who have confidence in superusers working within TPT. This was supported by 48.8% that confirmed this. A total of 41.5% declared that sometimes they do have confidence in superusers working in their organization. Then 7.3% pronounced that they had no confidence whatsoever in the internal superusers. There was 1% that mentioned that they didnot know.

Figure 30: Analysis of confidence level of employees with regard to superusers working in their organization



Study analytical structure

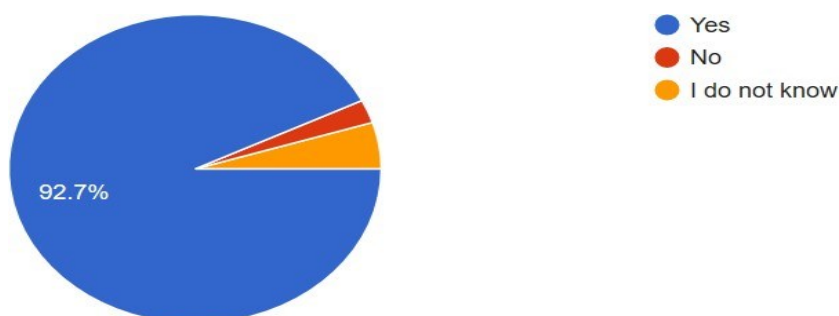
Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
E2	Do you have confidence in superusers working in your organization?	Yes No Sometimes I do not know	48,8% 7,3% 41,5% 2,4%	To evaluate Superuser's influence towards the performance of employees within the organization.	McNeive (2009) stipulates that in an organization a superuser has noteworthy operational functions, which are: <ul style="list-style-type: none"> • Maintaining reporting and operational guidance • Ensuring that policies and procedures are adhered to. • Testing, training and mentoring • Addressing operational issues • Bridging the gaps between the ICT department, management and Operations.

5.11.2 Analysis for the need of superusers at the port.

This question sought to seek reactions based on "whether there is need for superusers at the port?"

This question line returned an ascetive reaction from participants with an outright margin on the preferred response. There was huge, unanimous response line, with 92,7% repondents confirming that there is need for superusers at the port. Then 2% hinted that they did not know it while 1% said "no" outright.

Figure 31: Analysis for the need of superusers at the port.



Study analytical structure

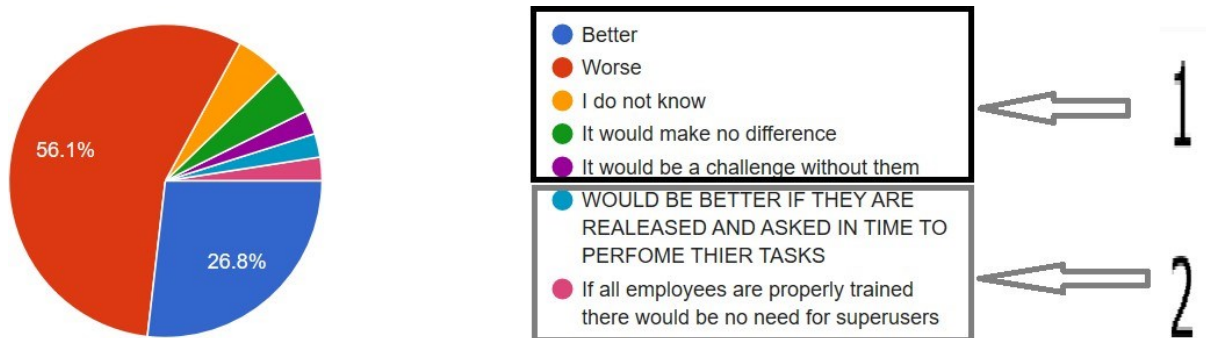
Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
E3	Is there a need for superusers at the port?	Yes No I do not know	92,7% 2,4% 4,9%	To evaluate Superuser's influence towards the performance of employees within the organization.	In an educational Collage, management saw a need to have dedicated skilled resources to understand, train users, provide support and verify work streams. The superusers are generally users selected from within organizations workforce, and the role is to ensure that operational strategies are achievable, and knowledge and skills is sustained for periods of time. It is advantageous to select superusers that are already positioned within the operational business unit from within the core workforce group (Rutherford and Langley, 2007).

5.11.3 Analysis of whether an organization perform better or worse without superusers at the port.

The question asked was” Can the organization perform better or worse without superusers at the port?”

This survey segment possessed evidence of participant attitude. It had two participants' added response option lines. Clearly, improper sentence structure, grammar, and emotions all stood out in the way these added option responses were. This has echoed the emotional attitude and a determination to send a point across. There is an assorted array of individual and negative sentiments. The sentence structure and choice of words used, which in some instances are all capital letters while others are statement like in nature. This indicates anger, impatience, and dissatisfaction by the respondents. This utterly validates the purpose of stressing a point to be noted by the participants.

Figure 32: Analysis of whether an organization perform better or worse without superusers at the port.



Number “1” Displays the original survey response nature.

Number ”2” Shows how the structure of options appeard after participant amendations.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
E4	Can the organization perform better or worse without superusers at the port? This was radio option selection question as well as a free-text option question	Better Worse I do not know It would make no difference It would be a challenge to work without them Would be better if they are released and asked in time to perform their tasks. (This was a free text option in case a choice of available options was not precise for participants. It was added by participants). If all employees are properly trained, there would be no need for superusers. (This was a free text option in case a choice of available options was not precise for participants. It was added by participants)	26,8% 56,1% 4,9% 4,9% 2,4% 2,4% 2,4%	To evaluate Superuser’s influence towards the performance of employees within the organization.	Mørch and Åsand (2007) further emphasizes that superusers specifically train users on a business user’s application information system for better optimization. They give guard-lines on how best to maximize on the application information systems tools in line with the organizational policies and strategies.

There was a huge number of optimistic respondents who were convinced that the organization could perform worse without superusers at the port. This rate of 56.1% confirmed a need for the presence of superusers within the TPT port Terminal. Then a response rate of 26.8% saw no relevance in the presence of superusers and asserted that the terminal would perform better without them. A portion of 2% responded by stating that they were unsure as to what would transpire. Then another 2% reported that it would not make any difference whether they were available for operations or not. Then 1% declared that it would be a challenge to work without them. Another 1% was made of a participant self-inserted response option and then negated that “it would be better if they were released and asked in time to perform their tasks”. Then finally, the last 1%, which was also a self-inserted response option “If all employees are properly trained, there would be no need for superuser.”

Table 16: The table below represents how questions were displayed on the participants’ side with the added option.

The original researchers ‘response options	The participants added response options
Better	Would be better if they are released and asked in time to perform their tasks
Worse	If all employees are properly trained, there would be no need for superusers
I do not know	
It would make no difference	
It would be a challenge to work without them	

5.12 REASON FOR THE AVAILABILITY OF A SUPERUSER DURING OPERATION.

The question asked was” Why must a superuser be available during operation?”

This was an enquiry section of the case study that granted the option of a free short text response.

Participants gave their operations-based experience on this question. All responses were uniquely based on a participant’s history during their TPT port moment-to-moment operational experience and performances. It also took into consideration sensory consciousness of Transnet Port Terminals operational environment and events.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
E5	<p>Why must a superuser be available during operation?</p> <p>This was a question option with the survey that had a free short text response option. Participants had to write down their opinions.</p>	<p>To help with system issues and the process</p> <p>For any emergencies</p> <p>To support end users and monitor performance in a workplace</p> <p>To provide first line support to the operations when issues occur.</p> <p>To monitor operation and if there are issues, they should be able to investigate first before sending the issue to ICT team</p> <p>To provide leadership and guidance especially when problems are encountered and take crucial decisions that will benefit the organization without jeopardizing workers lives and company resources.</p> <p>To deal with issues timeously.</p> <p>They need to be available because they have knowledge and understanding of internal processes and are able to help fix and provide knowledge on queries.</p> <p>To assist in tackling network issues.</p>	NA	To evaluate Superuser’s influence towards the performance of employees within the organization.	Mäki-Lohiluoma, Hellsten and Pekkola (2016) established that when an application information system project is implemented, Superusers should be forward during the implementation phase and aid users. They play an influential role in the change management process throughout the implementation. Superusers pose the influence on how the application information system is eventually received by the workforce. The free text response options present an advantageous source of data opportunity where participants will authenticate responses in their own way with unlimited ranges of responses (Asmal, 2018).

		<p>To assist in resolving issues encountered during operations.</p> <p>To assist users with operational issues.</p> <p>To ensure that bottlenecks and disruptions are sorted out in the quickest time.</p> <p>In case of any systematic glitches that may require the assistance and know-how of a superuser.</p> <p>To see if the system is used and operated correctly.</p> <p>Provide guidance on the execution of a task.</p> <p>To attend to problems immediately.</p> <p>To assist.</p> <p>To immediately address potential system issues during operations.</p> <p>To assist other users for trouble shooting.</p> <p>To eliminate operation's delay when there are issues with the TOS.</p> <p>For the port to operate better.</p> <p>For guidance and training.</p> <p>To provide guidance and knowledge.</p> <p>For guidance and observation, so as to know where to improve performance.</p> <p>To attend to operational problems and upskill their colleagues.</p> <p>To assist immediately if one doesn't understand or gets stuck along the way.</p> <p>To assist whenever needed.</p> <p>To have more understanding of the operations side of things and ensure processes are followed.</p> <p>To promptly resolve operational challenges.</p> <p>To assist users with application information systems problems.</p> <p>To address Ops issues on the systems.</p> <p>To speed up operation.</p>			
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		<p>To assist employees and liaise with the clients.</p> <p>To resolve issues on time and keep operations going.</p> <p>To assist with day-to-day situations and problems.</p> <p>So that if there is a deviation to process this can be noted and rectified immediately where possible.</p> <p>To monitor and make sure the operation runs smoothly.</p> <p>To assist other employees with effectively completing their task and resolve issue that may arise during operations</p> <p>Hierarchy is required to make decisions.</p> <p>For immediate support.</p> <p>To help solve issues before they escalate to ICT or Terminal information application system, saving time. Also acts as a liaison between users and ICT so they better understand what the problem is.</p>			
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All the participants have given practical suggestions based on their beliefs on the presence of a superuser during operation. This has allowed participants to interpret and respond in open and frank ways. Through this free texting, the examiner has witnessed the participants' personality traits, emotional variations, past work memories, and current port terminal experiences. The liberation of a free text response option for the participants has assisted the examiner tremendously in being thoughtful and understanding of the problems and issues encountered at the TPT port Terminals. The examiner undoubtedly observed respondents' pain points in various sections of TPT around operations and superusers.

By witnessing the way participants have reacted, the examiner has become aware of specific TPT operational structures and events that provide various perspectives on issues that can be labelled as problems. These responses are possible resolutions that can always pave the way for the organization to warranty the availability of superusers during operations.

All responses are a mixed collection of opinions that embrace the potential to add value towards productivity within the port.

5.12.1 Analysis of how and when can a superuser be rated a good trainer or bad trainer.

The question was” How and when can a superusers be rated a good trainer or bad trainer?”

In this section, participants articulated their opinions on how and when a superusers can be rated a good trainer or a bad trainer. The accessibility of multiple various responses has presented an opportunity for multiple source views for the examiner to analyse.

5.12.1 Analysis of how and when can a superuser be rated a good trainer or bad trainer.

The following analytical stricture beneath displays how free texting responses from the participants were.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
E6	<p>How and when can a superuser be rated a good trainer or bad trainer?</p> <p>This was a question option with the survey that had a free short text response option. Participants had to write down their opinions</p>	<p>When they are clear and understandable</p> <p>If the employees succeed.</p> <p>Based on the end user's performance.</p> <p>They fail to provide support and lose focus.</p> <p>When he /she has trained users to such an extent that they understand and practice what they were taught.</p> <p>Can be rated based on achievements of targets met by those they trained, and when they are doing things correctly with minimal intervention of the superusers.</p> <p>When it comes to implementation.</p>	NA	To evaluate Superuser's influence towards the performance of employees within the organization.	Ohm (2007) declared that a superuser is a technology system user who poses skills and knowledge that other users to not have. They have the power to manipulate and change operational system. Superusers are inclined to be experienced, have knowledge and exclusive access levels within application information than ordinary workforce. Their involvement and influence is significant towards operations. Gillham (2000) acknowledges that free text response options during surveys and interviews have a potential of an anticipated source of data with unlimited levels of findings. Although free text response options offer complexities when it's time to analyse it due to its cocktail variation all being triggered by the same source question.

		<p>I don't know.</p> <p>Punctuality and communication.</p> <p>On high level of system understanding, critical thinking and problem solving.</p> <p>Users' performance can be used to rates user.</p> <p>You can't rate the superusers fairly on that as people's ability to learn is different, they can train a class of people half excel and grasp the contents the other half doesn't it's not the superusers's fault.</p> <p>A superuser can be rated a good trainer if they are able to troubleshoot problems as well as train users well enough for them to maximize the system and a superusers can be seen as a bad trainer if them being present in the organization makes no difference or if the users are the ones who end up training the superusers.</p> <p>Good trainer if then know and understand what they are doing.</p> <p>Execution of the task.</p> <p>I don't know where there are trained so it a bit hard for me to evaluate them.</p> <p>When target is met.</p> <p>Positivity shift performance report.</p> <p>By being a good listener and have patience when assisting others.</p> <p>Through employees that they trained and the response time when there's issue with the TOS.</p> <p>When the organizations' targets are met.</p> <p>At the end of each training session.</p> <p>When performance escalates and other users commend them.</p>			
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		<p>Clear presentations or instructions, good results from trainees.</p> <p>Look at the outcome of his or her product. i.e. the people that he or she is responsible for their training and development.</p> <p>When sharing information fairly and broadly to everyone and don't hide anything and explain briefly.</p> <p>I don't know.</p> <p>When processes by fellow colleagues are understood and followed.</p> <p>Within the Port when they are not available and even if available it still makes no difference.</p> <p>When the users he/she trained can perform at work.</p> <p>When they are available and helpful.</p> <p>When a trainee seems to understand it.</p> <p>When the employees he/she trained are logging queries.</p> <p>Once trainer is provided and they are still unable to do what is required of them.</p> <p>When an employee uses the knowledge received on their jobs.</p> <p>Rated good where improvements have been noted and are being actively pursued.</p> <p>When all the people trained understood what was said in the training session.</p> <p>Good trainer when operations occur with minor or no issues or delays.</p> <p>During a training session.</p> <p>On the job training.</p> <p>I am not sure. I have never attended any of their training, but a lot needs to be invested in them...especially in training the trainer skills.</p>			
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The examiner has observed the feedback from all participants on how and when a superuser can be rated a good trainer or bad trainer. The examiner has also noted that feedback obtained is based on interactive experience with or without the superusers at TPT port terminals. This feedback has been beneficial in identifying or measuring the levels and relevance of superuser training at TPT port. It is both emotional and truthful, with clear attitude observations.

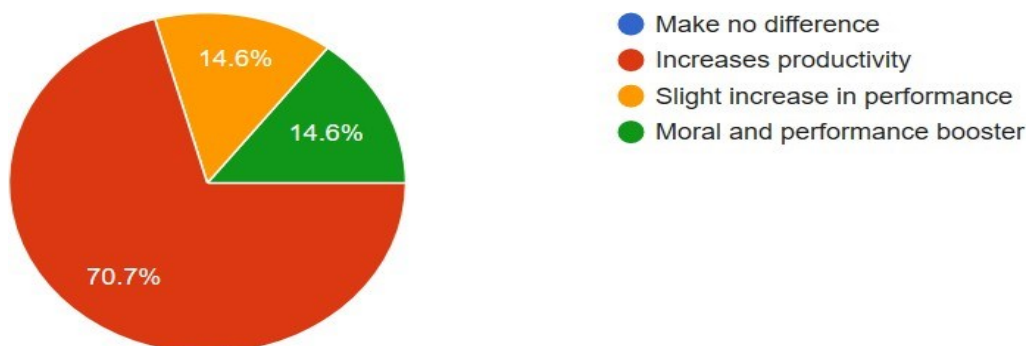
5.12.2 Rating of factors influencing the operations environment at TPT

The question was "Please rate the factors influencing the operations environment at TPT: Existing operations resources?"

This question was based on an as-is environment situation of TPT's existing operations resources.

This survey segment had a collective of 70.7% of participants who supposed that existing operations resources assist in increasing productivity. This high rate was supported by a breakeven of 14.6% confirming that the existing operations resources had a slight increase in performance. Then again, 14.6% declared that existing operations resources are a moral and performance booster. There was another option response available for the participants, but it was never selected. And that response option was "Makes no difference".

Figure 33: Rating of factors influencing the operations environment at TPT; Existing operations resources.



Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
F1	<p>Please rate the factors influencing the operations environment at TPT: Existing operations resources”</p> <p>This question was based on an as-is environment situation of TPT existing operations resources</p>	<p>Make no difference</p> <p>Increases productivity</p> <p>Slight increase in performance</p> <p>Moral and performance booster</p>	<p>0%</p> <p>70,7%</p> <p>14,6%</p> <p>14,6%</p>	<p>To monitor and determine whether training supports users on the operating systems.</p> <p>Terminals in Durban stabilizes the organization.</p> <p>To determine influence on operations productivity for a stable organization.</p> <p>To assess productivity levels at Transnet Port Terminals in Durban.</p> <p>To investigate the implementation of policies towards organizational stability.</p> <p>To evaluate Superuser’s influence towards the performance of employees within the organization.</p>	<p>Singh and Kaur (2012) confirmed that Technology platform systems are key in strategic decision making through their systematic statistic podiums, accuracy and readily available information. They provide management immediate access to various loads of organizational information that can enable alignment with policies and strategies. While Mudugu et al. (2014) indicated that a Superuser is a technology user who reserves exclusive privileges within various levels of an application system. They possess knowledge and skills; they are referred to as the go to individuals during operational duties. Halperin and Heath (2012) supports the free text response option which was used in the study which is prevalent in interview and survey sessions. This open-ended response option provides an opportunity for participants to offer declarations that reflect their realities, attitude and opinions.</p>

5.12.3 Other factors influencing the operations environment at TPT

The question statement was” If you know of any other factors influencing the operations environment at TPT not listed above, please add them below”

This question was open for any free text response from the users.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
F2	<p>If you know of any other factors influencing the operations environment at TPT not listed above, please add them below.</p> <p>This was a question option with the survey that had a free short text response option. Participants had to write down their opinions</p>	<p>None</p> <p>Recruitment and adding more members to the teams as they are currently short.</p> <p>Availability of machines.</p> <p>Expansion of Technology Advancement, Ups and Downs in Economic Cycle.</p> <p>Performance Appraisal by Management and especially by customers and publishing the achievements in internal magazines or e-magazines, recognition, recommendations for growth for high performers.</p> <p>Continuous employee engagement.</p> <p>None</p> <p>None</p> <p>None</p> <p>Trainings, the more people are trained, the better the performance.</p> <p>Reward and Recognition plays a big part in employee morale and performance, Higher employee moral = higher productivity, low employee moral = low productivity</p> <p>None</p> <p>Lack of communication and equipment availability.</p> <p>Weather</p> <p>Not Applicable (NA)</p> <p>Bonus</p> <p>None</p> <p>None</p> <p>Bonus</p> <p>Bonus</p>	NA	<p>To monitor and determine whether training supports users on the operating systems.</p> <p>Terminals in Durban stabilizes the organization.</p> <p>To determine influence on operations productivity for a stable organization.</p> <p>To assess productivity levels at Transnet Port Terminals in Durban.</p> <p>To investigate the implementation of policies towards organizational stability.</p> <p>To evaluate Superuser's influence towards the performance of employees within the organization.</p>	<p>Parham (2013) confirmed that there are generally three interrelated synergic influences reinforcing productivity growth within organizations and they are:</p> <ul style="list-style-type: none"> •Competition: This pressure enables organization to be innovative in business, goals and policy implementations. •Globalization: Global interrelations, which leads to higher services demands and therefore continuous productivity to meet global demands. •Technology: Application Information system are a catalyst in speedily achieving high performance with accuracy. <p>Furthermore, Mørch and Åsand (2007) Superusers hold operational domain knowledge and application system proficiency. They are strategically trained to water down knowledge to other business users. Their training is not sophisticated like software developers but rather more intense on application information knowledge to transfer to the operational workforce while being constantly in work communication with the application developers. Superusers specifically train users on business user application information system. They give guidelines on how best to maximize on the application information systems tools in line with the organizational policies and strategies (Mørch and Åsand ,2007).</p>

		<p>Not Applicable (NA)</p> <p>Not Applicable (NA)</p> <p>Reliability of equipment</p> <p>New equipment (including PCs) would increase performance</p> <p>Motivate people with bonuses and the productivity will increase</p> <p>Union's involvement</p> <p>1. Straddle and RTG, the more available the better performance, 2. Simplify procurement processes"</p> <p>Technical support</p> <p>Reliability of the equipment's i.e., cranes, Haulers and straddles.</p> <p>Social and recreational activities</p> <p>Lack of awareness concerning the importance and understanding of the business itself by employees / low level.</p> <p>Employee's mentality, not starting to work in time and living before end of the shift</p> <p>Promotions</p> <p>Employment promotions</p> <p>Information to the workforce regarding targets and achievements</p> <p>Capital Funding of projects</p> <p>More training for end users to boost performance.</p> <p>Additional base stations to improve signals</p> <p>Equipment availability and reliability</p> <p>Technical support</p> <p>None</p>			
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5.13 TPT OPERATIONS STRUCTURE

This question intended to seek from the participants which TPT Operations structures need what, how and the status of those structures.

This question had a select option criterion.

The following **Figure 34** below shows how response construction graphs were

Figure 34: TPT Operations structure

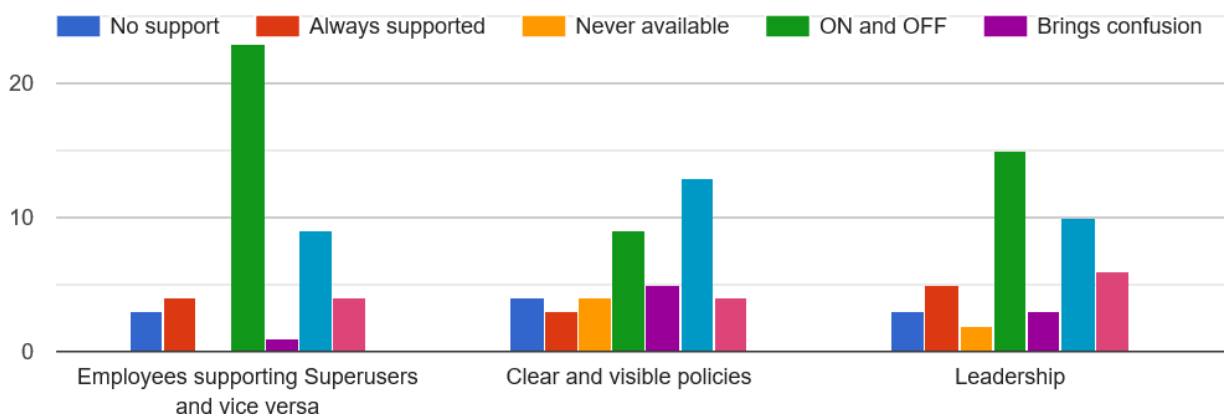
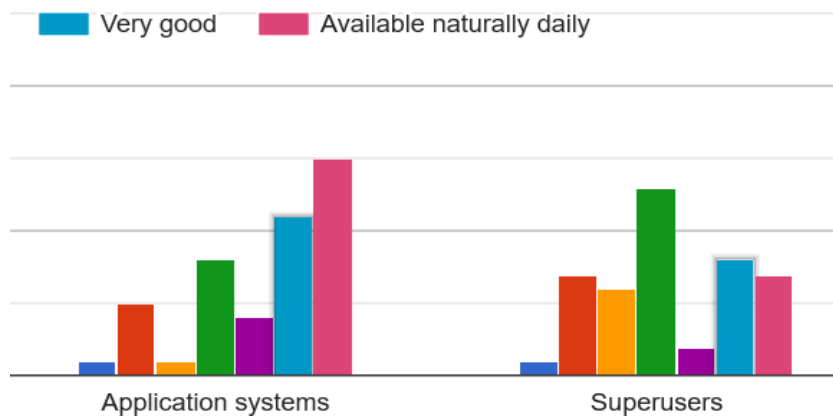


FIGURE 34a



Study analytical structure

Number	Question	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
G1	Which TPT Operations structures Need what, how and the status of those structures. This question had a select option criterion.	Terminals in Durban stabilizes the organization. To determine influence on operations productivity for a stable organization. To assess productivity levels at Transnet Port Terminals in Durban. To investigate the implementation of policies towards organizational stability. To evaluate Superuser's influence towards the performance of employees within the organization.	Singh and Kaur (2012) reported that modern business cannot be competitive without embracing application information systems. The global nature of business dictates that business should be depended on technology which covers operations, Finance, Human resources and management in general. Application information systems provides a platform of speed and convenience.

Table 17: The feedback numbers per item option line

AVAILABLE SELECT OPTIONS	No Support	Always supported	Never available	ON and OFF	Brings confusion	Very good	Available naturally daily	TOTAL RESPONSES
Employees supporting Superusers and vice versa	3 7.30%	4 9.80%	0 0%	20 48.80%	1 2.40%	9 22%	4 9.80%	41 100%
Clear and visible policies	4 9.80%	3 7.30%	4 9.80%	8 19.50%	5 12.20%	13 31.70%	4 9.80%	41 100%
Leadership	3 7.30%	5 12.20%	2 4.90%	12 29.30%	3 7.30%	10 24.40%	6 14.60%	41 100%
Application Systems	1 2.40%	5 12.20%	1 2.40%	4 9.80%	4 9.80%	11 26.80%	15 36.60%	41 100%
Superusers	1 2.40%	7 17.10%	6 14.60%	10 24.40%	2 4.90%	8 19.50%	7 17.10%	41 100%

Source: Researchers' own construct

5.14 OPERATIONS STRATEGIC SYSTEMS IN THE ORGANIZATION.

This question was proposed to pursue the maturity for each process in place for operations strategic systems in the organization.

Need what, how and the status of those structures.

This question availed a select option criterion.

The following **Figure 35a, b, c, d** below are the response construction graphs based on responses

Figure 35a: Operations strategic systems in the organization.

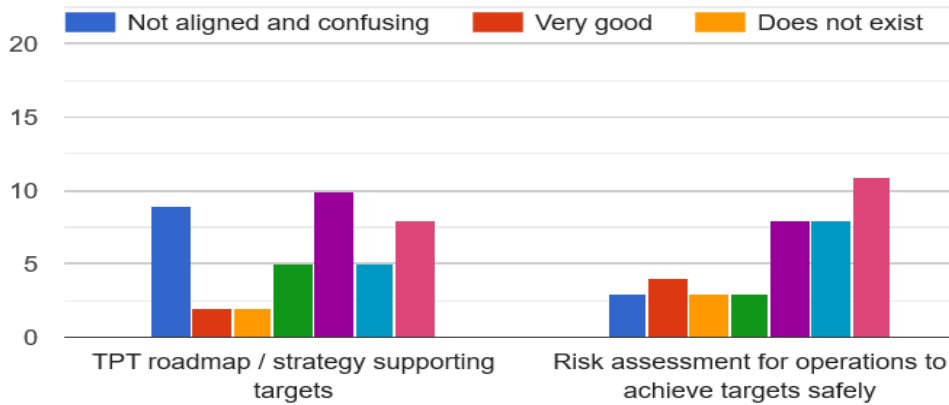


Figure 35b



Figure 35c

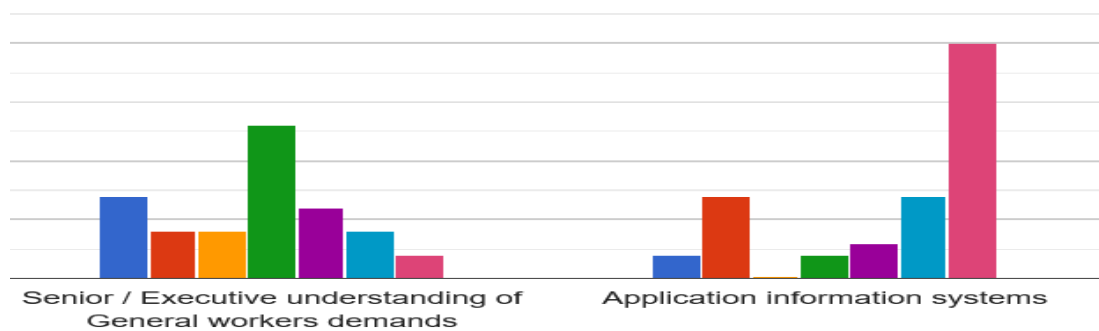
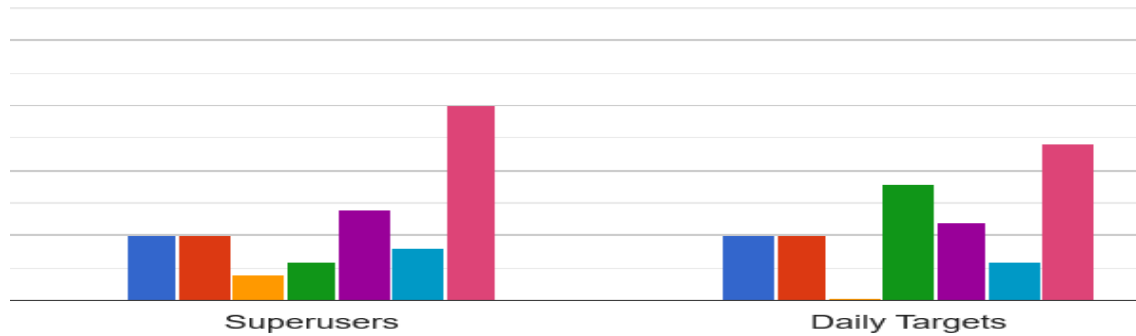


Figure 35d



Study analytical structure

Number	Question	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
G2	The maturity for each process in place for operations strategic systems in the organization. Need what, how and the status of those structures. This question availed a select option criterion.	Terminals in Durban stabilizes the organization. To determine influence on operations productivity for a stable organization. To assess productivity levels at Transnet Port Terminals in Durban. To investigate the implementation of policies towards organizational stability. To evaluate Superuser’s influence towards the performance of employees within the organization.	Strategies and policies may exist in an organization, but for them to be accepted in a unified manner, Total support from the work force must prevail. (Jordan ,2016).

The following **Table 18** underneath diagram shows responses in numbers per item selection line

Table 18: Responses in numbers per item selection line

AVAILABLE SELECT OPTIONS	Not aligned and confusing	Very good	Does not exist	Very bad	Focus on process improvement	Clear and supportive	Available	TOTAL RESPONSES
TPT roadmap / strategy supporting target	9 22%	2 4.9%	2 4.9%	5 12.2%	10 24.4%	5 12.2%	8 19.5%	41 100%
Risk assessment for operations to achieve targets safely	3 7.3%	4 9.8%	3 7.3%	3 7.3%	9 22%	8 19.5%	11 26.8%	41 100%
SOP’s availability	4 9.80%	2 4.9%	1 2.40%	7 17.10%	4 9.80%	5 12.20%	18 43.90%	41 100%
Innovative culture in the organisatio	5 12.20%	2 4.9%	3 7.30%	11 26.80%	5 12.20%	3 7.30%	12 29.30%	41 100%
Safety culture in the organization	5 12.20%	6 14.60%	2 4.9%	3 7.30%	7 17.10%	8 19.50%	10 24.40%	41 100%
Senior / Executive understanding of	7 17.10%	5 12.20%	4 9.80%	13 31.70%	6 14.60%	4 9.80%	2 4.9%	41 100%
Application information systems	2 4.9%	7 17.1%	0 0%	2 4.9%	3 7.3%	7 17.1%	20 48.8%	41 100%
Superusers	5 12.20%	5 12.20%	2 4.9%	3 7.30%	7 17.10%	4 9.80%	15 36.60%	41 100%
Daily Targets	5 12.20%	5 12.20%	1 2.40%	9 22%	6 14.60%	3 7.3%	12 29.30%	41 100%

Source: Researcher’s own construct

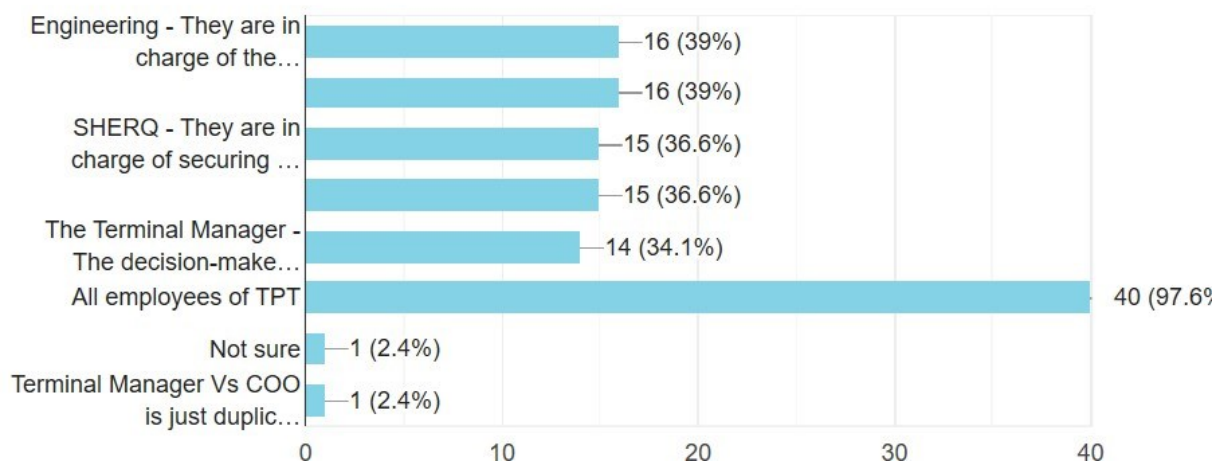
5.15 ANALYSIS OF WHO IS RESPONSIBLE FOR PRODUCTIVITY IN THE ORGANIZATION

The question was” Who do you believe is responsible for the productivity in your organization?”

This question was a structured option measure. Whereby participants were given an option to select the response alleged to be the most realistic within the environment of TPT at the Terminal.

Figure 36: Analysis of who is responsible for productivity

41 responses



Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
G3	Who do you believe is responsible for the productivity in your organization?	Engineering - They oversee the machinery, logistics and equipment systems.	39%	Terminals in Durban stabilizes the organization.	Woodburn (2010) alleges that based on the available studies, policies and frameworks, it is evident that Port Terminals play an increasing pivotal role in job creation, and sustainability as it is a spinal cord platform for Transport, logistic and supply chain parties. Strategic policy controls become key for successes with such Port terminal business.
		ICT - They oversee the application information systems.	39%	To determine influence on operations productivity for a stable organization.	
		SHERQ - They oversee securing our working environment.	36,6%	To assess productivity levels at Transnet Port Terminals in Durban.	
		Lower management - They oversee implementing a culture of performance.	36,6%	To investigate the implementation of policies towards organizational stability.	
			34,1%	To evaluate Superuser's influence	

		The Terminal Manager - The decision-maker in terms of investment and creating a culture of unity among employees.	97,6%	towards the performance of employees within the organization.	
		All employees of TPT.	2,4%		
		Not sure.	2,4%		
		Other (free text option) which read: "Terminal Manager vs COO is just duplication of resources"			

The following is the depiction in numbers from the respondents

Table 19: Depiction in numbers from the respondents of who is responsible for productivity

AVAILABLE APPLICABLE OPTIONS	PERCENTAGE
Engineering - They are in charge of the machinery,logistics and equipment systems	16
	39%
ICT - They are in charge of the application informaion systems	16
	39%
SHERQ - They are in charge of securing our working environment	15
	36,6%
Lower management - They are in charge of implementing a culture of performance	15
	36,6%
The Terminal Manager -The decision-maker in terms of investment and creating a culture of unity among employees	14
	34,1%
All employees of TPT	40
	97,6%
Not sure	1
	2,4%
Other(free text option) which read: "Terminal Manager Vs COO is just duplication of resources"	1
	2,4%

Source: Researcher's own construct

5.15.1 Analysis of confidence level in the implemented policies, application systems and human resources being sufficient for TPT operations to make a positive difference?”

The question was” How confident/certain are you that the implemented policies, application systems and human resources are sufficient for TPT operations to make a positive difference?”

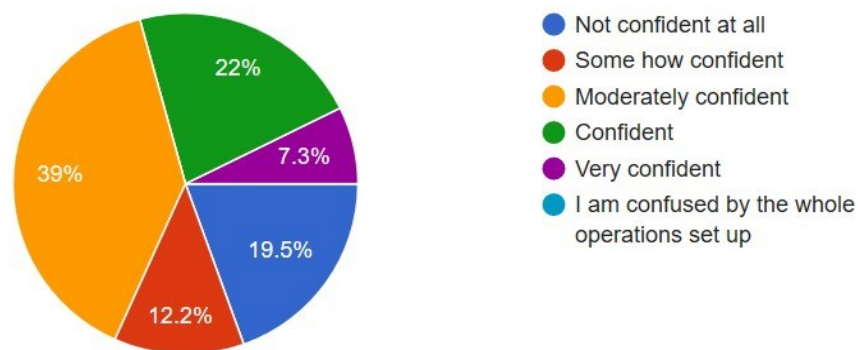
This question enjoyed an excellent response rate. All valid response options were selected.

Isolating one “screening” option which was never selected. No extra option responses were added by participants.

The figure below shows the response structure

Figure 37: Analysis of confidence level in the implemented policies, application systems and human resources being sufficient for TPT operations to make a positive difference?”

41 responses



Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
H1	How confident/certain are you that the implemented policies, application systems and human resources are enough for TPT operations to make a positive difference?	Not confident at all	19.5%	Terminals in Durban stabilizes the organization.	Laudon and Laudon (2006) agreed that for any organization to upgrade into modern digitization modes, there must be adequate skills and knowledge available to the work force. Leadership must identify challenges that are opposing organizational goals, implement policies, drive training and knowledge sharing and maintain an accommodative change management programme.
		Somehow confident	12.2%	To determine influence on operations productivity for a stable organization.	
		Moderately confident	39%	To assess productivity levels at Transnet Port Terminals in Durban.	
		Confident	22%		
		Very Confident	7.3 %	To investigate the implementation of policies towards organizational stability.	
		I am confused by the whole operations set up	0%	To evaluate Superuser's influence towards the performance of employees within the organization.	

Table 13: Portrayal of respondents in numbers.

AVAILABLE APPLICABLE OPTIONS	PERCENTAGE
Not confident at all	8
	19,5%
Some how confident	5
	12,2%
Moderately confident	16
	39%
Confident	9
	22%
Very Confident	3
	7,3%
I am confused by the whole operations set up	0
	0%

Source: Researcher's own construct

5.15.2 Analysis of whether the organization provide all relevant tools for TPT operations to make a difference.

The question was” Does the organization provide all relevant tools for TPT operations to make a difference?”

In this section, participant/s added their own extra response options. This became a sign of emphasizing and voicing out concerns.

The following figure exhibits the reaction on this question.

Figure 38: Analysis of whether the organization provide all relevant tools for TPT operations to make a difference.

41 responses



Number “1” Shows the original survey response nature.

Number ”2” Illustrates how the structure of options were displayed after participant amendments.

Study analytical structure

Number	Question	Response option	% Rate	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
H2	Does the organization provide all relevant tools for TPT Operations to make a difference?	Yes	17.1%	Terminals in Durban stabilizes the organization.	Laudon and Laudon (2006) from all competitive industries, information technology has proven to be a key strategic tool for strategic management and operations. Application information systems seamlessly optimizes data transactions and knowledge instantly to achieve business operational goals. Investments and clear decisions towards information technology tools for an organization are critical as productivity levels and quality is determined by the equipment, tools and
		Sometimes	65.9%	To determine influence on operations productivity for a stable organization.	
		Not at all	9.8%	To assess productivity levels at Transnet Port Terminals in Durban.	
		No	2.4%	To investigate the implementation of policies towards organizational stability.	
		All the time	2.4%	To evaluate Superuser’s influence towards the performance of employees within the organization.	
		Yes, but a lot can be done and still need to be done to improve. (The participants added response option)	2.4%		

		Change Management (The participants added response option)	2.4%		Application information systems.
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There was a huge response of expectant respondents who were convinced that only occasionally does the organization provide all the relevant tools for TPT operations to make a difference. This rate of 65.9% confirmed a need for the presence of superusers within the TPT port Terminal. Then a response rate of 17.1% declared “yes”; all that is required to perform operations is sufficiently provided by TPT. A portion of 9% responded by stating “not at all “Does this ever transpires? In no state do they find themselves with all that they require to perform adequately. Then another 2.4% reported that “no” all relevant equipment is never available when it is needed.

Then another 2.4% declared through the personal inserted response option, “Yes, but a lot can be done and still needs to be done to improve.” Then finally the last 2.4% which was also self-inserted response option, this responds simply put an option statement “Change management” which in this case can be read as stating that communication and involvement of all parties is what is required.

There was a screening response question which no participant opted for, and it was for the response option “I do not know”.

Table 14: Questions displayed on the participant’s side with the participant-self added response options.

The original researchers ‘response options	The participants added response options
Not at all	Yes, but a lot can be done and still need to be done to improve.
Sometimes	Change Management
Yes	
No	
All the time	
I do not know	

Source: Researcher’s own construct

5.16 ANALYSING PEOPLE’S MATURITY OF SKILLS LEVEL WITH THE ORGANIZATION.

The participants were asked about the People’s maturity of skills level with the organization.

Rating the maturity for application information systems, management, and operational engagement in your organization.

The feedback was returned as per **Figure 39**, with which the response creation graph is grounded, and the responses given.

Figure 39a: Analysing people’s maturity of skills level with the organization.

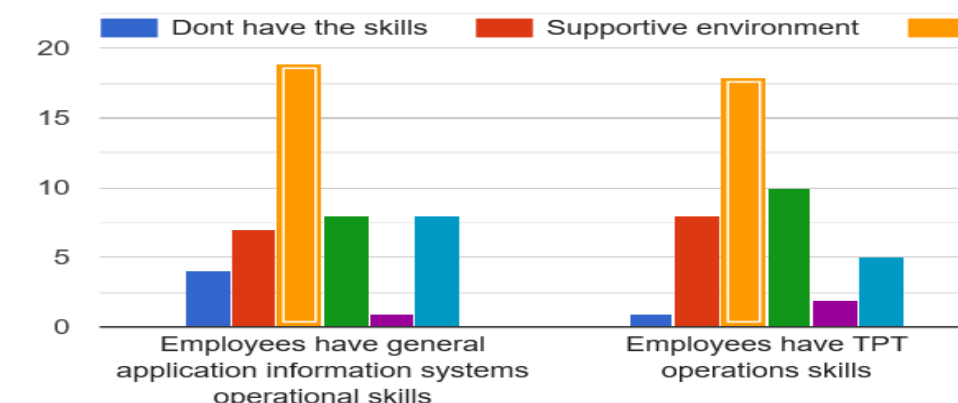
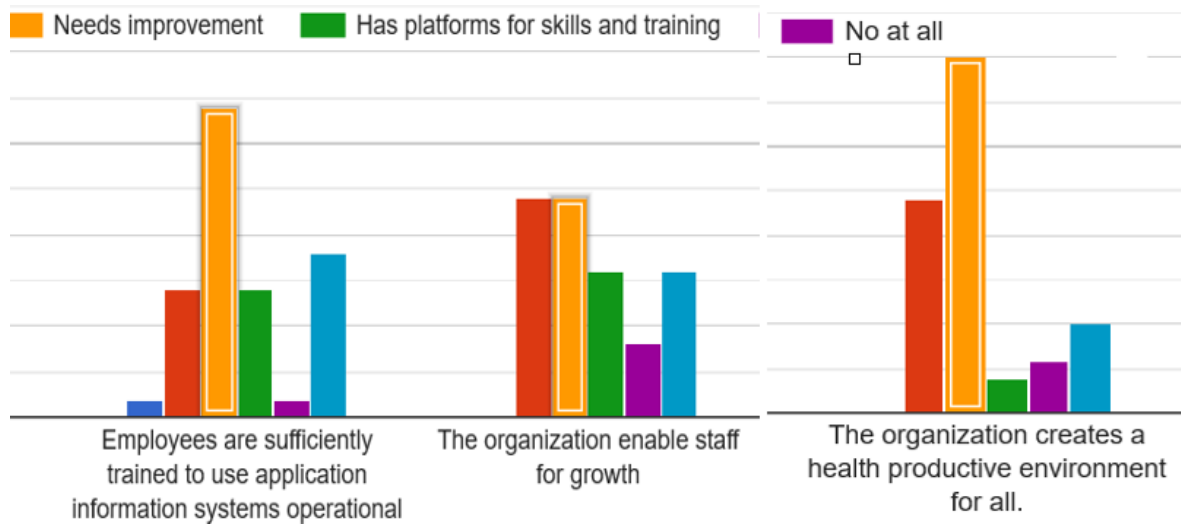


Figure 39b



Study analytical structure

Number	Question	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
11	<p>Based on the People’s maturity of skills level within the organization.</p> <p><i>Participants had to rate the maturity, existence and familiarity across application information systems, management and operational engagement in your organization.</i></p>	<p>To monitor and determine whether training supports users on the operating systems.</p> <p>Terminals in Durban stabilizes the organization.</p> <p>To determine influence on operations productivity for a stable organization.</p> <p>To assess productivity levels at Transnet Port Terminals in Durban.</p> <p>To evaluate Superuser’s influence towards the performance of employees within the organization.</p>	<p>The skills deficit in the South African Economic has negative consequences towards economic growth and sustainability. Most of the global relations trade are highly dependent on political status as well as economic opportunities. Trade unions have a major decisive positioning in the South African Political and economic drive and are pivotal in influencing strategies, workforce, leadership as well as political entities .Their involvement in business operations is a golden key strategy that could have beneficial results for all (Womack ,2018).</p>

The subsequent **Table 22** beneath is a diagram that expresses responses in numbers per item selection line

Table 15: Responses in number per item selection line

AVAILABLE SELECT OPTIONS	Do not have skills	Supportive environment	Needs improvement	Has platforms for skills and training	Not at all	Requires drastic improvement	TOTAL RESPONSES
Employees have general application information systems operational skills	4	7	13	8	1	8	41
	9.8%	17.1%	31.7%	19.5%	2.4%	19.5%	100%
Employees have TPT operations skills	1	8	15	10	2	5	41
	2.4%	19.5%	36.6%	24.4%	4.9%	12.2%	100%
Employees are sufficiently trained to use application information systems operational	1	7	11	12	1	9	41
	2.4%	17.1%	26.8%	29.3%	2.4%	22.0%	100%
The organization enable staff for growth	0	12	9	8	4	8	41
	0.0%	29.3%	22.0%	19.5%	9.8%	19.5%	100%
The organization creates a health productive environment for all.	0	12	19	2	3	5	41
	0.0%	29.3%	46.3%	4.9%	7.3%	12.2%	100%

Source: Researcher's own construct

5.17 EMPLOYEE'S SATISFACTION WITH REGARDS TO TPT OPERATIONAL STRUCTURES.

This question intended to determine the employee's satisfaction from the participants with regards to TPT Operational structures.

Rating the maturity for application information systems, management and operational engagement in the organization.

This question had a select option criterion.

The following **Figure 40** underneath is a confirmation of how the response construction graphs were resulted.

Figure 40: Employee’s satisfaction with regards to TPT Operational structures.

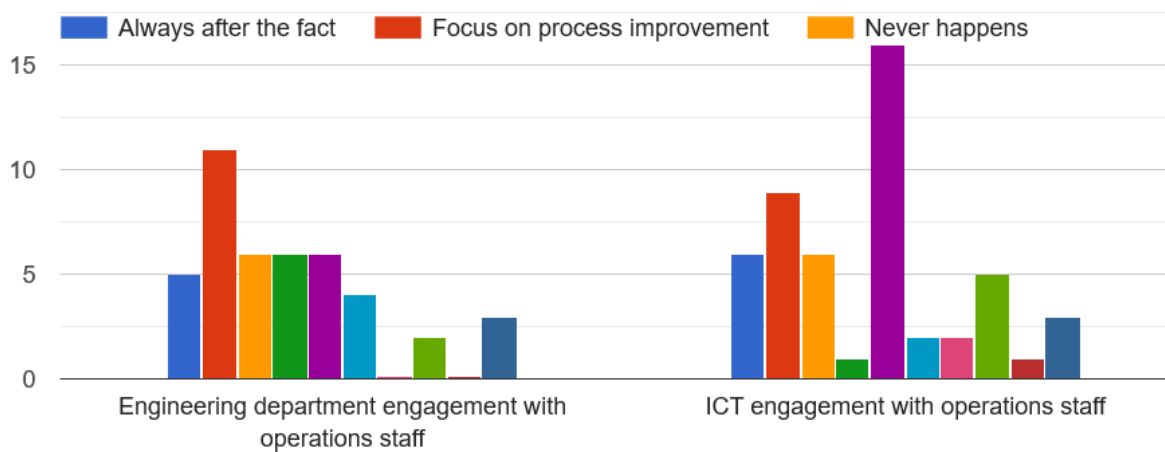


Figure 40a

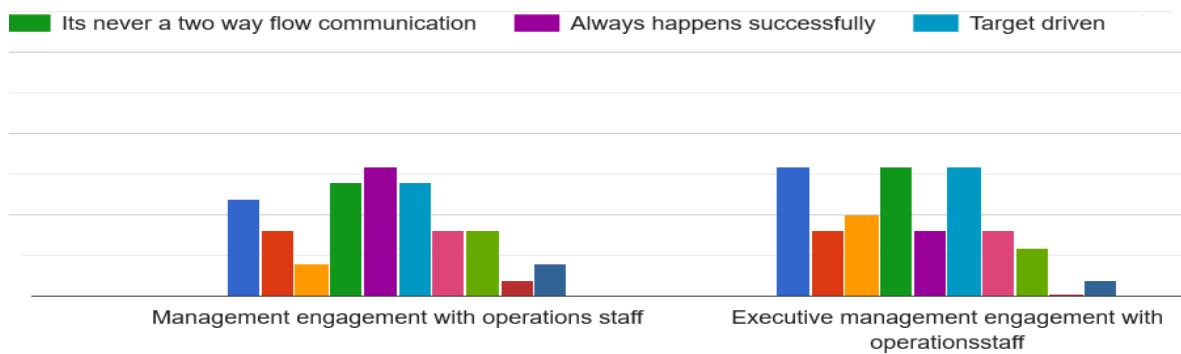
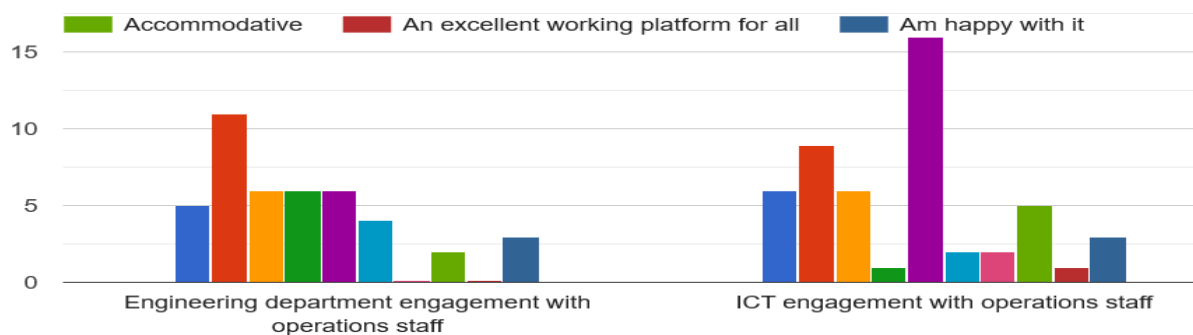


Figure 40b



Study analytical structure

Number	Question	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
I2	The People involvement and engagement levels within the organization. <i>Rate the engagement levels with regards to application information systems, management and operational inclusivity in your organization.</i>	To monitor and determine whether training supports users on the operating systems. Terminals in Durban stabilizes the organization. To determine influence on operations productivity for a stable organization. To assess productivity levels at Transnet Port Terminals in Durban. To evaluate Superuser's influence towards the performance of employees within the organization.	An organization synchronizes and delivers work through designed hierarchy policies which are commonly known as the standard operating procedures (SOP). These SOPs are filtered down the organization hierarchy through the top to bottom strategy. Their implementation success is highly dependent on communication, human resources, technology platforms and employees' associations. These operating procedures assists the workforce in providing guidance on operational matters. Most of these rules are formalized and recorded down. There are also some informal work procedures that need to be practiced without being written down, such as an expectation to return work related telephone calls. These SOPs when followed consistently could result in a safer and productive environment with a gradual potential of growth (Laudon and Laudon, 2006)

The following **Table 23** underneath is a diagram showing responses in numbers per item selection line

Table 16: Responses in numbers per item selection line

AVAILABLE SELECT OPTIONS	Always after the fact	Focus on process improvement	Never happens	Its never a two way flow communication	Always happens successfully	Target driven	Suggestions are never taken	Accommodative	An excellent working platform for all	Am happy with it	TOTAL RESPONSES
Engineering department engagement with operations staff	4 9.8%	9 22.0%	6 14.6%	5 12.2%	6 14.6%	4 9.8%	1 2.4%	2 4.9%	1 2.4%	3 7.3%	41 100%
ICT engagement with operations staff	6 14.6%	7 17.1%	5 12.2%	1 2.4%	10 24.4%	2 4.9%	2 4.9%	4 9.8%	1 2.4%	3 7.3%	41 100%
Management engagement with operations staff	5 12.2%	4 9.8%	2 4.9%	6 14.6%	7 17.1%	6 14.6%	4 9.8%	4 9.8%	1 2.4%	2 4.9%	41 100%
Executive management engagement with operations	7 17.1%	4 9.8%	4 9.8%	7 17.1%	4 9.8%	7 17.1%	4 9.8%	3 7.3%	0 0.0%	1 2.4%	41 100%
Human Resources engagements	2 4.9%	3 7.3%	10 24.4%	8 19.5%	5 12.2%	1 2.4%	1 2.4%	8 19.5%	1 2.4%	2 4.9%	41 100%

Source: Researcher's own construct

5.18 EMPLOYEES' SATISFACTION BASED ON THE AVAILABLE APPLICATION INFORMATION SYSTEMS.

This question was proposed to determine the employee's satisfaction based on the available application Information systems.

Rate the satisfaction for application information systems within the operations environment in your organization.

This section was based on a select option criterion.

Figure 41 below is a validation of how the response structure graphs were

Figure 41: Employees' satisfaction based on the available application Information systems.

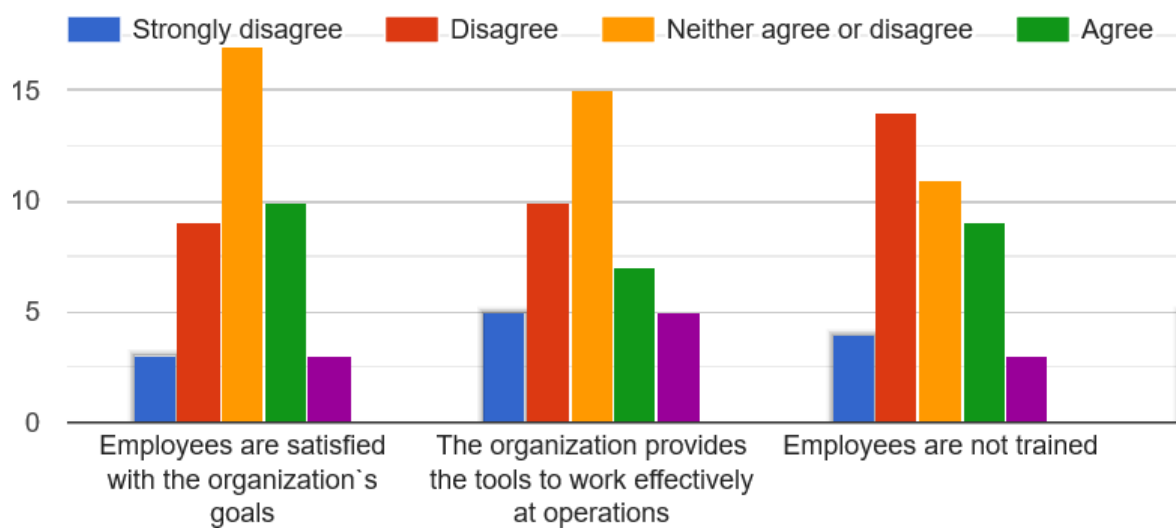
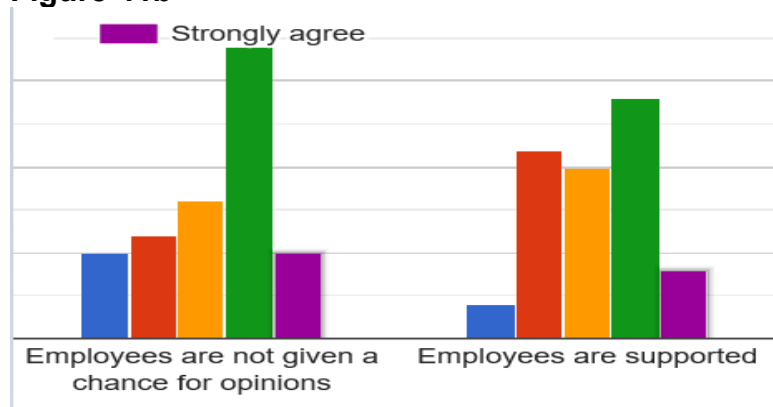


Figure 41b



Study analytical structure

Number	Question	Rational Discussion (This is what the designed question proposes to demonstrate)	Existing Literature justification of the question
I3	<p>People`s satisfaction level with the organization.</p> <p><i>Rate the satisfaction engagement levels with regards to application information systems within the operations environment in your organization.</i></p>	<p>To monitor and determine whether training supports users on the operating systems.</p> <p>Terminals in Durban stabilizes the organization.</p> <p>To determine influence on operations productivity for a stable organization.</p> <p>To assess productivity levels at Transnet Port Terminals in Durban.</p> <p>To evaluate Superuser`s influence towards the performance of employees within the organization.</p>	<p>Interviews, dialogues, and surveys pose a potential to view the participants` opinions based on the phenomenon being investigated with the holistic intention of the qualitative study to comprehend and collect response data .Scholars Aleandri and Russo (2015) confirms that a participants` engagements has a possibility of rich unrevealed sources of data from the participants` and the class unit of study, aspirations, thought processes, experiences and where depth of meaning is important to gain insight and understanding. The more the engagement platforms are opened, the more the participants will respond with precise undiluted data, the key is proper accommodative engagements which cement the ability to launch a trust relationship.</p>

Next is a diagram reflecting responses in numbers as options were chosen

Table 17: Responses in numbers as options were chosen

AVAILABLE SELECT OPTIONS	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	TOTAL RESPONSES
Engineering department engagement with operations staff	3 7.3%	9 22.0%	16 39.0%	10 24.4%	3 7.3%	41 100%
ICT engagement with operations staff	5 12.2%	10 24.4%	14 34.1%	7 17.1%	5 12.2%	41 100%
Management engagement with operations staff	4 9.8%	14 34.1%	11 26.8%	9 22.0%	3 7.3%	41 100%
Executive management engagement with operations	5 12.2%	6 14.6%	8 19.5%	17 41.5%	5 12.2%	41 100%
Human Resources engagements	2 4.9%	11 26.8%	10 24.4%	14 34.1%	4 9.8%	41 100%

Source: Researcher`s own construct

There is a notable, consistent pattern across all the free-text responses, where emotions, frustration, and intolerance are detected. Responses seem to be authentic with the intention of bringing about a positive change. There is a sense of willingness to participate and make the operational synergetic system a success. This is evident through the fact that all questions were responded to, and all the free-text options had evocative and solution-focused feedback.

Private orientation was also detected in the answers concerning superusers, application information systems, productivity, and training.

All respondents based their conclusions willingly on their individual opinions and, in some cases, substantiated them with the true events of TPT Durban port terminals operations. The well diversified combination of participants from across various levels and departments within TPT Durban port terminal contributed immensely to obtaining all angles based on the subject objectives.

5.19 DATA EXAMINATION

All data attained through survey sessions was examined to provide the researcher with factual findings that could pave the foundation for appropriate themes stemming from the collected data so that probable resolutions, suggestions, or recommendations to the study objectives could be achieved (Creswell, 2013). The case within a case observations and evidence collection have established indicators that epitomise valuable operational situational guidelines centred on the superuser's influence on organisational productivity. The Pigouvian ideology and integrative thinking methodology provide an opportunity to construct a new model with practical innovations for the Superuser's influence on organisational productivity.

5.20 DATA DISCUSSION OF THE RESULTS

The theoretical framework informs us that for Superusers to be positively influential, there must be coherent synergistical participation from all operational elements within the terminal.

The principles of the terminal operations recognise the vocal statements of issues to be addressed as matters of concern. Positive externalities were evident in individual development training in the form of education, which increased the chances of

performance change, understanding of operational logic, and productivity benefit. However, there is a low, reliable positive level of productivity in the Terminal due to unsatisfactory levels towards communication, application information systems, training, ICT department, management, and target incentives. There is no practical established change and policy acceptance and no attempts to mend this gap and relationship to pave the way for a solid relationship with a productive workforce.

Consequently, there was a huge and overwhelming acknowledgement of superusers and their contributions, which has the greatest relevance to the performance levels. Superusers have been actively building trust and promoting transparency through their communication throughout the Port terminal environment. Thus, this landed them with an opportunity to maintain order, provide training and guidance, which usually leads to efficiencies. There was also evidence of lack of collaboration amongst various departments such as ICT, Application information systems owners, Operations department, and management. There is no such thing as a duplicate tune or alignment. Hence such situations then bring more confusion towards achieving goals, satisfying customers, and adhering to policies.

In general, respondents revealed assorted feelings around the Superusers, management, policies, tools or machinery, and training. DCT is instrumental in enabling the logistics of cargo within South Africa and globally, and the overall vision of Transnet Port Terminals is to expand African logistic networks, integrate economies and contribute towards people's development. (Transnetportterminals.net, 2019). In 2018, The Chief Executive Officer of TPT set goals to be centric towards workforce development through the "top five in five" strategy. This strategy was founded on four strategic pillars: digital, Agile, creating a reputation of quality excellence, and teamwork. The goal was to become one of the top five Terminal Ports globally within five years(Africa, 2018).

However, the current levels of productivity have not proven to be in accordance with the policies and plans. There have been several different challenges which have led to the strategy's unattainability. The current levels of productivity have not been in accordance with the four strategic pillars policies, due to the Covid-19 pandemic, the executive leader moving, targets not being met, no performance bonuses for employees, and the new way of doing things during the pandemic. Additionally, there

is a low focus on individual development programs due to external engagements and movements, while such acts are discouraged during the COVID-19 era.

Below is the Key Performance indicators that are used to measure productivity at the Durban Container Terminals.

Table 18: Key performance area and indicator for the Durban Container Terminals.

Key performance area and indicator	Unit of measure	2019 Actual	2020 Target	2020 Actual	2021 Target
Moves per gross crane hour					
DCT - Pier 1	moves per hour	24	26	24	25
DCT - Pier 2 (prime berths ²)	moves per hour	21	28	18	26
Container moves per ship working hour					
DCT - Pier 1	moves per hour	47	50	41	48
DCT - Pier 2 (prime berths ²)	moves per hour	54	65	46	60
Train turnaround time³					
DCT - Pier 1	hours	2,3	4,0	2,7	4,0
DCT - Pier 2	hours	2,0	4,0	2,3	4,0

Source: Transnetportterminals.net (2021)

In the fiscal period 2020, TPT income improved by 5.5%, but the strategized revenue budget was not realized due to challenging weather conditions, market conditions, operating machinery challenges, insufficient rail conditions, and the negative influence of COVID-19.

Pigou encourages that the productivity levels at DCT should align with policy strategies and the levels and capacity of machinery, workforce, equipment, availability of superusers, and ICT personnel. The organization has invested in revenue, individual development programs, equipment, and application information systems, but returns do not cover the cost of a holistic Durban Terminal Port investment and production, resulting in marginal profits.

The epistemological indication of this study suggests that the superusers' involvement can be capitalized on, as this is already an invested-on service that will not require any additional expense. Superusers, the workforce, application information systems, and equipment are already readily available to be implemented into a synergetic performance solution. To ensure the agility and success of the presence of Superusers

in the Port Terminal, organizational strategic policies must be inclusive with leadership being visible and accommodative. Sustainability measures need to be implemented to encourage the bond between superusers and the workforce, and sensitization on development programs that are centric to an individual's work area.

Survey data outcomes confirm the criticality of a superusers' presence within DCT at both Pier 1 and Pier 2.

Pigou viewed the unfavourable economic positioning for TPT in Durban as a result of verified business operating protocols, ambient global business outcomes, and the new way of operating business in modern times. Survey sessions revealed that much emphasis was placed on following standard operating procedures by leadership, but little attention was given to ensuring the agility and success of Superusers in the Port Terminal. The survey data outcomes confirm the criticality of a superusers' presence within DCT at both Pier 1 and Pier 2.

The response variations to the "superusers" theoretical framework and philosophical analysis confirm the role of application information systems and superusers. The data collected reveals that not much attention is given by HQ application information system owners, and that productivity levels at DCT at both Pier 1 and Pier 2 endure continuous financial cost and are in need of an accommodative working turnaround strategy. Examinations based on the ontological and epistemological perspective define the productivity reality of DCT from an inductive, deductive, and abductive-causal-modelling perspective.

Analysis also indicates that the catastrophe performance levels at Transnet Port Terminals at Durban are due to the workforce's inability to understand the global economic picture, unavailable machinery due to mechanical faults, and lack of leadership empathy and communication. Survey responses suggest areas for improvement, such as working in parallel with leadership, the CT department, superusers and policies.

5.21 ABDUCTIVE LOGIC METHODS, INTEGRATIVE THINKING APPROACHES AND REPRODUCTIVE INTELLECTUAL ANALYSIS

This study confirms that the theoretical framework of the superuser is the most appropriate model for all operational elements within the Durban Port Terminal (DCT). It informs of an ideology image which supports superusers' ability to be a positive influence, individual development programs towards a stabilized, industrious organization with tolerable financial margins, and survey interactions argue that the apparent model now is not a proposal of what DCT implementation is designed to be. There must be an adapted situational model.

This study examines the operational environment of DCT, which has a limited impact on sustainable development and does not fully capitalize on the superusers's maximum existence. It suggests that the current mode of operation may limit the capabilities and productivity levels of effective superusers.

In relation to the strategy in which superusers are positioned, DCT stands to experience a barrier against itself. Grounded on the influences of Martin (2007) and implementing the processes of the abductive logic method, integrative thinking technique, and then the generative logic process, this study intends to "ferret-out" an innovative model for the Superuser influence on organisational productivity, which includes pathways for the effective superusers' capitalization towards sustainable operational development.

This study, consequently, places attention, from a generative validation viewpoint, on the possibilities, rather than on what is (for the intention of this analysis).

Modal reasoning is a prominent process suggested by Martin (2007), which promotes that the application of deductive and inductive logic methods leads scholars to abductive logic processes. Significantly, Martin (2007) outlines that deductive logic approaches require a pre-existing operational theory (of DCT) on which observations will be based on. Inductive logic methods attract extrapolations from "repeated participations or involvements" (Martin, 2007). The abductive logic process, based on a critical study perspective, examines the details of what has been discovered in order to prescribe an appropriate and applicable solution. Situationally, what abductive logic

accomplishes is the ability to determine a new situational customized model after observing the interconnection of the operational as-is model of DCT.

The logic process of a fundamental modelling associated with integrative thinking and generative logic must be defined to accurately express the Superuser's influence on productivity in an organization. Martin (2007) recommends that for the best intentions to construct sophisticated models, one needs to have intense knowledge of all the appropriate tools, and they possess accuracy acumen. These supposed tools denote to the process of causal modelling.

He further hints that two arrangements of causation are pertinent to causal modelling. The primary one is for material causation, defining the situation where, under certain conditions, "X causes Y to happen." The second logic process of causation attempts to thoroughly investigate what and the whys. The purpose of this study was to determine the level of a superuser's influence on productivity in an organization, specifically for DCT at the Pier 1 and Pier 2 Terminal ports in Durban. A comprehensive superuser operation promotes a sustainable operational environment and, in fact, encourages a human resource and policy sustainable organization based on an integrative information outlook. It is to create a causal solid process from the existing environmental status to a prescribed envisioned one, sustainable operational-state and superuser model.

Therefore, in order to expose the validity of the level of Superuser influence on organisational productivity from a sustainable operational environment perspective and from the inquiry as to whether human resource and policy operating procedures have any bearing on the productivity levels, this study seeks to interrogate Superuser's influence towards productivity at Pier 1 and Pier 2 based on a causal modelling standpoint.

Construction of discovered models demands the capacity to intellectualize everything while focusing on the structural components like training, policies, human resources, management, equipment machinery and application information systems. A very distinct model concept includes the consumption of a radical metaphor to observe the integral non-duality and holistic integrity of any new model (Martin, 2007).

Based on the framework of identified enablers and barriers, the radical metaphor for this case study must be the superuser existence and how the operational environment

at Pier 1 and Pier 2 facilitates presence in a holistic production and sustainable context. The radical metaphor is consequently a crucial tool of the integrative thinking method, the abductive logic process, and generative reasoning based on the opinion that the radical metaphor motivates and leads identified structural components into a useful and essential totality.

5.22 SUMMARY

This chapter examined the collection and understanding of data from qualitative study through survey sessions. Several methodologies were used to collect, interpret, and analyse data. Descriptive means were applied to understand the various data given by respondents. Ontological and epistemological perspectives were correlated with the case within case principles. Demographic and work department factors were evaluated. The answers were interpreted based on the responses acknowledged and correlated literature and framework theory.

Implications for each response were obtained. Recommendations are grounded by the situational reality from the literature, DCT, and survey results.

Ultimately, Suggestions and practical recommendations were made, which will further be expounded on in subsequent chapters.

6 CHAPTER 6: DISCUSSION OF RESULTS

DISCUSSION OF RESULTS ON SUPERUSER INFLUENCE ON ORGANISATIONAL PRODUCTIVITY: A CASE STUDY OF TRANSNET PORT TERMINALS

6.1 INTRODUCTION

This chapter focuses on the results and findings of a study conducted by Transnet Port Terminal employees in Durban. Survey questionnaires were used to gather data and were disseminated via emails to various levels of employees. The outputs of the study are understood and concluded, aligning with the case study objectives:

- To monitor and determine whether training supports users in the operating systems
- To determine whether the Terminals in Durban stabilize the organization.
- To determine the influence of operations on productivity for a stable organization.
- To assess productivity levels at Transnet Port Terminals in Durban
- To investigate the implementation of policies towards organizational stability.
- To evaluate Superuser's influence on the performance of employees within the organization.

The survey questionnaires were distributed to the workforce of Transnet Port Terminals. This mode of information gathering was conducive under the COVID19 period, which emphasizes safety, social distancing, and human interaction through behavioural change. The research survey questionnaires were private and exclusive to the intended email recipients. All study contributors had liberty and privacy to join and complete the survey at their own pace.

In pursuit of obtaining this qualitative data, survey questionnaires were administered to 72 TPT active employees, of which 41 effectively participated. This was described in chapter four of this study, which explicitly addressed in detail the data collection methods deployed.

6.2 QUALITATIVE DATA ANALYSIS

Data analysis followed a combination of thematic analysis procedures as described in Braun and Clark's framework (Braun and Clarke, 2006), as well as descriptive content analysis to explore meaning of content generated from the text data and provide knowledge and understanding employee perspectives of the Durban Transnet Port Terminals (TPT) environment. Firstly, all participants' transcripts were read for familiarization and preliminary understanding of the content. The transcripts were then coded using NVivo 14 to manage the data and develop an initial coding framework. The interview questions in the study tool provided guidance during the initial coding phase.

To enhance inter-rater reliability and ensure completeness, the coding framework was reviewed independently by an experienced qualitative researcher and refined prior to finalization. The remaining transcripts were then analysed, and the data organized into codes and categories derived from participants' responses. The interpretation of the final themes was a collaborative exercise and was based on regular debriefing meetings and discussions with the qualitative researcher to resolve any discrepancies in the findings. Finally, the results were organized according to codes, categories, themes, and excerpts illustrating each code, as presented in Table diagrams to follow.

6.2.1.1 Key themes from qualitative data analysis

a. Improving productivity within the organisation

Participants in this study highlighted several factors that they perceived to influence productivity within the organisation. The dominant sub-themes were a need for Organisations (1) to provide adequate training to staff, (2) to ensure efficient systems and appropriate equipment and (3) to identify ways to empower and motivate the workforce, including through communication with employees and provision of incentives or rewards in recognition of employees' efforts.

b. Recommendations to improve performance of operations

Participants in this study emphasized several variables that affect organizational productivity. Process simplification, enhanced collaboration and communication, application system investment, training and development opportunities, performance metrics monitoring, use of key performance indicators (KPIs), engaging and listening to employees, and data-driven insights are a few of these. To optimize or eliminate bottlenecks, inefficiencies, and redundant jobs, processes must first be analyzed in order to find them. Transnet teams can make better decisions, cut down on delays, and prevent errors through improving communication and teamwork. Application system investments can boost productivity, expand capacity, and decrease downtime. Employee skill and knowledge acquisition can be facilitated by offering training and development opportunities, and operational improvement can be achieved by tracking performance metrics and utilizing data-driven insights.

c. Impact of operations performance on the organization's stability

This study showed that an organization's stability can be significantly impacted by operational performance. Terminal Ports that prioritize operations management and provide financial support are likely to be more successful and stable in the long run. Employee pride, accomplishment, and motivation may increase if operations are successful and efficient, while subpar operations performance can cause annoyance, burnout, and turnover. TPT needs to mitigate risk management, train employees and align with workers.

d. Recommendations to implement policies (SOPs) towards strong organizational stability

Participants in this study demonstrated that, Implementing Transnet policies, procedures, and SOPs can help ensure strong organizational stability by establishing clear guidelines, streamlining processes, and improving communication and collaboration. These recommendations can help Transnet develop effective policies and procedures that align with their goals and objectives and promote a culture of compliance.

e. Importance of working in accordance with policies (SOPs)

Working in accordance with TPT policies and procedures is crucial for guaranteeing performance consistency, quality, compliance, efficiency, and accountability within Transnet Port Terminals, as participants in this study have shown. Employees can support the success of Transnet as a whole by adhering to set TPT principles to maintain productivity that satisfies and occasionally even surpasses the organization's expectations as well as client requests.

f. Strategies to ensure that policies are implemented and welcomed all the time

Participants in this study showed that effective internal communication, staff involvement, routine training, feedback and continual development, recognition and reward, and leadership by example are necessary to ensure that TPT policies are implemented and embraced consistently. Transnet Port Terminals can create a culture of compliance and ensure solid organizational stability by employing these tactics.

g. Need for superusers to be available during operation

Participants understood the role of superusers during operations to be that of resolving issues. Others expressed that superusers provided knowledge, guidance, and support by acting as a liaison between users and ICT.

h. Feasibility/practicability of rating superusers as good/bad trainers

Rating of superusers as either 'good' or 'bad' was based predominantly on the performance of those employees who had received training from the superuser. Hence, a positive shift in performance, demonstrated by trainees' understanding of processes including logging queries, were indicative of a good trainer. On the other hand, a bad trainer would be a superuser who fails to provide support and whose presence adds little or no value to the team. It is worth noting that one participant found the rating system to be flawed and maintained that it was an inaccurate measure

or assessment of superusers' capability given that the ability to learn and grasp concepts was not entirely dependent on the trainer, but also the employees undergoing the training.

Results from content analysis (**Table 26**) were consistent with these findings, where 35 (85%) respondents acknowledged the critical role played by superusers in the organization's stability. However, a few reported that the business of the day would continue in the absence of superusers. Twenty-nine participants (71%) also reported positive experiences of interacting with superusers

Table 26: Content analysis

	Counts	%
1. Superusers/application information systems role towards organizational stability		
Critical role	35	85%
Business of the day can survive without them	4	10%
I do not know	2	5%
2. Knowledge of superusers/application information systems users in your organization		
Yes	32	78%
No	9	22%
3. Main purpose of superusers/application information systems users at TPT		
To assist with operation`s goals in the port	33	80%
To train other employees	5	12%
I do not know	3	7%
4. Superusers/application information systems users added value		
They speed up the process of work in the port	36	88%
Other	3	7%
I do not know	2	5%
5. Experience of interacting with the superusers/application information systems users		
Positive	29	71%
Negative	1	2%
No difference	7	17%
Have not interacted with it	4	10%
6. Knowledge of application information system tool used in your TPT for operations		
Yes	39	95%
No	2	5%

6.2.2 Key thematic messages

Table 27: Key thematic messages from qualitative surveys with 41 employees of Transnet Port Terminals in Durban

THEMATIC MESSAGE: Improving productivity within the organisation		
Codes	Categories	Illustrative Quotes
<ul style="list-style-type: none"> • Communication with workforce • Ensure efficient systems and equipment • Employ skilled workforce • Empower and Motivate workforce • Implement fair compensation for employees • Importance of training 	<p>Suggestions for improving productivity within the organisation</p>	<p>“Allow fresh ideas despite who came up with the idea, setup an easy-going environment to learn and a strong leadership is required to meet all mentioned”.</p> <p>“Having the right people to do the right job at the right time, the organization must have the right technologies (Tools and Information Systems) in place that talk to the goals of the organization.”</p> <p>“Employ candidates with suitable skills sets for the job to be carried out.”</p> <p><i>“Empowering employees and recognize or reward good work”.</i></p> <p><i>“Be fair in remuneration at management level and put all Level F employees on the same level, based on years in position and qualifications set standard bands based on those criteria. If the Level F band is happy, they will from a management level push productivity, if they are disgruntled it filters back to the operational floor.</i></p> <p><i>“By means of making sure that Superusers as well as ICT personnel are well trained and are made available to assist in any immediate problems that may arise”.</i></p>

<ul style="list-style-type: none"> • Planning • Provide adequate resources • Provide incentives 		<p><i>“Good planning and priorities. setting up realistic timelines”.</i></p> <p><i>“Training and high quality of available resource (human & equipment)”</i></p> <p><i>“Addressing employee performance rewards/incentives”</i></p>
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THEMATIC MESSAGE: Recommendations to improve performance of operations

Codes	Categories	Illustrative Quotes
<ul style="list-style-type: none"> • Improve management and leadership • Improve working conditions for employees • Provide incentives • Provide required staff support • Provide users with training 	<p>Suggestions for operations to perform better</p>	<p><i>“It all starts and ends with senior management and leadership, if they set a good tone, it will filter down to the operational floor”.</i></p> <p><i>“Four days day shift, four days night shift, four days off to reduce fatigue”</i></p> <p><i>“Provide reliable equipment and incentivize employees for exceeding norms”.</i></p> <p><i>“For support to be available when there is issues and have knowledge of the problem at hand so we don’t wait hours for issues to be resolved”</i></p> <p><i>“Proper training on systems and current equipment. continuous motivation in form of rewards/incentives for all employees”.</i></p>

<ul style="list-style-type: none"> Regular inclusive meetings Regular monitoring of processes Setting realistic targets or goals 		<p><i>“Improve communication between employees and employer and have good equipment”</i></p> <p><i>“Straddle drivers and crane drivers a required to meet targets in their hours of working. If they’re not, they need to be held accountable. Working at trouble desk, we see a lot of truck drivers at out gate still showing yard, due to straddle drivers holding onto moves. which slows productions”</i></p> <p><i>“Reasonable targets aligning to the available workload, sufficient of resources and space then fully trained employees to maintain quality in all equipment and execution”</i></p>
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THEMATIC MESSAGE: Impact of operations performance on the organization’s stability

Codes	Categories	Illustrative Quotes
<ul style="list-style-type: none"> Impact on job security Impact on business 	Effect of operations performance on organisation stability	<p><i>“Low performance results in low revenue (CTOC/ SA economy, job security/ downsizing)”</i></p> <p><i>When operations does not meet norms and poor service given, that leads to dissatisfied customers which in turn puts compromises the entire organization and may eventually lead to privatization which in turn will inevitably lead to job losses”.</i></p> <p><i>“If operation is unable to get help with an issue and support is not available at that time, we have customers who look at us as though we</i></p>

- Impact on future investments

don't know what we are doing and wants to take their business elsewhere"

"By not meeting customers need we lose business old and new".

"Organization's performance is crucial as it defines the stability of the organization. Future financial forecasts are based on current and ongoing operational outcome".

"If performance is poor, investment in the organization is difficult to obtain".

- Impact on organization targets

"If operations has problems that are not quickly attended to this may be detrimental to the entire organization not being able to reach particular targets".

"Meeting targets improves the company in a positive way economically and in terms of development. When targets are not met this has negative impact and affects the company growth".

- Impact on overall profit

"It contributes towards the revenue of the organization, which means positive performance will enable the organization to sustain itself together with all of its resource, in the case of Transnet it will see it realize its Market Demand Strategy, contribute towards the economy and the infrastructure of SA".

"Effective operations performance affects an organization stability in a positive way, it increases productivity and profitability. While ineffective/inconsistent operations performance negatively affect productivity, profitability, and employee moral"

- Impact on stability of the organization

"The poor performance of the organization leads to loss of valuable clients, and the organization will not maintain stability".

<ul style="list-style-type: none"> • Periodic review of SOP • Sensitization of staff on SOP 		<p><i>“They must all be reviewed at least every 6 or 12 months”</i></p> <p><i>“SOP’s should be reviewed and updated quarterly”.</i></p> <p><i>“Always sensitise where they are found and what must be done about it per department”.</i></p> <p><i>“Ensure the purpose of the SOP is understood. Provide relevant structure and content and there should be proper training given”.</i></p> <p><i>“Leadership to enforce SOP by engaging with respective team members and setting up roadshows”</i></p>
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THEMATIC MESSAGE: Importance of working in accordance with policies (SOP`s)

Codes	Categories	Illustrative Quotes
<ul style="list-style-type: none"> • Accountability • Compliance • Efficiency • Safety 	<p>Views on implementation of policies</p>	<p><i>“Yes, for safety assurance and accountability”</i></p> <p><i>“Yes, organization will meet the targets if the employees understand and know what’s expected of them”.</i></p> <p><i>“This will ensure procedures are always met and everyone abides by these”.</i></p> <p><i>“Yes, to demonstrate compliance with the regulation or operational practices and to document how tasks must be completed in the organization”.</i></p> <p><i>“For efficiency yes they must”.</i></p> <p><i>“Yes, because any deviations may cause serious injuries or damage to property and employees”.</i></p>

<ul style="list-style-type: none"> • SOPs protect the organisation's image • SOPs provide a clear standard • SOPs provide guidance 		<p><i>"Yes, with the right policies in place both people and organization will be protected".</i></p> <p><i>"Policies also help protect the image of the company".</i></p> <p><i>"Yes, because SOPs create a more standardized environment and a more controlled environment thus making easier for an organization to reach targets and growth".</i></p> <p><i>"Yes. In order for team members to carry out tasks correctly every time and to ensure the services and products are delivered consistently."</i></p> <p><i>"Yes, they are a guide on how to perform a particular function and set the standard".</i></p> <p><i>"Yes, they serve as guidance. Everyone follows, moves in same direction".</i></p>
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THEMATIC MESSAGE: Strategies to ensure that policies are implemented and welcomed all the time

Codes	Categories	Illustrative Quotes
<ul style="list-style-type: none"> • Engage relevant stakeholders • Engage subject matter experts • Improve communication 	<p>Strategies for successful implementation of policies</p>	<p><i>"Interaction with stakeholders where clarity is provided, and input is considered from all".</i></p> <p><i>"Consultation of all parties and employees in the organization will make sure that everyone is on board with the implementation of the policy and will decrease resistance".</i></p> <p><i>"Simplify the process and assign subject matter experts to develop SOPs for the area/ function".</i></p> <p><i>"Communicate them with employees more often not only when there is a disciplinary hearing".</i></p> <p><i>"Proper communication with the employees".</i></p>

<ul style="list-style-type: none"> • Incorporate into induction of new employees • Introduce learning sessions • Involve employees in development stages • Make SOPs visible and accessible • Proper management and leadership • Provide training on SOPs 		<p><i>“Include them to new employee induction”.</i></p> <p><i>“Always remind employees by conducting workshops”</i></p> <p><i>“To have sessions where relevant people teach about these policies”.</i></p> <p><i>“All the employees should be involved in drafting of the policies”.</i></p> <p><i>“Involve all employees to get feedback on what they think should be part of the policies and it can be reviewed”.</i></p> <p><i>“Engage people constantly, user social platform to teach about policies, don’t have long pages of policies, have monthly themes about policies and again people must be part of making of the policies”.</i></p> <p><i>“Share the SOPs in noticeboards in designated areas”.</i></p> <p><i>“Make Policies and Procedures easily accessible to your employees”.</i></p> <p><i>“Clear consequences of not adhering to policy should be known as well as training of the policy and making sure it is available throughout the organization should be of importance”.</i></p> <p><i>“Data capturing of all the attendance and in all the departments, implementation of consequence management if one does not comply”.</i></p> <p><i>“By consistently training staff on policies and ensuring that we all respect them”.</i></p> <p><i>“Awareness training”.</i></p>
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THEMATIC MESSAGE: Need for superusers to be available during operation

Codes	Categories	Illustrative Quotes
<ul style="list-style-type: none"> • Liaison between users and ICT • Monitor operations • Provide guidance and knowledge • Provide support 	<p>Role of superuser during operation</p>	<p><i>“Also acts as a liaison between users and ICT so they better understand what the problem is”.</i></p> <p><i>“To assist users with application information systems problems”.</i></p> <p><i>“To assist other users for trouble shooting”.</i></p> <p><i>“To monitor operation and if there are issues, they should be able to investigate first before sending the issue to ICT team”.</i></p> <p><i>“To monitor and make sure the operation runs smoothly”.</i></p> <p><i>“To see if the system is used and operating correctly”.</i></p> <p><i>“To provide leadership and guidance especially when problems are encountered and take crucial decision that will benefit the organization without jeopardizing workers lives and company resources”.</i></p> <p><i>“They need to be available because they have knowledge and a understanding of internal processes and are able to help fix and provide knowledge on queries”.</i></p> <p><i>“To assist other employees with effectively completing their task and resolve issue that may arise during operations”.</i></p> <p><i>“To provide first line support to the operations when issues occur”.</i></p> <p><i>“To support end users and monitor performance in a workplace”.</i></p>

<ul style="list-style-type: none"> Resolve issues 		<p><i>“To help solve issues before escalated to ICT or Navis, saving time”.</i></p> <p><i>“In cases of any systematic glitch that may require the assistance and know-how of a superuser”.</i></p> <p><i>“To ensure that bottlenecks and disruptions are sorted out in the quickest time”.</i></p>
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THEMATIC MESSAGE: Feasibility/practicability of rating superusers as good/bad trainers

Codes	Categories	Illustrative Quotes
<ul style="list-style-type: none"> Ability to communicate Ability to train others Available and helpful Impact on targets 	<p>Rating of superusers</p>	<p><i>“Punctuality and communication”</i></p> <p><i>“A superuser can be rated a good trainer if they are able to troubleshoot problems as well as train users well enough for them to maximize the system and a superusers can be seen as a bad trainer if them being present in the organization makes no difference or if the users are the ones who end up training the superusers”.</i></p> <p><i>“Clear presentations or instructions, good results from trainees”.</i></p> <p><i>“By being a good listener and have patience when assisting others”.</i></p> <p><i>Good trainer: “When they are available and helpful”</i></p> <p><i>Bad trainer: “They fail to provide support and lose focus”</i></p> <p><i>“Can be rated based achievements of targets met by those they trained, and when they are doing things correctly with minimal intervention of the superusers”.</i></p> <p><i>“When the organizations and targets are met”.</i></p>

<ul style="list-style-type: none"> Improved performance 	<p><i>"When the employees he/she trained are logging queries"</i></p>
	<p><i>"Rated good where improvements have been noted and are being actively pursued"</i></p>
	<p><i>"Through employees that they trained and the response time when there's issue with the TOS"></i></p>
<ul style="list-style-type: none"> Knowledgeable 	<p><i>"Good trainer if they know and understand what they are doing".</i></p>
	<p><i>"On high level of system understanding, critical thinking and problem solving"</i></p>
<ul style="list-style-type: none"> Minimal issues with operations 	<p><i>"Good trainer when operations occur with minor or no issues or delays".</i></p>
<ul style="list-style-type: none"> Peer recognition 	<p><i>"When performance escalates, and other users commend them"</i></p>
<ul style="list-style-type: none"> Trainees demonstrate understanding of systems 	<p><i>When he /she has trained users to such an extent that they understand and practice what they were taught"</i></p>
	<p><i>"Look at the outcome of his or her product. i.e., the people that he or she is responsible for their training and development".</i></p>
<ul style="list-style-type: none"> No knowledge on rating superusers 	<p><i>"Not sure, I've never attended any of their training, but a lot needs to be invested in them...especially the train the trainer skills".</i></p>
	<p><i>"I don't know where there are trained so it a bit hard for me to evaluate them".</i></p>
<ul style="list-style-type: none"> Rating systems inaccurate 	<p><i>"You can't rate the superusers fairly on that as people's ability to learn is different, they can train a class of people half excel and grasp the contents the other half doesn't it's not the superusers' s fault".</i></p>

6.2.2.1 Demographic Summary

The study showed that a significant proportion of participants had substantial work experience in the industry. Specifically, 31.6% had 6-10 years of experience, and 31.7% had 1-5 years of experience. This suggests that the organization benefits from a knowledgeable and engaged workforce. Furthermore, the high levels of industry experience among participants ensure that the data gathered from the survey is reliable and informed, given that most participants exceed the minimum entry-level experience requirements for the industry. This notion is further supported by Naong (2012) who emphasises that industry working experience and proper quality training programs are vital in determining the knowledge and performance from workers.

6.3 ACHIEVEMENT OF THE OBJECTIVES

6.3.1 Objective 1: To evaluate Superuser's influence towards the performance of employees within the organization.

6.3.1.1 What role do the current Superusers, and application information systems play towards organizational stability?

The study found that employees believe that Superusers and application information systems are essential for organizational stability, with some suggesting that business can continue without them, while others have no idea who superusers are and their purpose.

6.3.1.2 Are you aware of who the superusers or application information systems users are in your organization?

The survey found that 78% of respondents were aware of who their superusers or application information systems users were within their organization. This suggests that TPT is populated by experienced, learned middle-aged workforce who are familiar with their environments, deliverables, and colleagues.

However, 22% of respondents cited not being aware and knowing who their domestic area superusers were. This highlights the need for awareness and induction programs to ensure that much of the workforce becomes cognizant of their superusers.

6.3.1.3 Why are there superusers or application information systems users for Transnet Port terminals in Durban?

According to the study, most respondents acknowledged the role of superusers and application information systems users in achieving the operational goals of Transnet Port Terminals in Durban, but a small percentage of 12.5% believed their role was to train other employees, and 7.3% were unsure. Although there was a significant response rate, there is still room for improvement in terms of education, alignment, and knowledge management.

6.3.1.4 How do superusers or application information systems users add value towards the organization's stability?

The number of employees who agreed that superusers or application information system users contributed to the stability of the company was quite high. While some members of the workforce provided equal response rates (which were low), others were unaware. For this question, respondents chose to provide their own free text responses. Some responded that superusers were there to help solve system-related problems, others that they were helping by completing proposed system changes and assigned projects, and still others self-inserted their belief that superusers were there to streamline procedures for efficient work execution. In general, there was a positive response rate to awareness of superusers. This shows that the workforce is aware of the principles underlying from the presence of superusers.

6.3.1.5 Have you ever interacted with the superusers or application information systems users, how was that session?

A significant portion of the workforce found their interactions with superusers or application information systems users to be enlightening, while some saw no difference. Some also considered it valuable time, but there were those who found it a waste of time. Positive feedback was expressed by some regarding the time spent with superusers, but an equal percentage did not find the current strategies followed by superusers impactful, highlighting the need to adjust their approach. To ensure that all operational workforces are familiar with their objectives and superusers, a considerable increase is necessary to bridge the knowledge gap

6.3.1.6 Do you know which application information system tool is used in your port Terminal for operations?

According to the study, most employees were aware of the application information system tool used in their port Terminal for operations. A small minority answered negatively, suggesting that most of the workforce has a high level of awareness regarding the Terminal operating application system.

6.3.1.7 Objective Summary

The survey results showed that a significant percentage of respondents were aware of who the superusers or application information systems users are at Transnet Port Terminals in Durban. Most of the workforce agreed that the aim of superusers is to align with organizational goals, and productive engagements with superusers were reported by a majority. Moreover, participants expressed positive beliefs and benefits towards the application information system users/superusers, citing their knowledge and impact. As supported by Laundon and Laundon (2006), Information application systems and developments worldwide afford organizations options to have tailor-made application systems that are suitable for their environment .

6.3.2 Objective 2: To monitor and determine whether training supports users on the operating systems

6.3.2.1 How is training rendered for users on the information application systems at Transnet Port Terminals in Durban?

According to the investigation, some respondents mentioned that application information systems training was provided by the Head Quarters (HQ), while others reported that users conducted the training. A small percentage mentioned that ICT or external professional trainers provided training. Additionally, two participants added their own response options. The investigation revealed that there is no standard formalized development training in place, resulting in inconsistencies in knowledge output and uncertainty regarding the quality of output and gains. The evidence suggested that there is a significant gap of lack of proactive training measures, as reported by the workforce.

6.3.2.2 Have you ever witnessed a superuser or application information system user training session?

This study discovered that over half of the participants have observed a superuser or application information system user training session, while some have only heard about it and the rest have not heard of it at all. The most concerning finding is that more than one-third of the workforce has never witnessed such training. This highlights the need for an awareness campaign to identify those who require it and the introduction of more flexible communication platforms with reliable training programs. The results suggest that training at TPT in Durban port is infrequent and inconsistent.

6.3.2.3 Is every user trained on how to use application systems?

Based on the study, almost half of the participants believe that users receive training on how to use application systems, while 24.4% believe otherwise, 17.1% were unsure, and 2.4% think it depends on the system. It was also noted that newcomers did not receive any training. These findings imply that there is no established training program for the terminal operating system, and even if there is any training provided, it lacks consistency. Consequently, there is a possibility that inaccurate training knowledge is being passed from one worker to another in the name of knowledge transfer and performance improvement.

6.3.2.4 Would you recommend that everyone is trained on the use of application information systems in the organization?

The crucial finding of the study is that most of the workforce agreed on the importance of training everyone on the use of application information systems within the organization, while only a small percentage barely a handful disagreed. This indicates a willingness among the workforce to promote positive change within the organization.

6.3.2.5 If you have been exposed to the application information systems training. Were you satisfied with the training and trainers?

The results of the study indicate that almost half of the participants have received training on application information systems and are content with the quality of the training and trainers. However, 29.3% have not received any training, highlighting a significant gap in knowledge and skills among half of the workforce. This implies that only half of employees may be performing at an optimal level at any given time.

6.3.2.6 Is the ICT personnel always available for all immediate application information system assistance?

According to the results, most of the participating employees (63.4%) believe that ICT personnel are readily available for immediate assistance with application information systems. A small percentage (4.9%) disagreed with this, while almost a third (29.3%) found it challenging to locate them. This suggests that the workforce generally finds ICT assistance accessible when needed, but negative feedback highlights that their service delivery is not consistently satisfactory. The results also suggest that there is a need for organizational alignment in terms of goals, communication, and practices.

6.3.2.7 Objective Summary

The summary findings indicate that there is no consistency in terms of who performs training and who offers training to the users at the Port terminal in Durban. It also revealed that there is a handful number of employees who have never been trained formally on the internal application systems. The most important details are that there is no consistency in who performs training and who offers training to users at the Port terminal in Durban, and that at least half of the workforce have never been trained formally on the internal application systems. Data revealed that the participants do support formal training and recommend it for every recruited Transnet Port Terminals operation individual. Over two thirds of the participating employees indicated that support services are available when required, but there is evidence of lack of knowledge, awareness, training, communication, and alignments. There is inconstancy in training employee and ICT availability in times of need. According to Katari and Sethi (2013), formal training is a vital tool to change individuals' observations and behaviour, especially in the working environment. It can have advantageous outputs at operations

6.3.3 Objective 3: To determine influence on operations productivity for a stable organization.

6.3.3.1 Through the use of Application information systems and Superusers. Is the organization meeting operational targets?

Based on the study, some respondents believed that the organization meets its operational targets, while others alleged that targets are not met. A few respondents also provided additional comments through free texting. One comment suggested that the organization may not be fully utilizing its superusers, while another comment acknowledged that external factors may contribute to incomplete target fulfilment. Overall, the survey highlighted inconsistent goal inputs and understandings among individuals, which could affect productivity.

6.3.3.2 What do you suppose are the reasons for the organization's performance levels?

Based on the collected data, there are varied opinions among the workforce regarding the factors affecting the organization's performance levels. The majority of respondents (73.2%) believed that it's a combination of factors such as leadership, operations, application information systems, equipment, communication, and incentive bonuses, and requires collaboration from all teams. However, a small percentage of respondents suggested that it's either the availability of superusers and application information systems users (7.3%) or equipment availability (4.9%) that affects the performance. One respondent (2.9%) mentioned "Lack of knowledge and communication" as a factor. The observations also revealed that there is no clear communication point or practices in place.

6.3.3.3 Is the organization able to meet set operation`s targets?

Based on the survey results, most respondents (58.5%) believed that the organization is capable of meeting its operational targets, while a smaller percentage (19.5%) thought it was consistently achievable. However, some respondents (7.3%) disagreed, and a few (12.2%) believed that it was never achievable. A small percentage (2.4%) of respondents were unsure. Overall, the findings suggest that there is some level of optimism regarding the organization's ability to meet its operational targets, but this is not a consistent standard practice. It may require an assessment of organizational and leadership strategies to align with the workforce's concerns and objectives.

6.3.3.4 How do you suggest the organization can improve on productivity?

The researcher revealed that participants had multiple suggestions of input which they believe will be of value when considered. These suggestions have been categorised in a strategic table based on their grouped relational responses. Some of the suggestions were repeated in opinion, reflecting the general opinion of the participants.

Table 28: Depicting collaborated views on the improvements of productivity methods.

Human factors	Mechanisms
<ul style="list-style-type: none"> • Human Resources • Teamwork • Two-way communication platforms and suggestion considerations from all levels. • Employee’s engagements • Skilled and experienced people • Recruitment • Aligned remunerations per division and consistent performance incentives. 	<ul style="list-style-type: none"> • Technology • Good operational machinery • Serviced equipment tools • Requirements tools availability • Good maintenance of machines

<ul style="list-style-type: none"> • Proper training platforms • Service departments' availability always. • Change management consistency • Increasing several superusers • By regularly reviewing operational processes Training programs for applications used • Performance • Leadership 	
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6.3.3.5 What do you suggest must be done for operations to perform better?

In a quest to seek out suggestions for improvement at operations, Respondents provided feedback in the form of a free-text option, which was categorised according to correlation and relevance. The table below has categorised their feedback in accordance with correlation and relevance. Some of the responses are as-is from their contribution and some has been summarized in consideration of repetitive given feedback.

Table 29: Representing suggestions.

Human factors	Mechanisms
<ul style="list-style-type: none"> • Adequate training programs • Offer Support and set realistic goals and ensure employees are happy. • Leadership-employee relationship 	<ul style="list-style-type: none"> • Ensure KPI are implemented and seriously adhered to. • Providing good and operating equipment, teamwork and communication.

- Two-way communication platforms and suggestion considerations from all levels.
- Skilled and experienced employees along with modern Terminal operating application systems.
- Employee engagements
- Proper training platforms
- Employee accountability and consequent management
- Setting achievable goals against equipment availability level.
- Considerate managerial decision making against operational realistic environment.
- Suitable candidates, in appropriate position with necessary tools.
- Direction and routine are depending of leadership and management.
- Prioritizing application information users to be always equipped and trained.
- Streamline processes
- Change Management
- Consistent performance incentives
- All departments to be always available.
- Motivate workers in a positive way.

- Support services to be always available and maintain a shortest turnaround time.
- Improve alignment of equipment, people, and systems.
- Increase Human capacity as well as machinery and equipment.
- Be operationally innovative
- Apply mechanisms to address employee fatigue
- Better planning and monitoring, equipment, improved application information system that works for all users.

<ul style="list-style-type: none"> • Improve communication between employees and employer • Management • Make everyone to be aware of the business processes and how to execute their expected. • All operations employees must be trained on terminal operations. 	
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6.3.3.6 How does operations performance affect the organizations stability?

A closer observation from the free-text responses, through examination of individual responses, indicated that there were multiple different considerations from the workforce when it came to the reasons contributing towards operations performance that affect the organizations stability.

The table below displays groupings of responses in accordance with relationship and relevance. Again, some of them are as-is from their inception while others have been summarized to sum-up what each respondent had put which was generally repeated by others.

Table 19: Showing suggestions.

Impacting factors	Mechanisms
<ul style="list-style-type: none"> • It impacts the overall profits. • Critical. • Financial performance and customer service. • It contributes towards the revenue of the organization. • Good performance improves strong stability. • Future financial forecasts are based on current and ongoing operational outcome. • Poor performance means loss of business. 	<ul style="list-style-type: none"> • Meeting targets improves the company in a positive way economically and in terms of development. When targets are not met this has negative impact and affects the company growth. • Operational performance has a direct impact on an organization's stability. • If operations have problems that are not quickly attended to this may be detrimental to the entire

<ul style="list-style-type: none"> • Poor performance negatively affects the organization and create uncertainty to staff and loose customers. • They are the heart of the business. • This has a direct impact on the organizational stability and solvency. • Poor performance leads to dissatisfied customers which in turn puts compromises the entire organization and may eventually lead to privatization which in turn will inevitably lead to job losses. • We lose profit. • Operations are critical as they are a determining influence for the bottom line. • Competition. • Failure to keep customers happy results in loss of business. • If performance is poor, investment in the organization is difficult to obtain. • It helps manage and control the company's overall targets. • Compromises job security. 	<p>organization not being able to reach targets.</p> <ul style="list-style-type: none"> • Management to engage with the workforce for strategies. • Mismanagement of equipment affects the bottom line / profit of the company. • Critical section; currently performance is low due to lack of capacity (machines and skills). • If performance levels are down, it affects production, associated costs, goals/ targets aren't met. Which in turn affects external stakeholders. If operations performance is good, the organizations stability will be steady and will be able to maintain a secure environment and will be able to provide essential services. • If targets are not met by operations that means no incentive and that affect the employees which drives to lack of good customer service. I believe good work need to be rewarded. • Business is highly dependent on container volumes. • High expenditure over low business income. • Unachievable performance targets. • Effective operations performance affects an organization stability in a positive way, it increases productivity and profitability.
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6.3.3.7 Objective Summary

Data at the Durban Port revealed that just over 50% of the workforce believed the organization could achieve set targets, but there was inconstancy with regards to reaching targets. This suggests that participants have several considerations when it comes to the organization's performance echelons. This data is aligned with Du Toit, *et al.*'s (2015) argument that when an organization has solid and accommodative training quality programmes, with inclusive communication platforms, these attributes

have remarkable performance consequences as they can lead to better productivity. It was noted that 73.2% acknowledged that the grounding reasons for performance are an amalgamation of employees comprising of leadership, operations, application information systems, equipment, communication, incentive bonuses and all teams working together. Organizational performance is subject to the quality of used resources and application information systems, leadership directive is key in determining productivity levels (Laudon and Landon, 2006).

6.3.4 Objective 4: To investigate the implementation of policies towards organizational stability.

6.3.4.1 Does the organization follow correct channels to implement policies (Standard operating procedures: SOP) that determines how people should work?

According to the study results, some participants believed that the organization implements Standard Operating Procedures (SOP) correctly (34.1%). Others stated that this happens occasionally (39%), while a small percentage believed that it never happens correctly (7.3%) or always happens correctly (4.9%). Some respondents noted that correct implementation only occurs when there are damages to cargo or property and injuries (24%). However, the examiner noted that there was a wide range of responses regarding SOPs within the organization, indicating a lack of policy support, change management governance, and policy implementation monitoring. Additionally, there were issues with communication, motivation, and clear directives. These findings suggest a misalignment in operations, which can make it challenging to improve productivity levels.

6.3.4.2 What would you recommend is to be done to implement policies (SOP) towards strong organizational stability?

There was observation of inclination from the workforce when asked “what would you recommend is to be done to implement policies (SOP) towards strong organizational stability?” Responses were given on a free text platform and employees supplied fascinating, insightful responses all grounded by their experience at operations within the Transnet Port Terminals in Durban.

Table 20: Portraying various opinions on the recommendations to successfully implement policies.

Recommendations	Mechanisms
<ul style="list-style-type: none"> • Broadcasting them for visibility to all. • Proper training platforms • Aligning policies with the Terminal Port • Employee engagement for input on policies. • Uniformity • Make policies be simple • Address them during meetings • People inclusivity. • Continue the same way as current processes. • Employee accountability and consequent management. • SOP location awareness • Leadership to drive policy implementations 	<ul style="list-style-type: none"> • Streamline processes • Change Management • Continuous policies review and adjustments. • Apply situational analyses

6.3.4.3 Do you think the organization must always work in accordance to policies (SOP's) and why?

The responses to the question of whether the organization should always adhere to policies (SOPs) were unanimously affirmative, with most respondents justifying their agreement based on their experience at the operational Terminal. Nearly all respondents suggested that working in alignment with SOPs was important to ensure that employees are not working against existing organizational guidelines and policies. The table below displays their reasonings

Table 21: showing justifications that have been summarized as most had been repeated.

Justifications
<ul style="list-style-type: none"> • Yes, through training • Yes, it helps for making your workplace efficiently. • Adhering is very important; it provides clear guidelines to the management and decision making. • Yes, to demonstrate compliance. • Yes, with the right policies in place both people and organization will be protected, doing the right things, ethical things for the right reasons. • Yes, to ensure the best service. • Yes, for team members to carry out tasks correctly every time and to ensure the services and products are delivered consistently. • Yes, for safety assurance and accountability. • Yes, because any deviations may cause serious injuries or damage to property & employees. Policy's also help protect the image of the company. • Yes, they serve as guidance. Everyone follows it, move in same direction. • Yes, I do think it's essential, there must be guidelines that dictate right behaviour from wrong behaviour and put safety at the forefront. • Yes because (SOP's) create a more standardized environment and a more controlled environment thus making easier for an organization to reach targets and growth.

- Yes, to keep control on how duties are to be performed in different departments.
- Yes, they are guidelines on how to execute a job.
- Yes, any deviation can result in fatality and increase in IODs.
- Yes, this created an audit trail for all work that has been done.
- Yes, for the safety of all employees and keeping in line with international standards
- No, sometime policies delay the processes.
- Yes. For efficiency yes, they must.
- Yes, because they are a proven analytical guidance.
- Yes, these are standard guidelines, it closes a gap between management and users, it also creates a simple to understand working environments for all employees, old and new.
- Yes, they are like the work manual or The Constitution.
- Yes, for not deviating to cooperate governance of the industries of RSA.
- Yes, for improved productivity and safety of its employee.
- Yes. This will ensure procedures are always met and everyone abides by these.
- Yes, there are standard operating procedure to be flowed as it contains risk assessment and standards expectations from any operator or end-user.
- Yes, Policies (SOPs) are important in an organization as it helps reinforce and clarify the standards expected of employees and help employers manage staff more effectively as it defines what is acceptable and unacceptable in the organization.
- Yes, policies are guidelines, and no organization can be able to operate without policies.
- Yes, because it ensures that all the work executed is compliant to governance.
- Yes, so that deviation can be identified, analysed and remediated.
- Yes, organization will meet the targets if the employees understand and know what's expected of them.
- Yes, it sets a standard a company should follow.
- Yes, they are a guide on how to perform a function and set the standard.

6.3.4.4 Do you understand and know the organizational SOPs as per your designated area of work?

According to the study, most participants (69.5%) claimed to understand and know the organizational SOPs for their designated area of work. However, a significant portion of respondents were unsure (19.5%) or stated that they did not know (14.6%). This finding is concerning as it suggests that there may be employees who are not aware of the organization's objectives and goals. Nevertheless, many respondents indicated that they were fully conscious of the content of their SOPs, which offers hope for addressing issues related to lack of awareness, misalignment, and workforce liability.

6.3.4.5 Where can you find TPT`s policies SOP`s, where are they situated?

The findings that developed from the question seeking answers the location of TPTs location, were all confirmatory and certain of the common location points for these critical policies. Roughly 99% suggested positive confirmation of TPT the SOPs.

The table below features their locations. Responses have been kept brief and depicted precisely due to a few the same repetitive responses received, thus this therefore means that majority of the employees are familiar with the common location areas for SOPs.

Table 22: Presentation of locations of where SOP`s can be located.

Locations
<ul style="list-style-type: none"> • TPT Intranet • TPT website • TPT intranet under Policies & Procedures • Company intranet. • On the intranet • HR Portal • Sometimes on intranet; sometimes you hear about it. • I am not sure where TPTs are, but I know where my departmental SOP is placed. • On the Transnet website. All the SOPs are there under policies. • HR and Transnet portal.

- Not sure
- Within department file & PCs, SHEQ and on intranet.
- You can access the from human resource office.
- With the operational team or sheq
- On some shared drive that is not shared with employees.
- The organizations intranet
- SHEQ public life
- SHERQ keeps all signed SOPs

6.3.4.6 How can the organization ensure that policies are implemented and welcomed all the time?

The findings suggest that the workforce is in support of SOPs, but the approach or implementation can be an issue.

The table below displays suggestions from the respondents. Responses have been summarised and maintained to single unique responses instead of the repetitive status that was received. This therefore means that almost all the employees are receptive and in support of SOPs.

Table 23: Presentation of suggestions.

Suggestions
<ul style="list-style-type: none"> • Through engaging with the workers • Communicate with employees • Make Policies and Procedures easily accessible to your employees • Engage people constantly, user social platform to teach about policies, don't have long pages of policies, and have monthly themes about policies and again people must be part of making of the policies. • Reinforce with training, publicize policies and procedures • Through LBC meetings

- Interaction with stakeholders where and clarity is provided, and input is considered from all.
- Workshop the SOP to people at ground level
- Communicate them well and positively, have competitions with rewards to raise awareness.
- Consultation of all parties and employees in the organization will make sure that everyone is on board with the implementation of the policy and will decrease resistance. Clear consequences of not adhering to policy should be known as well as training of the policy and making sure it is available throughout the organization should be of importance.
- By making them easy to understand and access.
- Perform audits to ensure they are adhered to
- By consistently training staff on policies and ensuring that we all respect them.
- Give them a handbook
- Awareness campaigns
- Awareness training
- To engage every relevant department that would make use of an SOP.
- They must explain everything to people on the ground.
- Through visible publications. Advance the way of communication.
- Improve SOP's workshops yearly for employees, share the SOP's in notice boards in designated areas, include them to new employee induction, have reminders in certain level 1 meetings.
- There must be easily available and printed in different languages.
- Data capturing of all the attendance and in all the departments, implementation of consequence management if one does not comply.
- Communicate them with employees more often not only when there is a disciplinary hearing.
- By making sure that every individual has access to all SOP's.
- Involve all employees to get feedback on what they think should be part of the policies and it can be reviewed.
- Constant communication and leadership to refer to polices.

- Refresh employees twice a year of their SOP.
- Transparency
- Change management

6.3.4.7 Objective Summary

The organization does not seem to be in touch with employees when it comes to the procedures followed to implement policies, leading to inadequate attention and inadequate communication. Communication and continuous training on the environment were also observed as reasons for the failure of excellent SOP implementation, as well as lack of consistent and transparent communication, misalignment, and leadership liability. However, approximately 100% accepted SOP and were convinced that these are critical guard lines which are meant to be always followed. However, it was also noted that not 100% of the employees understand and know the organizational SOPs as per their designated area of work. Scholar Moller (2018) confirms these observations and maintains that, at SOP level, there is a need for inclusivity and uniformity. The rapid change in the economic, application information systems and the business organizations suggests evolving change management processes when it comes to policy implementations.

6.3.5 Objective 5 as an objective number 1 re-enforcement: To evaluate Superusers's influence towards the performance of employees within the organization.

6.3.5.1 What are factors hindering Superusers influence and application information systems at Transnet?

This was a radio option selection question as well as a free-text option question for the participants.

Participants were given the opportunity to select from given response options or provide their own opinions in response to this question. The findings showed that a

significant portion of respondents (17.1%) did not know the factors that hinder the influence of superusers and application information systems at Transnet. This lack of knowledge could potentially lead to incorrect operational decisions, which could have a negative impact on operations. Other factors cited as hindering superuser influence and application information systems included finance (4.9%), leadership (14.6%), ICT and other operations (2.4%), skills level (2.1%), and time constraints.

6.3.5.2 Do you have confidence in superusers working in your organization?

According to the research, almost half (48.8%) of the respondents expressed their trust in the superusers working in their organization, while 41.5% claimed to trust them only occasionally. On the other hand, 7.3% did not have any confidence in them, and 2.4% had no idea. These results indicate that there is a significant proportion of employees who do not have faith in the superusers, which could lead to a lack of trust and miscommunication, ultimately affecting productivity.

6.3.5.3 Is there a need for superusers at the port?

The study showed that most employees recognized the importance of having superusers at the port, while a small group either expressed uncertainty or disagreed with this need. These results highlight the significance of superusers in the organization, but the lack of consensus among some employees could lead to potential obstacles in achieving business objectives.

6.3.5.4 Can the organization perform better or worse without superusers at the port?

This question yielded responses indicating that some participants believe the organization could perform better (26.8%) without superusers at the port, while the majority (56.1%) believed that the organization would perform worse without them. There were also some self-inserted response options, including one that suggested releasing superusers in a timely manner would improve performance and another that proposed that proper training for all employees could eliminate the need for

superusers. Overall, the findings suggest that superusers do have a positive impact and play an important role in operations.

6.3.5.5 Why must a superuser be available during operation?

There were various responses from the participants when queried, “Why must a superuser be available during operation?” This was a question option with the survey that had a free short text response option. Participants had to write down their opinions.

The explanations below have been summarized due to repetition in views submitted.

Table 35: Portraying various opinions on the reasons for the superusers be available during operation.

Reasons
<ul style="list-style-type: none">• Team lead• To help with system issues and the process• For any emergencies• To support end users and monitor performance in a workplace• To provide first line support to the operations when issues occur.• Leadership and training• For quicker operational resolutions• To assist in tackling network issues.• For Training• To speed up operation• Communication central point

These reasons indicate that there is a general understanding of the objectives of the superusers presence at operations. It was noted that the majority of the input was repeated in submission, although each participant was not aware of the other responses. These are relevant signs of common understanding and alignment.

6.3.5.6 How and when can a superusers be rated a good trainer or bad trainer?

There were multiple responses given to determine the participants understanding of the reasons of a good trainer or bad trainer. The determining question how and when can a superuser be rated a good trainer or bad trainer.

Below is a list of summarized understandings of the question in pursuit.

Table: 36 representing various sentiments on the identification of a good trainer or bad trainer.

Good Determiner	Bad Determiner
<ul style="list-style-type: none"> • When they are clear and understood. • On the application information system improvised use. • On productivity growth • Good. When workers can understand work and deliverables. • When targets are met, and application information systems are used adequately • Punctuality and communication. • On performance rate and levels • High Terminal operating system usability. • You can't rate the superusers fairly on that as people's ability to learn is different, they can train a class of people half excel and grasp the contents the other half doesn't it's not the superusers's fault. 	<ul style="list-style-type: none"> • They fail to provide support and lose focus. • I do not know. • Punctuality and communication. • On performance rate and levels. • You can't rate the superusers fairly on that as people's ability to learn is different, they can train a class of people half excel and grasp the contents the other half doesn't it's not the superusers' fault. • Bad. If their presence is not felt and value is not seen. • When targets are met. • On work empathy. • Through employees they have trained.

<ul style="list-style-type: none"> • When they can solve operational issues quickly and can explain clearly. • When they train and explain clearly. • When targets are met. • On work empathy. • Through employees they have trained. • When workers comprehend their operational objectives. 	
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6.3.5.7 Objective Summary

The most important details in this text are that there are many understandings about the quality and standard of a superuser when it comes to being a trainer. Klerck (2009) suggests a superuser who is intended to train others can be rated a good trainer or bad trainer based on the abilities to provide training that can maintain sustainable productivity, preserve continuous competitive performance, and by the number of informed workforce and their ability to practice what has been transferred to them. Dowling (2013) suggests that a bad trainer or a superuser is an individual who fails to provide support and lose focus and fails on punctuality and communication. Impact levels are observed through the impact levels they have made in applying knowledge which must change their attitudes and conduct towards achieving organizational goals and objectives.

6.3.6 Objective re-enforcements:

- To monitor and determine whether training supports users on the operating systems.
- To ascertain whether terminals in Durban stabilizes the organization.
- To determine influence on operations productivity for a stable organization.

- To assess productivity levels at Transnet Port Terminals in Durban.
- To investigate the implementation of policies towards organizational stability.
- To evaluate superuser's influence towards the performance of employees within the organization.

**6.3.6.1 Please rate the factors influencing the operations environment at TPT:
Existing operations resources**

This question was based to an as-is environment situation of TPT existing operations resource

The intention of the subject question was to establish the factors influencing the operations environment at TPT: Existing operations resources. This question was based on an as-is environment situation of TPT existing operations resource.

The study showed that a significant proportion of participants (70.7%) believed that the current operational resources have a positive impact on productivity. Additionally, 14.6% of respondents believed that the available environmental resources have a positive effect on employee morale and performance. These findings indicate that the workforce recognizes the importance of environmental resources in determining the terminal's effectiveness, contributing to its competitiveness, securing jobs, and promoting business interests.

6.3.6.2 If you know of any other factors influencing the operations environment at TPT not listed above, please add them below.

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions

The intention of the above question was to discover factors influencing the operations environment at TPT, but which may not be listed in the options given. The participants were given an option to write their responses in an unlimited manner.

The below were established and therefore summarized in cases where there was repetition in responses submitted.

Table 36: Portraying various opinions on the reasons for the superuser be available during operation.

Factors
<ul style="list-style-type: none">• None• Effective recruitment processes• Machine availability• Customized Application Information system• Good Performance recognition• Continuous employee engagement.• Continuous good quality training programs.• Lack of communication and equipment availability.• Weather• Incentives• New Machinery• Shop Stuart/Unions involvements.• Support services immediate availability.• Communication• Job grade Promotions

6.3.6.3 Objective Summary

Findings showed that there are many factors influencing the operations environment at TPT, such as inclusivity, communication, continuous good quality training programs, staff deficit, decent working tools and machinery, and incentives. Cooper, Seiford and Zhu (2011) declared both performance and productivity as the balance between what was done, how it was done and the consequences thereafter. This supports the notion of "what you put in, is what you get out".

6.3.7 Objective re-enforcements for:

- To monitor and determine whether training supports users on the operating systems.
- To ascertain whether terminals in Durban stabilizes the organization.
- To determine influence on operations productivity for a stable organization.
- To assess productivity levels at Transnet Port Terminals in Durban.
- To investigate the implementation of policies towards organizational stability.
- To evaluate Superuser's influence towards the performance of employees within the organization.

6.3.7.1 What are TPT Operations structures;

Rate the maturity for application systems, superusers, operations policies, daily targets, and leadership in your organization.

What do they need?

How do they need it?

What is the status of those structures?

The findings showed that participants understood their environment in terms of what they need, how they need it, and what the status of those structures is. They also prioritized what is required more than others, indicating the strength of the organization and its goals. They also appreciated the resources at hand and the power of different departments' collaboration.

6.3.7.2 Based on the maturity for each process and structure in place, for operations strategic systems in the organization.

Rate the maturity for each process in place for operations strategy systems in your organization.

What do they need?

How do they need it?

What is the status of those structures?

The conclusion is the employees have a good grasp of their work environment and the various factors that can contribute to productivity. These factors include the TPT roadmap/strategy, risk assessment, availability of SOPs, an innovative and safety culture, senior/Executive understanding of General workers' demands, application information systems, superusers, and daily targets. The findings suggest that the employees' unique experience at the Port Terminal enables them to effectively utilize these options and be productive.

6.3.7.3 Who do you believe is responsible for the productivity in your organization?

This question provided participants with the option to select a response or provide a free-text response. The overwhelming majority of Transnet Port Terminals (TPT) employees demonstrated a clear understanding of their organization's direction and productivity responsibilities. The findings suggest that they comprehend their role in the economy, the organization's financial performance, and employment prospects.

6.3.7.4 Objective Summary

The findings of this study reveal that the workforce of the Port Terminal is familiar with their environment, goals, objectives, and the ability to achieve them. It has also exposed performance levels that are instrumental towards productivity and economic growth. Results show that productivity, communication, change management, inclusivity, equipment availability, leadership and training are essential for maintaining performance and economic sustainability. Du Toit, et al.'s (2015) argument that when organizations consider and invest in their employees and apply inclusivity in the objectives, this can have significant results on productivity, employee enthusiasm and performance drive.

6.3.8 Objective re-enforcements for:

- Terminals in Durban stabilizes the organization.
- To determine influence on operations productivity for a stable organization.
- To assess productivity levels at Transnet Port Terminals in Durban.
- To investigate the implementation of policies towards organizational stability.
- To evaluate Superuser's influence towards the performance of employees within the organization.

6.3.8.1 How confident/certain are you that the implemented policies, application systems and human resources are enough for TPT operations to make a positive difference?

The findings revealed that a significant number of employees had varying levels of confidence in the implementation of policies. While 22% felt confident and 12.2% felt somewhat confident, 39% expressed moderate confidence, and 19.5% had no confidence at all. A small percentage of respondents (7.3%) stated they were very confident. These mixed feelings suggest a lack of clear communication and engagement with employees, which could have a negative impact on their morale and ultimately affect productivity. It also highlights the strained relationship between the employer and employees.

6.3.8.2 Does the organization provide all relevant tools for TPT Operations to make a difference?

The investigation aimed to determine if the organization provides all necessary tools for TPT Operations to achieve their goals. The results showed that most participants (65.9%) believed that this was occasionally the case, while 17.1% indicated that it was true, and 7.3% specified that it was not the case. Two participants provided self-inserted responses, with one stating that although tools were provided, there was still room for improvement, while another mentioned the need for change management. These findings suggest that the organization needs to consistently provide the necessary tools to ensure consistent and favourable outputs.

6.3.8.3 Objective Summary

Leadership is responsible for providing resources based on operational demands, realistic strategies, and consultation to sustain a competitive operational environment. Operational decisions should be made grounded on operational empathy, and good performance must be grounded on the equipment and resources provided.

This is further supported by Kim et al. (2008) who suggested that good performance for the intentions of productivity growth must be grounded on the equipment and resources provided.

6.3.9 Objective re-enforcements:

- To monitor and determine whether training supports users on the operating systems.
- To ascertain whether Terminals in Durban stabilizes the organization.
- To determine influence on operations productivity for a stable organization.
- To assess productivity levels at Transnet Port Terminals in Durban.
- To evaluate Superuser's influence towards the performance of employees within the organization.

6.3.9.1 Based on the People's maturity of skills level within the organization.

Rate the maturity for the combination synergy strategy of application information systems and port operational skills in your organization.

Participants had to rate the maturity, existence and familiarity across application information systems, management, and operational engagement in your organization.

This question had a select option criterion.

In this question, findings revealed that the port has experienced and willing workers. However, there are still shortfalls around coordination and strategy implementations which all boils down to communication. Results further suggest that participants can leverage on environmental resources availed and leadership considers the workers. This can provide positive performance and place operations at a competitive position.

6.3.9.2 The People involvement and engagement levels within the organization.

Rate the maturity for application information systems, management, and operational engagement in your organization.

Participants had to rate the engagement levels with regards to application information systems, management, and operational inclusivity in your organization.

This question had a select option criterion.

It was noted that the people involvement and engagement levels within the organization was intermittent across various department but all within an amicably, goal driven way. These are the signs that the workforce is mindful of the overall organizational objectives and what needs to be achieved. Improvement of relations across the board could result in improved performance, higher productivities, and safer working conditions.

6.3.9.3 People`s satisfaction level with the organization.

Rate the satisfaction for application information systems within the operations environment in your organization.

Participants had to rate the satisfaction engagement levels with regards to application information systems within the operations environment in your organization.

This question had a select option criterion.

It was identified that the people`s satisfaction level within the organization between various departments was unpredictable but workable. There are gaps to be still capitalized on which in turn stands to increase employee morale, organization revenue, productivity, and reputation to retain as well as attract more customers.

6.3.9.4 Objective Summary

The Port Terminals operating system in use still needs further outlining for users to appreciate its maximum capabilities.

This gap needs to be addressed by the organization to have customized application systems, consult with users, and have users trained specifically and thoroughly on the application systems used. Application systems are essential to optimize and transmit data and knowledge efficiently within the organization, contributing to business knowledge resource and productivity. Leadership decisions about application information systems are decisive to the organization's affluence and growth. Because workforces' productivity relies on the efficiency of the application information systems in operation, leadership decisions about application information systems are decisive to the organization's affluence and growth (Laundon and Laundon, 2006).

6.3.9.5 General study Summary

From this investigation, certain conclusions and considerations have been made. One of the most important conclusions from this study is that the Port terminal uses a globally known Terminal operating system at TPT in Durban. Although a good terminal operating system is available, there appears to be an imbalance because little benefit is obtained from it. Based on the availability, kind, and frequency of instruction. Quality of the terminal operating system, superuser reliability, talents, and contributions. The execution of rules and productivity levels at Transnet Port Terminals in Durban are all fundamental components of a stable functioning organization. There have been important comments made by the workforce that showed a mismatch between the aims of the business, the leadership, the workforce, and the application systems. Despite the fact that they are seen as accommodating approaches and are welcomed, it is crucial to remember that each recommended self-inserted comment is distinct and based on Terminal Port experience, and as a result, must be considered with critical attention. Superusers' influence on the performance of employees within the organization is based on collaborative factors, communication, change management and inclusivity. Participants are aware that change lies within individuals and that all TPT resources and employees are responsible for the productivity with the Port of Durban.

There is indisputable proof that training is being led by colleagues using a peer-to-peer training model, which raises concerns about unreliable instruction, inconsistency, and unprofessionalism. Respondents have a strong awareness of how a monitored development affects knowledge, performance, the creation of new jobs, and economic growth. So, requests for consistency and a training program are necessary.

On training and superusers in general: There was universal, persuasive agreement that superuser presence and training increase staff productivity and add to the Ports' completeness. The participants emphasized the necessity for an evaluation of the training programs' quality to determine their consistency and relevance. The workforce also called attention to other inefficiencies, such as limitations on communication channels and hiring, constraints on recruitment, and organizational issues like leadership decisions made at the end of a term, daily performance goals, and working problems like equipment and machine availability.

The study does show that having superusers in charge of an organization's application information system tools has several benefits, including improved performance, higher levels of productivity, quick turnaround times, and strategic goal setting, as well as strong working relationships, thoughtful decision-making, growth, and competitiveness (Bailey, 2015; Dang, 2014; Dickens, 2014). The literature research found that superusers who are in charge of application information systems within businesses sometimes run into problems with communication, job security, policies, and change management (Chandler, 2015). It is up to the leadership to drive strategies in a flexible manner to research the best way to execute policies in order to maintain organizational stability while minimizing risks and guaranteeing policy acceptance.

The general replies from the participants indicated the significance of understanding the Durban Port Terminal business to ensure maximized levels of productivity are obtained and achieve the targeted objectives. The goal of this study was to evaluate how Superusers affected organizational productivity. To address numerous research queries related to the research purpose, a case study of Transnet Port Terminals in Durban was done. The study's conclusions showed that the TPT operation is driven by application information systems and that there are designated superusers who want to help, agility, and training on-the-job for application information systems. In order to

maintain a stable organization, the Durban Port officially utilizes a Terminal Operating System, and training is provided to users of the operating systems, according to the study's other conclusion.

This study has developed a framework of superuser's influence towards productivity in an organization and has contributed to the literature hub on the Transnet Port Terminals in Durban. The presence of a competent superuser, structured policies and considerate management can be a decider between competitiveness and stagnate operations.

The study aimed to benchmark Terminal productivity with global trends, increase the number of superusers to leverage the benefits of application information systems, train and normalize training, change management to enhance employee productivity, customize TOS to be DCT centric, enhance leadership capabilities, introduce operational culture change through engagements with the workforce, Operations TOS Training program development, and National Ports of further studies. It was concluded that superusers presence at Transnet Port Terminals in Durban had a remarkable influence in ascertaining productivity levels.

6.3.9.6 Summary from the Objectives Primary Research

- To monitor and determine whether training supports users on the operating systems.

This objective was effectively achieved. The foremost discoveries from the study are: Superusers train users at operations and bridge the gap of knowledge for productivity levels. The output of the study intends to inspire operational employees at the Durban Port to embrace training development programs and be explicit about a need for customized, on-the-job training which is required for users on the terminal operating systems.

- Terminals in Durban stabilizes the organization.

This objective was achieved. The study found that performance based on productivity and other attributes stabilizes the Port Terminal, but leadership and management need to align themselves with the workforce to support business objectives.

- To determine influence on operations productivity for a stable organization.

This objective was achieved. Transnet Port Terminals executives must consider the findings from this study to develop appropriate Durban port practices and blueprint procedures to manage productivity strategies. Superusers are essential for training employees and preserving operational standards.

- To assess productivity levels at Transnet Port Terminals in Durban

This objective was attained. This study found that leadership, policies, machinery availability, training programs, consistency, change management, superusers, ICT department, incentives and teamwork all contribute to productivity at the Durban Port Terminal. It also revealed the need for communication, inclusivity, human resource monitoring, leadership, and policies to sustain maximum port performance.

- To investigate the implementation of policies towards organizational stability.

This goal was accomplished effectively. Inclusion, communication, and the method used to implement policies are the main problems. While Global Port Terminals continues to deal with the COVID-19 pandemic's effects, Transnet Port Terminals' port in Durban has the potential to increase productivity levels through transformation. The leadership is supposed to implement an agile company style, align with the pandemic's impulsive needs, and look for ways to boost economic growth.

6.4 RECOMMENDATIONS

This section delivers suggested recommendations on the study. It is vital to note that these recommendations are constructed from the study results, are aligned with the study objectives, and primarily attend to the study problem.

6.4.1 Benchmark Terminal productivity with global trends

According to the study's results, the Transnet Port Terminals in Durban is the biggest port in Africa and manages about 70% of all import and export operations there. It was noted that the port's operations do not adhere to international port standards. It is advised that TPT in Durban change its procedures to correspond with those of rival port terminals in Asia-Korea, Italy, the Port of Antwerp (Belgium), the Port of India, China, and other smart port systems. The Durban port terminal must be benchmarked in order to increase production, turnaround time, efficiency, and competitiveness.

6.4.2 Increase superusers to leverage on the benefits of application information systems at the Port in Durban

The investigation discovered that not all workers had formal training to use the application information systems or interacted with superusers. To boost productivity and terminal efficiency, it is advised that TPT raise the number of visible superusers every shift, establish standardized training programs for all new hires, and broaden the present TOS.

6.4.3 Train and normalize training develop programs to use TOS

DCT must train TPT Durban users on the maximum use of their TOS to increase productivity and performance, reach targets and service delivery. This is achievable through the benefits of the TOS for the Port.

6.4.4 Change management to enhance employee productivity on the TOS

The study found that TPT has a global standard TOS that not everyone is familiar with, so it is recommended to engage employees through a change management exercise, discuss the benefits of the existing TOS, and communicate and broadcast upgrades and rewards around it.

6.4.5 Customize TOS to be DCT centric

It is recommended that TPT in Durban consult with the workforce of the Port to determine the most critical desired features for an application information tool. This will ensure that the TOS in use reflects Port operations in Durban, what users want and need.

6.4.6 Enhance leadership capabilities and communication

TPT must enhance administration and management proficiency, engage with ground workers, empathize, and appreciate operations based on their design and teams.

6.4.7 Introduce operational culture change

The leadership of TPT should introduce a modern tool culture change and pen two directional doorways to maintain organizational values, application information systems, operational practices, understanding of operational targets and superuser familiarities. This will encourage workforce willingness to adjust to ICT innovations and align with organizational objectives.

6.4.8 Operations' TOS Training program development

TPT in Durban should ensure all users of the TOS go through a standardized training program plan to ensure maximum system use and performance.

6.4.9 National Ports of further studies

Based on the study, more research must be done, keeping the same theme but branding it throughout all South Africa's Transnet Port Terminals. Such a practice and investigations will give a thorough study of how the Superuser affects productivity in an organization and the common practices across all Transnet Ports, especially from a national viewpoint. Second, there is a chance for a different study to be carried out on the same subject, focusing on a specific international port terminal as a case study. The results of such a study would provide a platform for comparison and help bridge the gap of unknown findings to be gained.

6.4.10 Terminal port collected efforts

Transnet Port Terminals operations employees in the Durban Ports need to work together to improve productivity, maintain standard training programs, and implement policies in an accommodative manner to ensure organizational stability. The recommendation for growth is to enhance the positive aspects of the TOS, encourage, enhance all business spheres, and improve communication platforms to increase productivity and global economic footprint.

Addressing the Durban Port Terminal barriers from workers and implementing suggestions and interventions can improve productivity, position the port for competitive positioning and create organizational growth.

The findings could lead to improved organization performance at Transnet Port Terminals in Durban.

6.5 CHALLENGES ENCOUNTERED

The study found that it was difficult to get Transnet Port Terminals employees together for direct contact discussions due to COVID-19. Mitigations were implemented to spread word of mouth reminders to other employees until the survey closed.

Over and above the skeleton shift personnel after the pandemic, another challenge was that the Durban Port Terminal is a shift-based working environment, so the survey may be overlooked due to its inconvenient timing. This can lead to it being put aside or forgotten.

It was noted that at the beginning, there was hope of a tremendous response rate as based on face value, I had the advantage and the ability to reach a great number of TPT employees. However, various TPT operational circumstances surfaced, namely work deadlines, machinery breakdowns, health issues and low priority interest; despite several reminders, some employees did not opt to participate.

Towards the final stages of my assignment, the organization suffered a disastrous malicious information systems attack known as the Ransom attack. The Ransom attack crippled TPT's communication platforms, productivity and compromised the entire information systems platforms, providing a valuable lesson about how to protect data, document protection, assignment backups and communication.

6.6 SUMMARY

This chapter examined and analysed the presented data. Data interpretation was based on the findings from questionnaires on the objectives for Transnet Port Terminals in Durban. Demographic and organizational factors were investigated, and attention was given to the Durban Port workforce with an interest in their operational functions, users, policies, human resources, application systems, skills, and the economy. The study discussion was offered in a data chronicle format, and tables and figures developed from the discoveries were referred to as the basis for the discussion. Pertinent descriptive strategies were deployed to examine the data, exposing relevant data issues based on the analysis.

An exploratory factor breakdown was performed, and a case within a case study technique was applied to determine a baseline and clarity on the relations and the coupling of systems applications, superusers, and productivity. The examination uncovered true environmental transpiring events from the workforce, which are underlying factors towards productivity levels.

All the respondents openly provided precise on-the-job experience responses based on how operations performance affects the organizations' stability. The examiner noted with trust that the firm responses were grounded in a consideration of the Durban Transnet Port Terminals environment and what the workforce anticipated from the organization.

This behaviour is supported by Anon (2012), who declared that a work environment with freedom of speech and various platforms for contributions is vital in determining measurable performance and organizational status. Almost all participating employees cited that the organization must always work in accordance with policies (SOPs) and provided reasons for such thoughts. This thus offered validity to the workforce's understanding of the organization's goals and policies, allowing them to efficiently accomplish the various TPT operations encountered during business accomplishments. Most participants offered proposals to ensure policies are implemented and welcomed through open and accommodative communication, which were taken seriously by the examiner due to their ability to improve the quality of a TPT's performance and services.

Most participants cited extensive knowledge as to why a superuser must be available during Operation. The examiner did take note of these insightful responses with the ability to assist intensification terminal efficiency. Participants displayed their knowledge of TPT operations by providing informative suggestions around objectives, management, superusers, application information systems, resources, communications, and leadership. Most of these suggestions were grounded in common productivity goals, intended to increase competence, provide a conducive environment, and avail resources on a timely basis. Public relations and strong employee bonds are essential in meeting organizational goals and mission statements. An environment that has a workforce that feels included and consulted has economic benefit from such a relationship (Arruda, 2013).

The next chapter delivers a holistic summary of the previous chapters. It is a final chapter that offers an opportunity to highlight how this work contributes to the body of knowledge. It has reflections and direction for future research determined from key discoveries and draws inclusive conclusions.

7 CHAPTER SEVEN

CONCLUSION, REFLECTIONS AND DIRECTION FOR FUTURE RESEARCH.

7.1 INTRODUCTION

This study was conducted to determine superusers' influence towards productivity in an organization, particularly Transnet Port Terminals in Durban. The findings were examined and aligned with the online survey questionnaires, which saw 41 respondents actively participating. This chapter provides recommendations, outlines conclusions, and proposes suggestions for potential studies and mentions the limitations of this research. The research is further developed with the appropriate literature pertaining to the survey, results, and recommendations from the understandings of the study.

The study was grounded on the following study objectives:

- To monitor and determine whether training supports users on the operating systems
- To determine whether Terminals in Durban stabilize the organization.
- To determine influence on operations productivity for a stable organization.
- To assess productivity levels at Transnet Port Terminals in Durban
- To investigate the implementation of policies towards organizational stability.
- To evaluate Superuser's influence towards the performance of employees within the organization.

The chapter intends to comprehensively outline the achievement of the above objectives.

7.2 DEVELOPMENT OF TRANSNET PORT TERMINALS IN DURBAN SURVEY QUESTIONNAIRE

7.2.1 Demographic Profiles of the participants

7.2.1.1 Age

The findings revealed that more than half of the respondents were matured, knowledgeable employees in the 31 to 41-year category and this reflected the experience, maturity, and strong organization ethic of the employees. The level of their maturity enabled their validity in this study.

7.2.1.2 Race

Over three quarters of the participating employees were African, reflecting the dominance of the African population in TPT employment and participation. This is in line with the employment equity Act of 1998, which encourages equal representation and inclusivity through affirmative action processes (Transnet 2020). Employment Equity Act governs the employment, job opportunities and recruitment balance of the previously disadvantaged designated group, while maintaining impartial treatment and no discrimination (Du Plessis and Fouche 2012).

7.2.1.3 Employment status

Transnet Port Terminals in Durban contributes significantly to the labour workforce by hiring on permanent bases, contributing to employment levels and economic development.

7.2.1.4 Experience

The study found that most of the workforce had an average of 6 to 10 years of employment experience, while one-third had 1 to 5 years. Long-term employees had from 11 to 20 years of service, indicating that the survey had a good balance of experienced Transnet Port Terminal employees.

7.2.1.5 Employment departments

The discoveries, furthermore, disclosed that many of the respondents came from the ICT, Management, Superusers and Planners backgrounds and departments consecutively. This, thus for certified the quality of responses and the fact that they were drawn from knowledgeable and sophisticated respondents with a decent understanding acumen.

7.3 SUMMARY OF FINDINGS:

7.3.1 In this study ,the aim was to investigate Superuser influence on organisational productivity using Transnet Port Terminals in Durban as a case study.

We examined the role of superusers in the organization, their impact on productivity, and the factors that contribute to their effectiveness. In this final chapter, we will provide a summary of the main findings, reflect on the implications of the study, and propose directions for future research.

The study found that Transnet employees believe that superusers and application information systems are essential for organizational stability, with some suggesting that business can continue without them, while others have no idea who superusers are and their purpose.

Our research shows that at TPTs, superusers are essential to increasing organisational efficiency. They serve as knowledge brokers, allowing the exchange of knowledge and expertise between various organizational levels and departments. Superusers support efficiency and innovation by developing and putting into practice best practices. They build solid networks and partnerships via their knowledge and people abilities, which promote cooperation and knowledge exchange.

Additionally, we discovered a number of elements that support Superusers' efficiency. These consist of their technical expertise, interpersonal abilities,

leadership potential, and organizational support. Superusers are more likely to boost productivity if they have a thorough awareness of the organization's systems and procedures and strong communication skills. Additionally, Superusers have the ability to inspire and encourage people because of their great leadership skills, and their organizations support them by giving them the tools and recognition they need to do their jobs.

7.3.1.1 REFLECTIONS

During the research process, we encountered both opportunities and challenges. However, the willingness of Transnet Port Terminals to take part in the study and grant access to pertinent data was one noteworthy opportunity. This made it possible to analyse the superuser phenomena thoroughly and gain a better knowledge of it. However, issues with data accessibility and potential self-reporting biases emerged. Despite these drawbacks, we think that the study's conclusions offer insightful information on the function of Superusers and their effect on organizational efficiency. This highlights the need for awareness and induction programs to ensure that much of the workforce becomes cognizant of their superusers

7.3.1.2 CONTRIBUTION TO THE BODY OF KNOWLEDGE

This study contributes to the existing body of knowledge in several ways. *Firstly*, it extends the understanding of superusers and their influence on organizational productivity. By conducting a detailed case study at Transnet Port Terminals, we were able to gain insights into the specific mechanisms through which Superusers contribute to productivity enhancement. This knowledge can be valuable for other organizations seeking to optimize their operations and improve performance.

Secondly, this research highlights the importance of investing in Superuser programs and initiatives. By recognizing the value of Superusers and providing them with the necessary support and resources, organizations can harness their potential and create a culture of continuous improvement and learning.

This study emphasizes the need for organizations to develop strategies for identifying, developing, and retaining Superusers, as they can significantly impact productivity and drive organizational success.

7.3.1.3 DIRECTIONS FOR FUTURE RESEARCH

While this study has shed light on the role of Superusers in organizational productivity in Durban, there are still avenues for further research. The following directions are suggested for future studies:

Long-term Impact: Investigate the long-term impact of Superusers on organizational productivity. Assess their sustainability and the factors that contribute to their continued effectiveness over time.

Industry Comparison: Conduct comparative studies across different industries to explore the variations in Superuser influence on productivity. Investigate how industry-specific factors may shape the role and impact of Superusers.

Measurement Tools: Create reliable metrics and measurement tools to evaluate Superuser effectiveness and its relationship to productivity results. This would make it possible for enterprises to precisely track and assess the effects of Superuser efforts.

Training and Development: Examine the best techniques for producing and training Superusers. Find out what abilities and knowledge are necessary for good Superuser performance, and then look for best practices in their development and training programs.

Organizational Culture: Investigate the role of organizational culture. Determine if it is aligned with the intended objectives .

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9 APPENDICES

9.1 ANNEXURE A: ONLINE SURVEY QUESTIONS

SECTION A

Demographic segment

- 1) What is your age group?
- 2) What is your Race?
- 3) What is your employment status?
- 4) How many years have you been in the employment of TPT for?
- 5) What is your current employment role at TPT?

A1

What role do the current Superusers, and application information systems play towards organizational stability?

A2

Are you aware of who are the superusers or application information systems users, in your organization?

A3

Why are there superusers or application information systems users for Transnet Port Terminals in Durban?

A4

How do superusers or application information systems users add value towards the organization's stability?

A5

Have you ever interacted with the superusers or application information systems users, how was that session?

A6

Do you know which application information system tool is used in your port Terminal for operations?

B1

How is training rendered for users on the information application systems at Transnet Port Terminals in Durban ?

B2

Have you ever witnessed a superuser or application information system user training session ?

B3

Is every user trained on how to use application systems ?"

B4

Would you recommend that everyone is trained on the use of application information systems in the organization?

B5

If you have been exposed to the application information systems training. Were you satisfied with the training and trainers ?"

B6

Are the ICT personnel always available for all immediate application information system assistance?

C1

Using Application information systems and Superusers. Is the organization meeting operational targets?

C2

What do you suppose are the reasons for the organization's performance levels?

C3

Is the organization able to meet set operation`s targets?

C4

How do you suggest the organization can improve on productivity?

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions"

C5

What do you suggest must be done in order for operations to perform better?

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions

C6

How does operations performance affect the organizations stability?

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions

D1

Does the organization follow correct channels to implement policies (Standard operating procedures: SOP) that determines how people should work?

D2

What would you recommend is to be done to implement policies (SOP) towards strong organizational stability?

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions"

D3

Do you think the organization must always work in accordance to policies (SOP`s) and why?

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions"

D4

Do you understand and know the organizational SOP`s as per your designated area of work?"

D5

Where can you find TPT`s policies SOP`s, where are they situated?

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions"

D6

How can the organization ensure that policies are implemented and welcomed all the time?

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions

E1

What are factors hindering Superusers influence and application information systems at Transnet?

This was radio option selection question as well as a free-text option question

E2

Do you have confidence in superusers working in your organization?"

E3

Is there a need for superusers at the port?

E4

Can the organization perform better or worse without superusers at the port?

This was radio option selection question as well as a free-text option question"

E5

Why must a superuser be available during operation?

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions"

E6

How and when can a superusers be rated a good trainer or bad trainer?

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions"

F1

Please rate the factors influencing the operations environment at TPT: Existing operations resources"

This question was based to an as-is environment situation of TPT existing operations resources"

F2

If you know of any other factors influencing the operations environment at TPT not listed above, please add them below.

This was a question option with the survey that had a free short text response option. Participants had to write down their opinions

G1

Which TPT Operations structures
Need what, how and the status of those structures.
This question had a select option criterion."

G2

The maturity for each process in place for operations strategic systems in the organization.
Need what, how and the status of those structures.
This question availed a select option criterion."

G3

Who do you believe is responsible for the productivity in your organization?"

H1

How confident/certain are you that the implemented policies, application systems and human resources are sufficient for TPT operations to make a positive difference?"

H2

Does the organization provide all relevant tools for TPT operations to make a difference?

I1

The People`s maturity of skills level with the organization.
Rating the maturity for application information systems, management and operational engagement in your organization."

I2

The People`s maturity of skills level with the organization.
Rate the maturity for application information systems, management and operational engagement in your organization."


I3

The People`s maturity of skills level with the organization.

Rate the satisfaction for application

information systems within the operations environment in your organization.

9.2 ANNEXURE B: ETHICAL LETTER

A Division of Transnet SOC Ltd Registration Number 1990/000900/30	Kingsmead Office Park Stalwart Simplane St., Durban 4001	P.O. Box 10124 Marine Parade, Durban South Africa, 4056 T +27 31 308 8333	 TRANSNET port terminals Transnet Port Terminals www.transnet.net
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MEMORANDUM

To: Ms. Nozipho Sithole, Chief Executive, Transnet Port Terminals

From : Mr Msizi Khumalo, Service Delivery Manager: GCOS (ICT), Transnet Port Terminals

Date: 15 April 2019

SUBJECT: PERMISSION TO CONDUCT RESEARCH WITHIN TRANSNET PORT TERMINALS (TPT)

PURPOSE:

1. The aim of this submission is to request permission to conduct research within Transnet Port Terminals (TPT).

BACKGROUND:

2. My name is Msizi Khumalo working within the GCOS ICT team as a service delivery Manager. My grade is "E". I am currently studying towards a Doctor of Philosophy degree (PHD) at Durban University of Technology (DUT). My Supervisor is Dr Emmanuel Mutambara— UKZN.
3. The title of my research topic is: " An evaluation of the impact of having Superusers for Information application systems on employee`s performance at Transnet Port Terminals in South Africa".

DISCUSSION:

1. The aim of this research study is to investigate the extent to which Superusers and application information systems impact on TPT organisational performance.

2. **The objective of this study is to:**
 - 2.1 To assess performance levels of super-users and the impact of application information systems at Transnet Port Terminals.
 - 2.2 To assess the relationship between the super-users, application information systems agility and the organizational performance at Transnet port Terminals in South Africa.

 - 2.3 To identify factors hindering super-user's utilisation and the application information systems optimisation at Transnet Port Terminals in South Africa.
 - 2.4 To recommend super-user skills for application information systems at Transnet Port Terminals capable of improving TPT performance.

3. **The data collection will be obtained through in-depth interviews:**
 - 3.1 Participation in this study is voluntary.
 - 3.2 Participants may withdraw participation at any time.
 - 3.3 All information will be kept confidential.
 - 3.4 Anonymity will be ensured — Names and details of the participants will not be mentioned in the dissertation or any other report unless specifically requested to do so by the participant.
 - 3.5 There will be no known risk in participating in the study.

 - 3.6 All data provided will be stored in a safe and secure location for a maximum period of 6 years.
 - 3.7 Completing of interviews should take approximately 15 minutes.

4. The final presentation of the research will not be shared outside Transnet Port Terminals with the exception of the educational institution DUT. The research will be available internally at the institution as part of all thesis research work procedures.
5. All findings and results obtained as an outcome of this research will be shared with Transnet Port Terminals Leadership.
6. The research will benefit TPT ICT, as recommendations from the report will be implemented with the approval of the Chief Information Officer.

1

FINANCIAL IMPLICATIONS:

7. There are no financial implications for TPT in terms of the research.
-

Recommended by:

Janaria Chetty

Chief Information Officer, TPT

Date: 18-04-2019

Provided
- confidentially of TPT info is
- research maintained -
report copy sent to my office -
- 3 years before report may be
published

Approved / Not Approved by:



Nozipho Sithole

Chief Executive, TPT

Date: _____

see em
29/4/2019

29/4

3

9.3 ANNEXURE C: LETTER OF INFORMATION

Title of the Research Study: Superusers influence on productivity in an organization- Transnet Port terminals in Durban.

Principal Investigator/s/researcher: (Msizi Khumalo, Masters (Business Administration); Bachelor of Technology Management, National Diploma: Information technology)

Co-Investigator/s/supervisor/s: (Dr Anilrai Songham PhD (Business Administration); Masters (Business Administration))

Brief Introduction and Purpose of the Study: This is a study to evaluate the level of the impact of having Superusers for Information application systems on employee's performance at Transnet Port Terminals in South Africa. I will be conducted throughout all Transnet Port Terminals offices in south Africa involving participants from different levels of working hierarchy. It will reveal superusers, application information systems used and the standard operating procedures at

Transnet Port Terminal with an intent to identify whether they correlate positively or not.

Outline of the Procedures: Participants will be used to complete questionnaires and depending on the work operational situation and time, dialogue interviews will be held. They will be clearly informed about this research and its purpose. Each questionnaire takes approximately seven to ten minutes to complete. Employees will be selected randomly within designated Operational groups that work for Transnet Port Terminals. This study will not impact operational business of the day at Transnet. It will be conducted during employees' free times.

Risks or Discomforts to the Participant: This will be a harmless study exercise that holds no potential risks to the participants and business.

Benefits: Results will provide a clear business picture with regards to the opinions of the employees, superusers, application information systems and Transnet Port Terminals. Such results may assist in taking calculated future business impacting decisions.

Reason/s why the Participant May Be Withdrawn from the Study: Need to state that there will be no adverse consequences for the participant should they choose to withdraw. This is an open natural study exercise intended for the Transnet Port Terminals population.

Remuneration: There will be no involvement of remuneration rewards for participating in this study.

Costs of the Study: Participants are not expected to cover any costs for their participation, this is a free voluntary participation exercise.

Confidentiality: Participant's identities will be discreet and there is no need for them to identify themselves by name in writing.

Research-related Injury: This study exercise requires manual physical energy and therefore poses no physical threat to the participants. There be no risk compensation paid to any unfortunate injury result.

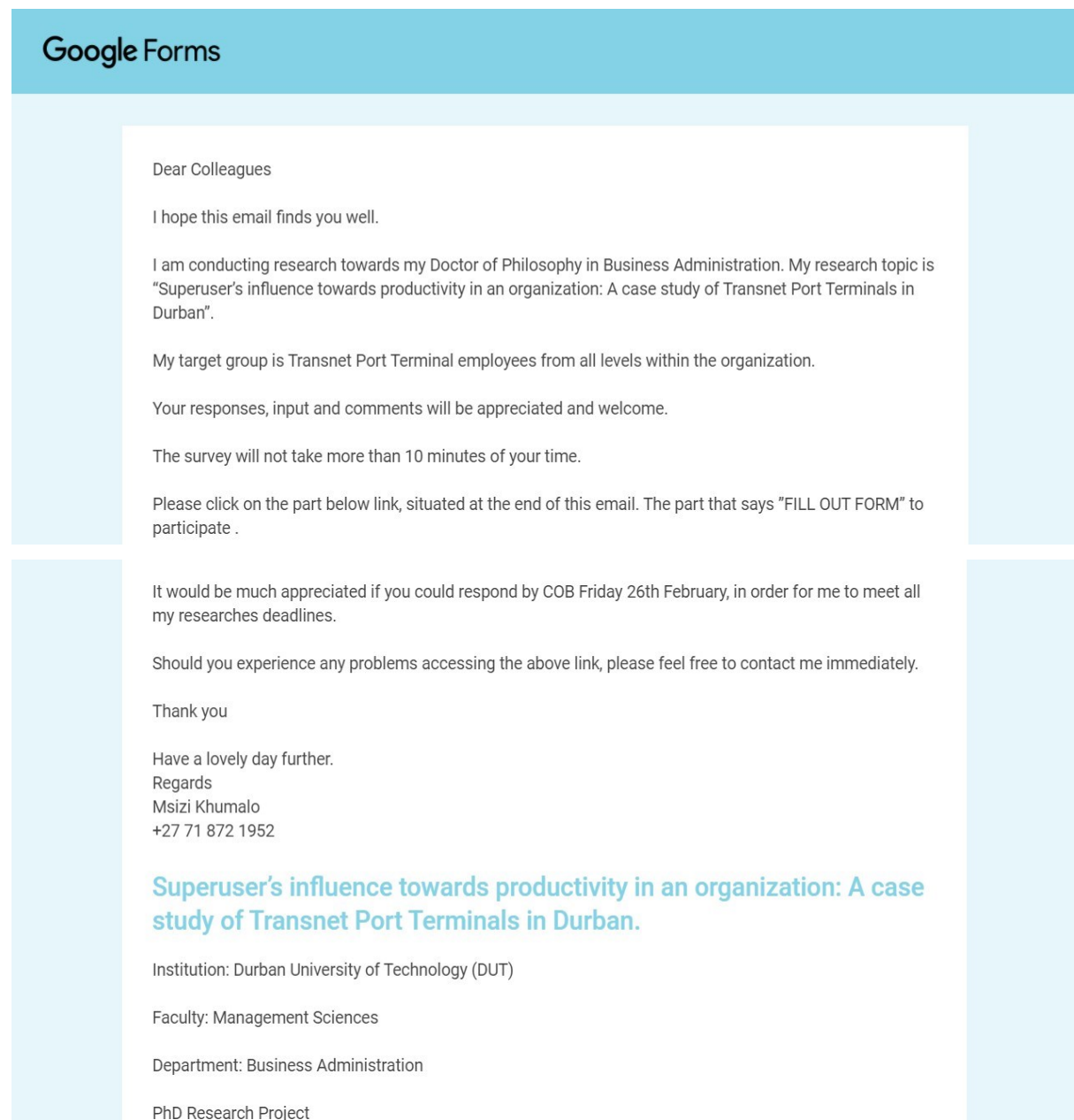
Persons to Contact in the Event of Any Problems or Queries:

(Supervisor and details) Please contact the researcher (082 485 1906.), my supervisor (074 561 5083 or the Institutional Research Ethics administrator on 031 373 2900. Complaints can be reported to the DVC: RIE, Prof S Moyo at dvcrie@dut.ac.za

General:

Potential participants must be assured that participation is voluntary and the approximate number of participants to be included should be disclosed. A copy of the information letter should be issued to participants. The information letter and consent form must be translated and provided in the primary spoken language of the research population e.g., isiZulu.

9.4 ANNEXURE D: LETTER OF INTRODUCTION



The image shows a screenshot of a Google Forms letter of introduction. The header is a blue bar with the text "Google Forms". The main content is a white box with a light blue border containing the following text:

Dear Colleagues

I hope this email finds you well.

I am conducting research towards my Doctor of Philosophy in Business Administration. My research topic is "Superuser's influence towards productivity in an organization: A case study of Transnet Port Terminals in Durban".

My target group is Transnet Port Terminal employees from all levels within the organization.

Your responses, input and comments will be appreciated and welcome.

The survey will not take more than 10 minutes of your time.

Please click on the part below link, situated at the end of this email. The part that says "FILL OUT FORM" to participate .

It would be much appreciated if you could respond by COB Friday 26th February, in order for me to meet all my researches deadlines.

Should you experience any problems accessing the above link, please feel free to contact me immediately.

Thank you

Have a lovely day further.
Regards
Msizi Khumalo
+27 71 872 1952

Superuser's influence towards productivity in an organization: A case study of Transnet Port Terminals in Durban.

Institution: Durban University of Technology (DUT)

Faculty: Management Sciences

Department: Business Administration

PhD Research Project

Researcher: Msizi Khumalo (Msizi.Khumalo@transnet.net or msizikhum@gmail.com)

Supervisor: Dr. Anilrai Sangham (anilrai.sangham@gmail.com)

Research Office: Ms. Jeslyn Hoover (jeslynh@dut.ac.za)

FILL OUT FORM

9.5 ANNEXURE E: LETTER OF INFORMED CONCENT

*Required

Informed Consent *

I, Msizi Khumalo, a PhD student, at the School of Management Sciences, Business Administration, of the Durban University of Technology(DUT), invite you to participate in a research project entitled "Superuser's influence towards productivity in an organization: A case study of Transnet Port Terminals in Durban". The aim of this study is :• To establish the influence of current Superusers and application information systems towards organizational stability. • To determine if training for the users on the operating systems at Transnet port Terminals in Durban stabilizes the organization. • To determine influence on operations productivity for a stable organization. • To assess productivity levels at Transnet port Terminals in Durban. • To investigate the implementation of policies towards organizational stability. • To evaluate Superuser's influence towards the performance of employees within an organization. Through your participation I hope to understand these objectives at Transnet Port Terminals in Durban .The results of the survey are intended to contribute to my study and the South African Public sector in general. Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management Sciences, Business Administration, at Durban University of Technology. If you have any questions or concerns about completing the interview or about participating in this study, you may contact me or my supervisor at the email addresses listed above. This questionnaire should take about 10 minutes to complete. Sincerely Msizi Khumalo

I consent

I DO NOT consent

10 REFERENCES

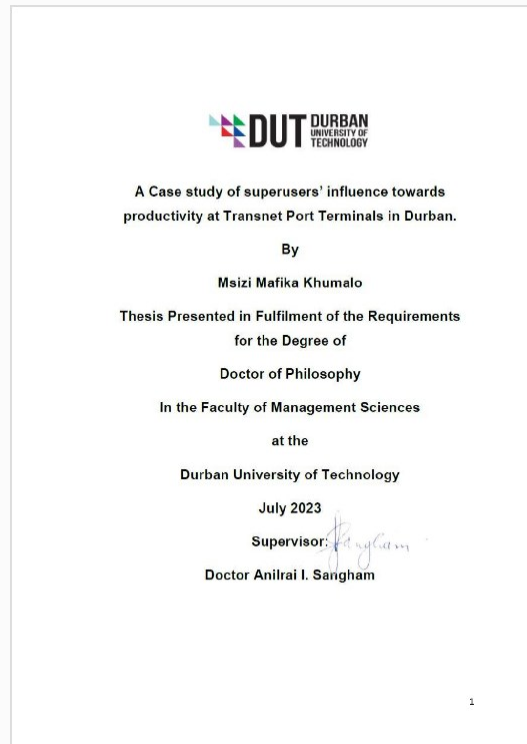


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EDITING LETTER

696 Clare Road

Clare Estate

Durban

4091

10 July 2023

To: Whom it may concern

Editing of Doctoral thesis: Msizi Mafika Khumalo (Student number - 19901780)

Title :- " A Case study of superusers' influence towards productivity at Transnet Port Terminals in Durban"

This letter serves as confirmation that the aforementioned thesis has been language edited. The requisite grammatical conventions have been met.

Any queries may be directed to the author of this letter.

Regards



MP MATHEWS

Lecturer and Language Editor

Mercimathews4@gmail.com

083 676 4778