

DIGITAL TRANSFORMATION OF LIBRARY TECHNICAL SERVICES THROUGH INLISLITE: A QUALITATIVE STUDY IN A REGIONAL PUBLIC LIBRARY

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Abstract. This study analyzes the implementation of INLISLite in technical library services at the Regional Library Office of North Konawe Regency, Indonesia, and identifies supporting and inhibiting factors. Using a descriptive qualitative approach, data were collected through interviews, observation, and documentation involving library managers, librarians, and users selected purposively. Data were analyzed through reduction, presentation, and conclusion drawing, guided by innovation diffusion attributes. The findings show that INLISLite supports systematic collection processing, cataloguing, classification, circulation, OPAC publication, data accuracy, and administrative management. Its implementation is supported by perceived usefulness, task compatibility, training, infrastructure, and management support. However, limited digital competence, technical problems, and adaptation from manual procedures remain challenges. This study provides contextual evidence of library information system implementation in a public library in North Konawe Regency, a setting that remains underrepresented in library digitalization research. The findings emphasize the need to strengthen staff capacity, technical assistance, and digital infrastructure to sustain INLISLite-based technical services.

Keywords: INLISLite, Library Automation, Technical Services, Digital Transformation, Public Library.

Abstrak. Penelitian ini menganalisis penerapan INLISLite dalam layanan teknis perpustakaan di Kantor Perpustakaan Daerah Kabupaten Konawe Utara, Indonesia, serta mengidentifikasi faktor-faktor pendukung dan penghambatnya. Dengan menggunakan pendekatan kualitatif deskriptif, data dikumpulkan melalui wawancara, observasi, dan dokumentasi yang melibatkan pengelola perpustakaan, pustakawan, dan pengguna yang dipilih secara purposif. Data dianalisis melalui tahapan reduksi, penyajian, dan penarikan kesimpulan, dengan berpedoman pada atribut difusi inovasi. Hasil penelitian menunjukkan bahwa INLISLite mendukung pengolahan koleksi secara sistematis, katalogisasi, klasifikasi, sirkulasi, publikasi OPAC, akurasi data, dan pengelolaan administrasi. Penerapannya didukung oleh persepsi kebermanfaatan, kesesuaian tugas, pelatihan, infrastruktur, dan dukungan manajemen. Namun, keterbatasan kompetensi digital, kendala teknis, dan proses adaptasi dari prosedur manual masih menjadi tantangan. Penelitian ini memberikan bukti kontekstual mengenai penerapan sistem informasi perpustakaan pada perpustakaan umum di Kabupaten Konawe Utara, sebuah latar yang masih jarang dibahas dalam penelitian digitalisasi perpustakaan. Temuan ini menekankan perlunya penguatan kapasitas staf, bantuan teknis, dan infrastruktur digital untuk mempertahankan layanan teknis berbasis INLISLite.

Kata Kunci: INLISLite, Otomasi perpustakaan, Layanan teknis, Transformasi digital, Perpustakaan publik

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INTRODUCTION

Digital transformation has become a strategic agenda for public service organizations, including libraries. Public libraries are increasingly expected not only to preserve and lend collections but also to manage bibliographic data, provide accurate catalogues, facilitate online access, and deliver information services efficiently and transparently. In this context, library automation systems are important because they can integrate technical workflows, reduce repetitive manual tasks, and improve the quality of collection management. Previous studies on information system success and digital library adoption indicate that system quality, information quality, perceived usefulness, and user satisfaction are important factors in determining the benefits of library technologies (DeLone & McLean, 2003; Iqbal et al., 2022; Riady et al., 2023; Xu & Du, 2018).

Technical services constitute an essential foundation of library operations because activities such as acquisition control, classification, cataloguing, metadata entry, item labelling, circulation administration, and OPAC publication determine the accuracy, accessibility, and discoverability of collections. Manual and inconsistent procedures may result in duplicated records, inaccurate classification, slow information retrieval, and limited public access to collection information. Previous research suggests that library automation can improve workflow efficiency, metadata accuracy, service responsiveness, and administrative accountability when technological systems are supported by appropriate organizational and human-resource conditions (Aharony, 2014; Izuagbe et al., 2019; Riady et al., 2025; Vial, 2019).

INLISLite is an integrated library system developed to support Indonesian libraries in managing collections, catalogues, circulation, and Online Public Access Catalog (OPAC) services. However, the availability of an automation system does not necessarily indicate successful digital transformation. The practical value of INLISLite depends on how its features correspond to existing work routines, how easily librarians can operate the system, and whether the organization provides adequate infrastructure, training, and managerial support. From the perspective of diffusion of innovation, technology adoption is influenced by relative advantage, compatibility, complexity, trialability, and observability (Moore & Benbasat, 1991; Rogers, 2003; Tornatzky & Klein, 1982). Organizational readiness, digital competence, infrastructure, and management support may further determine whether technological adoption becomes embedded in routine work practices (Dwivedi et al., 2019; Mergel et al., 2019; Verhoef et al., 2021).

The Regional Library Service of North Konawe Regency presents a distinctive context for examining this issue. As a regional public library institution, it must provide accessible information services while managing technical activities within the conditions of a local government organization. The implementation of INLISLite in this setting involves not only the use of software but also the transition from manual procedures to integrated digital workflows. Preliminary conditions identified in the research context indicate challenges related to librarians' digital competence, technical problems, infrastructure limitations, and adaptation to new work procedures. These conditions make North Konawe different from organizational settings in which library automation operates within more established digital infrastructure and standardized workflows.

Previous studies of library automation and digital library systems have predominantly examined user satisfaction, system quality, intention to use, information quality, or continued use, particularly in academic and higher-education library environments (Alajmi & Alotaibi, 2020; Iqbal et al., 2022; Riady et al., 2023; Xu & Du, 2018). Consequently, less attention has been given to how an integrated library system is actually incorporated into the technical-service workflow of a regional public library, particularly in relation to collection processing, cataloguing, classification, circulation, and OPAC publication. Moreover, existing studies tend to evaluate technology from the perspective of system acceptance or user response, whereas the operational interaction between system functionality, librarian competence, infrastructure readiness, managerial support, and adaptation from manual to digital practices remains less explored.

This gap is particularly relevant in the context of Kabupaten Konawe Utara because the effectiveness of INLISLite cannot be assessed solely from whether the application is available or used by librarians. What is important is how the system changes day-to-day technical-service practices and under what organizational conditions those changes can be sustained. Therefore, the novelty of this study lies in its operational and contextual examination of INLISLite implementation in a regional public library, linking the use of specific system functions with changes in technical-service workflows and identifying the human, technological, and organizational conditions that support or constrain the transition to digital services. This perspective extends previous research that has largely emphasized system acceptance, satisfaction, or general digital-library performance by providing empirical evidence from the operational level of a local government library.

Accordingly, this study aims to analyze how INLISLite is implemented to support and improve technical library services at the Regional Library Service of North Konawe Regency and to identify the factors that support and inhibit its implementation. The study focuses specifically on the use of INLISLite in collection processing, cataloguing, classification, circulation, and OPAC publication. The findings are expected to contribute to library management and public-service digitalization by demonstrating that successful library automation is not determined by software adoption alone, but by the integration of system functionality with librarian competence, infrastructure readiness, managerial support, and the adaptation of established work practices.

METHOD

This study employed a descriptive qualitative design because the research objective was to obtain an in-depth understanding of INLISLite implementation in its natural organizational setting. A qualitative approach is appropriate for examining how actors interpret, use, and experience technology in daily work practices, particularly when implementation involves interactions among system features, user capability, infrastructure, and organizational routines (Gioia et al., 2013; Nowell et al., 2017; Tracy, 2010).

The research site was the Regional Library Service of North Konawe Regency, Southeast Sulawesi, Indonesia. This setting was selected because the institution has implemented INLISLite to support technical services and is experiencing a transition from manual to digital library administration. The unit of analysis was the implementation process of INLISLite in technical services, including collection processing, cataloguing, classification, circulation administration, OPAC publication, reporting, and related support conditions.

Informants were selected purposively based on their direct involvement in, knowledge of, or experience with INLISLite implementation and library services. The inclusion criteria were as follows: (1) the library head or manager had responsibility for library management and knowledge of INLISLite implementation and organizational policies; (2) librarians or technical service staff had directly used INLISLite in collection processing, cataloguing, classification, circulation, or other technical service activities and had sufficient experience to describe changes in work routines; and (3) library users had used library services and interacted with services or information products supported by INLISLite, such as catalogue or circulation services. Informants were also required to be willing to participate and provide information based on their actual experience.

These criteria ensured that each informant group represented a distinct perspective: managerial, operational, and user-facing. The selection of these groups enabled the study to compare perceptions and evidence across different positions within the same implementation process.

Data were collected through in-depth interviews, direct observation of technical service activities, and documentation review. Interviews explored perceived usefulness, compatibility with tasks, ease or difficulty of use, observable results, supporting conditions, and implementation barriers. Observation focused on how staff used INLISLite in collection processing and service routines, while documentation included service reports, technical notes, training records, and administrative documents related to digital library management.

Data analysis followed three stages: data reduction, data display, and conclusion drawing. First, interview transcripts, field notes, and documents were reduced by identifying statements related to implementation outcomes, diffusion attributes, enablers, and barriers. Second, the data were displayed in thematic matrices to compare patterns across informant groups. Third, conclusions were drawn by interpreting the consistency among interviews, observations, and documents. Diffusion of innovation theory was used as a sensitizing framework, particularly the attributes of relative advantage, compatibility, complexity, and observability (Moore & Benbasat, 1991; Rogers, 2003). To strengthen trustworthiness, the study applied triangulation across data sources and collection techniques, checked consistency between field evidence and informant statements, and retained representative quotations and operational examples during interpretation.

Table 1. Research focus, data sources, and analytical orientation

Research focus	Main evidence	Data sources	Analytical orientation
Implementation of INLISLite	Collection processing, cataloguing, classification, circulation, OPAC publication	Interviews, observation, service documents	Relative advantage, compatibility, complexity, observability
Supporting factors	Training, infrastructure, management support, user readiness	Library managers, librarians, documentation	Organizational and technological enablers
Inhibiting factors	Digital skill gaps, technical problems, manual-to-digital adaptation	Librarians, users, field notes	Human, technical, and routine-based barriers
Service improvement	Efficiency, accuracy, administrative order, user access	Observation, service records, informant statements	Technical service quality and public service value

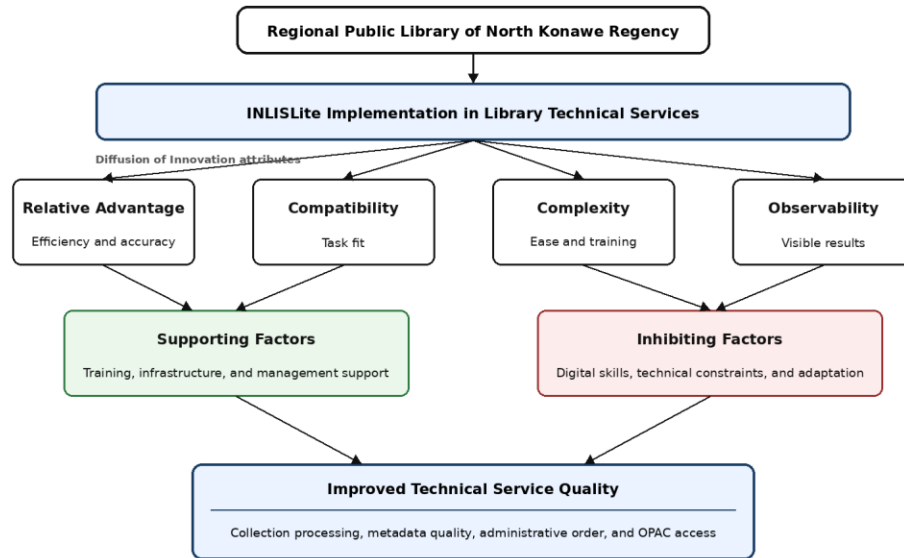


Figure 1. Conceptual framework of INLISLite implementation in library technical services

RESULTS

The analysis produced two major categories of findings. The first category concerns how INLISLite is experienced in the implementation of library technical services through four attributes of innovation adoption. The second category concerns the enabling and inhibiting conditions that shape the implementation process. Overall, the findings indicate that INLISLite was perceived as providing operational benefits compared with the previous manual system, although these benefits were closely associated with staff competence, training, and infrastructure reliability.

Implementation of INLISLite in Library Technical Services

The first finding indicates that INLISLite was perceived to offer a relative advantage over the previous manual system. Informants reported that the application supported faster collection processing, reduced the occurrence of duplicated records, organized bibliographic data, and facilitated access to collection information through OPAC. Observations also indicated that cataloguing, classification, circulation administration, and reporting were more organized when conducted through the system. These findings suggest that INLISLite was experienced by staff as a more practical tool for managing routine technical services than fragmented manual records.

Second, the system was perceived as compatible with the core tasks of library technical services. INLISLite supports activities such as data entry, bibliographic description, classification, item management, circulation, and OPAC publication. This compatibility allowed staff to incorporate the system into established library workflows without substantially changing the basic logic of technical service activities. However, the level of compatibility varied according to staff familiarity with cataloguing principles and digital administration. Third, complexity remained a moderate challenge. The application was generally considered usable, but some staff required repeated training and assistance to operate certain features consistently. Difficulties were particularly evident in metadata entry, classification consistency, data correction, and troubleshooting when network or system problems occurred. Staff with more limited digital skills tended to rely on colleagues with greater technical experience. Thus, the findings indicate that the perceived complexity of INLISLite was manageable, but continued guidance was still necessary to support consistent use. Fourth, the results of implementation were observable to both staff and users. Informants described changes such as more orderly administrative records, easier collection tracking, and greater accessibility of collection information through OPAC. The visibility of these changes appeared to reinforce positive perceptions of the system and encouraged continued use. However, the extent to which these benefits could be maintained was closely related to the availability of functioning infrastructure and staff capacity.

Table 2. Thematic Summary of INLISLite Implementation Results

Theme	Observed Evidence	Meaning for Technical Services	Implementation Implication
Relative advantage	Faster cataloguing, more organized records, and OPAC publication were reported and observed	INLISLite was perceived as more practical than fragmented manual procedures	Maintain system use as a primary technical service platform while monitoring implementation needs
Compatibility	System supports cataloguing, classification, circulation, and reporting	The system is generally consistent with core library task requirements	Align standard operating procedures with INLISLite workflows
Complexity	Some staff require training for metadata entry, data correction, and troubleshooting	The learning process affects consistency of system use	Provide continuous coaching and peer mentoring
Observability	Changes in service routines, data organization, and collection access were visible to staff and users	Visible changes strengthened positive perceptions of implementation	Use observed implementation evidence to maintain management support

Supporting and Inhibiting Factors

The main supporting factors identified in the data were training, adequate infrastructure, management support, and positive user experience. Informants described training as useful for understanding system features and handling technical service activities. Adequate computers, server availability, and network connectivity were also identified as important conditions for maintaining routine system use. Management support was reflected in policy commitment, resource allocation, and encouragement to adopt digital procedures. Positive user experiences further contributed to favorable perceptions of INLISLite among staff and users. The inhibiting factors included uneven digital competence, technical constraints, and the transition from manual to digital routines. Differences in digital skills were particularly apparent when staff had to use more advanced features or correct data inconsistencies. Network disruptions, system interruptions, and hardware limitations also interrupted some technical service activities. In addition, the transition from manual procedures required staff to adjust established habits and develop greater confidence in digital workflows. When technical problems occurred or staff were uncertain about system procedures, some continued to rely on manual practices. Overall, the findings show an interaction between technological, human, and organizational conditions. Training and management support were perceived as helpful in addressing difficulties associated with system use, but their contribution was constrained when infrastructure was unreliable. Similarly, positive perceptions of INLISLite were more evident when staff could observe practical benefits in their daily work.

Table 3. Enablers and Barriers in INLISLite Implementation

Category	Main Factors	Implication for Implementation
Enablers	Training and technical guidance	Supports staff understanding and more consistent system use
Enablers	Infrastructure and network readiness	Supports continuity of cataloguing, circulation, and OPAC activities
Enablers	Management support	Provides policy commitment and facilitates resource allocation
Enablers	Positive user experience	Encourages favorable perceptions and continued system use
Barriers	Limited digital competence	Results in uneven utilization of system features
Barriers	Technical and infrastructure problems	Interrupts some service routines and data processing activities
Barriers	Manual-to-digital adaptation	Requires adjustment of established habits and work procedures

DISCUSSION

The findings suggest that INLISLite implementation at the Regional Library Service of North Konawe Regency should be understood not simply as the adoption of a digital application, but as a process of organizational adaptation. From the perspective of information systems success, the value of a system depends on how its quality, information outputs, use, and perceived benefits are experienced within a particular organizational context (DeLone & McLean, 2003; Petter et al., 2008). In this case, the perceived value of INLISLite was closely related to its integration into routine technical services. Rather than demonstrating a causal increase in service quality, the findings indicate that staff and users associated the use of INLISLite with more organized workflows and more accessible collection information.

The findings also highlight the importance of relative advantage in sustaining technology adoption. From the diffusion of innovation perspective, users are more likely to accept an innovation when they recognize a meaningful advantage over existing practices (Rogers, 2003; Tornatzky & Klein, 1982). In North Konawe, this advantage was experienced primarily through the practicality of digital processing compared with fragmented manual procedures. This helps explain why staff acceptance was stronger when the system's benefits were directly visible in everyday work. The finding reinforces the argument that perceived usefulness is shaped by the fit between technological functions and users' immediate work requirements (Davis, 1989; Venkatesh & Bala, 2008).

Compatibility provides a further explanation for the acceptance of INLISLite. Task-technology fit theory suggests that technology is more likely to generate positive outcomes when its functions correspond closely to the tasks users must perform (Goodhue & Thompson, 1995). The relevance of this perspective in North Konawe lies in the close correspondence between INLISLite functions and established library activities. The implication is that successful automation should be assessed not merely by whether a system has been installed, but by whether its functions can be meaningfully incorporated into existing professional practices.

At the same time, the findings indicate that technological compatibility alone is insufficient. The uneven digital competence of staff made training, peer assistance, and technical guidance important conditions for consistent system use. This interpretation is consistent with digital transformation research emphasizing that technology adoption requires organizational capabilities alongside technological resources (Dwivedi et al., 2019; Hinings et al., 2018; Izuagbe et al., 2019).

The North Konawe case therefore suggests that one-time training may be inadequate when staff encounter different levels of digital proficiency or require assistance with data correction and technical problems. Continuous capacity building is more appropriate for maintaining confidence and consistency in system use. The observability of implementation outcomes further helps explain why INLISLite received positive perceptions from users and staff. Diffusion of innovation theory emphasizes that visible results can strengthen acceptance because users can directly evaluate the consequences of an innovation (Moore & Benbasat, 1991; Rogers, 2003). In this study, observable changes in information organization and collection access appeared to reinforce the perceived usefulness of the system. However, these observations should be interpreted as participants' experiences and field observations rather than evidence that INLISLite independently caused an improvement in service quality.

The study also demonstrates that the sustainability of digital library implementation is shaped by organizational conditions. Infrastructure reliability, management support, staff competence, and adaptation to new routines interact in determining whether INLISLite can be used consistently. This supports digital transformation scholarship emphasizing that technological change involves changes in organizational capabilities, routines, and institutional arrangements rather than software adoption alone (Mergel et al., 2019; Nambisan et al., 2017; Verhoef et al., 2021). In the North Konawe context, technical problems and differences in digital competence indicate that the sustainability of automation requires continuing institutional support rather than relying solely on the availability of the application.

The contribution of this study lies in its contextual explanation of how a national library automation system is translated into everyday technical service practices within a regional public library. Previous research has often emphasized system acceptance, user satisfaction, or technology use, particularly in academic and higher-education library settings. The North Konawe case adds an operational perspective by showing that the perceived value of INLISLite emerges through the interaction of task compatibility, visible benefits, staff capability, infrastructure, and organizational support. This suggests that digitalization in regional public libraries should be evaluated as a socio-technical process in which technological functionality and organizational readiness are mutually dependent. The study therefore extends the application of diffusion of innovation and information systems success perspectives to an underexamined local government library context.

CONCLUSION

This study concludes that INLISLite is perceived and observed to support the implementation of library technical services at the Regional Library Service of North Konawe Regency. Its use is associated with more organized collection processing, bibliographic data management, circulation administration, and access to collection information through OPAC. The findings indicate that the perceived value of INLISLite is shaped by four main attributes: its relative advantage over manual procedures, compatibility with library tasks, manageable complexity when supported by training, and observability of its practical benefits. The implementation process is supported by staff training, adequate infrastructure, management support, and positive user experiences. However, uneven digital competence, technical disruptions, and the transition from manual to digital routines remain important constraints. These conditions show that the implementation of INLISLite should be understood as a socio-technical and organizational adaptation process rather than merely the installation of a library application. In the context of a regional public library, sustained implementation therefore requires continuous capacity building, reliable infrastructure, clear standard operating procedures, and ongoing organizational support. The study contributes contextual evidence that the practical value of library automation depends on the interaction between technological functionality, staff capability, and institutional readiness.

RECOMMENDATIONS

The Regional Library Service of North Konawe Regency should strengthen continuous training and mentoring for librarians, especially in metadata entry, classification consistency, circulation procedures, OPAC management, and troubleshooting. Training should be institutionalized as a routine capacity-building activity rather than being conducted only at the beginning of system implementation. The library should improve infrastructure reliability by maintaining computers, servers, network connectivity, backup procedures, and technical support mechanisms. Stable infrastructure is necessary to prevent staff from returning to manual routines when technical problems occur. Management should develop clear standard operating procedures for INLISLite-based technical services. These procedures should regulate data entry standards, cataloguing quality control, circulation administration, and OPAC publication so that digital service quality is consistent across staff members. Future research may expand the study by comparing several regional libraries, applying mixed methods, or examining user satisfaction,

digital literacy, organizational culture, and service quality as additional factors influencing library automation success.

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