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Strategic Change Management for E-Keurani System Adoption: Bridging Structural Barriers and User Commitment in Public Service

Manajemen Perubahan Strategis untuk Adopsi Sistem E-Keurani: Menjembatani Hambatan Struktural dan Komitmen Pengguna dalam Pelayanan Publik

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Abstract

The study analyzes the adoption dynamics and structural barriers of the E-Keurani system at the Aceh Civil Service Agency. Using a qualitative case study approach, data were gathered from six key informants via purposive sampling. Findings reveal that while the technology is sound, adoption remains in a transitional phase hindered by a centralized operator model and the absence of unified standard operating procedures (SOPs). These issues create administrative bottlenecks and adaptation challenges, particularly among senior staff. The study identifies a shift from instructive to persuasive internal marketing as the critical link to reinforce the system's value. The results imply that public sector digital transformation requires a holistic integration of internal marketing and transformational leadership to evolve simple administrative compliance into a sustainable digital organizational culture.

Keywords: Bureaucratic Transformation, Digitalization, E-Keurani, Internal Marketing, Technology Adoption.

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Abstrak

Penelitian ini menganalisis dinamika adopsi dan hambatan struktural sistem E-Keurani pada Badan Kepegawaian Aceh. Penggunaan pendekatan studi kasus kualitatif, data dikumpulkan melalui purposive sampling *pada enam informan kunci. Temuan menunjukkan meskipun teknologinya baik, adopsi masih dalam fase transisi yang terhambat oleh model operator terpusat dan ketiadaan prosedur operasi standar (SOP) yang terpadu. Permasalahan ini menciptakan hambatan administratif dan tantangan adaptasi, khususnya di kalangan staf senior. Studi ini mengidentifikasi pergeseran dari pemasaran internal yang instruktif ke persuasif sebagai penghubung penting untuk memperkuat nilai sistem itu. Hasil penelitian menyiratkan bahwa transformasi digital sektor publik membutuhkan integrasi holistik antara pemasaran internal dan kepemimpinan transformasional bagi pengembangan kepatuhan administratif sederhana menjadi budaya organisasi digital berkelanjutan.*

Kata kunci: *Transformasi Birokrasi, Digitalisasi, E-Keurani, Pemasaran Internal, Adopsi Teknologi.*

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INTRODUCTION

In the contemporary era of digitalization, information and communication technology (ICT) plays an increasingly critical role in public sector governance, particularly in the management of the Civil Service Apparatus (ASN) (Malodia *et al*., 2021; Novitasari *et al*., 2025; JDIH Aceh, 2019). The Government of Aceh has responded to this transformation by implementing E-Keurani, a specialized digital platform for personnel administration, coordinated under the authority of the Aceh Regional Secretariat (Sekretariat Daerah Aceh). This system has been deployed across all Regional Work Units (SKPA), including various provincial departments and agencies, with the primary objective of enhancing bureaucratic efficiency and transparency in ASN management.

The development of E-Keurani is aligned with Law Number 20 of 2023 concerning ASN and is further reinforced by Aceh Governor Regulation Number 40 of 2016 concerning Official Scripts and Number 77 of 2019 concerning the Electronic-Based Government System (SPBE) (Acehprov, 2016; BPK, 2023). The platform provides comprehensive personnel services, such as employee data management, promotions, transfers, and career advancements, aiming for integration with civil service systems at the district/city level. Despite its robust regulatory framework and strategic intent, the implementation of E-Keurani still faces significant challenges that impede its comprehensive adoption and optimal utilization (Aswin & Sofyan, 2022; Frinaldi *et al*., 2024; Twizeyimana & Andersson, 2019). These constraints are also evident in other SKPAs, where systems like SiManja face difficulties due to insufficient HR readiness and technical barriers (Aini *et al*., 2025). Additionally, preliminary observations suggest that the absence of standardized operational guidelines often leads to varied levels of system engagement among different units.

As of May 2024, the Aceh Government employs 28,352 ASN across 47 SKPA). This distribution is highly uneven; the Education Department accounts for 64 percent (18,276 employees), while Dr. Zainoel Abidin Hospital and the Health Department manage approximately 2,300 and 430 staff, respectively. This personnel concentration highlights the complex administrative management and heterogeneous technological needs E-Keurani must address. Consequently, optimization faces two principal challenges, i.e.: technological infrastructure gaps and human resource readiness. These factors often necessitate a reliance on centralized administrative intermediaries to bridge digital requirements with individual technical proficiency.

The primary barriers to optimization include technological infrastructure limitations (insufficient technological support), human resource (HR) readiness (gaps in employee technical competencies). The deployment of E-Keurani must address not only basic operational adoption but also the challenges posed by the shift towards secure and efficient digital platforms, often involving cutting-edge technologies (Mirnawati *et al*., 2024). This need for advanced technological adoption further exacerbates the issue of HR readiness (Sylvester *et al*., 2013), Lack of cross-institutional coordination (hindering data integration), and limited real-time data accessibility (preventing timely reporting to the National Civil Service Agency (BKN).

Furthermore, the continued reliance on older systems, such as the personnel management information system (Sistem Informasi Manajemen Kepegawaian or SIMPEG) in certain areas like Banda Aceh City, obstructs province-wide standardization. In organizational management, the success of digital systems is determined not solely by technological readiness but critically by the adoption strategies employed to encourage user acceptance and minimize resistance to change (Tangi *et al*., 2021). Collectively, the challenges facing E-Keurani, manifest as adoption barriers and sub-

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optimal utilization, are symptoms stemming from fundamental problems, namely technological infrastructure limitations and gaps in the readiness of human resources across the Aceh Civil Service.

While frameworks like TAM and DOI offer general adoption insights, E-Keurani's challenges within a regulatory-driven civil service structure present a conceptual gap. This gap involves understanding how adoption strategies must be adapted to navigate simultaneous constraints of infrastructure and HR digital competency. Consequently, this study enriches the literature by developing a context-specific model for public sector personnel management, exploring the intersection between technical readiness and organizational dynamics, such as centralized operators and administrative formalization. Previous studies have addressed general challenges in e-government implementation and personnel management systems at the city level (Aini *et al*., 2025; Frinaldi *et al*., 2024). Unlike previous studies that focus solely on technical or individual factors, the novelty of this research lies in its integrated analysis of a 'dual-constraint' environment where high regulatory pressure meets simultaneous infrastructure and HR competency gaps in a highly skewed workforce distribution (64 percent in Education).

This study moves beyond traditional e-government evaluation by introducing Internal Marketing as a strategic lens to bridge the gap between technical readiness and organizational culture. It specifically explores how a centralized operator model and administrative formalization can be transformed through persuasive internal strategies. Consequently, this research provides a newly developed context-specific model for large-scale digital transformation, offering a replicable strategic framework for regional governments navigating complex, resource-constrained bureaucratic environments (Lubis *et al*., 2024; Nyeleker *et al*., 2025). The study aims to analyze the adoption of systems in personnel digitalization, identify factors that hinder its optimization, and evaluate government initiatives to increase user acceptance through this strategic marketing perspective.

LITERATURE REVIEW

Digitalization of personnel administration is an integral part of bureaucratic transformation toward electronic-based government. In the context of public bureaucracy, digitalization is not merely understood as the automation of manual processes into an electronic system, but as a paradigm shift in how the government manages information, serves employees, and makes data-driven decisions. The study by Syahri & Tambuh (2022) highlights that digital government encompasses the dimensions of bureaucratic behavior, policy, public service, and organizational structure, all integrated through information technology. The primary objective is to create services that are more efficient, transparent, and responsive to the needs of the community and ASN.

The application of digitalization in personnel administration yields various significant benefits. Research by Hermawan *et al*. (2023) and Waldi *et al*. (2024) indicates that digital systems can enhance administrative process efficiency, data accuracy, and service transparency. Processes such as attendance, leave applications, job promotions, and reporting to the National Civil Service Agency (BKN) can be conducted in real-time, eliminating cumbersome manual procedures. The use of information systems also allows for centralized human resource management, supporting more strategic and measurable ASN career planning (Amane *et al*., 2021; Barisic *et al*., 2018; Sawitri *et al*., 2023; Yamin, 2025). Digitalization further reduces operational costs through the decreased use of paper and face-to-face processes.

Common challenges encountered in this bureaucratic shift include limited technological infrastructure, human resource readiness, and organizational culture resistance. Some researchers also

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found that uneven ASN digital literacy and system fragmentation among various agencies impede holistic technology adoption (Kencono *et al*., 2024; Narotama & Ikasari, 2023; Putri & Suharto, 2024). A lack of data interoperability leads to systems operating in silos and disconnectedly (Campmas *et al*., 2022; Mutiarin *et al*., 2024). Additionally, concerns regarding cybersecurity represent another factor that lowers employee trust in digital systems (Baihaqi *et al*., 2024; Maulidar *et al*., 2025; Sulaiman *et al*., 2022). Furthermore, research indicates that the absence of clear, standardized operational procedures (SOPs) often leads to fragmented implementation, where digital adoption becomes a localized effort rather than a standardized organizational practice.

Fundamentally, the Civil Service Information System (Sistem Informasi Kepegawaian—SIK) is designed not only as an administrative tool but also as a means to automate strategic HR management functions. Lina (2019) notes that SIK can accelerate decision-making, minimize manual errors, and generate valid personnel data in real-time. In the public sector, information technology serves as the foundation for modern and measurable employee management. Safitri *et al*. (2024) affirm that integrating technology into HR functions can significantly boost transparency, accountability, and collaboration among employees.

Digital transformation in personnel administration is also grounded in regulation. Law Number 20 of 2023 concerning ASN emphasizes the importance of bureaucratic reform through technology utilization. At the regional level, the Government of Aceh reinforces this with Governor Regulation No. 40 of 2016 concerning Official Scripts and Governor Regulation No. 77 of 2019 concerning the Electronic-Based Government System (SPBE), which mandates the integration of administrative services onto a single digital platform. These regulations form the legal foundation for implementing systems such as E-Keurani.

However, regulation alone is insufficient; user acceptance is the primary challenge. In bureaucratic transformation, adoption is as much a behavioral issue as a technical one. The Diffusion of Innovation (DOI) framework provides a lens for analyzing this, where adoption is influenced by perceived attributes, i.e. : relative advantage, compatibility, trialability, and observability (Overbye-Thompson & Hamilton, 2025). These attributes shape how individuals interpret a system's appropriateness. Building on this, Satispi *et al*. (2023) emphasize the successful digital transformation depends on employees' perceived value and alignment with job routines. Without recognizing benefits like efficiency or reduced workload, resistance to digital adoption persists.

Empirical findings from local government contexts further explain the causes of low perceived value. A quantitative study on e-government adoption reveals that the strongest predictors are digital infrastructure ($\beta = 0.45$) and staff competency ($\beta = 0.35$) (Setyawan *et al*., 2024). These factors are intrinsically linked to behavioral adoption, that is poor infrastructure and low competency directly compromise Perceived Ease of Use (PEOU). Consequently, employees interpret the system as complex and time-consuming, eroding its perceived value and confirming the behavioral challenges highlighted by Satispi *et al*. (2023).

Empirical evidence from Indonesia supports the theoretical stance. Napitupulu (2017) integrated DOI, TAM, and UTAUT to show that relative advantage and compatibility strongly predict behavioral intention to adopt government systems. Recently, Noman & Gwenhure (2025) confirmed that these DOI attributes remain significant, particularly when supported by organizational culture and leadership. Together, these studies demonstrate that E-Keurani's diffusion depends on perceived value and relevance rather than mere technical readiness. Consequently, strengthening internal marketing, training, and communication is essential to accelerate digital adoption among ASN.

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The Unified Theory of Acceptance and Use of Technology (UTAUT2) incorporates social influence and facilitating conditionsfrom (Venkatesh *et al*., 2012). In hierarchical bureaucracies, leadership's strategic direction is paramount for adoption (Adie *et al*., 2024; Ratan *et al*., 2025). Furthermore, technical support structures — such as reliance on administrative intermediaries — and the availability of training and infrastructure determine whether a system is genuinely used. At this juncture, Internal Marketing becomes relevant, positioning employees as "internal customers" who must be persuaded to adopt new policies (Pratama & Anindita, 2025). This strategy involves persuasive communication, motivating training, incentives, and emotional approaches through role models (Cruz *et al*., 2020). Marsikin & Budanto (2023) found that internal branding strengthens the "mental revolution" among ASN, supporting the premise that public servants require consistent internal marketing to embrace digital transformation.

The success of E-Keurani in Aceh depends not only on technical quality but on an adoption strategy integrating technical and internal marketing approaches. Digitalization is about "marketing change", requiring persuasion and value perception among ASN. Based on the literature synthesis, successful adoption is a complex process driven by the interaction of three dimensions, i.e.: technological readiness, human resource behavior (DOI/UTAUT), and organizational strategy (Internal Marketing). These interrelated constructs serve as the guiding framework for this qualitative study, leading to the conceptual model depicted in Figure 1. This model structures the interpretation of field data regarding the strategies and barriers encountered by the Aceh civil service.

METHOD

This study employed a qualitative descriptive-interpretive approach, focusing on the case study design at BKA. This method was chosen to gain a deep, holistic, and contextual understanding of the implementation process and employee adoption behavior toward the E-Keurani system. The approach is critical for examining complex behavioral issues — such as resistance to change and perceived value — which align with the internal marketing paradigm that positions employees as internal customers needing persuasion and value articulation (Raeisi *et al*., 2020; Ren, 2019).

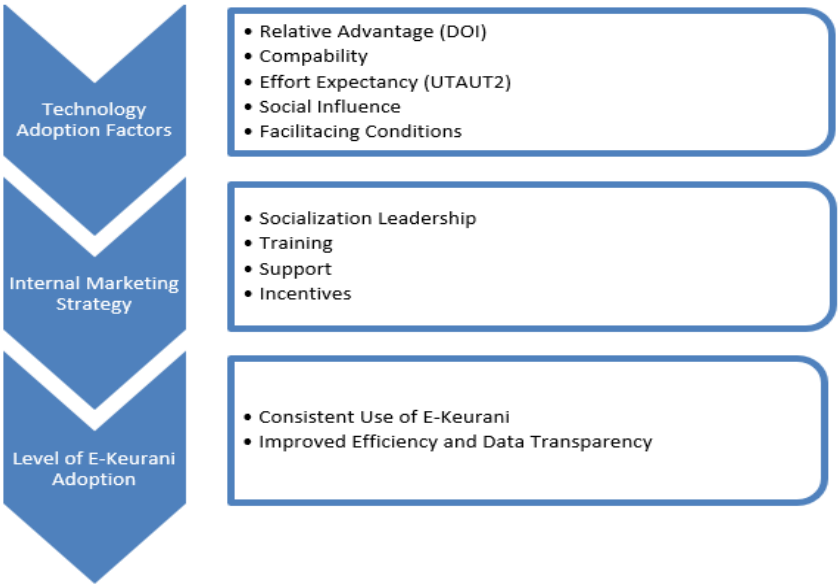


Figure 1. Conceptual Model of E-Keurani Adoption
Source: Author's synthesis, 2025.

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BKA was selected as a critical case for two main reasons. First, as the provincial-level ASN management body, the institution is mandated by Governor Regulation No. 77 of 2019 to lead Electronic-Based Government System (SPBE) integration. Second, it faces unique internal challenges, including system fragmentation (E-Keurani vs. national BKN systems) and varying levels of staff competency, making it a rich environment for studying Government-to-Employee (G2E) digital adoption barriers.

Data were collected through purposive sampling using in-depth interviews, non-participant observation, and document analysis. Six key informants (N=6) were selected to ensure source triangulation, comprising: (1) Key Decision Makers (structural officials/policymakers); (2) Key Implementers (programmers/archivists); and (3) Key End-Users (administrative staff). Secondary data included Governor Regulations No. 40/2016 and No. 77/2019, internal SOP drafts, and BKA performance reports.

Data analysis followed the systematic Miles and Huberman model (Miles *et al*., 2014), which was chosen for its iterative and interactive nature, allowing the researcher to move continuously between data collection and analysis to ensure deep contextual accuracy. The model's primary advantage for this study lies in its structured data reduction and data display processes, which are essential for identifying complex patterns of resistance and behavioral barriers within a large-scale bureaucratic transformation such as E-Keurani. Through thematic matrices, this approach streamlines extensive qualitative data into analytically coherent forms, thereby strengthening conclusion drawing and verification.

Thematic analysis was applied, focusing on perceived value, perceived ease of use, organizational context, and internal marketing strategies (Petherus & Kristiyono, 2026). These themes, derived from DOI and UTAUT frameworks, guided a structured interview protocol to systematically explore E-Keurani's adoption barriers. Data validity was ensured through source triangulation and member checking to maintain authenticity (Puspitarini, 2023).

RESULTS

The study was conducted at the Aceh Civil Service Agency (BKA) involving six key informants (Table 1). Primary data were obtained from six key informants selected through purposive sampling. The selection ensures source triangulation by covering key decision makers, key implementers (technical admins), and key end-users. In the context of E-Keurani, the 'key implementers' serve as the primary operators responsible for data entry, while 'key end-users' represent the officials whose administrative records are being digitized.

Organizational Context Readiness and Perceived Ease of Use Barriers

Organizational readiness at BKA for E-Keurani adoption comprises three dimensions, i.e.: technological infrastructure, management support, and human resource readiness. While BKA has a solid digital foundation through E-Keurani and Si-Manja, the transition to full integration is hindered by procedural gaps. Specifically, the absence of unified standard operating procedures (SOPs) results in fragmented archive management across divisions. Furthermore, system interoperability remains incomplete, particularly in aligning E-Keurani with the national Sri-Kandi application.

Management support is proactive, evidenced by dedicated servers and clear digitization targets. However, this support lacks a unified regulatory framework, without agency-wide SOPs, implementation remains inconsistent, and dependent on unit-level initiatives. Regarding HR

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readiness, technical training is available, yet operational workloads are bottlenecked among a few specialized archivists. This centralized operator model, rather than the technology itself, hinders the perceived ease of use. Additionally, a persistent dependency on junior operators for data entry among senior staff highlights a resource imbalance. Formalizing coordination and redistributing tasks are essential to transform E-Keurani into a seamless, self-service platform.

The findings in Table 2 suggest that while the digital foundation is in place, the technological and organizational contexts still face integration challenges (Tornatzky & Fleischer, 1990). Technically, the E-Keurani system operates alongside manual backup methods and is currently navigating system dualism with the national platform. This situation presents a challenge for full interoperability (Novitasari *et al*., 2025), which is essential for maximizing administrative efficiency. Consequently, these technical nuances may lead to a duplication of efforts, which serves as a primary factor affecting the perceived ease of use (PEOU) among the personnel responsible for data management.

Table 1. Key Informant Profile and Roles in E-Keurani System Adoption

Informant Code	Role in the Agency	Functional Category (Triangulation Group)	Primary Focus of Interview
I-1	Head of Agency / Secretary	Key Decision Maker	Policy Direction, Management Support, Internal Marketing Strategy
I-2	Head of Subdivision / Unit	Key Decision Maker	Policy Implementation, Resource Allocation, Coordination Challenges.
I-3	Archivist / Data Processor (Senior)	Key Implementer / Operator	Archive Governance, Workflow Bottlenecks, Lack of Specific SOPs.
I-4	Programmer / IT Staff	Key Implementer	System Reliability, System Dualism (Sri-Kandi integration), Technical Barriers.
I-5	Staff / Data Operator (Junior)	Key Implementer / Operator	Data Digitization Workload (400 files/month), Accuracy, Perceived Difficulty.
I-6	Senior Staff / Functional Official	Key End-User	User Acceptance, Dependence on Operators, Digital Literacy Gap.

Source: Primary data (processed), 2025.

Table 2. Analysis of Structural Barriers and Perceived Ease of Use

Empirical Findings at BKA	Relevant Theoretical Concept	Analytical Implication
System Dualism & Fragmented Backup (E-Keurani vs. Sri-Kandi; manual backup reliance).	Technological Context (TOE) & System Interoperability. (Novitasari *et al*., 2025; Tornatzky & Fleischer, 1990)	Fragmented workflows may lead to duplication of efforts, affecting the overall perceived efficiency for administrators.
Absence of Specific Archive SOPs (Management remains sectoral and inconsistent).	Organizational Context (TOE) & Institutionalization Theory. (Waldi *et al*., 2024)	The current sectoral approach suggests that further formalization is needed to fully embed the system into the organizational culture.
Personnel Bottlenecks & Delegated Input (Only 2 archivists for 155 staff; reliance on operators).	HR Readiness & Resource Dependence Theory. (Parasuraman, 2000; Setyawan *et al*., 2024)	High dependency on a limited number of operators creates processing queues, which may impact the perceived speed of digital services.

Source: Primary data (processed), 2025.

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Table 3. Analysis of PEOU Link to Perceived Value and Behavioral Adaptation

Empirical Findings at BKA	Relevant Theoretical Concept	Analytical Implication
Operational Technicalities (Variable network stability and technical maintenance).	Perceived Ease of Use (PEOU) & System Reliability (Putri & Suharto, 2024)	Technical nuances can influence PEOU. When digital workflows face intermittent interruptions, the perceived efficiency of the system may be temporarily affected.
Generational Adaptation Dynamics (Senior personnel relying on designated operators/junior staff).	Behavioral Adaptation (Verdorfer & Van Ginkel, 2024) & Technology Discomfort (Parasuraman, 2000).	The high dependency on operators indicates a transition phase. Users may perceive the digital shift as an indirect process, affecting their direct engagement with the system.
Intensive Digitization Process (Time-consuming nature of legacy archive media conversion).	Relative Advantage (Rogers, 2003) & Effort Expectancy (UTAUT2) (Venkatesh *et al*., 2012).	In the early stages of large-scale digitization, the high effort required for data entry may overshadow the perceived immediate advantages of the system.

Source: Primary data (processed), 2025.

From an organizational perspective, although strong leadership support is evident, the institutionalization of E-Keurani adoption could be further optimized through the development of comprehensive and unified SOPs (Waldi *et al*., 2024). In the current stage, the transition from a voluntary to a fully standardized organizational practice is still ongoing. This is further influenced by HR readiness, where the varying levels of technical adaptation — particularly among senior personnel — confirm that staff competency and the availability of dedicated operators are critical predictors of G2E success. These structural and human resource factors represent the foundational elements that influence how the system's reliability is perceived, setting the stage for the analysis of perceived value in the following section.

Perceived Value Dynamics and Behavioral Adaptation Challenges

This analysis explores how structural and technical factors influence employee perceptions and adaptation to E-Keurani. Field data indicate that operational hurdles — intermittent network stability, complex digitization of legacy archives from the 1980s, and manual backup requirements — increase "effort expectancy" (Setyawan *et al*., 2024; Venkatesh *et al*., 2012). When digital workflows are perceived as more complex than previous routines, the system's perceived value diminishes.

These technical nuances also impact organizational culture, particularly among senior personnel who may find digital transitions demanding. A lingering preference for physical archives persists, as they are viewed as more reliable during technical downtimes. Consequently, the digital transition is often seen as an additional workload rather than a simplification tool. This response, identified as "change fatigue", suggests that perceived benefits are still outweighed by practical implementation challenges (Mutiarin *et al*., 2024; Verdorfer & Van Ginkel, 2024). Addressing these hurdles is vital to reinforce the system's value and foster a proactive digital culture.

Field findings as showed in Table 3 suggest that the perceived value of E-Keurani is closely linked to the practical experiences of the personnel during this transition phase. Technical nuances, such as variable network stability and the time-intensive nature of digitizing legacy archives, influence the relative advantage perceived by the users (Rogers, 2003). When the digital process

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requires significant initial effort for data conversion, it naturally elevates the effort expectancy, which can temporarily affect the PEOU and the overall perceived value of the system (Satispi *et al*., 2023).

For senior personnel, the reliance on designated operators reflects a generational adaptation process rather than a rejection of the technology itself. Within this group, the transition may be perceived as a challenge to long-established manual routines, which are often regarded as moretangible. This perspective arises when the immediate relative advantage of the digital system is weighed against the high effort required during the early stages of implementation (Cruz *et al*., 2020). Consequently, the system is sometimes viewed as an additional administrative requirement rather than a tool for individual job optimization. The core challenge, therefore, lies in reinforcing the system's value through strategic change management and more standardized support mechanisms to bridge this adaptation gap.

Internal Marketing Dynamics and Strategies for Value Reinforcement

Internal marketing at BKA is evaluated through internal communication, training, and leadership support. Currently, socialization relies on management directives and inter-departmental coordination, ensuring basic awareness but lacking systematic internal campaigns. Enhancing these campaigns by articulating the system's value proposition — specifically how E-Keurani simplifies workflows — is vital to shift the culture from mere compliance to voluntary adoption.

While training provides essential technical and security knowledge, the model could be enriched by adding motivational layers, such as incentives or formal recognition for digital performance. This approach fosters a deeper sense of ownership among staff. Furthermore, BKA's leadership support is structurally robust, evidenced by infrastructure procurement and target supervision. To achieve full digital transformation, this should be complemented by a 'Digital Champion' approach, where leaders model system usage and establish appreciation mechanisms for innovative units. Balancing technical direction with motivational support will strengthen emotional commitment, ensuring E-Keurani becomes a core organizational value.

Table 4. Analysis of Internal Marketing Dynamics and Strategy Optimization

Empirical Findings at BKA	Relevant Theoretical Concept	Analytical Implication
Instruction-Based Communication (Focusing primarily on technical procedures).	Internal Communication (Berry & Parasuraman, 1991) & Persuasive Communication (Marsikin & Budanto, 2023).	Communication that is primarily procedural may limit the development of a personal value proposition, which is essential for building a long-term sense of ownership.
Technical Training without Formal Incentives.	Reward System (Internal Marketing) & Expectancy Theory (Venkatesh *et al*., 2012).	While technical proficiency is achieved, the absence of a valence-based reward system may affect the motivation for proactive and voluntary system adoption.
Structural Leadership Support (Focusing on infrastructure and directives).	Transformational Leadership & Role Modeling (Adie *et al*., 2024).	Leadership support is robust in the structural realm, but there is an opportunity to strengthen transformational role modeling to further inspire a digital organizational culture.

Source: Primary data (processed), 2025.

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The implementation of internal marketing (IM) at BKA currently focuses on procedural information and technical readiness, which serves as a foundational step in digital transformation. Analysis of Table 4 indicates that while internal communication effectively conveys technical instructions, there is an opportunity to further integrate a personal value proposition within these messages. Articulating how E-Keurani specifically benefits individual workflows is a fundamental aspect of internal marketing that can transition the staff from mere compliance to active engagement (Berry & Parasuraman, 1991).

Furthermore, the study identifies that technical training and development efforts could be highly optimized by introducing a formal reward or recognition system. Aligning with the principles of the reward system in IM, incorporating such elements can enhance employee expectancy (Venkatesh *et al*., 2012). By increasing the valence (perceived reward value), the agency can further stimulate the motivation for voluntary and sustained system adoption (Marsikin & Budanto, 2023). Consequently, the findings suggest a strategic shift toward a transformational leadership paradigm (Adie *et al*., 2024). By serving as 'Digital Champions,' leaders can consistently reinforce the system's perceived value, integrating technical solutions with persuasive communication. This balanced approach is essential to fostering a deep-seated digital commitment and ensuring the long-term success of the E-Keurani ecosystem within the provincial government.

Discussion

The findings of this study demonstrate that the adoption of E-Keurani at BKA is currently in a transitional maturity phase, where technical readiness is ahead of organizational institutionalization.

First, alignment with digital government paradigms. E-Keurani's benefits in enhancing archive accessibility and accuracy align with the global shift toward transparent bureaucracy. By minimizing manual errors, it provides a measurable foundation for personnel management, confirming that technical implementation initially improves procedural speed (Lina, 2019; Syahri & Tambuh, 2022; Waldi *et al*., 2024).

Second, addressing technical and structural barriers. Field data reveals "system dualism" and network dependencies that hinder seamless interoperability. These infrastructure and interoperability barriers (Baihaqi *et al*., 2024; Mutiarin *et al*., 2024), directly diminish perceived ease of use, transforming a potential time-saving tool into a structural hurdle. Fragmentation between local and national platforms (e.g., Sri-Kandi) creates redundant efforts, complicating the technological context (TOE).

Third, behavioral adaptation and the centralized operator model. Employee "resistance" often stems from high effort expectancy. This phenomenon aligns with change fatigue and technology discomfort (Parasuraman, 2000; Verdorfer & Van Ginkel, 2024), where digital transitions are viewed as additional burdens, particularly without adequate digital literacy. The reliance on a centralized operator model among senior personnel indicate an adaptation gap rather than technology rejection.

Fourth, internal marketing as the missing link. Facilitating conditions, such as unified SOPs, are critical for institutionalization. Current communication at BKA is primarily instructive, lacking the persuasive power of internal marketing to "sell" the system's value to "internal customers" (Pratama & Anindita, 2025; Satispi *et al*., 2023). Integrating system usage with formal rewards and appraisals (SKP) through transformational leadership is essential to transform mandatory adoption into an organizational culture (Adie *et al*., 2024; Mediyanti *et al*., 2020).

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Based on the results of the discussions that have been stated, the main recommendations that can be given to ensure sustainability, the institution must make several efforts as follows. First, formulate unified digital archive SOPs for procedural consistency. Second, transition toward value-based internal marketing to foster employee ownership. Third, integrate system engagement levels into formal Performance Appraisals (SKP) and establish incentive mechanisms for high-performing units. Fourth, prioritize seamless interoperability with national platforms like Sri-Kandi to minimize duplication and maximize efficiency.

CONCLUSION

The adoption of E-Keurani at BKA is in a transitional maturity phase, where a robust technological foundation is still being integrated into the organizational culture. Effectiveness is currently hindered by a centralized operator model and the absence of unified SOPs, which increases "Effort Expectancy" among staff. Technical nuances, including system dualism with national platforms and variable network stability, further influence the perceived reliability of the system. From an Internal Marketing perspective, transitioning from an instructional to a persuasive communication style is essential to highlight the system's value proposition. Ultimately, success depends on leadership serving as 'Digital Champions' who balance structural support with motivational reinforcements to transform digital adoption into a sustainable organizational value.

This study is limited by its focus on a single government agency (BKA) and a small sample of six key informants, which may restrict the generalizability of the findings to broader public sector contexts. Additionally, the qualitative nature of the study captures a specific snapshot in time during a transitional phase; therefore, longitudinal research or quantitative surveys could provide a more comprehensive understanding of long-term adoption trends and user satisfaction across different demographics.

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