

# A framework for evaluation of synergy among shared contact centres, organisational performance and customer services in Eastern Province, South Africa: A literature Review

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## Keywords

Shared contact centres;  
Organisational performance;  
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## Abstract

The study is about developing a framework of synergy among Shared Contact Centres, organisational performance and customer services using a qualitative, explorative constructionist approach within the context of Provincial Public health Shared Contact Centre (SCC) in the Eastern Cape Province of South Africa. The continuous difficult issue is the apparent lack of performance synergy between SCC and the Eastern Cape Provincial Administration in South Africa, which has a negative impact on consumer value and satisfaction. According to the researcher's imperatives, the synergy between the Shared Contact Centre and the overall performance of the Eastern Cape Department of Health is best viewed as the result of specific instances of resource or activity sharing between segments/portions of different business units, rather than as a phenomenon that occurs at the corporate level between entire business units. The purpose is to investigate the value of synergy identification and evaluation in terms of efficiency, effectiveness, and impact from the early stages of an organization's overall strategy development to implementation, as well as to investigate how SCC synergy evaluation affects organizational performance in terms of its impact on customer value and satisfaction. The research is qualitative in nature, and Covariation methods such as exploratory and confirmatory factor analysis were used to operationalize synergy. Because the study is conducted utilizing literary constructs, a meta-analysis of the literature was performed.

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1.1.1.

## 1. Introduction

In management and strategy literature, notions such as dominating logic, core competence, and organizational coherence have been growing in significance (Jantunen, Tuppuru, Pätäri, Dosi, Mathew, & Pugliese, 2022) & Heubeck, 2023). The common feature of all of these approaches is that they all emphasize the use of some type of likeness between businesses as the foundation for attaining a long-term competitive advantage. Exploiting similarities between various areas of company has long been at the forefront of evaluation of the managerial concept of synergy, which has had an even greater impact in the public eye among management and strategy practitioners. Up to this point, the concept of synergy has never been linked to how competitive advantage may be gained and sustained. Suryaningrum, Rahman, Meero, and Cakranegara, 2023) state that studies on the direct influence of synergy on financial performance is lacking, and that synergy does not always result in greater profitability. Depending on the managerial approach adopted, the synergy may result in bad performance. This has paved the path for new research into how synergies are created and how limits are placed on how they can be leveraged. In my perspective, progress in this research is based on a greater grasp of the concept of synergy. With the better-defined ideas of economies of scope and complementarity, the researcher aims to question the management view of synergy, resulting in a more refined viewpoint of synergy. As a result, the researcher tries to bridge the gap between management studies and economic study. Admiring uncertain future advantages such as synergy is difficult, and as a result, this aspect of the overall valuation is often disregarded or addressed insufficiently (Sirower & Weirens, 2022). In conclusion, this paper presents the research background, statement of the problem, research question, research objectives, theoretical and conceptual framework, the key concepts in the study related to Synergy, valuation, Shared Contact Centre, organisational performance and customer value and satisfaction.

### 1.2 Background/context

The COVID-19 outbreak, more than any other recent phenomenon, demonstrated the reiterated ontological reality that every domain in the natural world is connected with one or the other (Taylor, 2021). Taylor's comment indicates that in order to remain competitive in providing greater customer service value and satisfaction, every population on the planet demands teamwork, collaboration, and integration. The government's restrictions imposed as a result of the international and national spread of the COVID 19 pandemic compelled many organizations to hastily reconfigure their operations to accommodate the epidemic's effects. Shared Contact Centre (SCC) has prominently emerged and

increased globally to adapt and evolve as quickly as possible to the new era of empowered customer's needs, the growing number of communication channels, various cultures of different nations, languages, standards, and so on (Kizgin, Dey, Dwivedi, Hughes, Jamal, Jones & Williams, 2020). In response to demanding needs of the country, the Eastern Cape Provincial Health Administration in South Africa, the study's target population, went a step further by establishing a Shared Contact Centre as an internal, 24-hour customer service centre for the healthcare sector. The Shared Contact Centre, which is completely integrated into the operational processes of the health administration, acts as the public's first point of contact for all health users of Eastern Cape Provincial Administration.

The ongoing challenging issue that was evident was the performance synergy between SCC and the Provincial Department of Health, which appeared to be out of alignment and had a detrimental effect on customer value and satisfaction. The value and calibre of client services can be improved by highlighting the interdependence or synergy between the operations of various organisational components (Gibbs & Kharouf, 2022). Roodt, 2011) vindicates in his proposed future research on the possibility of a misalignment between a contact centre's mission and the organisation's mission statement. The researcher affirms that, evaluation of synergy amongst the contact centres, organisational performance through customer value and satisfaction is a widely investigated and debated area of research that still poses several open questions due to its complexity (Tolstoy, Nordman, Soltis, Dineen, & Wolfson, 2022). This therefore signifies that, measuring and evaluating synergy amongst SCC and organisational performance with its various components must be found in the need for a more objective tool capable of informing managers on the convenience of maintaining the relationship as a means to improve customer value and satisfaction (Podsakoff, 2018); Sydow, 2019). In fact, the performance resulting from collaboration between two or more organisational components, or even both in the public and private contexts, is a determinant of outcome and impact level to customer satisfaction. The high complexity and interdependence that characterize inter-organisational contexts in relation to synergy raise concerns about how to measure and evaluate such organisations' performance (Feizabadi & Alibakhshi, 2021). The assertion indicates that if there is no synergy in strategy of the organisation and Shared Contact Centres, the customer value chain is the first casualty that would be compromised. The purpose of this research study is to determine the root causes and consequences of a lack of coordination, cooperation, and synergy between Shared Contact Centres, organisational performance, and customer service value.

### **1.3 Problem Statement**

The Provincial health administration's inability to effectively use the data generated and analysed by the SCC through client interaction to influence organizational planning is one of the emerging fundamental constraints impeding the SCC's effectiveness in the Eastern Cape Department Province, South Africa. The root cause of this problem appears to be a lack of synergy between SCC and overall

Provincial performance. The cause of the problem appears to be in the programs of the Eastern Cape Department of Health that are beginning to function differently from one another, and a gap between front-end and back-end operations has arisen. Customers have been put aside by the gap given that customer query management necessitates collaboration and integration. Customers with unresolved complaints have been passed from pillar to post as a result of the gap. Therefore, the Eastern Cape Department of Health has had to incur high litigation costs as a result of medical clinical health care negligence and other mal-administrative practices (Auditor General of South Africa, 2021). The ongoing synergistic disconnect between the Shared Contact Centre as the organization's front-end system and various business units/programs, the department's performance continued to deteriorate to the point where dissatisfied customers continue suing the department resulting to more cost pressures that further burdened the province's shrinking budget for health service delivery. According to the researcher, if the problem is not addressed, the entire Provincial health system in the province will collapse as a result of failing to meet the requirements of Health No. 23 of 2003. The research is very important as it is founded on the idea that synergy embodies the fundamental principle underpinning integration and collaboration, with the purpose of increasing competitiveness and organizational performance that create value for customers.

#### **1.4. Research questions**

The primary research question is: How much does an organization's Shared Contact Center (SCC) synergy with its program units contribute to overall organisational performance, competitive advantage, and customer service value?

**Secondary research question 1:** To what extent is the SCC tied to or aligned with the organizational strategic management process of the organization, from its conception to the implementation of corrective strategy revisions or reviews?

**Secondary research question 2:** How would organizations create value for synergy management so that the business is able to achieve its success performance indicators in each of its components?

**Secondary Research Question 3:** What is the effect, influence, and efficiency of synergy between the organisational business units on the value of client services?

#### **1.5 Research Objectives**

The primary objective is to develop a framework of synergy evaluation in terms of its efficacy, efficiency, and impact between SCC and organizational program/ business unit performance in connection to the entire strategy development process that increases customer value and satisfaction.

**Secondary Objective 2:** to create a suitable SCC conceptual and theoretical framework that adheres to core synergy principles in order to increase customer value and satisfaction while assisting enterprises in attaining a competitive edge.

**Secondary Objective 3:** to evaluate the effect of executive and organisational synergy coherence in achieving an improved performance that enhances customer value and satisfaction.

**Secondary Objective 3:** to evaluate impact and efficiency of operational synergy, horizontal synergistic relationship among the business units/programs of the organisation in improving performance and client relations.

## 1.6 Rationale of the study

The majority of SCCs are created and maintained with a large budget, especially those in the public sector that are built and maintained with taxpayer's money. As a result of the challenge, the SCC's operational outcome and output must be considered during organizational strategic planning and review, which is a cause for concern, especially in the case of the Eastern Cape Provincial Administration, where data gathered within the SCC is not being used to improve planning. So the purpose of this research is to ensure a successful connection or synergy domination through the design and development of a framework for evaluating synergy within the eastern provincial administration. This is addition to the body of knowledge in the academic arena.

## 2. Literature Review

This research study is a comprehensive examination of specific sorts of company collaboration and integration that attempt to generate something greater than the sum of the prior autonomous components. The emphasis in this particular kind of combination is on the approaches and processes required for identifying and achieving actual productive synergy. Strategic fit is frequently used as an umbrella phrase for the collective synergies generated through combinations of businesses (Akhmedova, Machuca & Magomedova, 2022). However, strategic fit can only generate value if the achievement helps the primary value driver of the two parties jointly rather than separately. The pursuit of this potential in the process of value creation is the focus of this research. As a result, the relationship between the parties is motivated by this potential.

The best description of synergy is given by Feix in 2020, who describes it as increases in competitiveness and resulting in cash flow beyond what the two entities are expected to accomplish independently. The term effectively encapsulates the essence of synergies along with everything that they strive to accomplish when read in the context of synergy in relation to value paid and shared holder

value creation processes. Chadwick & Flinchbaugh, 2021) expand on this notion by discussing synergies in terms of a form of collective value generation process that increases competitive advantage. When capabilities are transferred between partners, it improves an organization's competitive position and, resulting on improved performance as well. Therefore, according Raftery, Hossain & Palmer, 2022), synergy is defined as a model which is an interaction between collaboration, engagement, and trust, to produce effective, efficient, and sustainable performance. While Collaboration is a process that allows independent individuals and organizations to combine their human and material resources so that they can achieve goals that they could not achieve on their own (Mourtzis, Angelopoulos & Panopoulos, 2022). Engagement entails the full participation of all partners so that there is a connection between the individual and individual community (Brush, Mentz, Jensen, Jacobs, Saylor, Rowe, and Lachance, 2020), whereas trust is a prerequisite in creating a successful synergy (Wu, Gu, Tu & Zhang, 2022), where many groups are reluctant to engage in collaboration due to distrust of one another (Brush et al. 2020). So these important key concepts are critical in ensuring synergistic value in any given partnership that enhances good performance and return on investment. As a result, evaluating the embedded model on interaction between business units becomes crucial in revealing the underlying human dynamics that might negatively affect organizational performance. Furthermore, because each institution has a different capacity, authority, and behavioral background, it is believed that a strong leadership component is required to carry out the difficult work of synergizing the business units or institutions

## **2.1 Conceptual Framework**

### **2.1.1 Reasons for business unification, collaboration and integration**

According to Battisti, Graziano, Leonidou, Stylianou, and Pereira, 2021), organizational business unification, collaboration, and integration which are comparable to mergers and acquisitions are carried out for a range of reasons that can be classified as synergistic, non-synergistic, or strategic. Strategic integrates are done for purposes including eliminating competition, ensuring supply or distribution lines, or halting competitor from acquiring target. Non-synergistic combinations can be regarded as non-core diversification transactions. According to the literature, the following are the reasons for carrying out corporate unification, collaboration, and integration: -

- Requirements particular to the business industry
- Globalization necessitates scalability.
- Growth speed and cost considerations
- Expansion of product and service offerings

- Risk management and diversification
- Integration of core capabilities or technological advancements

All of the preceding key motivations for collaborating and integrating organisational business include synergistic components.

### **2.1.3 Synergy evaluation as a subsection of business unification, integration and collaboration.**

Collaboration and integration do not have dress rehearsals, therefore identifying and evaluating synergies is vital (Patton, 2021). The entire premium is paid up front, and the departure cost is frequently very high. Creating synergy is similar to beginning a new business. Adding synergy entails developing value that does not currently exist and is not yet expected (Buer, Semini, Strandhagen & Sgarbossa, 2021). If the synergy is to add value, the acquisition price must represent the level of risk and the likelihood of attaining the desired synergies. In this approach, the reasons for doing a deal and the reasons for deals failing are intertwined and aimed towards the same goal. Evaluation of synergies is a key part of company unification, integration, and collaboration (Holubk, Soviar, and Lendel, 2022). Executive management should investigate numerous techniques to have a better knowledge of the issues that synergies pose in company unification, integration, and collaboration.

The literature recognized four major categories of unification, integration, and collaboration procedures. The following are the categories:

- Synergy evaluation serves as the foundation for each stage of the process (Shirinkina & Romansky, 2020). The synergistic link must be turned into strategies that can be applied at each level of the process. The more the reliance of an acquisition on synergistic interrelationships, the greater the necessity to design an on-time post integration blueprint architecture (Feix, 2020).
- By Concentrating on integrating and implementing the combination into practice to achieve synergy is critical according to Bhattacharya, Nand, and Castka, 2019). Although the integration process was isolated as the sole satisfactory mechanism for producing synergies, no distinctive phase was dedicated to achieving these results in this approach. Shepard, 2020) does not view synergy evaluation as a separate and independent phase of the integration process, instead viewing collaboration success, along with synergy attainment as intimately linked to the integration process. This is encouraged because synergy should exist throughout the organization's strategic planning process, from the operational level of the business up to the corporate level (highest level of management).
- One different and separate synergy evaluation stage method as cited by Unal, Bandini, Guagliano, and Bagherifard, 2022) was a process that allocated only one phase to synergies. This therefore indicated that, it is critical to evaluate the individual synergism of each business organisation as

well as the combined ability of the two business organizations in order to determine whether the synergy of both parties can improve performance. The points of integration and complementarity of both organizational units determine whether the desired goals have the potential to be accomplished.

- It is fundamentally emerging from Wang, Meng, Zou, Qi, Tan, and Santamouris's, (2022) argument that there is no unique synergy evaluation stage. As a result, a process in which synergy identification and evaluation were not isolated as a separate step in the business integration and combination relationship process but were taken into account on an ongoing basis throughout the process.
- Nevertheless, the most generally used and endorsed strategy observed by the researcher is one in which synergy evaluation is the foundation of the entire process. The second most frequently cited technique focused on integration as a means of realizing productive synergies. All four techniques have benefits, and the eventual approach picked for any particular combination should be determined by the extent to which synergistic interrelationships form the basis for the decision.

#### **2.1.4 The significance of synergy evaluation in the value creation process**

Synergy is a phrase often used in the domain of the manufacturing industry in the context of assessing the impacts and efficiencies of pharmacokinetics and dynamics of drug/medicine distributional influence to patient recovery using quantitative experimental approaches in the context of health care. The term synergy has also appeared significantly during mergers and acquisitions with the goal of achieving synergy among business partners. In this study, synergy was identified as a soft talent that is particularly important in assuring success in the evaluation and management of synergy in an organization seeking collaboration and integration of its company's day-to-day operations. The purpose was to ensure that there was synergy between shared contact centres, organizational performance, and customer value generation, all of which have an impact on good customer satisfaction.

The importance of synergy evaluation in the value creation process is primarily determined by how affluent the partners seeking collaborative relationships are. The contribution varies by sector, since certain profit-making organizations, for example, measure synergy in terms of how much premium each participant in a given consortium contributes. As a result, there must be some connection between the size of the premium and the value of the projected synergies. Even if the premium is paid to gain control, there is no basis for capitalizing the premium if there is no potential of recouping the premium through synergistic prospects. As a result, there must also be a process for evaluating rather than valuing these synergies in relation to the premium (Bauer & Friesl, 2022). The acquisition premium represents the anticipated synergy. While the profit-making organization analyses synergy distribution based on the amount of contribution paid, the non-profit organization uses the configuration and complementarities of



both partners as a means to produce synergistic value as described by Chadwick, 2021) and Currie, McCracken & Venter, 2022).

The literature provided evidence of three basic strategies for analysing the relationship between synergies and performance achievement.

- Eight of the authors linked the present value of predicted transactional synergies to anticipated future process flow improvement as a result of collaboration and integration (Feizabadi & Alibakhshi, 2022); Bayhan, Demirkesen, Zhang & Tezel, 2021); Rivera, Kizildag & Croes, 2021).
- Seven of the authors also employed some type of break-even analysis to identify when shareholder value is created or destroyed (Khakim, 2023). Maduagwu, Moro, 2022); López & Pontet, 2020); Rivera & Croes, 2021).
- Six of the authors claimed that a complementary process was performed by analysing the value drivers of a synergistic deal, estimating the increase in cash flow as a result of those drivers, and determining the value to be created by combining those drivers (Čirjevskis, 2023); Bauer & Friesl, 2022); Moro, Cruz & López, 2020).
- Since the existence of prospective synergy studies was used as a pre-deal rationale for the provision of a transaction advantage, the realization of actual and productive synergy is used as a post-deal justification for the reimbursement of the cost of the transaction. Where the projected synergies do not exist or have not been captured, there is no justification for the high price value as a result, shareholder value has been destroyed from the buyer's perspective. The researcher asserts that, the realisation of tangible and productive synergy is the post justification of the appropriate achievement equal or more than the capital that was initial invested during pre-deal phase of creating synergy amongst the partners

### **2.1.5 Consequences of investing an acquisition premium version**

Charging a premium result in an increase in the ordered company's asset base and a sudden decline in profitability metrics. To achieve break even, net income must rise to a level where the return on assets equals what it was prior to the combination (Almonifi & Gulzar, 2021). The additional free cash flow that managers must bring in to reach this break-even aim is known as required synergy. When substantial costs are paid, the value of synergy must often be proved in order to achieve the break-even point, which Sirower, 2022) refers to as the synergy trap (Sirower & Weirens (2022). Once the premium has been paid, the company that purchased it will use synergy to justify the premium. The most essential notion for senior executives involved in mergers is that the premium directly translates into a higher performance target for the new combined entity. Many executives fail to realize this critical connection, and the majority also see the value creation process as a long-term endeavour, which is a basic

misunderstanding of the impact the expense of transaction value has on the future performance needs (Bauer & Friesl, 2022).

### **2.1.6 Synergy types and valuation practices**

In their use of the ABV, Bauer and Friesl, (2022) describe the evaluation of synergies in an organisation as a specific managerial' issue. Issues are defined as the "availability of categories for making sense of the environment, problems, opportunities, and threats." In order to understand a target company's synergetic value, actors may employ simple but widely used categories such as bottom-line and top-line synergies or operational or revenue synergies (Bauer, Friesl & Ostela, 2022). However, the nature of the repertoire of synergy types varies depending on context, and actors in different organisations may use a variety of categories. In turn, answers are defined as the available repertoire of action alternatives: proposals, routines, projects, programs, and procedures, (Ostela; et al., 2022). In other words, they refer to the actual practices used to assess the value of different types of synergies. There are multiple answers for multiple issues, just as there are multiple issues, and valuation practices can range from simple benchmark analyses to sophisticated Profit and Loss (P&L) simulations or from simple discounted cash-flow calculations to complex real options models (Wilson, Mercier & Navarra, 2022). A managerial model is required in the context of the study to ensure synergies prevail throughout the management principles in the organisation in order to ensure business alignment to organisational performance while ensuring customer value and satisfaction guarantees. The emphasis on valuation practices is especially important because the spatial, temporal, and procedural characteristics of these practices regulate the pattern and duration of attention foci to specific issues and answers available. Indeed, despite the importance of value in much of the strategy literature to date, value is assumed rather than examined (Brielmaier & Friesl, 2023). This point of view proposes substituting the concept of value with the socio-material practices that establish such value, based on a pragmatist understanding (Elder-Vass, 2022). This is an understated but critical distinction. If "strategy is concerned with the creation of value," and "value is the correlate of valuation practices," then "strategy must be understood in relation to valuation practices" (Čirjevskis, 2022); Brielmaier & Friesl, 2023). While this criticism focuses on strategy research in particular, it has gained significant traction in a variety of management and organisational disciplines. Value has been replaced with the practices that make up value (Hofstetter, De Marchi, Sarkis, Govindan, Klassen, Ometto, & Vazquez, 2021).

### **2.1.7 The value creation process for synergy evaluation**

Figure 1 below depicts integrative framework of synergy valuation as a process framework that follows a logical path from initial target business performance through actual value capture for the adopting

shareholders (Franzò, Urbinati, Chiaroni & Chiesa, 2021). Before attempting to implement the principles, managers participating in mergers and acquisitions must have at least a rudimentary awareness of the forces and factors involved in each stage. Feldman and Hernandez (2022) state that the framework for value generation process of synergy begins with a thorough due diligence procedure to assess synergistic potential. Only factors from one or more of the following areas can drive mergers and acquisitions. There are three types of justifications are: (1) synergistic, (2) non-synergistic, or (3) strategic. Synergies are the primary motivators for all mergers and acquisitions, at least in part. As showed in figure 1, the break-even analysis checkpoint gives the executive involved in an acquisition or merger a chance to evaluate whether they should keep pursuing the target (Maduagwu, 2022). The method can then be reviewed and/or abandoned if the figures don't add up. The lowest section of the model, as provided, was constructed using techniques and strategies identified in the literature research as important means of obtaining productive synergies from mergers and acquisitions during the integration period. Pre-deal preparation (including a thorough due diligence assessment of the targets' hard and soft characteristics) and integration planning were emphasized as strategies to assure the realization of productive synergies.

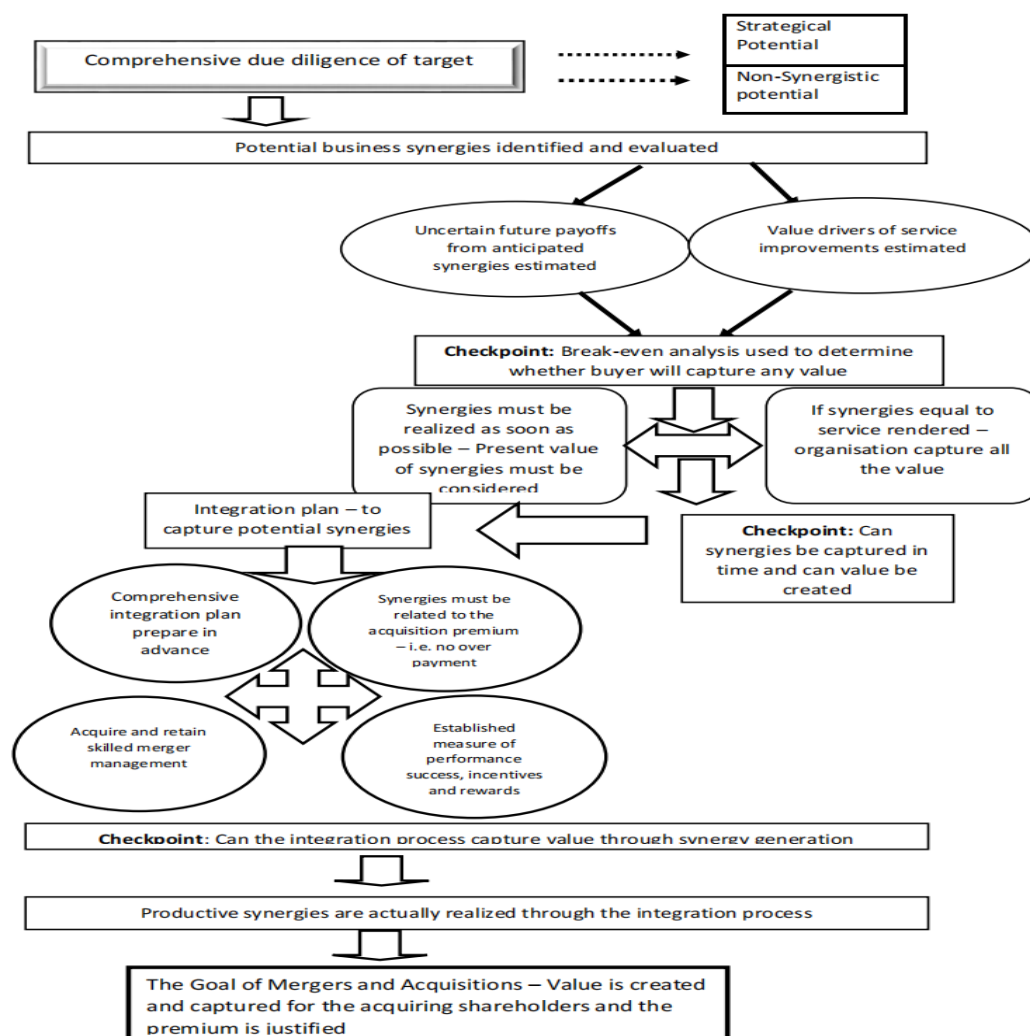


Figure 1: Value creation process for synergy (Tantalo & Priem (2016)

## 2.2 Theoretical framework Proposition

### 2.2.1 Attention based view theory (ABV)

The study is encored on the Attention Based View (ABV) theory by Friesl & Baer, 2023) and the theoretical approaches as defined by Chadwick, 2022) which becomes the catalyst in ensuring that indeed synergy can improve competitiveness in enhancing customer value and satisfaction in an organisation performance. According to Kaur, 2022), ABV is based on the idea that rationality in decision-making is bounded. Therefore, strategic development can be explained by the allocation of limited managerial attention. A central argument of the ABV in this regard is that decision makers' attentional focus is governed by an organisation's attention structures (Kaur, 2022). Based on this viewpoint, the framework is comprised of two components: To begin, it focuses on various available synergy types ('issues') based on the practices that comprise these synergies ('answers'). Second, it theorizes the focus of managerial attention on specific valuation practices, as influenced by a specific integration and collaboration attention structure.

**Figure 2: Theoretical Framework of Attention Based View (Bauer & Friesl (2022)).**



For illustration and valuation purposes, the author employs Kaur's, 2022) ABV theory of the organisation in relation to Shared Contact Centre synergy on organisational performance in enhancing customer value and satisfaction. In a nutshell, ABV is an organisation behavioral theory that is primarily concerned with understanding how organisations behave, which is one of four fundamental questions that define the field of strategic management (Teece, 2023). The ABV defines an organisation's behaviour as how it distributes attention across its various communication channels (Melgarejo, Rodriguez, & Torres, 2022). The ABV has been chosen as a theoretical framework because, according to Yuan, Guo & Lee, 2020), the theory is still in its early stages in part because of its novelty, complexity, and assumptions about the connections between its various concepts. The framework is quite general, and allows for significant theoretical elaboration and the three main concepts in ABV are top managerial

attention, organisational attention, and organisational action. In ABV, it is postulated that these three concepts are related. An issue that receives top managerial attention influences organisational attention, which influences organisational action on that issue as illustrated on Figure 1 above (König, 2020).

The term "top managerial attention" describes how an issue is prioritized by an organisation's top executives or managers. Top managers give some issues more attention than others because they have limited time and resources as well as human cognitive capacity (Colombo & Mella, 2022). Data from official governance channels, such as minutes from board meetings, statements made by the CEO and/or board chair in annual reports, and so on, can reveal top managerial attention (Eckardt, 2020). When an organisation prioritizes an issue, it is said to have organisational attention to it (Schiff, Borenstein, Biddle & Laas, 2021). The top manager's influence organisational attention, as they are powerful actors hence, top managerial attention will likely be coded in the "operational channels" of communication leading to organisational attention, an example being standard operating procedures of an organisation (Alshahrani, Dennehy, & Mäntymäki, 2022). Organisational action on a similar issue is the result of top managerial and organisational attention, so attention is a key factor that leads to "strategic actions" or "organisational moves" (Wiedmer & Whipple, 2022), such as monetary expenditures on a specific issue.

All of these authors' theories emphasize the measurement and impact of top management buy-in in any strategic move toward organisational performance improvement. This also emphasizes the strategic alignment of the organisation's executive and operational levels. Until now, the primary focus of ABV has been on developing the concept of organisational attention (Schiff, Borenstein, Biddle & Laas, 2021); Alshahrani, Dennehy, & Mäntymäki, 2022) that top managers are the "most critical players" who provide the "entrepreneurial function in the allocation of attention in organisations," the concept of top managerial attention remains underdeveloped.

The relationship between top managerial attention, organisational attention, and organisational action is another area of underdevelopment in ABV. There appears to be an assumption in its current form that top management attention to an issue will eventually lead to organisational action on that issue. In this discussion, especially in the public sector, but also in the private sector, political attention to an issue becomes crucial in any strategic action, which may not always accurately represent the organisation's attention to an issue. In certain conditions, the issue of agency/broker attitude of top managerial behaviour becomes more prominent and kills organisational attention to the true issue, which is the organisation's major objective as specified in its vision. This mind set persists and has a negative impact on the organisation's attention to action on concerns. To alleviate this chronic problem in companies, business ethics becomes increasingly crucial. The issue of aligning organisational behavioral dynamics with a company's mission and vision is a significant aspect in increasing an organisation's real expected performance towards meeting customer value and satisfaction (Kantola, 2023).

### 2.2.2 The managerial attention towards specific valuation practice

The collaboration and integration attention structure affects how actors' limited attention is allocated towards different synergy types, even though acquisitions may offer multiple synergetic potentials (Zhuang & Zhou, 2023), the structure controls how attention is distributed, determining which synergy types are available and salient, and how certain valuation methods are used (the "answers"). The social, economic, and cultural structures that control how much time, effort, and attention organisational decision-makers devote to their work are known as the organisation's attention structures (Holm, Drogendijk & Haq, 2020). The "rules of the game" governing decision-making, the "players," including their "structural position" in the organisation, and the "resources and routines" available are all components of an organisation's attention structures (Bussler, 2021). The collaboration and integration is characterized by specific attention structures. Even for successive acquirers, collaboration and integration are a rare strategic occurrence (Bauer & Friesl, 2022), but they still involve a wide range of repetitive tasks and numerous internal and external players in various structural positions. Organisations must involve several departmental programs or units as soon as they begin integration and collaboration. As a result, it is argued that understanding the allocation of attention towards specific synergy types necessitates a more in-depth examination of how attention structures influence the use of synergy valuation practices and procedures. As a result, this thesis poses the following central research question: - *How does a synergy between a Shared Contact Centre (SCC) and the Eastern Department of Health contribute to an organisation's overall performance and competitive advantage in terms of improving customer value and satisfaction?* This central question is related to the interaction of organisational attention structures as well as synergy evaluation practices, which shape the allocation of attention to specific synergy types, which is the functional synergy integration between the department of Health's organisational performance and it's Shared Contact Centre in meeting customer value and satisfaction. Management must utilize a management model that matches the synergistic value required in order to create value for the organization's strategic mandate aiming to improve performance.

### 2.2.3 The synergy theoretical approaches

Figure 3 below depicts three theoretical approaches to component specialisation versus component interaction as a measure of synergy assessment among organisational components.

<b>Emphasis on component specialization</b>	<b>Low</b> No synergy	<b>High</b> Independent effects Efficient complementaries (Configurations)
<b>Emphasis on component interaction</b>	<b>Low</b> No synergy	<b>High</b> Virtuous overlaps (Integration)

**Figure 2. Source: Chadwick, 2021**

According to Chadwick, 2021 the assumption in the above table indicates that low levels of component interaction and component specialization will not result in meaningful synergistic effects. In the context of the study the three competing approaches to synergy between Shared Contact Centre and organisational performance are presented below, based on these two broad dimensions for improving system performance: virtuous overlaps, independent effects, and efficient complementaries (configurations). As shown in Table 2, the emphasis placed on interactions among system components and on system component specialization varies across these approaches. Independent effects on specialization highlight low synergy on component interactions with high independence effects. The virtuous overlaps (Integration) highlight synergy on component interactions, and efficient complementarities (configuration) highlight both component interactions and component specialization. It should be noted that the system components in this instance are comparable to the Shared Contact Centre and the interactions of the Eastern Cape Department of Health's organisational components or program's unit.

## **2. 3 Discussion and theoretical implications**

This study has created a paradigm for understanding the attentional dynamics that govern synergy evaluation. Indeed, while the idea of synergy is essential to the strategy domain in general and serves as the primary rationale for collaboration and integration, it has remained ill-defined (Bauer & Friesl, 2022), as have the techniques for evaluating synergies. Two major theoretical contributions are made by this study findings. These theoretical implication is in support of the findings made by Bauer& Friesl, 2022) in the evaluation of Unifications and achievement in Mergers and Acquisition to achieve productive synergy.

### **2.3.1 Attention allocation and synergy crowding out.**

The congruence of attention structures and the qualities of useful valuation methods enhance the allocation of attention to various synergy types. These findings demonstrate that, functional synergies might crowd out attention allocation to the business model or strategic synergies, thus diminishing the estimated value of an investment. Researcher observed that, these findings significantly supplement existing studies on goal setting and does not explicitly examine synergetic goal formulation at the management team level while does shed light on an essential precondition of such goal setting while the processes are figuring out the allocation of scarce managerial attention to a variety of synergy forms. So the need for managerial soft skill applicable to synergy management framework is critical to ensure organisation competitiveness in improving value to customer services is paramount.

The research reveals the attentional mechanisms behind the primary tensions in acquisitions, according to Bauer, King, Schriber, and Kruckenhauser, (2021). These might be conflicts between financial and strategic goals or reductions in expenditure on research and development as a result of acquisitions which negatively impact long-term performance. Even though different acquisition goals may be complementary in nature, the underlying procedures that serve as the planning framework for post-merger integration may compete for attention.

### **2.3.2 Gaps in the Literature**

Though the findings point to a phenomenon known as the "synergy crowding-out effect," in which attention is shifted more toward functional synergies at the expense of business model or strategic synergies, a gap in the literature has not been validated in terms of how the crowding out effect on synergy can be prevented and evaluated. This crowding out effect has resulted in the redirection of the initial strategy of business synergy to other factors that have negatively impacted the same strategic target on the other, so the literature did not finish the loop because no proposal was identified. Strategic synergies, on the other hand, lack regular methods and necessitate social participation, careful coordination, and sufficient time. Instead of being represented by numbers, they are commonly depicted in stories. The ideal managerial model or framework was not specifically addressed in the literature, indicating a gap in establishing productive synergy that improves organizational performance and results in positive customer satisfaction. Such a gap in the literature implies that the current study is researchable for a doctoral study.

## **3. Methodology**

This study's methodology and design is based on a qualitative, constructivist grounded theory of literature approach that includes inductive logic, iterative secondary data collecting and analysis, data coding, the emergence of themes, and data saturation. So the method was based on content analysis that was carried out in a manner of a documentary review of other authors literary works, journals, press writings, and other public sources surveyed, and a common thread was recognized and crystallized (Gorsky & Mold (2020). So a meta-analysis of the literature was carried out (Herby, Jonung & Hanke, (2023). Biases might have been present as a result of the judgment sampling techniques (Leonhard (2023).

### **3.1 Research design**

Through literature surveys, the study used an effective combination of exploration, rationalization, and validation (Thanos, 2022), which validated Recker's, (2021) consideration design. Exploration provided an understanding of the phenomenon of Shared Contact Centre, allowing one to begin rationalizing how



it adds value to an organization's competitive advantage, as well as validating the fundamental research question through the lenses of theoretic constructions, such as ABV theory, which was used in this study

### 3.2 Research Philosophy

The study's research philosophical approach is provided by identifying the linkages between ontology and epistemology used during the investigation, and the qualitative methodology has been determined to be the best suited for the research as well as the techniques used (Burns, Bally, Burles, Holtlander, and Peacock (2022)). The research philosophy explains why a relativist social Constructionism paradigm was chosen, and it guides the research design and methodological choices according to Burns, Bally, Burles, Holtlander & Peacock (2022).

### 3.3 Research Strategy

The research methods used were based on each synergy and its degree internal consistency among the various business unit practices that can have a positive impact on organizational performance as follows:-

**Virtuous overlaps** used covariation with exploratory factor and confirmatory as a technique (Zhdanov, Sadrieva, Astakhov, Sokolova, Grishnova & Tararina, 2023)

**Independent effects** Utilized additive mode of interaction with distinct independent variables and additive index as a technique (Yang, Zhang, and Sudjianto, 2021).

**Efficient made** use of moderation as a method of engagement with the Multiplicative Index as an analytic (Zhang, Awais, Javaid, & Siddiqui, 2019).

**Complementaries:** Through the use of the profile deviation sequential tree analysis technique (Mehdipour, Farmanbar, Chakravorty, & Rong, 2020).

### 3.4 Sampling

**Multistage sampling** is a method of obtaining a sample from a population by segmenting it into smaller and smaller groups (Obilor, 2023). In the study, a list of journals, various literary literature, and various documentaries were obtained and shortlisted in order to select the most influential ones appropriate to the study; thus, the techniques were chosen as an added value to obtain a quality result of productive synergy between two parties in partnership. Purposive and non-probability sampling were used as validation criteria for selection.

**Theoretical sampling** is a type of sampling technique in qualitative research that is not constrained by a priori selection limitation (Conlon et.al, 2020). It comprises of collecting and analysing data collaboratively in order to decide what data to acquire next and where to locate it in order to create synergy theory as it emerges in the study. Therefore the study made use of Theoretical sampling.

#### 4. Conclusion

The researcher agrees that the goal-setting is at the heart of management and organization theory. In fact, achieving goals is the primary driver of organizational existence, the reason why coordination is required, and the way that value is produced in dynamic situations. Citing the ABV does not explicitly examine goal setting but concentrate on directing attention towards actions that ultimately make up and favour certain synergy forms. Based on this viewpoint, author was able to demonstrate that synergy estimates often underestimate the true potential of unification or blend because of an attentional crowding-out effect. The researcher emphasizes that the degree to which attention is given to functional, business model, or strategic synergy practices is influenced by the alignment of the unification and achievement transactions attention structure with the spatial, temporal, and procedural aspects of valuation processes. The researcher also looks forward to the data collection and analysis phase to establish the extent to which the research questions will be answered and the contribution of the current study to the body of knowledge from a doctoral perspective.

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