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How Officers' Understanding and Resource Availability Shape the Institutionalization of Digital Public Information Disclosure in Pematangsiantar Class IIA Narcotics Prison, Indonesia

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Abstract

Public organizations are being hit by digital transparency fever, but not many people care about how transparency is institutionalized in organizations with minimal resources. This research may be very unfamiliar, because it tries to examine how the institutional understanding of officers is able to give birth to internal legitimacy related to digital public information disclosure, especially in the Class IIA Narcotics Prison Pematangsiantar, Indonesia. The use of a sequential mixed method design succeeded in collecting quantitative data through a structured assessment of six prison officers responsible for publications, and followed by an interview with one person representing the organization's leader (head), plus fifty prison employees (staff). The descriptive results illustrate that the institutional understanding of officers (94.4%) is very high, the results of institutionalization (89.6%) are also very high, while the availability of resources remains at a moderate level (64.2%). No matter how limited infrastructure, budget, human resources, and organizational structure may be, qualitative data shows that transparency practices have been institutionalized. There is one very important thing besides all that, namely the institutional understanding of officers. Finally, this gave birth to the Resource-Limited Digital Institutionalization Model, which enriches the Neo-Institutional Theory, which explains how it is possible to maintain the institutional understanding of officers in the maintenance of transparency practices in the midst of a situation of limited resources.

Keywords: *Digital, Governance, Government, Information, Institutionalization.*

INTRODUCTION

The public has been exposed to the desire to make public services as easy and cheap as operating gadgets, and they are also eager to participate in the management of these public services. This possibility is natural, considering that there is no longer a life today that is not touched by the internet. Then they asked, why are public services not just shared on websites, social media, and other digital means to make it faster and cheaper [1][2][3][4]. After all, the transparency and accountability of services facilitated through the internet is useful to strengthen the legitimacy of public organizations, so it is not only because of legal compliance [5][6][4].

Correctional institutions are public organizations, so like other government organizations, prisons are also obliged to carry out transparency in their services according to the central government's policies [7]. The question that arises is how the transparency of

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the service is carried out? Of course, it is inseparable from the two technological and administrative aspects, both of which must be firmly married in order to keep up with the times [8][9].

Whatever the activities in public offices, everything is inseparable from the support of resources, such as budget, infrastructure, human resources, and institutions. However, in some cases, it may not be possible that all of these resource support is fulfilled as it should be, and the question arises how to overcome it? [10]. The government must not lose its initiative in how services are enforced, especially in this internet era, where people are eager to participate with the convenience offered by technology [1][4].

According to previous research, it is still possible that in the midst of limited resources or insufficient resources, the success of transparency practices is bridged by non-resource factors [11][1][2][12][13][14][15]. To prove this assertion, researchers explored quantitative sources by distributing a Likert scale questionnaire to the officer in charge of publication, as well as interviewing the head of the prison office and 50 staff to find out that it was true that non-resource factors had narrowed the gap in resource limitations to the successful institutionalization of public openness.

From the Likert Scale questionnaire distributed to 6 officers who were charged with public relations responsibilities, it was found that the indicators of institutionalization success received very high scores from the respondents. In fact, the variable that contributed greatly to the success indicator (Y) did not come from the availability of resources (X2), but from the variable of institutional understanding of officers (X1). This is the initial finding in this study. This data strengthens the argument that the implementation of transparency is still possible to be carried out well and sustainably in the midst of a situation of limited resources, with an understanding value of (X1) of 94.4%, the availability of resources only reaches (X2) of 64.2%, and the success of institutionalization (Y) reaches 89.6%.

A number of previous studies have shown that the success of transparency in public organizations cannot be driven through strict lines of command and rigid policies, or excessively punitive norms. This success is determined by the dynamic interactions that take place within the organization as expressed by Laubengaier and his colleagues [8]. Peters, Scott, and Greenwood have the same view of the findings that have become a scientific consensus by describing that dynamic interactions can be realized through norms and values and principles of collective politeness. The concept of formation was introduced by them through the three pillars of institutionalization, namely regulative, normative, and cognitive-cultural as stated by Peters and Pierre [18] and Scott [19] and Greenwood et al. [20].

A similar view is also expressed by more recent studies, namely when a public organization experiences a lack of infrastructure and budget, the only thing that makes the implementation of activities continue to run is the support of institutionalization according to Imandeka et al. [7] and Ross et al. [16], and institutionalization is seen as more important than the technology itself according to Beyens and Geerts [17]. The inability to

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imagine what it feels like when people in the organization do not have a cognitive understanding of their normative obligations, and do not know how to maintain good work practices in their organization until the availability of technology and budget becomes useless is very likely. According to Purnamasari et al. [10], all elements in the organization including the cognitive understanding of officials and the desire to maintain institutional practices, and also the availability of resources need to synergize with each other in order for organizational goals to be achieved. Officers should understand that through the disclosure of public information, the government wants to encourage legitimacy as a strategic effort to strengthen the foundations of democracy and public trust [2][3][11][5][4][6][1].

Previous studies on digital transformation, public innovation, and digital-based governance have largely focused on technology adoption, the implementation of e-government systems, the encouragement of organizational innovation, and the improvement of the quality of services provided to the public. In addition to the organizational learning process and adaptive capacity developed by the institutions involved, organizational capabilities and employee competencies are often highlighted as key factors in these studies. Human resources, as a key supporting element, are also often cited as determinants of success in transformation and innovation efforts undertaken by various public institutions [2][11][5][4][13][12][21][6]. Organizations that experience limited resources escape their scrutiny.

The reliability of new technologies emerges when it is wrapped in the interaction between leadership factors, organizational culture, technical expertise, business competencies, and governance structures [9]. This study does not discuss all of these things as variables, but rather this study aims to uncover the independent variable of the institutional understanding of officers as a conceptual part of the organizational culture, and the independent variable of resource availability, in relation to strengthening the dependent variable of the success of institutionalization of virtual public information disclosure in prisons. This discussion will enrich the Neo-Institutional theory, because the assumption of this research departs from the previous consensus of Neo-Institutionalism which postulates that internal culture and organizational values can reduce the gap in resource availability factors, and play a role in building, maintaining, and changing the institutional structure [16][22][20][13]. The Resource-Limited Digital Institutionalization Model was also introduced by this researcher as a novelty that emerged due to the existence of a gap in evidence and a gap in practical knowledge, then a methodological gap and an empirical gap to a population gap.

METHOD

Descriptive measurements of the level of institutional understanding in officials (X1), as well as the level of resource availability (X2) that affect the success of institutionalization (Y) were carried out through the quantitative phase used in this study. These quantitative findings were strengthened by the qualitative phase which played a role

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in answering the reasons why institutionalization of openness was carried out in a sustainable manner even though the available resources were limited. The merger of the two types of data is the application of a mixed approach carried out sequentially as explained by Gert Larsen and Adu [23]. The combination of quantitative and qualitative data applied in this study produced findings with greater analytical depth when compared to the use of a single-method approach according to Creswell and Clark [24], as well as Creswell and Creswell [25], and also Tashakkori et al. [26], as well as Poth [27], and Watkins [28], so that this study will be very useful in realizing the concept of a Digital Institutionalization Model with Limited Resources.

In this study, institutional understanding and the availability of official resources are positioned as institutional conceptual supporting factors. The cognitive capacity of an official in interpreting transparency obligations and digital communication practices is represented by his institutional understanding, while the organizational conditions that support the implementation of openness are reflected in the availability of resources. Markers of institutionalization can be seen from the routine and acceptance of the organization, then the sustainability and continuity of transparency practices.

This study examines whether the institutional understanding of officials plays a stronger institutional supporting factor than the availability of organizational resources in an effort to maintain the disclosure of digital public information at a time when organizational resources are limited. In this qualitative stage, a total of 51 informants have been selected to contribute complementary perspectives to the institutionalization process. The Head of Prison is one of the parties representing the leadership of the organization, while the other 50 informants are staff who are not directly involved in the publication task, but they are aware of the transparency activities. Their point of view was asked to explain the reason for the publication and how to ensure that its implementation continues to run effectively when resource support is limited.

The first phase is to collect quantitative data through quantitative assessment of indicators, namely: (1) Institutional understanding of officers which includes: a) understanding of public information disclosure regulations; and b) understanding of communication procedures; and c) understanding of digital communication technology.

(2) availability of resources consisting of a) human resources; and b) information technology infrastructure; and c) budget support; and d) organizational structure. (3) The results of the institutionalization process include: a) routines carried out; b) acceptance by the organization; c) sustainable digital communication practices; d) compliance with transparency goals.

The quantitative instrument consists of eleven statements measured according to the level of 5 points of the Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). These indicators are operationalized from Institutional Theory [18][19][20], where the institutional understanding of officials represents the cognitive dimension that enables institutional agency, the availability of resources reflects the conditions that support the organization, then institutionalization shows the results of how transparency practices

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progress so that they can become routine, accepted, and maintained in the organization.

The selection of the right informant and the formulation of appropriate semi-structured interview questions are carried out by distributing the Likert Scale questionnaire, its use as a research instrument to obtain the quantitative data in question. After the two phases of data collection are carried out, they are integrated with qualitative data, used to strengthen the claim of quantitative data. This approach is known as mixed method study. In this study, quantitative data collection is not fully directed to target statistical generalization and is only used to determine the pattern of variables X1 and X2 in the formation of Y. Quantitative data analysis is carried out descriptively through average scores, percentages, and categorical classification.

The qualitative phase is implemented using instruments in the form of semi-structured interviews and social media documentation on Facebook, Instagram, and TikTok, and then internal reports. According to Bassot, qualitative data collection is seen as a means that allows researchers to examine the meaning, interpretation, and reality of the organization that cannot be expressed by quantitative instruments, so that its use is useful for investigating the institutionalization process through mixed methods. The qualitative instrument used in this study is a semi-structured interview when internal reports are examined and official social media content is reviewed for triangulation purposes according to Bassot [29].

Table 1. joint display: integrating quantitative, qualitative, and documentary evidence

PHASE 1 QUANTITATIVE → PHASE 2 QUALITATIVE → INTEGRATION INTERPRETATION

DIMENSION	QUANTITATIVE EVIDENCE	QUALITATIVE EVIDENCE	DOCUMENTARY EVIDENCE
1. Institutional understanding	• 6 respondents (officers) completed 9 QU items across 3 dimensions: regulations, communication procedures, and digital communication technology. • Mean = 4.72/5; index = 94.4% (very high).	Interviews with the prison chief and 50 staff indicate that publication is viewed as Ministry policy and a professional responsibility. Informants say disclosure supports public trust in prison services.	Official Facebook, Instagram, and TikTok posts show recurring publication of meetings, ceremonies, coordination, external visits, religious services, rehabilitation, vocational training, education, sports, urine tests, and other correctional services. These show practice, not Likert scores.
2. Resource availability	• 8 RA items across 4 dimensions: human resources, IT infrastructure, budget support, and organizational structure. • Mean = 3.21/5; index = 64.2%. Budget support is the clearest constraint: mean 1.50/5 (30.0%).	Informants explain that publication continues without a dedicated public-relations unit, dedicated personnel, or special budget. Publication duties remain embedded in existing administrative work despite infrastructure and resource constraints.	Internal records, Including the decree identifying public-relations management officers, can show role assignment and organizational support. The article reports no dedicated public-relations unit or special budget allocation.
3. Institutionalization success	• 8 IS items across routine implementation, organizational acceptance, sustainability, and compliance with transparency objectives. • Mean = 4.48/5; index = 89.6% (very high).	Interview accounts describe publication as a continuing organizational responsibility. Repeated posting is viewed as a routine accepted within correctional administration and intended to strengthen public trust, despite resource limitations.	The article reports 1,700 Facebook posts (2019–2026), 1,303 Instagram posts (2019–2026), and 328 TikTok uploads (2025–2026). Archived posts provide observable evidence of sustained publication.
4. Integration / meta-inference	High officers' understanding (94.4%) and institutionalization success (89.6%) coexist with lower resource availability (64.2%); budget support is especially low (30.0%).	The high level of institutionalization success, despite limited resources, is attributable to the internal cognitive factors of the staff, who perceive transparency not merely as a policy, but also as a moral obligation.	Triangulate interviews with official social-media archives and internal records, including the decree on public-relations management officers. Documents corroborate practices and arrangements but do not measure attitudes.
DESIGN NOTE	Sequential explanatory mixed methods: questionnaire results from six officers identify descriptive patterns; interviews with the prison chief and 50 staff explain how and why publication continues; official social-media archives and internal records provide documentary triangulation. Documentary evidence is complementary and does not generate Likert scores.		

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Quantitative validity is determined through an examination of the consistency of the assessment instrument to ensure the relevance of the content and conceptual alignment with the research objectives. Internal consistency statistics are not calculated because the number of participants involved in the quantitative assessment is minimal, although the reason is that it is only the number of officers charged with public relations responsibilities. Therefore, the quality of the instrument is evaluated mainly through the content validity procedure. Qualitative credibility is further enhanced by comparing the findings of the interviews with documentary evidence obtained from institutional social media publications and internal organizational documents in the form of a decree on the determination of public relations management officers.

The study involved participants in their professional capacity in public sector organizations, i.e. the officers in the prison being studied. Participation was voluntary, and all participants were informed about the purpose of the study prior to data collection. Verbal consent is obtained prior to the interview, where participants are not forced at all to join or withdraw. Personal identities were anonymized, and findings were reported in a manner that protected the confidentiality of participants. The study was conducted under the academic supervision of supervisors, and with permission from the management of the Pematangsiantar Class IIA Narcotics Prison.

RESULTS AND DISCUSSION

The process of institutionalizing openness in prisons is not only a legal requirement, but also something that must be realized thanks to the encouragement of the community. The results of a survey of 6 officers who were charged with publication responsibility showed a high level of understanding of officers (94.4%), moderate resource availability (64.2%), and high institutionalization success (89.6%). Interviews with 51 informants found that the publication process is a policy of the Ministry of Immigration and Corrections that must be implemented to increase public trust in services in prisons. The publication process is mainly carried out through Facebook, Instagram, and TikTok. The number of publications on Facebook reached 1,700 posts (2019-2026), Instagram reached 1,303 posts (2019-2026), and TikTok reached 328 posts (2025-2026).

Through publications on social media, it is believed that these activities will provide benefits, not only for the internal organization, but many researchers also see it as a form of public service collaboration that is beneficial to the community [30][31][32][33][34]. Basically, digital transformation in government is not only a technical process, but also an institutional process [35], at the same time it is a citizen-centered concept to realize sustainable development [36][37].

Officers' Institutional Understanding as the Cognitive Foundation of Institutional Agency

The main cognitive foundation underlying the institutionalization of digital public information disclosure turns out to be the institutional understanding of officers as shown

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by the research findings. A very high level is achieved by the institutional understanding of officers based on quantitative results, and this is in line with qualitative evidence that confirms that the obligation of openness is consistently interpreted by officers as an integral part of their professional responsibilities. The understanding that has been embedded in officers to become institutional values is what allows the implementation of openness activities to continue, despite limited resources.

Continuous and habitual and reproduced application in general is not a recipe that has been inherent since the establishment of this organization according to Rapport et al. [38]. This statement is in line with Peters' view that this phenomenon is actually formed in tandem with the application of sustainable organizational reproduction according to Peters and Pierre [18]. Gradual stability is finally achieved in the routine, and the routine is carried out even though the support in the form of organizational structure and budget and technology is not at all reliable. Obstacles in the form of lack of organizational support are still faced by the regulatory pillar, while the opportunity for the practice of openness to become a socially accepted habit and then maintained within the organization has been created by the interaction between the cultural-cognitive pillar and the normative pillar. The institutional understanding possessed by officials can be a form of strengthening the cultural-cognitive pillars if openness is displayed as part of the organization's responsibility, while the strengthening of the normative pillars occurs through repeated implementation until shared professional expectations are formed. The institutional framework was introduced by Scott [19].

Knowledge that was originally owned individually is processed into a collective routine in the organization through publications that are carried out repeatedly on Facebook and Instagram as well as TikTok. This collective routine then makes transparency practices acceptable as institutional practices that are seen as natural and prevalent. This mutual understanding has given a strong impetus to professional commitment, until finally officials are able to maintain these digital communication activities even though specific budgets and formal communication structures that support them are not available.

These qualitative findings consistently show that the interpretation of public information disclosure by officers is an integral part of correctional administration and is not seen as an additional administrative burden. Institutionalization according to Greenwood et al. [20] is actively built through institutional work and institutional logic as well as organizational legitimacy and agency, so that it does not occur solely due to compliance with formal regulations. Prisons apply this postulate where the Pematangsiantar Class IIA Narcotics Prison Facebook account has uploaded 1,700 posts (2019-2026), as well as Instagram 1,303 posts (2019-2026), and 328 TikTok uploads (2025-2026). Recent research expands the viewpoint that shows the institutional understanding of officers as a cognitive mechanism that goes beyond technological support where institutional values are translated into routine and sustainable digital transparency practices. Technological innovation is not mediated by the technology itself but by institutional culture, as well as organizational values, then bureaucratic processes and also

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interaction with stakeholders. This is as expressed by Ross et al. [16].

The consistency and diversity of these social media publications, along with internal records explaining the absence of a dedicated public relations unit and special budget allocations, show that digital transparency has evolved into an institutionalized organizational routine, and is maintained through a shared understanding of officers, despite the fact that resources are limited. Publicized posts through the prison's official accounts on Instagram, Facebook, and TikTok cover the organization's activities, including formal meetings, ceremonies, coordination meetings, and external visits, as well as prisoner-related programs such as religious services, rehabilitation, vocational training, education, sports, routine urine tests, and other correctional services. Documentary evidence supports the interview's findings by demonstrating the consistent application of digital communication throughout the study period.

Institutional understanding among officials is not just about how to utilize technology, because in a broader perspective, this understanding also allows transparency practices to be institutionalized despite limited available resources. Evidence from recent research findings that state that technology systems will only improve organizational performance if organizational actors find the system useful and are able to integrate it effectively into their work [39] has been completed in these findings. This understanding is further affirmed by Greenwood who explains through the concept of institutional work, as well as institutional logic, and legitimacy, as well as organizational agency how repetitive publication activities carried out by officials reproduce transparency routines while strengthening organizational legitimacy to turning digital communication into a legitimate responsibility by organizations according to Greenwood et al. [20].

The three-pillar framework proposed by Scott further explains the process by pointing out that the regulatory pillars are still limited due to minimal organizational support, while the interaction between the normative pillars and the cultural-cognitive pillars makes the practice of transparency socially acceptable, as well as sustaining organizationally according to Scott [19]. From the institutional perspective put forward by Peters, the findings prove that institutional sustainability does not only depend on formal organizational arrangements alone, but also on the cognitive internalization of institutional norms which then morphs into routines, and according to the established path. This interpretation encourages the development of Institutional Theory through the proposal that institutional agency comes from actors' internal understanding of institutional values and not solely from formal organizational authority or structural arrangements.

The institutional understanding of officials needs to be conceptualized not only as a cognitive attribute inherent in the individual, but also as the cognitive foundation of the institutional agency that bridges the understanding of the individual with the process of institutionalization in the organization. A growing study on the digitization of information in the prison environment draws from these findings through a proposal for understanding that digitalization should not be seen as a mere extension of surveillance technology. Institutional processes are also contained in it, where digital platforms play a role in

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strengthening transparency and organizational legitimacy and public accountability at a time when organizational actors actively reproduce the norms of openness in daily administrative practices as stated by Martin [40] and Beyens and Geerts [17].

Resource Constraints and Partial Institutionalization

The implementation of transparency activities can still be carried out despite various limitations, and these activities are carried out following the direction of formal institutions, namely the Directorate General of Corrections, which also encourage the publication of positive news. Obligations related to the disclosure of public information are still part of the existing administrative workload. This shows that transparency practices are still carried out despite limited available resources. These efforts can be realized through the joint commitment shown by officials at the institutional level as explained by Purnamasari et al. [10] and Demir [5] as well as Berman & Hijal-Moghrabi [6]. The results of interviews and documentary evidence also corroborate these findings, where a special budget was not available, and a formal organizational unit for digital communication was not found.

Quantitative findings show that the availability of resources is moderate (3.02), with the greatest limitations seen in budget support, technological infrastructure, human resources, and organizational structures. Strong normative and cultural-cognitive pillars compensate for these structural deficiencies, which ultimately allow the practice of transparency to become routine [19]. The coexistence of moderate availability of resources (64.2%) and very high institutionalization outcomes (89.6%) suggest that digital public information disclosure achieves substantial routine and normative acceptance. These findings suggest that institutionalization should be viewed as a continuity, not a binary outcome.

Collectively, the findings show with confidence that institutional understanding of officers will determine the emergence and continuity of institutionalization. Greenwood explains that officials maintain institutional arrangements through institutional work, constantly repeating routines of transparency and reinforcing institutional legitimacy rather than simply complying with administrative requirements [20].

Toward a Resource-Constrained Digital Institutionalization Model

Based on previous studies that emphasized technological infrastructure, financial resources, organizational readiness, and techno-social environment as the main determinants of digital transformation [10][16][7]. This study shows that the institutional understanding of officers is a key factor that enables institutions that maintain digital transparency in conditions of limited resources. This enriches the institutionalism of the Organization by creating a concept that is different from the others, namely institutionalization in the midst of a situation of limited resources.

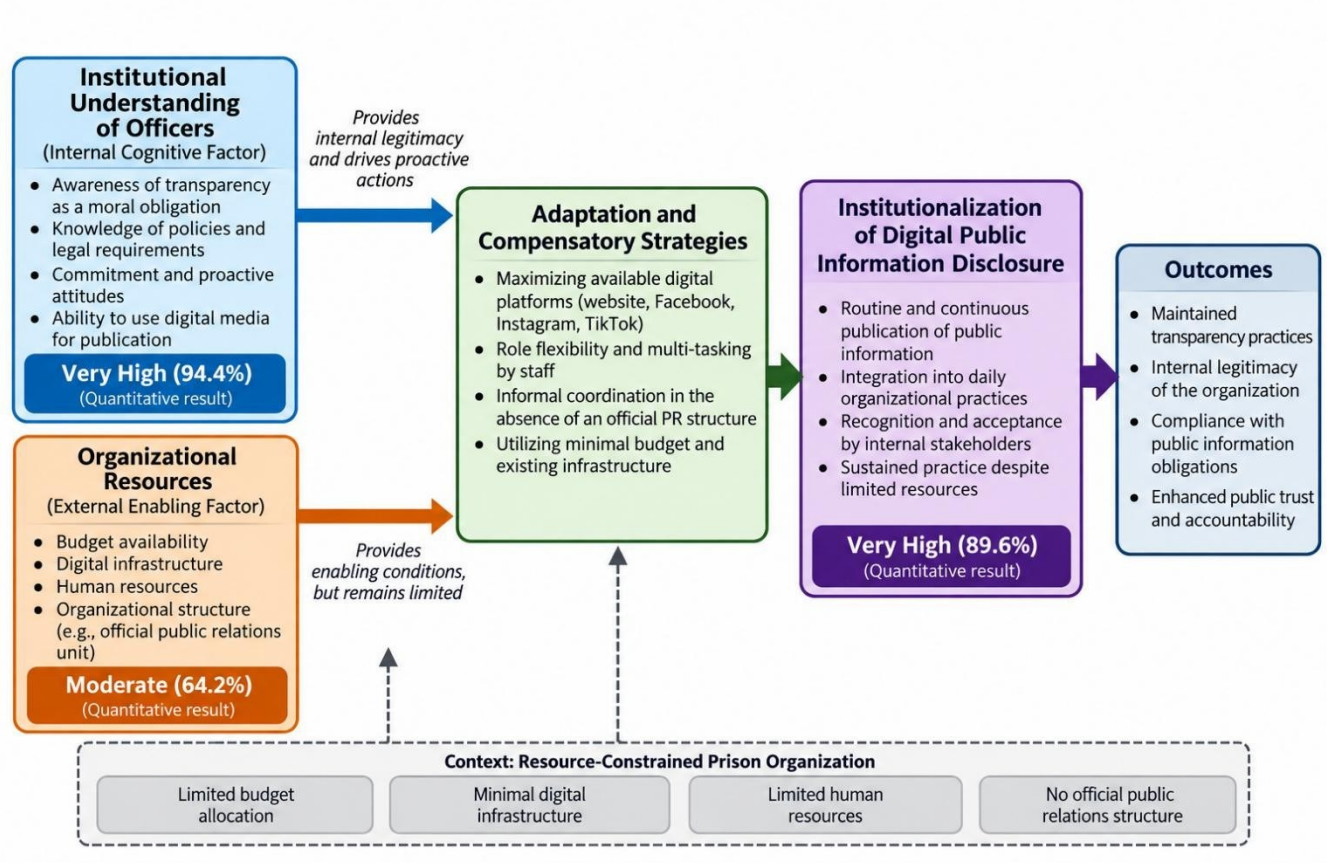
There are five stages of the model formulated, namely: first, officials develop a cognitive understanding of transparency policies, communication procedures, and digital technologies; second, this understanding enables institutional agencies by guiding actors to

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interpret and maintain transparency practices; third, i.e., i.e., repetitive organizational actions result in institutional work through continuous digital communication; fourth, these actions evolve into institutional routines characterized by acceptance, legitimacy, and organizational continuity; and fifth, organizational resources strengthen the long-term resilience of institutionalization, i.e., by embedding transparency practices in formal organizational structures, budgets, personnel systems, and administrative procedures. These findings support the development of a Resource-Constrained Digital Institutionalization Model, which conceptualizes institutionalization as a dynamic and sequential process, rather than a direct consequence of organizational resources.

Institutionalization should be understood as a socially constructed organizational process, driven by institutional agency, and reinforced through repetitive organizational practices. In contrast to the conventional digital governance model that places technological capacity as the primary driver of organizational transformation, this proposed model presents organizational resources as contextual conditions that consolidate institutional resilience rather than initiate institutionalization.



Picture 1. Institutionalization of digital models run with limited resources

(*Source: the picture is generated by ChatGPT*)

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The broader institutional dynamics of public organizations operating in conditions of limited resources are reflected through the sequential processes identified in this study because the internalization of cognitive and institutional agency as well as institutional work and routineization is a generic institutional process and is not a phenomenon specific to corrections. The proposed model needs to be understood as an analytical mechanism and not as a context-bound picture even though the model is developed from a single correctional institution.

THEORETICAL CONTRIBUTIONS

This research contributes to the treasure trove of digital governance literature through findings that state that the success of digital transparency is actually the result of institutional efforts, and not solely a technological issue. Greenwood's thinking is then expanded in this study through an introduction to the institutional understanding of officials who act as the cognitive precursor of institutions, until it is revealed that institutional agency actually comes from a shared understanding among actors about institutional values and transparency goals, rather than from the capacity of independent organizations as described by Greenwood et al. [20]. The institutional perspective put forward by Peters is expanded through this study through the finding that institutional sustainability is rooted in the process of cognitive internalization of institutional norms carried out by actors, before they are finally immersed in organizational routines, so that the cognitive mechanisms that underlie the dependency of pathways can be described. Fourth, the study refines Scott's three-pillar framework through the finding that institutionalization sustainability is still achievable even if policy support is weak, especially when normative and cultural-cognitive pillars are sufficiently internalized among organizational members.

BOUNDARY CONDITIONS OF THE PROPOSED MODEL

The digital institutional model proposed with limited resources needs to be understood only within certain institutional constraints, and is not positioned as a universally applicable framework. These constraints make the context of the operation of the proposed institutional mechanism seem clearer and at the same time provide direction for future comparative research in various organizational environments. A reduction in the model's capacity to provide explanations can occur when the model is applied in an organizational environment that is highly centralized and has little room for flexibility. This model is also based on another assumption, namely that actors within the organization have sufficient flexibility to interpret and implement institutional expectations. The model is highly relevant for organizations with limited resources at the middle level, while in organizations that are severely underresourced, the institutional understanding of officials can cover the limitations of infrastructure and organizational budgets and supports, even if it is not able to fully replace the vital resources and technologies required by the organization. This model is seen as the most appropriate option for public sector organizations that carry out

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formal transparency obligations through emergency digital communication capacities such as social media platforms, so that they can realize observed transparency practices.

STUDY LIMITATION

The proposed model of limited digital institutionalization of resources should be placed as an initial theoretical proposition that still needs to be further validated through comparative case studies as well as large-scale mixed-methods research, and longitudinal investigations involving various public sector organizations. Institutional understanding and the availability of official resources that are considered to be the main factors supporting institutions are the focus of this research. There are also other variables that may play a role, such as leadership and organizational culture to political support for inter-organizational collaboration, and technological readiness, as well as public trust that have not been described in this discussion although they are still worthy of further research. The third quantitative phase involves six officials who make up the entire population with responsibility for the management of public information and digital communication within the institution. It is the institutional assessment that is structured that should be understood as the meaning of the quantitative phase, and not interpreted as statistical measurement. A single case design is applied in this study to the prison that is the object of the study. An in-depth examination of the process of institutionalization in a situation of limited resources can be carried out through this context. The results obtained need to be interpreted as something that can be transferred analytically, and not seen as findings that can be generalized statistically to other public sector organizations.

CONCLUSION

The combination of institutional understanding of officers (94.4%) and availability of resources (64.2%) formed the institutionalization of public information disclosure (94.4%) in the prisons studied. Qualitative evidence supports quantitative evidence that transparency practices have become routine, accepted organizationally, and continue to be disseminated despite limitations in organizational structure, infrastructure, budget, and human resources. These findings answer the research gap that sustainable digital governance does not only depend on the availability of resources (organizational capacity), but also on the internal cognitive capabilities of organizational actors, namely the officers themselves. The institutionalization process can be conceptualized into six interrelated stages, namely: Institutional Understanding → Institutional Institutions → Institutional Work → Transparency → Institutionalization → Organizational Resilience. In this process, organizational resources are seen to still have a supporting role, but they are not significant or not the main aspect.

Some of the recommendations include, first, the Directorate General of Corrections and Regional Offices need to strengthen the institutionalization of digital public information management by establishing formal communication structures, clearly establishing organizational responsibilities, and formally recognizing the function of digital

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transparency. Second, organizational capacity building should prioritize institutional understanding of devices as a cognitive foundation for their active role in carrying out institutional functions. Third, future research needs to examine proposed institutional mechanisms in various public sector contexts through the study of comparative, longitudinal methods al, and large-scale mixing. Examining the sequence of institutional understanding → institutional institutions → institutional work → the routine of transparency → institutionalization → organizational resilience, which includes correctional institutions, local governments, health organizations, educational institutions, licensing bodies, and other public organizations, will refine the proposed Institutionalization Model of Digital Resource Restraint, while expanding its contribution to Institutional Theory.

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