

Effect of Information System Quality on Administration via E-Office Applications

Difta Ayu Febriana¹, Aldy Nurrohman^{2*}, Athia Saelan³, Fadhlanshif Ibrahim Supriana⁴

1,3,4Information System, Computer System, Informatics, University Indonesia Membangun, Indonesia

²Department of computer science, Universitas Indonesia Membangun, Indonesia

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ABSTRACT

The implementation of digital administrative systems in public sector institutions is expected to enhance efficiency, transparency, and accountability; however, partial system adoption and varying levels of user acceptance often limit their effectiveness. This study evaluates the implementation of a web-based E-Office application in public sector administration by examining how system quality, information quality, and service quality influence administrative management and employee acceptance. This research employs a descriptive qualitative approach by integrating the Information System Success Model and the Technology Acceptance Model (TAM). Qualitative data were collected through in-depth interviews with selected employees, direct observation of administrative workflows, and documentation analysis related to E-Office utilization in a local government institution. The findings indicate that system quality, information quality, and service quality positively contribute to administrative management effectiveness by accelerating document processing, improving information accessibility, and strengthening administrative accountability. In addition, perceived usefulness and perceived ease of use significantly influence employee acceptance of the E-Office application. Nevertheless, several challenges remain, including an outdated user interface, limited document search functionality, and the coexistence of manual and digital administrative processes. The novelty of this study lies in its qualitative integration of information system quality dimensions and the Technology Acceptance Model within a local government administrative context, providing empirical insights into both technical system performance and user acceptance to support public sector digital transformation.

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Corresponding Author:

Difta Ayu Febriana,
Department of Information Systems, Universitas Indonesia membangun,
Universitas Indonesia Membangun; Jl. Soekarno-Hatta No.448, (022) 7563919.
Email: diftaayufebriana@student.inaba.ac.id

1. INTRODUCTION

In the current phase of digital development, information technology has become a key enabler for improving efficiency, transparency, and accountability in public sector administration. In Indonesia, the adoption of electronic governance has been formally promoted through Presidential Instruction Number 3 of 2003, which emphasizes the utilization of information and communication technology to enhance effectiveness and transparency in government administration [9]. This commitment was further strengthened by Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE), which mandates government institutions to integrate digital systems into administrative processes [11].

In line with these policies, the Manpower Office of West Bandung Regency, as a regional government institution responsible for employment services and administrative correspondence, has implemented a web-based E-Office application. The E-Office system is designed to support electronic correspondence management, accelerate administrative

workflows between organizational units, and digitally store official documents, thereby improving service efficiency and transparency [2][4]. The adoption of E-Office represents a strategic effort to support bureaucratic reform and enhance the quality of administrative services at the local government level.

However, the implementation of the E-Office application at the Manpower Office of West Bandung Regency has not yet been fully optimized. Several administrative processes, particularly incoming correspondence from external institutions, are still conducted manually. As a result, digital and manual administrative systems operate simultaneously, creating a dual system that leads to inefficiencies, delays in document verification, and potential inconsistencies in administrative data [5]. In addition, differences in employees' digital competencies and limitations in system features—such as document search functionality and interface usability—present further challenges to effective system utilization.

Previous studies indicate that the effectiveness of digital administrative systems in public institutions is strongly influenced by information system quality, including system quality, information quality, and service quality [7][16]. Research on E-Office implementation also demonstrates that digital correspondence systems can reduce processing time, improve coordination among organizational units, and enhance administrative transparency when supported by reliable system performance and adequate user support [4][19]. In the Indonesian public sector context, similar efforts to digitize administrative processes have been reported, including the development of web-based inventory data processing systems and goods demand management systems in regional government institutions [43][44]. Nevertheless, many public sector organizations continue to face challenges related to partial system adoption, limited user adaptability, and the coexistence of manual and electronic procedures, which may reduce the overall benefits of administrative digitalization [37][38][41][42].

From a theoretical perspective, this study refers to the Information System Success Model, which explains that system effectiveness is determined by system quality, information quality, and service quality [10]. System quality reflects technical reliability, ease of use, and system performance; information quality concerns accuracy, relevance, and timeliness; while service quality relates to the support provided to users during system operation. In addition, this study adopts the Technology Acceptance Model (TAM), which posits that perceived usefulness and perceived ease of use are key determinants influencing users' acceptance and utilization of technology [11].

Although both models have been widely applied in prior studies, existing E-Office research in the public sector has predominantly employed quantitative approaches, focusing on measuring system performance or user satisfaction levels [4][19]. Limited studies have qualitatively integrated the Information System Success Model and TAM to explore user experiences, perceptions, and adaptation processes within specific local government contexts where manual and digital administrative systems coexist.

Therefore, this study aims to evaluate the implementation of a web-based E-Office application at the Manpower Office of West Bandung Regency by qualitatively integrating the Information System Success Model and the Technology Acceptance Model. This research examines how system quality, information quality, and service quality influence administrative management and employee acceptance of digital systems. The novelty of this study lies in its qualitative, user-centered integration of information system quality dimensions and TAM within a local government administrative context, providing deeper insights to support bureaucratic reform and public sector digital transformation.

Based on this framework, this study aims to analyze the impact of system quality, information quality, and service quality of a web-based E-Office application on administrative management at the Manpower Office of West Bandung Regency. The main research question addressed in this study is: How do system quality, information quality, and service quality of the E-Office application influence administrative management in a local government institution where manual and digital administrative systems coexist? To address this question, the study employs a descriptive qualitative approach that focuses on how employees experience, interpret, and interact with the E-Office system in their daily administrative practices.

The novelty of this study lies not only in its specific focus on the Manpower Office of West Bandung Regency as the research locus, but also in its qualitative integration of information system quality analysis and the Technology Acceptance Model. Unlike previous E-Office studies that predominantly adopted quantitative methods or emphasized system development and functional performance evaluation [17], this research provides an in-depth, user-centered understanding of both technical system performance and employee acceptance within an actual administrative setting. The findings are expected to offer practical input for improving E-Office implementation and to contribute to scholarly discussions on information system adoption and administrative digitalization in the public sector.

Despite its contributions, this study has several limitations. It focuses on a single local government institution, which may limit the generalizability of the findings to other organizational contexts. Furthermore, the descriptive qualitative approach based on the Technology Acceptance Model emphasizes user perceptions and experiences, which may not fully capture all technical aspects of system performance. These limitations should be considered when interpreting the results and provide opportunities for future research to expand both the research scope and methodological approaches.

2. RESEARCH METHOD

This study adopts a qualitative research method with a descriptive approach. The qualitative approach is selected to obtain an in-depth understanding of information system quality and how system quality, information quality, and service quality concretely influence administrative management processes through the implementation of a web-based E-Office application. Descriptive qualitative research enables a systematic and accurate depiction of phenomena as they occur naturally within the research setting [14].

The research applies the Technology Acceptance Model (TAM) as an analytical framework to examine employee acceptance of the E-Office application. TAM is used to explore how perceived usefulness and perceived ease of use are interpreted and experienced by employees in their daily administrative activities. In this study, administrative management is treated as the dependent variable, while system quality, information quality, and service quality serve as independent variables. The conceptual relationship between these variables through E-Office utilization is illustrated in the research model (Figure 1).

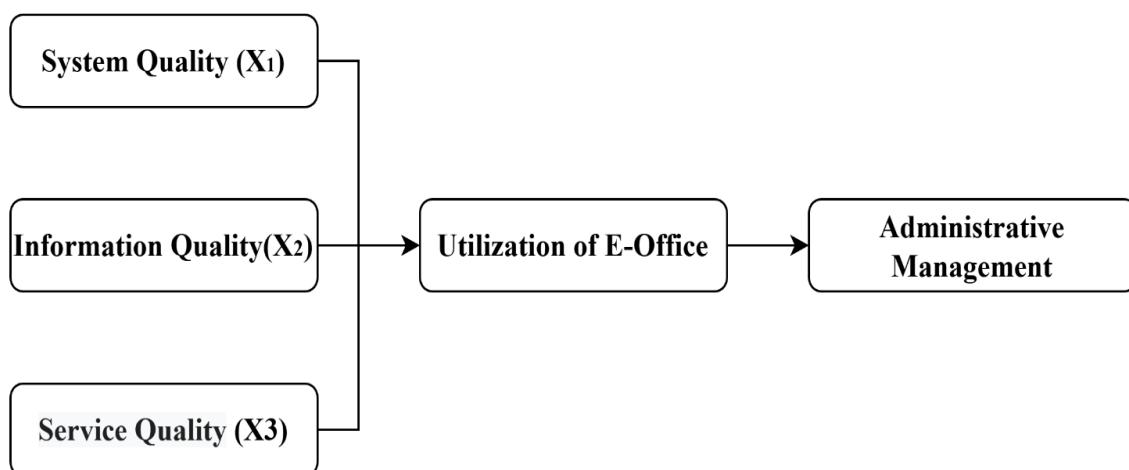


Figure 1. research model Interface of the DeLone and McLean info

Figure 1 illustrates the research model used in this study, which integrates the DeLone and McLean Information System Success Model with the Technology Acceptance Model (TAM). This conceptual framework explains how system quality, information quality, and service quality influence administrative management outcomes through user perceptions of usefulness and ease of use. The integration of these two established models enables a comprehensive evaluation of both technical system dimensions and user acceptance factors in the context of public sector digital transformation.

Source: Adapted from DeLone and McLean Information System Success Model as presented in the literature <https://ejournal.itn.ac.id/mnemonic/article/view/14778>, and integrated with the Technology Acceptance Model.

The type of data used in this study is qualitative. This data was obtained from two main sources: primary and secondary data. Primary data came directly from informants through in-depth interviews (semi-structured) and direct observation at the research site. Secondary data was obtained from the flow of letter dispositions and various academic references relevant to the research topic.

For data collection, the researcher used three main instruments: direct observation, in-depth interviews, and documentation. Observations were conducted to directly observe administrative management practices and the use of the E-Office application. In-depth interviews were conducted to explore informants' views and experiences related to the research variables. Meanwhile, documentation included collecting screenshots of the E-Office application and other relevant administrative documents. All collected information will be further evaluated using Qualitative Descriptive Analysis and the TAM Research Method to test hypotheses and gain a deeper understanding of the results.

3. RESULTS AND DISCUSSION

3.1. Observation Results

The E-Office application functions as the primary digital platform for managing incoming correspondence, outgoing letters, and document disposition processes at the Manpower Office of West Bandung Regency. Based on direct observation, the system supports daily administrative activities through centralized access via desktop computers and mobile devices, secured by employee identification

numbers and password-based authentication. This access mechanism enhances accountability and traceability in correspondence handling, as each administrative action can be identified and monitored at the user level.

From a system quality perspective, the current version of the E-Office application demonstrates noticeable improvements compared to its previous iteration. The interface is perceived as clearer and more informative, enabling users to easily identify document status, workflow stages, and approval progress. These improvements contribute to smoother task execution and reduce ambiguity in administrative processes. This observation supports previous studies that emphasize the importance of system reliability and interface clarity in improving administrative efficiency in public sector information systems [4][7]. Interpretively, this finding suggests that perceived ease of use influences positive task performance, consistent with the TAM construct that emphasizes user interaction with interface clarity.

Administratively, the correspondence process is implemented through a single-door system, allowing document distribution and monitoring to be conducted in a more transparent and systematic manner. The integration of electronic signatures (Tanda Tangan Elektronik/TTE) significantly accelerates approval procedures, particularly when authorized officials are not physically present in the office. This finding aligns with prior research indicating that electronic correspondence systems enhance workflow efficiency, reduce processing time, and strengthen administrative transparency in government institutions [4][7]. In this context, perceived usefulness becomes a central mechanism explaining why users view the system as beneficial, reinforcing the TAM assumption that system utility increases adoption intention.

However, observational findings also reveal that the digitization process has not yet been fully implemented across all organizational units. Several departments continue to receive and process physical correspondence, resulting in the coexistence of manual and digital administrative workflows. This partial adoption limits the optimal utilization of the E-Office system and may negatively affect efficiency, data consistency, and integration between units. Similar conditions have been identified in previous studies, where incomplete digital adoption constrained the overall effectiveness of administrative digitalization initiatives [19][20][29][31]. This coexistence illustrates a behavioral contrast between units that consider the system efficient and others that maintain manual procedures due to work habits. This contrast reflects differing levels of digital readiness, indicating that system availability alone does not automatically trigger full adoption.

From a Technology Acceptance Model (TAM) perspective, this condition suggests that while the system is technically available, behavioral intention to fully adopt the system varies among users and organizational units. Long-established manual work routines and differing levels of digital literacy may influence users' perceived ease of use, leading some employees to rely on familiar manual procedures despite recognizing the functional benefits of the E-Office system. This observation reinforces findings from earlier studies that organizational culture and user readiness play a critical role in shaping technology adoption within public sector environments [19][29]. These dynamics also imply a moderating effect, where organizational culture, digital literacy, and habit intervene between perceived usefulness and actual system usage — explaining why partial digital adoption persists even when utility is acknowledged.

Although technical issues such as system errors and scheduled maintenance occasionally occur, these disruptions are generally addressed promptly by the Communication and Information Office. This responsive technical support reflects adequate service quality and helps maintain user trust in the system's operational reliability. Overall, observational evidence indicates that the E-Office application has contributed positively to administrative effectiveness and transparency. Nevertheless, further efforts are required to enhance system stability and ensure full digital integration across all units to achieve optimal administrative performance. Taken together, these findings align with previous research but also reveal discrepancies between system performance and user behavior, suggesting that future digital transformation efforts must address socio-organizational factors to achieve total adoption rather than relying solely on system improvements.

3.2. System Quality

Interview results reveal varying user perceptions regarding the system quality of the E-Office application. Several users expressed concerns about the user interface design, which was described as rigid, less modern, and visually distracting, particularly in relation to color selection. These perceptions are illustrated through the E-Office Admin Dashboard and Employee Dashboard, as shown in Figures 2 and 3. The display is considered rigid due to the use of static layout structures with limited visual hierarchy, which reduces navigational intuitiveness. The interface also appears less modern as it adopts dense menu groupings and minimal spacing that resemble older desktop-based administrative systems rather than contemporary web-based application design patterns. Meanwhile, the color selection was perceived as visually distracting because it mixes multiple accent colors without consistent contrast rules, making it difficult for users to quickly identify workflow priorities and status indicators. The inclusion of these figures is therefore not intended merely to show what the interface looks like, but to demonstrate why such design characteristics can influence user experience and usability perception. With these visuals, the evaluation focuses on how interface design affects perceived ease of use, task clarity, and administrative efficiency, which are relevant constructs in both the IS Success Model (system quality) and the Technology Acceptance Model (perceived usefulness and perceived ease of use). By presenting the dashboard views, the study provides empirical evidence for understanding how specific UI attributes contribute to mixed user acceptance and partial reliance on manual documentation practices within the institution.

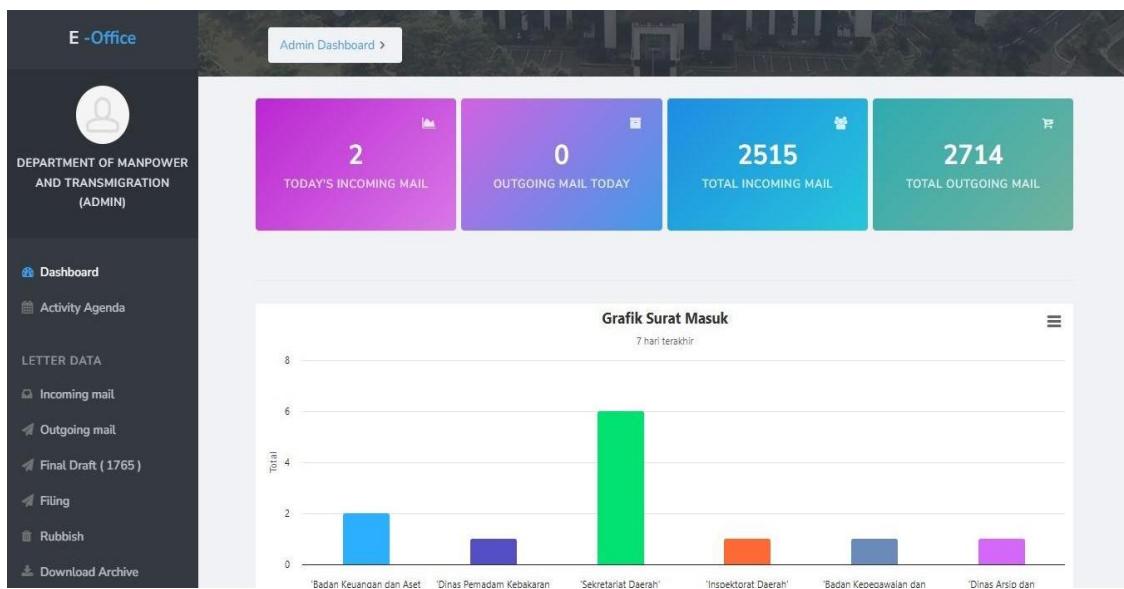


Figure 2. e-office admin dashboard

Figure 2 illustrates the main dashboard interface of the E-Office application used at the Manpower Office of West Bandung Regency. The dashboard serves as the central access point for administrative activities, displaying key information such as incoming and outgoing correspondence, disposition status, and task notifications. This interface enables users to monitor administrative workflows in real time and supports system quality in terms of ease of use, accessibility, and information visibility. The centralized dashboard contributes to improved administrative control, transparency, and coordination among organizational units.

Source: Screenshot from E-Office system, Manpower Office of West Bandung Regency (<https://eoffice.bandungbaratkab.go.id/>)

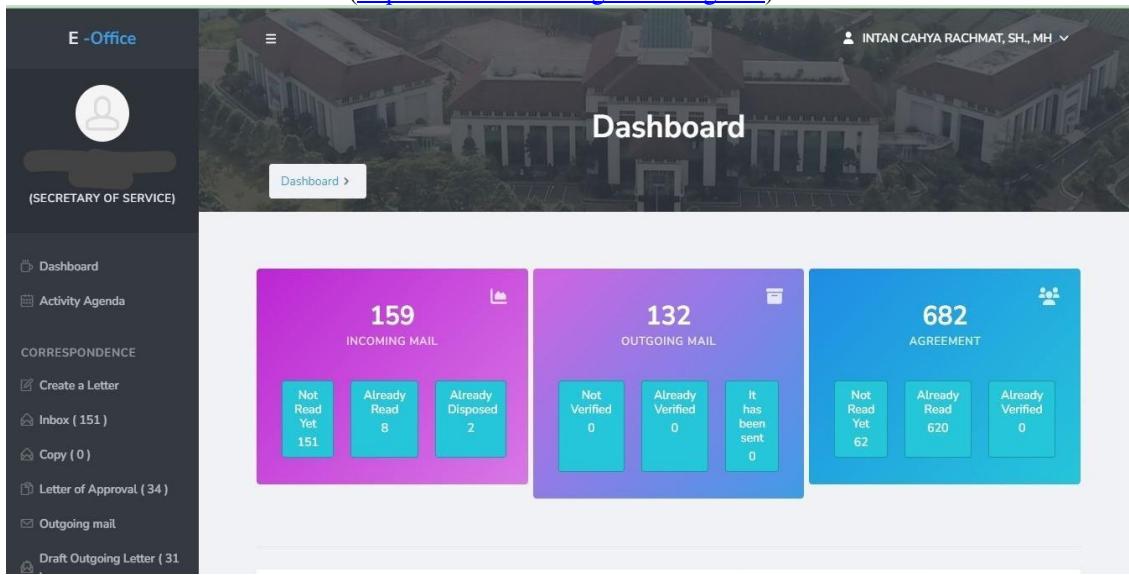


Figure 3. employee e-office dashboard

Figure 3 illustrates the employee E-Office dashboard interface, which serves as the main access point for users in performing daily administrative tasks. The dashboard displays an overview of incoming and outgoing correspondence, disposition status, and notification indicators, allowing employees to monitor workflow progress in real time. This interface supports system quality in terms of ease of use and accessibility, as users can quickly identify task priorities and document status. The centralized dashboard contributes to improved administrative control and transparency in correspondence management.

Source: Screenshot from E-Office system, Manpower Office of West Bandung Regency (<https://eoffice.bandungbaratkab.go.id/>)

Differences in perception were observed among organizational units. Some administrators considered the interface acceptable and the navigation easy to understand, especially after participating in technical guidance programs. In contrast, other users reported experiencing system disruptions that occasionally lasted for extended periods, affecting work continuity. These findings indicate that system quality is closely associated with usability, stability, and user experience, as also highlighted in previous studies on public sector information systems [7][16]. Users tend to tolerate interface limitations as long as system reliability and functional performance remain adequate [18][34][36].

Despite interface-related limitations, the effectiveness of administrative management was not significantly disrupted as long as the system functioned properly and technical support was responsive. This supports the Information System Success Model, which emphasizes that system quality contributes positively to organizational benefits when supported by reliable technical performance and adequate system support [10].

3.3 Information Quality

The results show that people usually find the information from the E-Office app to be clear, correct, and current. Incoming and outgoing correspondence, along with disposition status, is displayed in a structured format based on processing dates and stages, enabling users to track document progress efficiently. The presentation of this information can be observed in the Incoming Mail interface (Figure 4) and the Mail Disposition display (Figure 5). This structured information flow supports administrative accountability and decision-making processes.

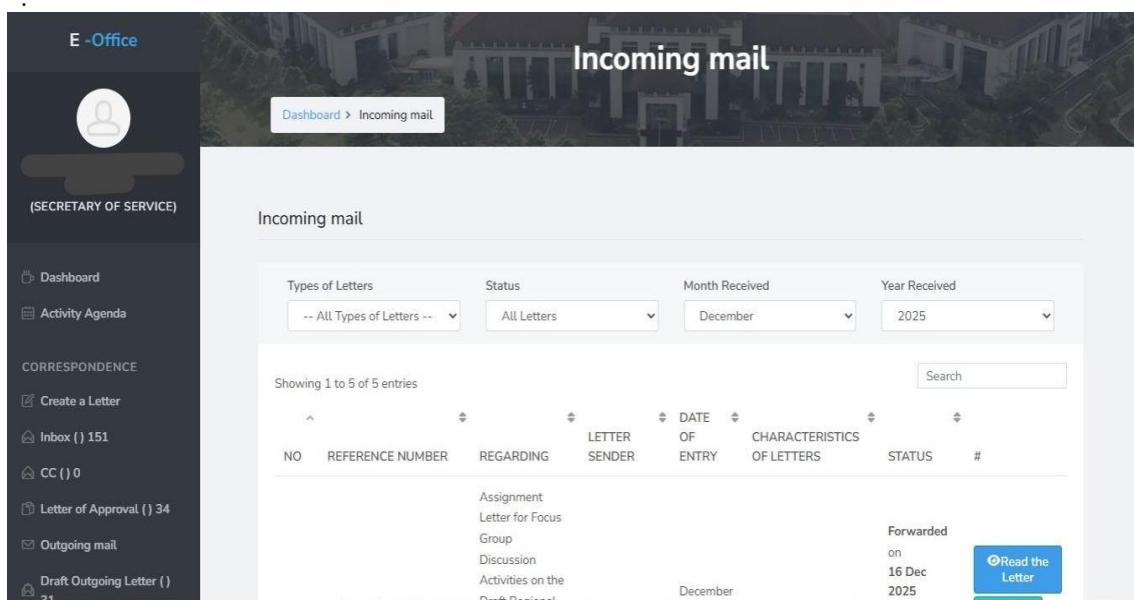
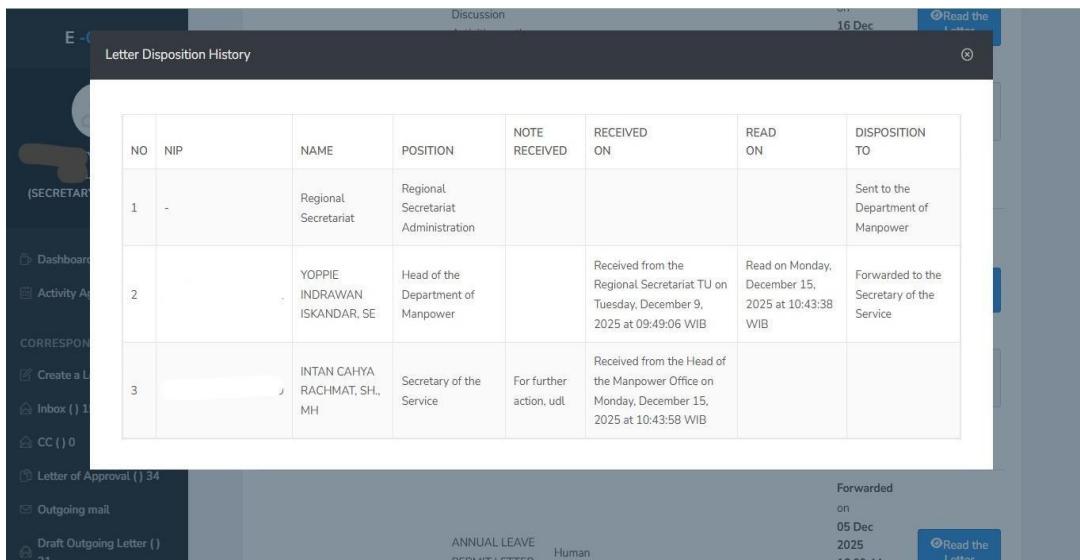


Figure 4. Incoming letters in employee e-office.

Figure 4 presents the incoming letters interface within the employee E-Office application. This feature enables employees to view, verify, and process incoming correspondence digitally, including information on sender, subject, and receipt date. The digital recording of incoming letters improves information quality by ensuring data accuracy, completeness, and timeliness. However, observations indicate that some incoming correspondence is still received in physical form, which necessitates manual input into the system and reflects the partial adoption of digital administrative processes.

Source: Screenshot from E-Office system, Manpower Office of West Bandung Regency (<https://eoffice.bandungbaratkab.go.id/>)



NO	NIP	NAME	POSITION	NOTE RECEIVED	RECEIVED ON	READ ON	DISPOSITION TO
1	-	Regional Secretariat	Regional Secretariat Administration				Sent to the Department of Manpower
2		YOPPIE INDRAWAN ISKANDAR, SE	Head of the Department of Manpower		Received from the Regional Secretariat TU on Tuesday, December 9, 2025 at 09:49:06 WIB	Read on Monday, December 15, 2025 at 10:43:38 WIB	Forwarded to the Secretary of the Service
3		INTAN CAHYA RACHMAT, SH., MH	Secretary of the Service	For further action, udl	Received from the Head of the Manpower Office on Monday, December 15, 2025 at 10:43:58 WIB		

Figure 5. disposition of the letter.

Figure 5 shows the letter disposition feature used to forward incoming correspondence to relevant officials or organizational units. This function supports structured workflow management by documenting the disposition path, responsible personnel, and follow-up status. The availability of digital disposition records enhances administrative accountability and traceability. From the perspective of the Information System Success Model, this feature reflects system and service quality by facilitating efficient coordination and reducing delays in decision-making processes.

Source: Screenshot from E-Office system, Manpower Office of West Bandung Regency (<https://eoffice.bandungbaratkab.go.id/>)

However, differences in user experiences were identified regarding information retrieval effectiveness. Some users reported that the document search feature remains limited, particularly due to the inability to search using specific identifiers such as letter numbers. This limitation was perceived as slowing down document identification, especially for units with high correspondence volumes. Conversely, other users considered the information structure sufficient for daily administrative needs.

These findings align with previous research indicating that information quality is not only defined by accuracy and timeliness but also by the ease with which information can be retrieved and utilized [4][19]. Although the E-Office system has improved information availability, its effectiveness varies depending on departmental workflows and operational requirements. This condition supports earlier findings that information quality contributes to system success when it aligns with users' operational needs and facilitates effective decision-making [27][34]. This variation suggests that information quality effectiveness is closely linked to task complexity and document volume handled by each unit.

3.4 Service Quality

Service quality findings highlight differences in user responses to system support and workflow efficiency. Some employees preferred the manual letter creation process, finding it more structured due to work habits. This preference is illustrated by the use of the manual letter creation feature (Figure 6), while the automatic letter creation feature (Figure 7) was used less frequently by certain users. Nevertheless, the system was still used to verify employee entries (Figure 8) after the completion of outgoing correspondence via the Final Outgoing Letter Draft view in the admin system (Figure 9).

Figure 6. Manual letter creation in employee e-office.

Figure 6 illustrates the manual letter creation feature in the employee E-Office application. This feature allows users to create outgoing correspondence directly within the system by entering required administrative data and document content. While this functionality supports administrative flexibility, observations reveal that some employees still prefer preparing documents outside the system before uploading them. This practice indicates varying levels of perceived usefulness and perceived ease of use, which may influence technology acceptance as described in the Technology Acceptance Model (TAM).

Source: Screenshot from E-Office system, Manpower Office of West Bandung Regency (<https://eoffice.bandungbaratkab.go.id/>)

Figure 7. Automatic letter creation in Employee E-Office.

Figure 7 illustrates the automatic letter creation feature in the Employee E-Office application. This feature enables users to generate official letters automatically based on predefined templates and structured input fields. The use of standardized templates improves information quality by ensuring consistency, accuracy, and completeness of

administrative documents. From a system quality perspective, this feature reduces manual errors and accelerates document preparation, thereby supporting more efficient administrative workflows.

Source: Screenshot from E-Office system, Manpower Office of West Bandung Regency
[\(https://eoffice.bandungbaratkab.go.id/\)](https://eoffice.bandungbaratkab.go.id/)

Figure 8 Outgoing letter draft in Employee E-Office. & **Figure 9** Outgoing letter draft ready to send e-office admin.

Figure 8 presents the outgoing letter draft interface, where employees can review, edit, and finalize correspondence before submission. This stage allows users to ensure the accuracy of content, formatting, and administrative details. The availability of a draft review process supports perceived ease of use by providing users with greater control over document preparation and reduces the likelihood of administrative errors before approval and distribution. Meanwhile, Figure 9 shows the “ready to send” interface at the administrator level, which represents the authorization and validation phase prior to officially dispatching the letter through the E-Office system. This phase is important for demonstrating how electronic authorization—supported by a digital signature mechanism—enhances workflow efficiency, document traceability, and centralized approval control. Taken together, both figures provide empirical evidence that system utilization is more dominant in the verification and authorization segments of the workflow rather than at the early drafting stages, thus illustrating partial system adoption within the institution. The visualization of these stages allows the evaluation of service quality dimensions related to responsiveness, reliability, and administrative accuracy, while also validating core TAM constructs such as perceived usefulness and perceived ease of use in shaping user acceptance of digital office systems.

Source: Screenshot from E-Office system, Manpower Office of West Bandung Regency
[\(https://eoffice.bandungbaratkab.go.id/\)](https://eoffice.bandungbaratkab.go.id/)

3.5 Discussion : Integration Of Findings With Previous Studies

Overall, the findings demonstrate that system quality, information quality, and service quality collectively influence administrative management through the E-Office application. From the Technology Acceptance Model (TAM) perspective, perceived usefulness and perceived ease of use play an important role in shaping employee acceptance of the system. This result is consistent with previous studies applying TAM in public sector and digital office environments, which confirm that perceived usefulness and ease of use strongly influence employee acceptance of information systems [21][28][33][35]. Users who perceived clear benefits and manageable system complexity were more inclined to integrate E-Office into their daily administrative activities, while others continued to rely on manual procedures. This finding reinforces the role of perceived usefulness and perceived ease of use as central determinants of technology acceptance in government institutions [21][28][35].

These findings corroborate prior studies indicating that both the Technology Acceptance Model and the Information System Success Model remain relevant frameworks for evaluating information systems in public sector contexts [7][10][16]. Recent research also suggests that user-centered system design and organizational context are critical factors in strengthening technology adoption across different government environments [22][24][26]. While the implementation of E-Office has improved efficiency and transparency, the persistence of a dual administrative system indicates the need for comprehensive digital integration and continuous user training to enhance system utilization and acceptance.

4. CONCLUSION

This study concludes that information system quality comprising system quality, information quality, and service quality plays a significant role in supporting administrative management through the implementation of a web-based E-Office application at the West Bandung Regency Manpower Office. The findings indicate that the E-Office system contributes to improved administrative efficiency, effectiveness, transparency, and accountability by providing reliable system performance, accurate and timely information, and responsive technical support. Nevertheless, several challenges persist, including an outdated interface design, limited letter search functionality, relatively complex problem-reporting procedures, and varying levels of user adaptation that require more comprehensive and continuous training.

The novelty of this study lies in its qualitative integration of the DeLone & McLean Information System Success Model and the Technology Acceptance Model (TAM) within a local government administrative context. Unlike previous studies that primarily employed quantitative approaches or focused on system development aspects, this research provides in-depth empirical insights into how system quality dimensions and user perceptions of usefulness and ease of use jointly influence administrative practices and technology acceptance in a real-world public sector setting.

From a theoretical perspective, this study contributes to information systems adoption research by demonstrating that the DeLone & McLean model and TAM are complementary frameworks when applied qualitatively. System,

information, and service quality were found not only to affect administrative outcomes directly but also to shape users perceived usefulness and perceived ease of use, which are central constructs in TAM. This finding reinforces the argument that successful information system implementation in the public sector requires both technical system excellence and positive user perceptions to ensure sustained system utilization.

In practical terms, the findings offer transferable insights for other local government institutions implementing similar digital administrative systems. Partial adoption, coexistence of manual and digital workflows, and differences in employee digital literacy emerged as key factors that may limit system effectiveness across public organizations. Addressing these issues through interface modernization, enhanced system functionality, simplified technical support mechanisms, and continuous user training can support broader administrative digitalization efforts.

Based on the findings, several recommendations are proposed. System interface improvements should prioritize usability and intuitiveness to enhance user experience. Search and retrieval features should be optimized to support faster document access. Technical issue reporting mechanisms should be simplified through digital helpdesk or ticketing systems. Regular training and mentoring programs are essential to strengthen digital literacy and reinforce perceived usefulness and ease of use, as emphasized by TAM. Furthermore, routine system evaluation based on the DeLone & McLean model is necessary to ensure continuous improvement in system, information, and service quality. Finally, expanding comprehensive digital administrative implementation is crucial to reducing reliance on physical documents and further promoting efficiency, transparency, and accountability in government administration. These conclusions align with previous evaluations of E-Office and management information systems in government institutions, which highlight the importance of continuous system improvement and organizational readiness [30][32].

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