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# Information Management: Weick's Organizational Information Theory Approach

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## INFO ARTICLE

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## ABSTRACT

This concept paper discusses the role of information management in organization through Organizational Information Theory approach by Karl E. Weick. Information management is important for an organization because it can drive organizational excellence. A growing environment complex needs management efficient information as well as an effective training and development program. This is very significant especially when there is a conflict or crisis. Thus, the objective of this paper is to discuss previous studies related to organizational information management and how information management contributes to several factors of organizational excellence. This paper used a systematic evaluation analysis to search past studies related to this matter. In the context of information management, the themes covered are the information environment, the ambiguity of information and the interpretation of information which is seen as an important strategy to deliver messages to every level involved in an organization.

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## INTRODUCTION

Weick (1996) in his writing asserted that information is an important tool to ensure the effectiveness of an organization's management. Thus, Weick sees organizations and information as closely related entities. Employees build knowledge through various information channels including training programs. Some suggest that knowledge comes from the information and the information comes from the data (Hafizi & Zawiyah, 2005). In addition, well-managed information can also reduce uncertainty about something. This view is supported by West and Turner (2018) who assert that information plays an important role in advancing an organization. They also think that, to advance an organization, information must be channeled through an effective medium, for example through documents or in oral form. For Mohd Bakhari Ismail et al. (2013), stated that information will not become knowledge unless its value is added through interpretation, organization, screening, selection and engineering. The lack of clarity of information will occur if the presentation of information is poorly understood, has a high level of language and is presented in a confusing form (Weick, 1979).

The development of information and communication technology (ICT) has brought many changes to the thinking, practices and lifestyles of a society (Zawiyah & Masnizah, 2005). In between, it can also be a catalyst and agent of beneficial change towards a more excellent work culture. Mohd Azul (2015) thinks systems and methods need to be supported with new technology. Zafir et al. (2018) also emphasized the changes in the environment that occur because of the Industrial Revolution 4.0 phenomenon that requires knowledgeable and highly skilled human resources so that competitiveness can be strengthened. According to the Survey Report on ICT Use and Access in Malaysia by the Department of Statistics Malaysia (2022), the percentage of internet users who use e-government channels to interact with public organizations has increased to 51.9 percent in 2021 compared to 35.2 percent in 2020. Therefore, the use of ICT has become a necessity in line with current developments in Malaysia as is the practice around the world. Efficient information management also needs to involve an individual's information literacy ability. Doyle (1992) before that interprets information literacy as an ability to access, evaluate, and use information from various sources. Accordingly, information literacy is also very important nowadays in ensuring that the government's policy is achieved to achieve the status of a developed country and a knowledgeable society.

## METHODS

This paper used a systematic review analysis to search for previous studies related to the elements of Weick's Organizational Information Theory that underlies this study, which is information management to look at the effectiveness of communication as a strategy to deliver messages to every level involved in an organization.

## RESULTS AND DISCUSSION

Organizational information management can be defined as the process of identifying, classifying, preserving, and erasing information whether the information received is true and correct in an organization (Wan Idros & Ooi Li Woei, 2017). According to Mumtaz Ali et al. (2015), the correct flow of communication is important in the assignment because it can increase community participation. The information management that is meant in the researcher's opinion is related to the communication process that takes place in the organization when a certain information is conveyed either from superiors to subordinates or between colleagues and then to all members of the organization. In fact, the use of digital information technology more efficiently and effectively can deliver information faster and more influential (Aznil, 2021). Information and communication technology makes the management and administration activities of an organization run more systematically and orderly (Mohd Azul et al., 2018). Therefore, efficient information management also involves interaction between employers and employees with the use of technology that allows them to update documents, share information and the latest task status so that productivity continues to increase, and no one is left behind in the acquisition of information.



Bernama (2021) reported that the Director General of Public Services, Tan Sri Mohd Khairul Adib Abd Rahman reprimanded the attitude of civil servants who still allow the public's negative perception of the quality of public sector service delivery by working carelessly and inefficiently. Therefore, several policies have been formulated and implemented that involve values and ethics in public service and then put into practice in the organization. Every public sector employee is seen as not really participating in the realization of this policy because of the habits that occur in the organization and the communication cycle that is not well supported by every level. This coincides with the study of Kuczumski (2003) who found that sometimes there is an attitude to "hide information" among employees who have been working in an organization for a long time against newly hired employees.

A study of the public sector before that by Wan Idros and Maizatun (2016) also found that aspects of the communication cycle make a high contribution to communication satisfaction and that there is a significant relationship between information management and communication satisfaction for moderating factors in terms of age and work experience. In the researcher's opinion, communication satisfaction occurs when the interaction between individuals is on the same language level. The results of Nazifah Hamidun et al. (2017) in relation to the delivery of information through email insist that language plays a key role in ensuring that the recipient understands the message clearly. Accordingly, more efficient information management practices need to be implemented correctly and continuously so that communication satisfaction can be improved.

Nadia Desti Manika et al. (2018) in their study on information management looked at media companies, in particular online news reporting where journalistic ethics must be followed in maintaining the commitment to deliver authentic news to the community. The researcher found that the lack of clarity of information that occurs in news reporting can invite public trust in unauthentic news. Information clarity requires information dissemination techniques through effective communication practices (Zarina Othman et al., 2019). Therefore, the sender of information needs to take several factors into account first before conveying any information. They added that demographic, profile, and environmental factors are also contributing factors to receiving clear and better information.

## CONCLUSION

In accordance with the rapid development of communication technology and the wealth of information and data that needs to be managed, strategic information management is very important. Efficient information management and through a powerful delivery style and strategy can help organizations function better. A person who is information literate can contribute to better work performance because of his ability to use information well and can make the right decisions for the development of individuals and organizations generally.

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