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Inter-organisational information sharing in the public sector: A longitudinal case study on the reshaping of success factors

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ABSTRACT

Today, public organisations need to share information in order to complete their tasks. Over the years, scholars have mapped out the social and organisational factors that affect the success or failure of these kinds of endeavours. However, few of the suggested models have sought to address the temporal aspect of inter-organisational information sharing. The aim of this paper is to investigate the reshaping of social and organisational factors of inter-organisational information sharing in the public sector over time. We analysed four years' worth of information sharing in an inter-organisational reference group on copper corrosion in the context of nuclear waste management. We could trace how factors in the model proposed by Yang and Maxwell (2001) were reshaped over time. Two factors in the model – consensus of information release and trust – are frequently assumed by organisations and are the most likely to change. In the long run we also found that legislation and policies can change.

1. Introduction

Today, public organisations face business tasks of ever-increasing complexity (Cheng, Davies, & Sarkis, 2005). Such complexity means that these tasks span public organisational boundaries (Luna-Reyes, Gil-García, & Cruz, 2007; Ryan & Walsh, 2004). Consequently, public organisations need to engage with other organisations in a networked fashion. Gil-García, Chengalur-Smith, and Duchesne (2007) have argued that inter-organisational information sharing has increased in importance in these settings, offering important benefits such as higher information quality, improved decision-making, increased productivity, and more integrated services (Coffey, 1998; Gil-García & Hellwig, 2004; Lundberg & Wolken, 2004). As a consequence, many public organisations have shifted from favouring a “silos” model (Gil-García, Chen, & Janssen, 2009) that emphasises information protection towards one that focuses on inter-organisational information sharing (Yang & Maxwell, 2001).

In principle, such a shift does seem sound, given the tasks at hand. However, an easy transition from one model to the other is not necessarily guaranteed. Sharing information between organisations often involves complex interactions, during which a myriad of challenges is faced. Even though management in public organisations increasingly recognises the importance of inter-organisational information sharing

(Pardo, Greenwell, Davies, & Burke, 2004) and noting that it has been on the agenda for quite some time (Davies, 1996; Gil-García, Schneider, Pardo, & Greenwell, 2005; Gil-García, Chen, & Janssen, 2009; Kischewski & Scholl, 2006; Yang, Zheng, & Pardo, 2012), existing research has shown that such initiatives often fail (Davies, 1996; Lundberg & Wolken, 2004; Scholl & Kischewski, 2007; Schwaninger & Horan, 2007).

With the advancement of information technology, it is close at hand to attribute these failures to a lack of interoperability between technical frameworks and platforms. Although inter-organisational information sharing is dependent on technological interoperability to different degrees, scholars (Akkoluk, Linton, Peterson, Violette, & Chen, 2004; Hartzel & Gorry, 2003; Lundberg & Wolken, 2004) have shown that social and organisational challenges are just as complex as technological ones. Thus, the former have attracted increased attention in recent years (Drake, Stockler, & Koch, 2004; Gil-García et al., 2004; Luna-Reyes, Gil-García, & Cruz, 2007; Pardo, Greenwell, Davies, & Burke, 2004; Scholl, Kischewski, Schneider, & Kischewski, 2012). Valuable work has been carried out to increase our knowledge of the social and organisational factors that impact on the success or failure of this kind of endeavour (e.g., Akkoluk, Kelle, Powkowsk, Schneider, & Loney, 2009; Dahlan, Dahlan, & Saman, 2013; Lam, 2005; Yang, 2012; Zheng, Davies, & Sarkis, 2005).

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Reshaping Central Government Reshaping The Public Sector Vol 1

Jin-Ying Zhang



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