

Enhancing IT Governance: Communication, Engagement, and Improvement

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ABSTRACT

This study highlights the need for significant improvements in managing and communicating change within IT governance frameworks. Key findings reveal that stakeholders often face confusion and misalignment due to poor communication and unclear processes. To address these issues, the research recommends enhancing transparency through clearer communication channels and structured feedback mechanisms. Regular updates and comprehensive training on change management protocols are also suggested to bridge gaps between current practices and stakeholder expectations. The study emphasizes the importance of continuous improvement in IT governance practices. By prioritizing enhanced communication and stakeholder engagement, organizations can ensure their governance frameworks remain agile and effective in addressing emerging challenges. Engaging stakeholders in change planning and implementation fosters buy-in and support, leading to more sustainable governance practices. Regular monitoring and evaluation of change management processes are essential to maintaining alignment with stakeholder needs. Ultimately, investing in improved communication, transparency, and stakeholder engagement can significantly enhance IT governance effectiveness. A holistic approach, fostering a culture of collaboration and continuous learning, enables organizations to adapt to technological advancements and business needs, driving better outcomes and maintaining operational efficiency.

Keywords: IT Governance, Change Management, Communication, Transparency, Stakeholder Engagement, Continuous Improvement.

1. INTRODUCTION

In today's fast-moving business world, Information Technology (IT) is crucial for shaping strategies, promoting growth, and improving how businesses operate [1-3]. To fully leverage IT while managing risks, organizations need a structured approach. This is where IT governance and information systems management come into play. IT Governance Implementation is about creating a structured framework and practices to ensure IT aligns with a company's goals. It guides technology investments and decisions, aiming to maximize value and minimize risks. Good IT governance promotes transparency, accountability, and agility in IT operations, making sure that technology supports the company's overall objectives and helps it stay competitive. Information Systems Management deals with the daily management of IT systems. This includes strategic planning, resource allocation, project management, security, and performance optimization. Effective management ensures that IT systems are reliable and can adapt to changing business needs [4-10]. These systems drive productivity, innovation, and customer engagement, making them essential for modern businesses. In summary, IT governance and information systems management are critical for ensuring technology is used effectively within an organization. IT governance focuses on aligning IT with business goals and managing risks, while information systems management oversees the everyday operation of IT systems. Both are key to harnessing technology's potential for organizational success [11-15].

2. LITERATURE REVIEW

Erasmus, W., & Marnewick, C. (2021), Success in the field of information systems (IS) projects were often seen as impossible, despite extensive research in this field. Governance was seen as an important factor contributing to the success of the project. The purpose of the study was to investigate and report on existing concepts and applications of information technology (IT) management in IS portfolio management, with the aim of developing a minimal framework to guide practitioners. This sub-framework was part of a broader IS project, program, and portfolio management framework, of which this study was a part. The researchers used a mixed method, using Q-methodology and reverse factor analysis. The findings revealed a micro-framework that recommended specific IT management practices for IS portfolios, categorized as activities to be maintained, developed, or implemented. Notably, the scope of the study was limited to participants from South African organizations, limiting its generalizability to other regions. Nevertheless, the resulting micro-framework provided stakeholders and practitioners in IS portfolios with a valuable resource for evaluating their approaches and considering new opportunities for portfolio management practices. Prospects for future research include the development of a comprehensive framework to address the interactions between portfolio, program, and project management in the context of IT management at different strategic levels.

Fernandes, P., Pereira, R., & Wiedenhöft, G. (2021), Information technology (IT) has taken on increasing importance in organizations and has become essential for sustainable business growth. As a result, there has been a need to adopt IT governance (ITG) approaches to ensure better solutions,

sustainable growth, and improved decision making. This research study focuses on the behavioral aspects of ITG, aiming to analyze the impact of institutionalization on Organizational Citizenship Behavior (OCB) in Portugal. OCB encompasses an individual's commitment to the organization, which extends beyond his or her contractual duties. In a descriptive and confirmatory ex post facto study conducted through surveys with 112 employees from IT-related departments and divisions of companies of various sizes in Portugal, this study used the method of partial square-structural equation modeling (PLS-SEM). The results confirmed the general hypothesis, showing that the establishment of ITG had a positive effect on the OCBs of individuals within Portuguese organizations. Basically, this study showed that organizations can improve employees' OCBs and, as a result, improve organizational effectiveness by using ITG methods.

Fernandes, AJ, Hartono, H., & Aziza, C. (2020), In Yogyakarta, the textile industry, historically known for managing human resources in the field of information technology, has served as a way to achieve organizational goals by encouraging skilled workers. They are able to develop and provide organizational benefits. This retrospective study focused on evaluating the presence information system within a textile industry based in Yogyakarta, aiming to measure its time and performance in responding to user requests in all different situations. Researchers have identified a major problem - the presence of inaccuracy in attendance data, which has direct effects on the accuracy of income. The study used the COBIT 5 framework, with special emphasis on the Delivery and Support Service (DSS) domain, particularly the DSS02 subdomain. The results of the study revealed an average power level of 2.4 within the DSS02 subdomain. In short, the ability level of the attendance information system has fallen below expected levels.

Henriques et.al., (2020), The rapid development of information technology has created a need for management, with Control Objectives for Information and Related Technologies (COBIT) serving as the main framework for IT management. COBIT introduces the concept of IT management resources, which are important for management decision-making. However, the existing literature lacks clarity in the definitions of empowerment, leading to confusion and contradictions. This investigation aims to define each function and understand their role within the COBIT framework. The study uses a systematic literature review to analyze and synthesize existing knowledge about COBIT resources, providing valuable insights to guide future research and improve understanding of IT governance in organizational contexts.

Tangka, GMW, Liem, AT, & Mambu, JY (2020), IT management was defined as a set of processes that ensure the compatibility of IT with the organization's goals, emphasizing its importance in achieving success. XYZ University, like others, used IT without prior audit, conducting a study that used the COBIT 5 framework. The study revealed an appropriateness level of 0 - Incomplete Process with a power rating value of 0.5. Recommendations are made to improve IT management to improve future performance.

Cordero, D., Bermeo, V., & Mory, A. (2020), Research work focused on the relationship between IT Governance and Green IT practices within organizations. The study saw a growing trend of organizations around the world adopting Green IT practices, but these were often disconnected from organizational management and governance. To address this gap, the authors developed a new framework for implementing Green IT governance. They conducted a comprehensive analysis, reviewing nearly 100 selected research papers spanning the past ten and twenty years related to "IT Governance" and "Green IT." They searched for relevant keywords, created logical expressions, and used various scientific databases, including Google Scholar, Elsevier, IEE Explore, and Springer. Through a strict process of filtering articles and extracting important information such as publication dates, authors, abstracts, methods, and cited spaces, the authors created a taxonomy to classify the most important research on governance and Green IT. The research article is intended to provide a systematic overview of Green IT practices and IT Governance frameworks, ultimately contributing to discussions in the field.

Nachrowi, E., Nurhadryani, Y., & Sukoco, H. (2020), The implementation of E-government evaluation was recognized as important to evaluate administrative processes and service management, to provide suggestions for improving quality. This assessment, carried out in the Directorate Institutional, Directorate General of Higher Education, uses COBIT 2019 to measure the levels of the skills process, emphasizes the design aspects and recommends important things to improve in all 11 areas of COBIT 2019. In addition, measures satisfaction. of the user through applications using the E- govqual model. The assessment of IT capability revealed three levels: no methods exist (0 processes), incomplete methods (6 processes), fulfillment of the first method (1 process at level 2), and organization to achieve goals (1 process at level the 3rd). Service satisfaction metrics are divided into categories A (improvement priority), B (maintenance), C (low priority), and D (low expectation). Development recommendations, guided by the SWOT model, COBIT 2019, and ITIL 4, which include the development of human resources and integration services with PDDIKTI.

Muslih et.al., (2020), In a period of 4 years, the use of information technology was seen as a need and a challenge, where companies that failed to use technology suitable for their needs are lagging behind. The Indonesian government approved the use of appropriate information technology, which led to a study analyzing the implementation of SOE Ministry Regulation No. Per 02 / MBU / 2013 for State-Owned Enterprises (SOEs) within the non-government financial sector. The study also examined the impact of risk management (ERM) under the control of corporate governance. The study, conducted on 17 financial sector SOEs using multiple linear regression analysis, found that IT Governance did not have a significant impact on firm performance, while ERM had a significant impact on it. Furthermore, corporate governance, measured by the number of audit committee meetings, did not moderate the effect of IT governance or moderate the effect of ERM on firm performance.

Ako -Nai, A., & Singh, AM (2019), Following the business failures of the 1990s, the causes of these failures were found to go beyond weak business models, codes, and laws. Poor management of information technology (IT) systems has also been identified as a contributing factor due to organizations' over-reliance on IT. To address these issues, corporate governance codes are being revised and changed to include IT governance principles, making IT governance a board-level responsibility. However, limited research existed on IT management at the level. This study aims to examine IT management practices among companies listed on the Johannesburg Stock Exchange. Interviews revealed that boards were effective in managing IT investments and budgets, but often delegated IT oversight to risk committees and auditors, resulting in limited oversight. Oversight of external IT systems was very weak. In conclusion, board-level IT management has gone beyond the norm, with boards focusing on IT projects that promote sustainability and added value to stakeholders.

3. CONCLUSION

The survey findings indicate that the organization has generally succeeded in creating a positive perception of its IT governance and management practices. Employees express strong agreement on leadership commitment, strategic alignment, and IT risk management effectiveness, reflecting a robust IT governance framework. However, there are areas needing improvement, such as communication and transparency [16-30]. Despite overall positive feedback, some employees remain neutral or critical, suggesting gaps in understanding or alignment. To build on this success, the organization should enhance communication channels, clarify IT initiatives' alignment with strategic goals, and address any skepticism. Continuous improvement based on employee feedback will be vital. Strengthening transparency in decision-making processes and refining risk management communication can further boost employee confidence and ensure better alignment with organizational goals. Additionally, focusing on training and engaging stakeholders more inclusively will enhance overall IT governance effectiveness [31-39]. By addressing these areas, the organization can reinforce its positive reputation and drive greater success in IT management and compliance.

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