# The University of Papua New Guinea School of Business and Public Policy

## Information Management in the Public Sectors Organization in PNG: Challenges and Strategies

## 2022 PNG Update

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# Information Management in the Public Sectors Organization in PNG: Challenges and Strategies

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# 1.0 Introduction

- **Management of information** systems are increasingly important to both public and private sector organizations. More managers recognize that access to accurate information, available in a timely manner, can influence decisions and, in turn, can affect the efficacy of the overall organization.

- Information management is the **process of acquiring, organizing, storing, and using** information. The goal is to ensure that information is delivered to the right audience at the right time, to the right place, and in the right format in an efficient and effective manner.

- The **five key areas of information management** are information collection, storage, distribution, archiving, and destruction.

- Information management in public sector also refer to as **E Government, Digital Government.**

- Management of information is **fundamental for public sector organizations** seeking to support the work of managers.

- **Digital government services are** defined as service delivery within government as well as between government and the public using information and communication technologies.

# 2.0 Background of the Study

- Digital transformation is about **enhancing, strengthening, and improving performance and productivity of the public sector agencies** to effectively deliver goods and services to citizens, businesses, and investors (Digital Government Plan 2023 – 2027)

- Information Management refers to the set of **people, processes, and technologies** supporting information assets. Also, it comprises policies, procedures, and best practices to ensure that data and information is understandable, trusted, visible, accessible, and interoperable.

- The challenges is the **lack of availability of effective information management** system in the public sector agencies created a vacuum in providing valuable information to make decision to the organization itself and to the external stakeholder for their research and data analysis.

- **Information management** is not the same as **information technology** they both sound alike but function differently to achieve a common purpose for which the information is needed, therefore requires varied investments.

- The role of **information professionals is to ensure** that accurate and up-to-date information is available to those who need it.

- The **lack of effective information management** in the public sector leads to significant issues in terms of decision making and planning.

# 3.0 Objective of the Study

This study **focus on Information management of government departments and agencies** in PNG. It will investigate the digital environment and the experiencing the challenges in the public sector organization to manage the information which has value.

It pursued to **uncover factors in a public sector department that obstruct the deployment** of information management.

Therefore, this study was conducted to analyze the **Information Management in the Public Sector Organizations in PNG: Challenges and Strategies.**

**Objective of the Study**

- Analyze the status of the management of information system in the public sector organization

- Identify obstacles if any or challenges to have efficient information management system

- Propose strategies to over come the challenges to have better and sustainable information management system.

# 4.0 Literature Review

- **Information is one of the world's most important resources** that are needed to solve societal or organizational problems and make decisions affecting the present and the future. (Dorr et al. (2013),

- The mismanagement of information **may damage the image of an organization and also prevent** the achievement of its visions and missions. Robertson (2005)

- About **50% of the population in developing countries has benefited** from digitalization and has transformed their societies (United Nations, 2022).

- That information management is the ability of organizations to capture, manage, preserve, store and deliver the right information to the right people at the right time. Hence Winkler (2018)

- The degree of success enjoyed by an organization and its members depends largely on how well information is managed. Dorr et al, (2013)

- Research indicates that **leadership behavior should focus more on employees** and it is very important to lead employees to embark on digital transformation (McClanahan (2020),  and Weber et al., (2022).

- Everyone creates information with e-mails and written reports. Thus, everyone has a responsibility to consider the effects of their actions. Therefore, employees at all levels must take responsibility for information (Cox, 2014).

- A root problem with the **management of information is the lack of accountability**. Logan (2010)

## Attributes of Information Quality

Information quality is a measure of the value which the information provides to the user of that information for development in terms **of time, content and form**.
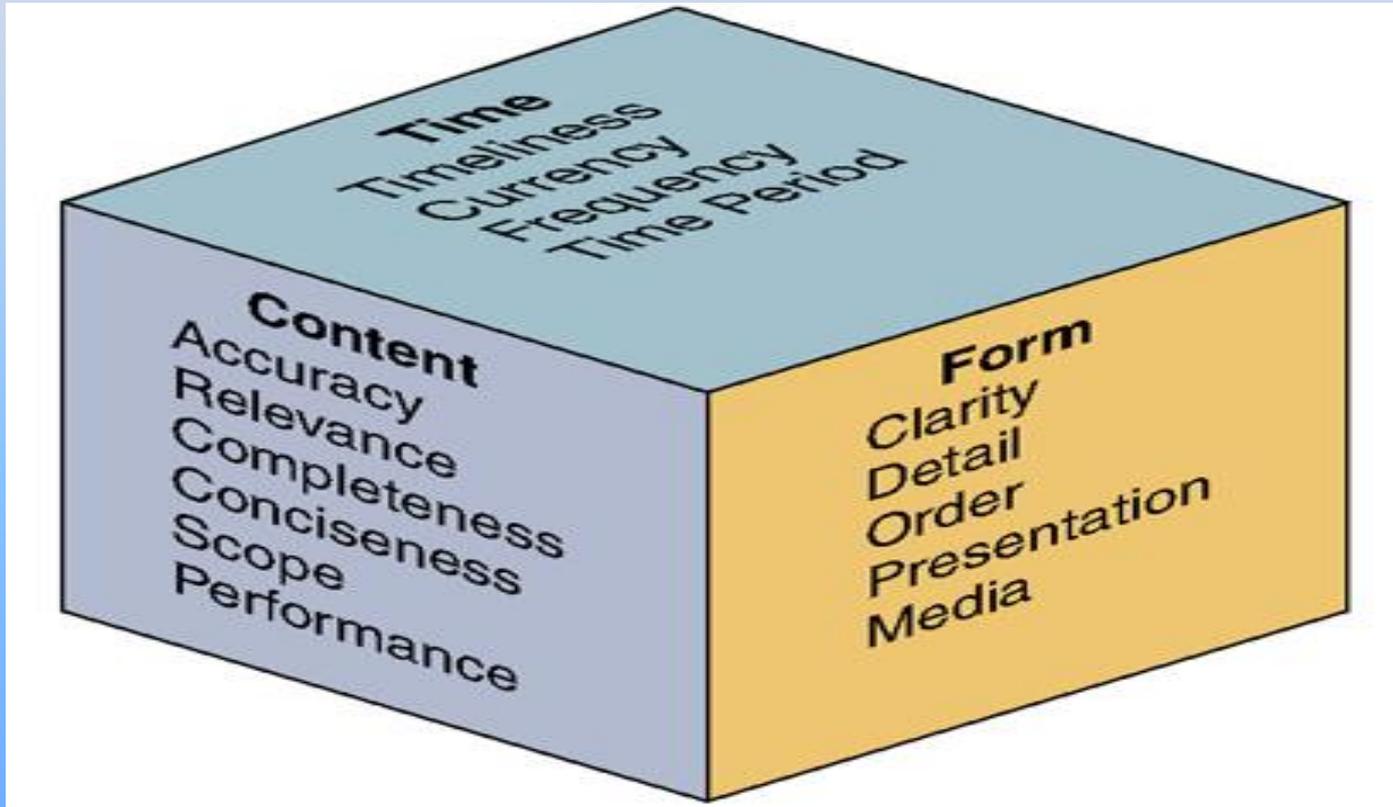
# 6.0 Research Design and Methodology

- The research design adopted for this study was **descriptive design**. Its aims to accurately and systematically describe a population and phenomenon.

- To investigate the research objectives **focus group approach** and interviews for primary data collection was adopted. The aim of the focus group is to investigate major issues and challenges faced by information officers who manage the information. **Desktop reviews was** conducted for secondary data.

- Random samples of **10 public sector organization** was considered this studies. Focus group discussion was conducted. The participants are key information generators who represented the government agencies

- Participants all have **key responsibilities for information management** in their organizations in roles including records managers, business analysts and project managers.

# 7.0 Findings and Discussions

**Digital Divide in the Public Sectors**

- One of the major challenges discovered was the **"digital divide"** among the government departments.

- The digital divide encompasses the technical and financial ability to utilize available technology, along with access to the internet and digital literacy training.

- Some department are provided with sufficient ICT resources while some department are neglected.

- PNG landscape is digitally divided based on the ICT infrastructure capacities and capabilities.

- The digital divide refers to the gap between organizations and regions that have access to modern information and communications technology (ICT), and those that don't or have restricted access. This technology can include the computers, ICT expertise, applications, policies on ICT and internet connectivity.

# 7.0 Findings and Discussions

**Management and Employees Practices and Perceptions**

**The purpose of this study was to identify factors that might obstruct information management within a public sector organization, and to suggest possible strategies for the identified challenges.**

- The Public Sector encounters great challenges in its attempts to strengthen its public service information system.

- Significant role in the top level management was neglected due to lack of awareness of the importance of the information management.

- Sustainable **information management mechanism** not available in the organization expect day to day operations.

- It was discovered that major categories for critical failure factors are, ICT literacy of the staff, organizational culture, lack of ICT process, ICT policy guidelines and outdated technology.

- **Information officers** role is not included in the organizational structure to support the appropriate management of information.

- Non availability of effective Information Governance.

- Not meeting the compliance as responsibility of senior managers to comply with and enforce internal and external regulations regarding information in the organization.

- **Lack quality information** which can not be used by the users for data analysis and decision making.

**Digital Transformation Challenges in the Public Sector**

- **Lack of digital leadership**: Digital leadership is about driving digital transformation forward while giving subordinates more freedom. And digital leadership requires focusing on the entire enterprise rather than just on building digital infrastructure.

- **Availability of digital technologies** include digital artifacts, digital platforms, and digital infrastructure. It can be software or hardware component on a physical device on a digital platform. In addition, digital technology tool and system for providing communication, collaboration and other support for innovation

- **Employee perception as resistance to change**: It is viewed as multidimensional and includes behavioral, cognitive and affective dimension.

- **The behavioral dimension** refers to how individuals react to change, the cognitive dimension refers to their perceptions of change, and the affective dimension refers to how they feel about change.

# 8.0. Information Management Strategies

**The purpose of this study was to suggest a possible strategies for the identified challenges.**

- **Digital leadership** for effective implementation if the digital transformation in the modern business environment it covers IT, People, Policy and Process.

- **Information Manager/officer** should be appointed to be entrusted with the responsibility of managing information and overseeing it as an asset of and for the department.

- Required **top management support** is important for a successful information management initiative.

- **Information management awareness** and training is an important component for implementing a successful information management program.

- **Develop information management action plan** including change management and communication strategies.

- Development and implementation of **Integrated systems** to create, access and share information across all platforms. Data is stored in a data warehouse in a centralized database to make accurate and reliable information available.

- Senior management should clearly demonstrate **commitment and support** when implementing these information management strategies in a clear and transparent manner to employees in order to obtain their ongoing support.

The value of information management is achieved with the application and support of the **organizational culture, ICT, information management, change management and communication strategy** to strengthen service delivery and to support goals in the public sector department.

# 9.0 Conclusion

This study has assessed the field of information management and the realistic findings and strategies for the implementation in the public sector.

**It is strongly recommended that government decision makers should consider the following categories; these are the strategy, people, process, policy and technology for the effective management of information**.

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# **Thank You**