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# Aligning IT Governance with Organizational Communication Strategies for Enhanced Connectivity

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ABSTRACT

In today's dynamic business landscape, effective communication and seamless connectivity are critical to organizational success. This research explores the intersection between Information Technology (IT) governance and organizational communication strategy, aiming to uncover synergies that can increase connectivity within an organization. This study explores current IT governance practices and communications strategies, identifying potential misalignments and areas for improvement. Through qualitative descriptive analysis, this research seeks to develop a framework that aligns IT governance with communications strategy, thereby fostering a more cohesive and connected organizational environment. Research shows that aligning the way information technology (IT) is managed with an organization's communication strategy has a positive impact on connections between organizational members. Creating a culture of open communication, aligning organizational messages with IT governance issues, and involving organizational leaders, particularly in IT, have proven crucial in achieving this balance. An approach that takes into account the differences in communication preferences of organizational members, supported by training and the use of modern communication technology, provides a strong basis for understanding and implementing IT governance. As a result, organizations can increase member engagement, create a responsive environment, and support innovation. Thus, this research emphasizes that aligning IT governance with organizational communication strategies is not only a response to technological developments, but also a strategic step for organizational success and sustainability amidst continuous change.

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## INTRODUCTION

In an era that continues to change rapidly in the business world, an organization's ability to communicate effectively and establish seamless connectivity is a key element in achieving success. Dynamic changes in the business environment require rapid response and efficient coordination, which can only be achieved through targeted communication strategies and sophisticated information technology (Tan et al., 2002). On the other hand, Information Technology (IT) governance has become an integral part of modern organizational operations, providing the foundation for data management, information security and technological innovation. A harmonious combination of effective IT governance and a well-planned communications strategy is the foundation for supporting the organization's internal and external relations (Ali & Green, 2012).

The importance of IT governance does not only lie in operational aspects, but also in ensuring organizational sustainability and providing a solid foundation for the implementation of effective communication strategies (Huang et al., 2010). The current challenge is understanding the extent to which existing IT governance practices are organically integrated with an organization's communications strategy. Developing better synergies between the two is the main topic of discussion, with the ultimate goal of increasing organizational connectivity so that it can be more responsive to market dynamics and the ever-changing business environment (Selig, 2015).

Information technology can no longer be considered a black box managed only by IT professionals. Along with the development of business dynamics, understanding of the important role of information technology in supporting key business decisions is increasingly widespread at various levels in an organization (Melville dkk, 2004). Traditionally, decision making in the realm of information technology has often been the exclusive responsibility of IT professionals, primarily due to the high complexity of systems and limited technical experience of company board-level executives (Mun et al., 2006). However, with the increasingly developing concept of IT governance, there is now a system that involves all stakeholders, including directors, commissioners and internal users from various departments.

Modern organizations today find themselves faced with a number of stringent regulations and requirements related to information protection, financial accountability, data retention, disaster recovery, and various other aspects (Dewett & Jones, 2001). In addition, the increasing demands from shareholders, stakeholders and customers force organizations to uphold the highest standards in information technology management. To ensure compliance with these increasingly complex internal and external requirements, many organizations are adopting information technology governance programs (Kayworth & Whitten, 2010).

IT governance provides a framework that allows all stakeholders to provide relevant input in the decision-making process regarding information technology. This not only prevents misperceptions that may occur due to limited technical understanding at the board level, but also avoids situations where one party, such as the IT team, becomes the scapegoat for decisions that may be deemed inappropriate (Peterson, 2004). Thus, an IT governance approach not only mitigates the risk of wrong decisions, but also builds a stronger basis for the participation of all stakeholders in formulating information technology policies and strategies that support the achievement of the organization's business goals (Brown & Grant, 2005).

Top of Form

Information technology (IT) governance provides an important structure for integrating and aligning IT strategy with the organization's overall communications strategy. By adopting a formal framework, organizations can ensure that the steps in IT management are aligned with the organization's vision, mission and goals. In other words, IT governance is not simply viewed as a separate entity, but as an integral part of overall corporate governance (Ratham et al., 2005).

Following this formal framework, organizations can establish measurable performance indicators, so that they can systematically assess the results of achieving organizational strategies and goals through the implementation of information technology. Involving stakeholders from various levels, including directors, commissioners and employees, IT governance takes into account the various interests that may arise (Tallon et al., 20000. Overall, the big picture of IT governance is that it is not an isolated entity, but rather an integral part of the overall corporate governance mechanism. With integrated IT governance, organizations can achieve synergy between technology and communications, creating an environment that supports the achievement of business goals while paying attention to the needs of all stakeholders involved (Svenden, 1998).

In the current era of business dynamics, an in-depth understanding is needed regarding the extent to which Information Technology (IT) governance practices go hand in hand with organizational communication strategies (Reich & Benbasat, 2000). The success of an organization not only depends on the effectiveness of the information technology it has, but also the extent to which this integration supports and properly aligns the communication strategy being promoted (Wu et al., 2015). This deep understanding emerged from a paradigm shift that IT is not a separate entity that operates on its own, but must be viewed as an element that supports and facilitates organizational communication.

By exploring the relationship between IT governance and communications strategy, we can understand how they complement each other to achieve better connectivity within the organization. It is important to align IT governance practices with the needs of a communication strategy that focuses on internal and external stakeholders. In doing so, organizations can strengthen their connectivity, ensuring that vital information can flow effectively across hierarchies and departments. Therefore, focusing on synergy between IT governance and communication strategy is a necessity to create an organizational ecosystem that is connected and responsive in facing dynamic changes in the business environment.

## METHOD

According to Patton (1987), a qualitative approach in research is a process that produces descriptive data in the form of words or statements from individuals, as well as observable behavior. In

this context, qualitative data sources can come from various forms, such as interviews, systematic observation, and documentation. Patton (1987) explains that qualitative data can be obtained through the display of spoken or written words witnessed by researchers, and involves in-depth observation of certain objects to gather the meaning contained in the document or item.

The data collection process in a qualitative approach, as explained by Patton (1987), involves observation, interview and documentation techniques. Observation involves systematic monitoring and recording of the symptoms being studied, while interviews are oral question and answer sessions between the researcher and the respondent. The documentation approach, on the other hand, includes data recovery from various relevant documents. It is important to note that the documentation approach tends to collect secondary data, while observation and interviews tend to collect primary data obtained directly from the first party.

## RESULTS AND DISCUSSION

### IT Governance Practices in Organizations

In the face of the complexity of the modern business environment, organizations are given increasing responsibility to comply with various regulations governing critical aspects such as information protection, financial accountability, data retention and disaster recovery. Along with this, demands from shareholders, stakeholders and customers increasingly put pressure on organizations to maintain and improve quality and security standards in information technology management. To address these challenges, many organizations are adopting information technology governance programs that provide a framework of best practices and controls (Bin-Abbas & Bakry, 2014).

This information technology governance program not only answers the need for compliance with internal and external requirements, but also provides a solid foundation for maintaining the integrity and reliability of information systems. By detailing best practices, this program ensures that organizations have effective procedures in place to manage risk, protect sensitive data, and mitigate the impact of potential disasters. Implementing the best controls in information technology governance also plays an important role in providing confidence to shareholders and stakeholders that the organization acts responsibly in carrying out operations and utilizing information technology to support business strategy. Thus, information technology governance programs are not only a response to rules and regulations, but also as a strategic investment in building trust, security and operational sustainability of the organization (Bin-Abbas & Bakry, 2014).

Organizations, whether operating in the public or private sector, must ensure that their Information Technology (IT) function always supports the established business strategies and objectives. Information technology governance programs are crucial in various industries and organizational settings, because they are able to provide a solid foundation for maintaining integrity, security and operational effectiveness. While these sectors may have different contexts and demands, both still need to comply with regulations related to financial and technological accountability. In implementing a comprehensive information technology governance program, both public and private sector organizations need to recognize that this requires a significant commitment of time and effort. However, this investment opens up opportunities to improve operational efficiency, sustainability and reliability, which in turn will support the achievement of long-term business strategies and goals. The easiest way is to start with a framework that has been created by industry experts and used by thousands of organizations. Many frameworks include implementation guides to assist the organizational phase of an information technology governance program (Wessels & Loggerenberg, 2006).

COBIT, published by ISACA, emerged as a comprehensive framework for corporate Information Technology (IT) governance and management. Globally renowned, COBIT provides best practices, analytical tools, and models that support IT governance. With its roots in IT auditing, this framework has evolved over time, with the latest version, COBIT 5, taking center stage for organizations that emphasize risk management and mitigation. ITIL, or Information Technology Infrastructure Library, is focused on IT service management with the goal of ensuring that IT services support key business processes. Involving five best practices for strategic service management, design, transition, operations, and continuous service improvement, ITIL serves as an essential guide for organizations looking to improve the efficiency of their IT services (Mangalaraj et al., 2014).

Meanwhile COSO, implemented by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), evaluates internal controls with a focus on enterprise risk management (ERM) and fraud prevention. Differentiating COSO from other frameworks is its emphasis on business aspects that go

beyond IT services. CMMI, or Capability Maturity Model Integration, developed by the Software Engineering Institute, is an approach to performance improvement using a 1 to 5 scale to measure organizational performance, quality, and level of profitability maturity. By enabling collaboration between modes and objective measurements, CMMI provides a powerful method for measuring qualitative risk (Basu & Desiraju, 2017).

FAIR, or Factor Analysis of Information Risk, is a relatively new model that aims to help organizations measure risk, especially in the domains of cybersecurity and operational risk. With a focus on making more informed decisions, FAIR offers an in-depth approach to understanding and managing information risk more effectively (Freund & Jones, 2014).

The Information Technology (IT) governance framework is designed to provide comprehensive guidance in managing the overall IT function. COBIT and COSO, with their focus on risk management, offer an in-depth approach to identifying, assessing, and managing organizational risks. COBIT, a publication of ISACA, provides practical direction for IT governance involving audit and control, while COSO, from the Committee of Sponsoring Organizations of the Treadway Commission, places emphasis on internal controls and enterprise risk management (ERM).

On the other hand, ITIL, or Information Technology Infrastructure Library, provides specific guidance in the context of services and business operations. Primarily focused on ensuring that IT services support key business processes, ITIL provides workflows and best practices that assist organizations in improving the efficiency and effectiveness of their IT services.

While CMMI, or Capability Maturity Model Integration, was originally developed for software engineering, it has now evolved to cover the processes of hardware development, delivery, and purchasing services. CMMI provides a broad framework for assessing and improving an organization's maturity in executing processes and ensuring the quality of outcomes. Lastly, FAIR, or Factor Analysis of Information Risk, is specifically focused on assessing cybersecurity risks. Designed to help organizations better assess and understand information security risks, FAIR offers a more specific method of addressing unique cybersecurity threats and weaknesses. With these various frameworks, organizations can choose the approach that suits their needs to achieve effective and sustainable IT governance.

**Organizational Communication Strategy**

Organizational communication strategies are a necessity in changing the knowledge, attitudes and behavior of audiences or targets. Arifin (1994) suggests that to ensure the effectiveness of message delivery, organizations need to design structured communication strategy steps. This process begins with determining clear communication objectives, identifying the audience or target audience, and detailing the key messages to be conveyed. Next, choose a communication channel that suits the organization's communication strategy. These steps are as follows:

a. Get to know the audience

The first step in selecting communication channels that suit the organization's communication strategy is to understand and select the audience carefully. Determining the audience that will be the target of communication is a crucial step because it will influence the entire communication strategy that is implemented. Organizations need to understand the characteristics, preferences and needs of their target audiences. This involves identifying factors such as demographics, education level, cultural values, and media preferences. By understanding who the target audience is, organizations can design messages and select the most effective communication channels to reach them.

Once an audience has been identified, the next step is to choose a communication channel that suits that audience's preferences and habits. For example, if your audience tends to be active on social media, channel choices could include platforms like Instagram, Twitter, or LinkedIn. If audiences are more responsive to direct communication, using email or face-to-face meetings may be a more effective option. By combining a deep understanding of the audience and knowledge of the diversity of communication channels available, organizations can create communication strategies that are not only relevant but also reach the audience in the most meaningful way.

b. Determine goals

The second step in selecting communication channels that suit the organization's strategy is to establish clear communication objectives. Communication objectives are the foundation that drives all communication strategies and activities. Organizations need to critically formulate what they want to achieve through this communication. This could involve increasing brand awareness, changing audience attitudes, increasing knowledge about a product or service, or even a driver for a specific action such as a

purchase or participation in a particular program. By setting specific, measurable goals, organizations can measure the success of communications campaigns and adjust strategies if necessary.

Next, once the communication objectives have been established, the organization needs to ensure that the messages to be conveyed through these communication channels are in line with these objectives. Messages that are consistent and fit for purpose can strengthen communication effectiveness. In this context, the choice of words, tone and communication style are also important aspects that must be considered so that the message can be received and understood well by the audience. By setting clear goals and crafting appropriate messages, organizations can direct their communications energy more purposefully and have a more significant impact.

c. Composing messages

The third step in compiling messages for an organization's communication strategy involves a creative and strategic process in formulating the content that will be conveyed to the audience. First of all, the organization needs to detail the key messages it wants to convey. These messages should reflect previously established communication objectives. Each key message must be designed to be clear, sharp, and relevant to the intended audience. Furthermore, in crafting messages, organizations must consider the diversity of audiences and ensure that messages can be accessed and understood by all intended parties. The language used must be appropriate to the characteristics of the audience, and the presentation of the message can be adjusted to the media preferences used by the audience.

Apart from that, the message must also take into account the emotions and values that you want to convey to the audience. The choice of words, tone and communication style will greatly influence how the message is received and interpreted by the audience. Messages that can arouse emotions or attract attention in a positive way can be more effective in achieving communication goals. When crafting a message, it is also important to consider the context of the communication, including the time and situation in which the message will be delivered. Messages designed with context in mind can be more effective in capturing attention and maintaining audience interest

d. Determine the method and select the media

The fourth step in an organization's communication strategy is to determine the method and select the media that will be used to convey messages to the audience. Determining the communication method involves deciding whether the communication will be one-way or interactive. Whether it is through presentations, discussions, training, or face-to-face meetings depends on the characteristics of the message and the audience. Understanding audience preferences and habits is also an important factor in determining the most effective method.

Next, media selection is a crucial aspect. Organizations need to consider the different types of media available, including print media, electronic media, and digital media. This decision should be based on audience characteristics, message type, and communication objectives. For example, for a more visual audience, using visual media such as infographics or videos can be more effective. Additionally, logistical considerations, such as location and technology availability, also play a role in media selection.

**Alignment of IT governance with communication strategies to improve connectivity**

Aligning IT governance with an organization's communications strategy is an important step to improving connectivity within an organization. Here are some steps you can take to achieve this alignment:

a. Open and Transparent Communication

Creating a culture of open and transparent communication is a key foundation in efforts to align IT governance with the organization's communication strategy. Organizations need to clearly communicate to all members regarding IT governance policies, technological changes to be implemented, and related strategic decisions. By providing good visibility into these steps, employees become more actively involved and feel connected to the evolution of information technology management. This openness creates an environment where information regarding IT governance is not only accessed by a few people, but is understood and recognized by all members of the organization. In this way, a strong engagement is established, enabling better collaboration, and building trust and a shared understanding of the role of technology in achieving overall organizational goals.

b. Integration of Organizational Messaging and IT

The messages in the organization's communication strategy and IT governance must be integrated harmoniously, creating a consistent and mutually supporting narrative. For example, if the focus of IT governance is on information security, the communications strategy should specifically highlight the urgency and importance of that security. In this context, the message conveyed must explain not only the

steps taken to maintain security, but also invite every member of the organization to actively contribute to maintaining and increasing the level of security. By unifying these messages, organizations can create a deep understanding of the importance of information security and, at the same time, encourage the active participation of organizational members in maintaining the integrity and security of information systems. As a result, alignment is created between the security vision of IT governance and overall organizational goals, providing a strong foundation for mutual engagement and commitment.

c. Organizational and IT Leadership Involvement:

The active involvement of organizational leaders, especially those from the IT department, has a central role in ensuring the successful alignment of IT governance with the organization's communication strategy. The leader is not only responsible for clearly supporting communication regarding IT governance, but also for providing clear explanations regarding the policies implemented. By providing a clear vision of the benefits of IT governance policies for the organization and individuals, leaders create a strong shared understanding across members of the organization. More than simply conveying information, a leader's active involvement plays a role in inspiring trust among team members. By demonstrating commitment and direct support, leaders establish an organizational culture that is open, innovative, and responsive to developments in IT governance. In this way, actively involved leaders are not only messengers, but also catalysts for strengthening connectivity and commitment to IT governance principles throughout the organization.

d. Adapt Communication Style to Audience Needs:

In designing an effective organizational communication strategy, it is important to recognize that each member of the organization has varying communication preferences. Therefore, aligning various communication styles and channels is key to achieving optimal connectivity. This strategy includes the use of multiple channels such as face-to-face meetings, email, text messaging, social media platforms, and others, to meet a diversity of communication preferences. Apart from that, choosing words that are easy to understand and relevant to the audience's background is a determining factor in building in-depth understanding. This strategy not only facilitates the transmission of clear messages, but also increases levels of engagement and connectivity by aligning communication approaches with the individual needs and preferences of organizational members. In this way, organizations can achieve better alignment in communication, strengthen bonds between members, and create a work environment that supports effective collaboration and information exchange.

e. Education and training:

Providing education and training programs for employees regarding IT governance, technological change and information security policies is a strategic step to increase understanding and involvement of organizational members. By providing employees with access to the basic principles of IT governance and the latest technological developments, organizations create a strong foundation of knowledge. Well-educated employees have the ability to contribute more effectively to the implementation of IT governance, reduce uncertainty, and feel more confident in facing technological change. In addition, a deep understanding of information security policies through training can help shape proactive behavior in maintaining organizational security. Thus, investments in education and training create skilled and engaged employees, create an environment in which organizational members can better adapt to technological change and support the effectiveness of IT governance.

f. Use Modern Communication Technology:

The use of modern communication technology, such as webinars, video conferences, or online collaboration platforms, opens up new opportunities in conveying information about IT governance in an innovative and effective manner. Through webinars, organization members can attend interactive presentations virtually, allowing for a direct exchange of ideas and real-time questions and answers. Video conferencing brings a stronger personal dimension by facilitating face-to-face communication without physical presence. Online collaboration platforms enable team members to work together virtually, share information, and easily access IT governance materials. By leveraging this technology, organizations create a more dynamic and interactive communications experience, which not only increases member participation, but also builds greater connectivity within the organization. By strengthening collaboration through modern communications technology, organizations can ensure that information regarding IT governance is delivered in an engaging and relevant manner, motivating members to actively engage in IT governance initiatives.

By taking these steps, organizations can ensure that IT governance and communications strategies work together to improve understanding, engagement, and connectivity across the organization. In doing

so, organizational members will feel more connected to a shared vision and goals, creating a more collaborative and efficient work environment.

## CONCLUSION

This research underscores the importance of aligning IT governance with organizational communications strategy as a key to improving connectivity within an organization. It was found that creating a culture of open and transparent communication, integrating organizational messages with IT governance messages, and actively involving organizational leaders, especially from the IT department, were important factors in achieving this alignment. Communication strategies that take into account the diversity of preferences of organizational members, supported by education and training programs, and utilize modern communication technology, form a strong foundation for understanding and implementing IT governance principles. With this approach, organizations can achieve optimal levels of connectivity, build shared understanding, increase active employee participation, and create a work environment that supports innovation, collaboration, and adaptation to technological change. Overall, this research highlights that harmonization between IT governance and organizational communication strategies is not only a necessity, but also a strategic investment to achieve organizational success and sustainability in an era of rapid change.

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