

ENHANCING GOVERNMENT'S SPBE CHANGE MANAGEMENT UTILIZING STRATEGIC COMMUNICATION

Eka Putra Mahardika Putuasduki¹ & Erita Riski Putri²

Ministry of Trade Republic of Indonesia¹

Institute of Business and Informatics Kosgoro 1957²

eka.putuasduki@kemendag.go.id

eritariski.putri@gmail.com

Abstract. *This research delves into examining the significance of strategic communication in bolstering change management within the framework of Sistem Pemerintahan Berbasis Elektronik (SPBE) in Indonesia. Through the utilization of qualitative research methodologies, encompassing descriptive analysis and an exhaustive review of existing literature, the study seeks to pinpoint the pivotal factors that influence the effectiveness of SPBE endeavors. The results highlight that well-structured communication tactics, dedication from leadership, and active involvement of employees are crucial in mitigating resistance and harmonizing organizational aims with SPBE objectives. Moreover, the amalgamation of established change management models, such as ITIL v4 and ISO/IEC 20000, with SPBE directives, markedly enhances the efficiency of digital transformation projects. Additionally, the study recognizes prevalent obstacles, like insufficient infrastructure and disjointed coordination, and recommends the implementation of continual enhancements and flexible strategies to tackle these challenges. Lastly, the research puts forth suggestions for formulating specific SPBE change management protocols and advocates for further investigations into the effects of diverse communication approaches in different governmental settings.*

Keywords: SPBE, strategic communication, change management, digital transformation.

Abstrak. *Penelitian ini mendalami kajian tentang pentingnya komunikasi strategis dalam memperkuat manajemen perubahan dalam kerangka Sistem Pemerintahan Berbasis Elektronik (SPBE) di Indonesia. Melalui penggunaan metodologi penelitian kualitatif, yang mencakup analisis deskriptif dan tinjauan mendalam terhadap literatur yang ada, penelitian ini berusaha untuk menentukan faktor-faktor penting yang mempengaruhi efektivitas upaya SPBE. Hasil penelitian menunjukkan bahwa taktik komunikasi yang terstruktur dengan baik, dedikasi dari pimpinan, dan keterlibatan aktif pegawai sangat penting untuk mengurangi resistensi dan menyelaraskan tujuan organisasi dengan tujuan SPBE. Selain itu, penggabungan model*

manajemen perubahan yang sudah ada, seperti ITIL v4 dan ISO/IEC 20000, dengan arahan SPBE, secara nyata meningkatkan efisiensi proyek transformasi digital. Selain itu, penelitian ini juga mengakui adanya hambatan yang umum terjadi, seperti infrastruktur yang tidak memadai dan koordinasi yang terputus-putus, serta merekomendasikan penerapan peningkatan berkelanjutan dan strategi yang fleksibel untuk mengatasi tantangan-tantangan ini. Terakhir, penelitian ini memberikan saran untuk merumuskan protokol manajemen perubahan SPBE yang spesifik dan mengadvokasi penyelidikan lebih lanjut mengenai dampak dari pendekatan komunikasi yang beragam di lingkungan pemerintahan yang berbeda.

Kata Kunci : *SPBE, komunikasi strategis, manajemen perubahan, transformasi digital.*

Introduction

The rapid advancement of digital technologies has transformed various sectors, including government operations, by streamlining processes, enhancing service delivery, and fostering greater transparency and accountability. In Indonesia, the Sistem Pemerintahan Berbasis Elektronik (SPBE) framework (Sistem Pemerintahan Berbasis Elektronik, 2018) is a cornerstone of the government's digital transformation agenda. This framework aims to integrate electronic systems across governmental functions to improve efficiency and service quality.

SPBE Frameworks themselves act as guidelines for national and regional governments to transform their public services into digital services, ensuring effective delivery according to citizens' needs. The government of Tabanan regency used SPBE frameworks to deliver their government services to the citizens and transform them into digital services to overcome the disadvantage of physical accessibility (Prawira & Paraniti, 2023). Digital transformation with SPBE frameworks is not only working in the regional government, for example, the optimization is already taking place in the Ministry of Energy and Mineral Resources (Kemen ESDM) through the optimization of integrated information technology to accelerate its implementation and fully integrate it into the ESDM sector (Susilo, 2021). Several other government agencies have already started their roadmap to grasp the SPBE as a government digital services guidance of governance and project management planning. Although its effective to drive innovation, many agencies lack a comprehensive view of the enterprise architecture process written on the SPBE architecture. As stated in (Rozas et al., 2022), (Syahrani Qotrunnisa, 2021), and (Susilo, 2021) their digital transformation journey based on SPBE framework, several steps are neglected or adopted with other methodologies, and TOGAF is adopted as EA methodology to plan and implement promising digital public services, but not compatible with SPBE basic regulation.

In spite of its promising potential, the implementation of the SPBE framework is faced with significant challenges. These challenges are

multifaceted and concern not only the technological aspects of digital integration, but also the organizational and human factors that have an impact on successful adoption. Government agencies often face hurdles including inadequate infrastructure, resistance to change, and fragmented coordination across agencies. In addition, it tends to be seen merely as a digital service platform and overlooks the wider organizational changes necessary to make it work. Efficient strategic management is critical for governments to ensure that policies are implemented, and funds are allocated efficiently. However, bureaucratic barriers to communicating often prevent this from happening.

Literature Review

Importance of Change Management in Digital Transformation Utilizing SPBE Framework

As part of any digital transformation initiative, change management is a critical component. Indonesia's Presidential Decree No. 95 of 2018 explicitly highlights the role of change management within the SPBE. The aim of change management is to ensure continuity and improve the quality of SPE services through the control of changes occurring within the framework. Paragraph 2 further specifies that change management involves a series of processes for planning, analyzing, developing, implementing, monitoring, and evaluating. These stipulations highlight the structured approach necessary for the effective management of change in the context of SPBEs. Yet, despite this regulatory underpinning, national change management guidelines for SPBE have not yet been fully developed. Without these specific guidelines, government agencies can refer to established frameworks such as ISO/IEC 20000 and the IT Infrastructure Library (ITIL) to guide their change management processes.

ISO/IEC 20000 provides a systematic approach to managing and delivering IT services, ensuring that they meet the needs of the organization and its users. It emphasizes continuous improvement and alignment with business objectives, which are crucial for maintaining the relevance and effectiveness of SPBE services. ITIL, on the other hand, offers detailed practices for IT service management, including specific guidance on change management. ITIL's change management processes are designed to minimize risk, improve decision-making, and ensure that changes are efficiently and effectively implemented.

Initially, ITIL and ISO/IEC 20000 were a framework and a standard for the delivery of Information Technology Services Management (ITSM) or IT Quality Management for IT services. According to ITIL 4 Foundation guidelines, defined service management is a set of specialized organizational capabilities for enabling value for customers in the form of services (AXELOS, 2019). In order to be able to deliver such services, which create value for customers, organizations need to manage their capabilities in the form of services for customers. There is some detail need to be concerned about; IT services that are able to create value for customers need several factors and ITIL 4 address this factor into four dimensions: organization and people, information and technology, partners and supply, and value streams and process. The following actions need to be taken by the organization to create, emphasize and maintain the value for the customer: evaluation, feedback and continuous improvement.

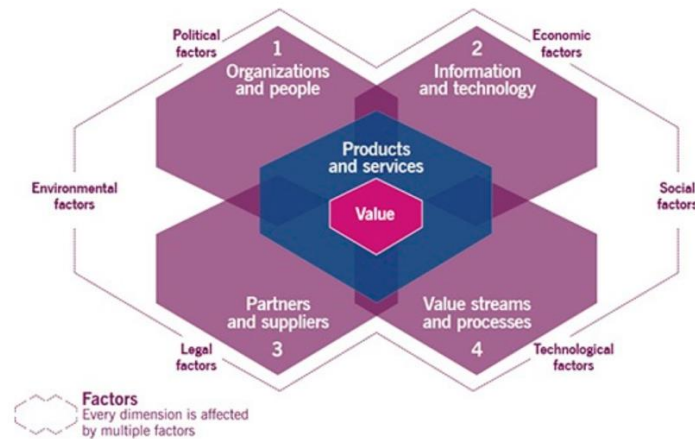


Figure 1 ITIL v4 Dimension of Service Management (AXELOS, 2019)

The ISO IEC 20000 Series Framework and ITIL are standard frameworks that have the primary objective to organise IT service management for stakeholders, and change management is included in the framework. In addition to the ISO IEC 20000 series and ITIL, organisational change management frameworks such as Kotter's 8-step Change Management, ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement) or PDCA (Plan-Do-Check-Action) can also be used to manage change in the implementation of SPBE in public administrations (Sihite, 2023), (Sataic, 2023), (Bekmukhambetova, 2021), (Devi V & Varghese Thekkekara, 2023). It is expected that the management of government digital transformation initiatives will be significantly improved by integrating such international standards with the SPBE framework. Government agencies can address common challenges such as resistance to change, misalignment of business architecture across organizational levels, and stakeholder engagement by adopting a structured change management approach to fill the void of national SPBE change management guidance.

Strategic Communication as Part of Change Mitigation and Initiatives

An essential part of successful change management is strategic communications. Effective communication helps to manage expectations, reduce uncertainty, and align stakeholders to shared objectives. Strategic

communication can provide real-time feedback on strategic issues, allowing dynamic adjustments to the agency's strategic plans within the SPBE framework. This adaptive approach ensures that the implementation remains relevant and that it responds to new challenges and opportunities as they arise. Furthermore, strategic communication helps create a cohesive narrative around digital transformation, making it easier to gain support and foster a culture of innovation. By clearly articulating the vision, benefits, and progress of SPBE implementation, government can build trust and commitment among employees and other stakeholders.

As posited by (Nazarudin, 2018) through a synthesis of scholarly perspectives in his publication, the realms of organizational change management and strategic communication are integral components of strategic management. The primary aim of strategic management is to effectively address and adapt to a spectrum of opportunities, challenges, and rapid transformations, encompassing both internal factors (such as organizational resources and objectives) and external factors (comprising political dynamics, regulatory requirements, climate conditions, technological progress, market dynamics, etc.) (Akingbola et al., 2019), with a focus on prioritization and coherence guided by executive determinations. Every strategic formulation has been constructed to adapt to changes, dynamically implemented with milestones and phases. Contingency and mitigation in management aim to formalize strategy beyond current strategies that organizations pursue to achieve their goals, representing a series of ongoing processes rather than incidental events within organizational structures. This response is a reaction to rapid disruptions, commonly referred to as strategic issues, which in general can significantly impact an organization's core operations, strategic vision, and objectives, ultimately necessitating what is known as change management (Ansoff et al., 2019).

Communication undoubtedly played a crucial role in various strategies and elements aimed at enhancing the efficacy and achievements of leaders and managers who encounter resistance within the organization. The process of

change, in its essence, engenders diverse forms of reception - certain changes are embraced willingly, while others are met with apprehension. Such apprehension, in turn, poses a significant challenge and impact on the organization's preparedness and the roadmap devised by its management. Communication can be conceptualized as a dual-faceted tool for organizations, with these proficiencies and competencies being crucial for leaders to possess. It is imperative that they are instructed, cultivated, and employed to effectively communicate the change strategy, gain acceptance from resistant factions, and facilitate organizational adjustment to ensuing transformations (Lauer, 2021).

Scholars have defined strategic communication in a variety of ways. Work of Argenti, Howell, and Beck (2005), strategic communication is integrated into the company's entire strategy to improve its strategic posture. According to Grunig (2006), strategic communication is a bridging activity that has to be institutionalized. Jarzabkowski et al. (2007) defined strategic communication as the activities, exchanges, and negotiations of numerous actors, as well as the situational practices they use to carry out that activity (B. H. Estaswara, 2021). According to (van Ruler, 2018), strategic communication should be understood through the perspective of communication theory, which describes communication as an interactive and participatory process at all levels. This process is not always two-way, but rather omnidirectional and diachronic, with a focus on the external and internal arenas of ongoing meaning presentation, negotiation, and construction. Thus, strategic communication is an agile management process that focuses on feeding these arenas for strategy development and implementation, as well as testing strategic judgments through constant presentation and negotiation.

Strategic communication is a pivotal component in the attainment of organizational success, reputation management, and engagement with stakeholders. The concept of strategic communication has emerged as a recent addition to the field of communication science. While previously associated with military and international relations research, it has gained increased prominence as organizations recognize its importance in achieving their goals.

Nevertheless, numerous scholarly articles in the international arena do not sufficiently incorporate communication concepts and theories. This paper delves into strategic communication through the lens of communication science. According to H. Estaswara et al. (2020) and B. H. Estaswara (2021), certain insights on strategic communication and its connection to the change management movement are highlighted, revealing that strategic communication is rooted in at least four communication theories—namely, persuasion theory and organizational communication theory as the focal points, in addition to agenda setting and framing theories derived from the definition and practices of strategic communication.

Strategic communication is situated within the realm of communication science. Through the amalgamation of principles from corporate communication, public relations, marketing communication, and organizational communication, a comprehensive outlook is developed. Strategic communication is inherently collaborative, relying on significant engagements, wherein stakeholders collaborate to attain common goals. This framework and mindset were integral to the incorporation of strategic communication into organizational management's strategic planning for change management strategies. This framework and mindset were integral to the incorporation of strategic communication into organizational management's strategic planning for change management strategies. Strategic communication plays a crucial role in guiding organizational change by facilitating clear communication of goals, fostering employee engagement, and managing resistance to change. By integrating strategic communication practices into change management processes, organizations can effectively navigate transitions, build a shared vision, and ensure alignment with strategic objectives.

This paper aims to delve into strategic communication through the lens of communication science. It highlights certain insights on strategic communication and its connection to the change management movement, demonstrating that strategic communication is rooted in at least four

communication theories—persuasion theory, organizational communication theory, agenda setting theory, and framing theory. By examining successful change management implementations in various organizations that have utilized strategic communication or critical communication in organizational change management, the paper intends to gain an in-depth understanding of the strategies and best practices available to government organizations using the SPBE framework.

Method

The research method that is used is qualitative research, with the types of research that include descriptive analysis and literacy review. This study analyses how strategic communication is associated with IT service management or organizational change management success to improve both the effectiveness of delivering public services as organization's strategic goal and adaptation based on lessons learned from the evaluation phase. The research conducted was mostly from paper, article, and papers resources and the library of tankers who recently published information. In this research, limited number of journals and related books were selected for observation. In order to authentically establish the validity of our research, the selected journals and books are essential for data analysis. The aim is to identify the problems and find solutions applicable to the organization as well as to information technology, and to bring about the gradual success of organizational change management through the use of communication and several change management frameworks.

Results and Discussion

Based on the research conducted utilizing selected journals, books, and resources, it has been ascertained that emphasizing communication and change management frameworks is imperative for the successful implementation of organizational changes pertaining to information technology. Through the identification of organizational issues and the application of suitable remedies, incremental progress in change management can be realized. In our analysis of

strategic communication within the SPBE framework, we made significant discoveries. Government entities that leveraged structured communication tactics, including routine updates, feedback mechanisms, and stakeholder engagement sessions, experienced heightened levels of acceptance and smoother execution of digital transformation initiatives.

These findings highlight the effectiveness of utilizing strategic communication as a suggested strategy, as indicated by the research conducted. By prioritizing effective communication strategies and established change management methodologies, organizations can drive favorable outcomes in organizational metamorphosis. Ensuring employees are well-informed and aligned with ongoing changes through strategic communication can boost morale, enhance efficiency, and improve overall performance. Consistent evaluation and adjustment of communication and change management approaches are essential for successfully navigating the integration of new technology and protocols. Therefore, giving precedence to effective communication, particularly strategic communication, is vital for accomplishing successful organizational change.

By integrating change management frameworks such as ITIL v4, ISO/IEC 20000, and organizational change models like Kotter's 8-Step and ADKAR with SPBE principles, organizations streamline change processes and align objectives with SPBE goals. Effective leadership and a clear vision were key drivers of success in SPBE projects, motivating teams and reducing resistance. Investments in employee development and active engagement further enhanced participation and minimized resistance. Training programs emphasizing SPBE benefits and skills acquisition were particularly successful. Challenges such as change aversion and inadequate infrastructure persisted, but strategic communication fostered openness and continuous improvement in addressing these issues.

Common practices or strategies held by various organizations on change management has been conducted by (Phillips & Klein, 2023) and in their article mentioning several strategies which been taken by executives or change

manager to articulate change plan and received feedback to this matter. These strategies allowed change managers to overcome and dynamically modify their plan and change request to minimize any obstacles during change process initiated and employee embrace what changes it needs to be taken by organization. Common strategies were conducted and become finding in article is communication, in terms of send messages, negotiating, networking, and get feedback as part of involving all levels of organization on ongoing change process.

Change management guidelines in SPBE framework yet to be implemented nation-wide, furthermore the guideline neither been composed nor regulate, as this matters many government agencies adopt other change management framework for example ITIL and ISO/IEC 20000. The reason they adopted either one of ITIL or ISO/IEC 20000 standard, its related to information technology (IT) management. Despite of major IT companies utilize ITIL, CoBIT 2019, or ISO/IEC 20000 standard as their guidance to manage IT for creating value to services through change and continuous improvement, yet there is no law or obligation using those standards or framework to conduct organizational change management (Reiter & Miklosik, 2020). Various companies or institutions in the ICT sector in the Republic of Croatia conducting change management using ADKAR method, rather than adopt ITIL ITSM as their guides to perform organizational change management. This proves IT change management could be initiate using general organizational change management frameworks or models (Sataic, 2023).

The absence of guidelines for SPBE change management has led many government agencies to seek references from various frameworks and standards in order to improve the quality of digital services. However, these references do not establish a strong connection between delivering quality IT or digital services within existing ITSM frameworks like ITIL v4 or ISO/IEC 20000 series, and the government's capacity to implement digital transformation initiatives. For example of Local Government Communication

and Informatics Office of Malang City try to conduct evaluation management to address is the ineffectiveness of e-government in the local government of Malang, due to the lack of policies and the inadequate utilization of IT governance in the implementation of the SPBE as part of the Smart City initiative. The paper uses COBIT 5 and combined with ITIL v3 to evaluate the IT management framework of the local government and provides recommendations for improvement and this will lead to any change management (Marthaningrum et al., 2019).

The Indonesian government itself has its own change management practices as part of its bureaucratic reform efforts, as outlined in Presidential Regulation 81 of 2010, which serves as a national directive for government agencies undergoing bureaucratic reform. This regulation identifies 8 key areas of change. Consequently, the bureaucratic reform (RB) roadmap emphasizes compliance with the current Ministerial Regulation of State Apparatus Utilization and Bureaucratic Reforms 3 of 2023 (Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Nomor 3 Tahun 2023 Tentang Perubahan Atas Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Nomor 25 Tahun 2020 Tentang Road Map Reformasi Birokrasi 2020-2024, 2023), which focuses on key areas such as digital transformation (SPBE) for improving accountability, supervision, and public services, as well as enhancing the human resource management system.

The Theory of Change (ToC) serves as a detailed explanation and depiction of the anticipated process and rationale behind a desired transformation within a specific setting. It emphasizes the delineation of the causal routes and essential prerequisites essential for reaching the ultimate objective. Integration of ToC with the ITIL v4 framework reveals that the aspects of ITIL v4 can be correlated with the components of ToC. ITIL v4 framework identifies various aspects of change management, particularly Architectural Management, Business Analysis, Continual Improvement, Organizational Change Management, and Change Control. Each of these aspects tackles vital elements of change management, in harmony with

fundamental principles present in conventional OCM models like ADKAR, Kotter's 8-Step Change Model, and Lewin's Change Management Model.

Table 1 Key Factors of Change Management Framework and Strategy

Theory of Change Strategy (Phillips & Klein, 2023)	Change Management Model (Lauer, 2021)	ITIL v4: Organizational Change Management (AXELOS, 2019)
Factors or Key Areas of Changes		
<ul style="list-style-type: none"> • Providing clear communication about change • Support and commitment from administration • Focus on changing organizational culture • Distinguish the differences between leadership & management • Create a vision for the change that aligns with the organization's mission • Reward new behavior • Listen to employees' concerns about the change • Include employees in change decisions • Prepare for unexpected shifts • Generate short-term wins • Create groups to tackle the change • Provide employee with training • Concentrate on ending old habits before starting new ones • Train managers and supervisors to be change agents • Gain support from opinion leaders 	<ul style="list-style-type: none"> • Person (Leadership) • Vision • Communication • Participation • Integration (Overcoming Differences) • Re-Education • Project Management • Consultation • Evolution 	<ul style="list-style-type: none"> • Creation of a sense of urgency • Stakeholder Management • Sponsor management • Communication • Empowerment • Resistance management • Reinforcement

An amalgamated approach that merges ITIL v4 with different change management theories and digital transformation strategies can establish a solid framework for organizational change. By utilizing ITIL v4's methodologies to ensure alignment of IT services with business requirements, and by drawing upon change management theories identified in table 1 to establish connections based on commonalities, organizations can emphasize key factors such as effective communication. This framework and mindset have played a crucial role in the incorporation of strategic communication into the strategic planning of organizational management in relation to change management strategies. Strategic communication plays a fundamental role in guiding organizational change by enabling clear communication of objectives, encouraging employee engagement, and addressing resistance to change. By integrating strategic communication methods into change management processes, organizations can effectively manage transitions, cultivate a shared vision, and ensure harmony with strategic objectives.

The Ministry of State Apparatus Utilisation and Bureaucratic Reforms (Kemen PAN-RB) has implemented a strategic decision to eliminate the change management factor on RB as part of their efforts to accelerate reforms in government agencies. This decision aims to provide clearer guidelines for the change process and facilitate the transition to digital transformation, ultimately improving the quality of government services. Additionally, it will enhance public services, government administrations, and accountability and supervision of governance.

To effectively manage changes in the SPBE framework, several key areas have been identified. These areas can be addressed through both a top-down and bottom-up approach. The top-down change model involves implementing the Plan-Do-Check-Act (PDCA) model within the SPBE architecture. On the other hand, the bottom-up change model utilizes SPBE service management, risk management, information management, IT human resource management, and asset management. The management of improving the quality of public

services within the SPBE framework shares similarities with ITIL v4 and various ISO/IEC standards in several areas, as illustrated in figure 2.

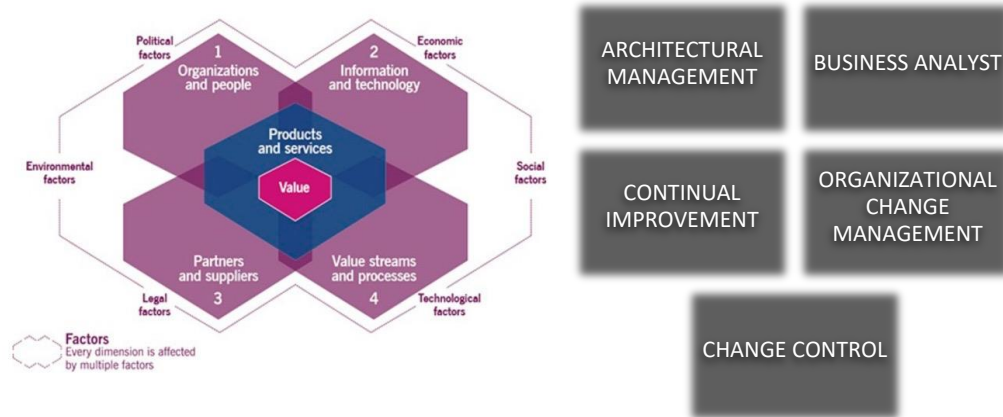


Figure 2 Key Point Depict from ITIL v4 References to Change Management

While communication has become an umbrella term encompassing various strategies, the specific types of organizational communication most effective in change management remain a subject of ongoing research. By strategically focusing on and aligning communication practices with the SPBE framework, management can leverage the strengths of both bureaucratic and organizational communication for greater effectiveness. Strategic communication model was initially used in military and government studies related to international relations. However, it has only been studied and written by communication academics in the last decade. The idea of strategic communication is often interpreted as a combination of corporate communications, public relations, organizational communication, and marketing communication based on management strategy (H. Estaswara et al., 2020).

Organizations need to establish comprehensive communication models that are customized to their specific requirements in order to manage the process effectively. The significance of strategic communication is underscored by the model put forth by Rouvari & Pekkola (2024), which stresses the importance of transparent, consistent, and multi-channel communication

approaches that are in harmony with the organization's objectives and ethos. This model advocates for an integrated strategy where all communication endeavors are harmonized to bolster the overarching change management goals, thereby ensuring that messages are unambiguous, uniform, and supportive of the change endeavor at every organizational level.

Furthermore, Werder et al. (2018) emphasize the critical role of strategic communication in guiding organizational change. They posit that well-thought-out communication strategies not only cater to the informational needs of employees but also address their emotional reactions to change. This necessitates the establishment of platforms for dialogue where employees can express their apprehensions, seek clarifications, and offer input. Such interaction cultivates a feeling of inclusivity and diminishes resistance by conveying to employees that their opinions are valued and acknowledged. The evolution of strategic communication incorporating elements from agenda setting, framing, organizational communication, and public relations into a multi-directional communication process involving multiple actors indeed suggests that strategic communication can be considered as a distinct model or theory in its own right.

By encompassing two-way and multiple-way communication, strategic communication moves beyond traditional one-way communication from leaders or management to engage in interactive dialogues with various stakeholders. This approach emphasizes the importance of actively shaping perceptions, managing relationships, and achieving organizational goals through strategic messaging and engagement strategies. Therefore, viewing strategic communication as a comprehensive model or theory allows for a holistic understanding of how communication strategies are developed, implemented, and evaluated within an organizational context. This perspective enables practitioners to analyze the construction of strategic communication practices, identify key components, and tailor communication approaches to achieve desired outcomes effectively.

In the realm of SPBE implementation, strategic communication emerges as a crucial element in navigating the intricacies of digital transformation. This process encompasses not only technological advancements but also cultural changes within entities. Communication necessitates strategic management to cater to both the informational and emotional requirements of stakeholders, ensuring minimal resistance and maximal acceptance. The integration of the Theory of Change framework with strategic communication allows for the delineation of desired results, identification of potential disruptions at various stages, and formulation of customized communication tactics to tackle these obstacles. Consequently, organizations can establish a lucid pathway that steers the transformation journey, harmonizing all stakeholders towards shared objectives.

Strategic communication, as articulated by Hallahan, K. et al (2007), denotes the deliberate utilization of communication by organizations to accomplish their mission. This form of communication assumes a critical role in the phases of digital transformation, particularly within the domain of SPBE in governmental bodies in Indonesia. It operates based on rationality and autonomy, harmonizing organizational goals with strategic endeavors. Modern entities, especially those undergoing substantial changes like SPBE, lean on strategic communication to ensure stability, endurance, foresight, and regulation. The implementation of strategic communication in such entities is characterized by adherence, where communication initiatives and outputs, such as communication units, policies, strategies, press releases, and annual summaries, are expected and regularly produced.

Moreover, effective communication and cooperation are pivotal in Enterprise Architecture (EA) ventures, which are frequently intertwined with SPBE execution. Essential tactics to address communication and collaboration challenges comprise the identification and documentation of key stakeholders, utilization of a varied array of communication channels, and promotion of direct interaction and knowledge exchange. These approaches ascertain that all involved parties are well-informed and actively involved, diminishing the

likelihood of misinterpretations and opposition. Alterations in operational methodologies, like embracing more collaborative tools and methodologies, can further alleviate communication hindrances, nurturing a more unified and adaptable milieu.

The implementation of these communication strategies necessitates that leaders cultivate specific skills. They should excel in formulating and imparting messages that resonate with diverse stakeholder groups, while comprehending the distinct outlooks and anxieties of each. Training initiatives that concentrate on enhancing these communication proficiencies are crucial. Leaders must possess the necessary resources not only to disseminate information but also to actively listen and respond with empathy. This twofold approach guarantees that communication is not solely a unidirectional process but an interactive exchange that fosters trust and collaboration.

Conclusion

The study underscores the pivotal role of strategic communication in optimizing SPBE change management within government agencies. Effective communication strategies, refers as strategic communication play a crucial role in facilitating seamless transitions, minimizing resistance, and aligning organizational objectives with digital transformation targets. The amalgamation of established change management models like ADKAR, Kotter's 8-steps, and ITSM frameworks with SPBE principles offers a structured framework for change implementation. Leadership commitment and clear vision are paramount in driving successful SPBE initiatives. Engaging employees through training and involvement in the change process enhances their readiness and reduces resistance. However, challenges such as inadequate infrastructure and fragmented coordination need to be addressed through continuous improvement and adaptive strategies.

Future research directions should concentrate on formulating tailored guidelines for SPBE change management and investigating the impact of diverse communication strategies on the efficacy of digital transformation

efforts across varied government settings, emphasizing the impact of diverse communication strategies on the effectiveness of digital transformation initiatives. This research can provide valuable insights for navigating the complexities of change management within the Indonesian bureaucratic and political environment.

References

- Akingbola, K., Rogers, S. E., & Baluch, A. (2019). *Change Management in Nonprofit Organizations*. Springer International Publishing. <https://doi.org/10.1007/978-3-030-14774-7>
- Ansoff, H. I., Kipley, D., Lewis, A. O., Helm-Stevens, R., & Ansoff, R. (2019). *Implanting Strategic Management* (3rd ed.). Springer International Publishing. <https://doi.org/10.1007/978-3-319-99599-1>
- AXELOS. (2019). *ITIL Foundation: ITIL 4 Edition* (1st ed.). TSO.
- Bekmukhambetova, A. (2021). Comparative Analysis of Change Management Models Based on an Exploratory Literature Review. *New Horizons in Business and Management Studies*, 98-110. https://doi.org/10.14267/978-963-503-867-1_10
- Devi V, R., & Varghese Thekkekara, J. (2023). Change Management: A Survey of Literature in View of Analysing the Advantages of ADKAR Model. *RGUHS Journal of Allied Health Sciences*, 3(2). https://doi.org/10.26463/rjahs.3_2_2
- Estaswara, B. H. (2021). Strategic Communication dalam Perspektif Ilmu Komunikasi. *CoverAge: Journal of Strategic Communication*, 11(2), 79-90. <https://doi.org/10.35814/coverage.v11i2.2028>
- Estaswara, H., Halim, U., & Burhan, B. (2020). Memaknai Strategic Communication. *CoverAge: Journal of Strategic Communication*, 11(1), 1-11. <https://doi.org/10.35814/coverage.v11i1.1725>
- Lauer, T. (2021). *Change Management*. Springer Berlin Heidelberg. <https://doi.org/10.1007/978-3-662-62187-5>
- Marthaningrum, H., Dwi Herlambang, A., Hayuhardhika, W., & Putra, N.

- (2019). Evaluasi Pengelolaan Strategi dan Kerangka Kerja Teknologi Informasi pada Dinas Komunikasi dan Informatika Kota Malang Menggunakan COBIT 5. In *Pengelolaan Strategi, COBIT* (Vol. 3, Issue 10).
- Nazarudin. (2018). *Manajemen Strategik*. NoerFikri Offset.
- Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Nomor 3 Tahun 2023 Tentang Perubahan Atas Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Nomor 25 Tahun 2020 Tentang Road Map Reformasi Birokrasi 2020-2024 (2023).
- Phillips, J., & Klein, J. D. (2023). Change Management: From Theory to Practice. *TechTrends*, 67(1), 189–197. <https://doi.org/10.1007/s11528-022-00775-0>
- Prawira, M. G., & Paraniti, A. A. S. P. (2023). Implementasi Sistem Pemerintahan Berbasis Elektronik Di Pemerintah Kabupaten Tabanan. *Jurnal Ilmiah Raad Kertha*, 6(1), 82–89. <https://doi.org/10.47532/jirk.v6i1.828>
- Reiter, M., & Miklosik, A. (2020). Digital Transformation of Organisations In the Context of ITIL® 4. *Marketing Identity: COVID-2.0*.
- Rouvari, A., & Pekkola, S. (2024). Improving Communication and Collaboration in Enterprise Architecture Projects: Three Propositions from Three Public Sector EA Projects (pp. 77–91). https://doi.org/10.1007/978-3-031-53227-6_6
- Rozas, I. S., Khalid, K., Yalina, N., Wahyudi, N., & Rolliawati, D. (2022). Digital Enterprise Architecture for Green SPBE in Indonesia. *CCIT Journal*, 15(1), 26–42. <https://doi.org/10.33050/ccit.v15i1.1366>
- Sataic, I. (2023). Effects of Change Management on Competitive Advantage in the ICT Sector in the Republic of Croatia. *Journal of Advanced Research in Leadership*, 2(1), 11–24. <https://doi.org/10.33422/jarl.v2i1.504>
- Sihite, T. S. (2023). EVALUASI PROSES PERUBAHAN DENGAN 8 STEP KOTTER (Studi kasus PT PELINDO 1 Tbk). *JURNAL LENTERA*

BISNIS, 12(1). <https://doi.org/10.34127/jrlab.v12i1.845>

Sistem Pemerintahan Berbasis Elektronik (2018).

Susilo, E. H. (2021). Tranformasi Sistem Pemerintahan Berbasis Elektronik Kementerian Energi dan Sumber Daya Mineral Melalui Optimalisasi Teknologi Informasi Terintegrasi. *Jurnal Pendidikan Tambusai*, 5(3), 8101–8121.

Syahrani Qotrunnisa, A. (2021). MODEL ARSITEKTUR LAYANAN ADMINISTRASI PEMERINTAHAN SISTEM PEMERINTAHAN BERBASIS ELEKTRONIK (SPBE) PEMERINTAH DAERAH KUNINGAN. *JIKO (Jurnal Informatika Dan Komputer)*, 4(3), 187–192. <https://doi.org/10.33387/jiko.v4i3.3424>

van Ruler, B. (2018). Communication Theory: An Underrated Pillar on Which Strategic Communication Rests. *International Journal of Strategic Communication*, 12(4), 367–381. <https://doi.org/10.1080/1553118X.2018.1452240>

Werder, K. P., Nothhaft, H., Verčič, D., & Zerfass, A. (2018). Strategic Communication as an Emerging Interdisciplinary Paradigm. *International Journal of Strategic Communication*, 12(4), 333–351. <https://doi.org/10.1080/1553118X.2018.1494181>