



DIGITAL TRANSFORMATION AND SERVICE STANDARD COMPLIANCE IN INDONESIAN POLICING: INTEGRATING TAM AND NPS FRAMEWORKS

**Subariyanto,^{1*} Evi Satispi,² Taufiqurokhman,³ Andriansyah,⁴ Azhari Azis Samudra,⁵
Agus Suradika⁶**

*^{1,2,3,4,5,6}Doctoral Program in Public Administration, Faculty of Social and Political Sciences,
Universitas Muhammadiyah Jakarta, Jalan K.H. Ahmad Dahlan, Cireundeu, East Ciputat
District, South Tangerang City 15419, Banten, Indonesia.*

Email: subarkhansa@gmail.com

Abstract: This study aims to analyze the fulfillment of digital-based public service standards in improving service quality at the Traffic Directorate of the Central Kalimantan Regional Police (Ditlantas Polda Kalimantan Tengah). Using a descriptive qualitative approach, data were collected through in-depth interviews, observation, documentation, and supporting instruments involving 13 purposively selected informants, consisting of service users and service officers. The findings reveal that digital transformation—through systems such as SINAR, SIGNAL, ETLE, and e-TPKB—has enhanced efficiency, transparency, accuracy, and service accountability. Digitalization reduced processing time by more than 70%, minimized illegal levies, strengthened data accuracy, and increased public trust in police services. However, full optimization has not yet been achieved, as hybrid services (digital and manual) remain due to infrastructure disparities, limited digital literacy, technical system disruptions, and regulatory constraints requiring physical verification for certain services. The study highlights that the success of digital service quality is determined by the integration of three key elements: reliable digital infrastructure, competent human resources, and active user participation. The results contribute theoretically to the development of digital governance and practically by providing policy recommendations for strengthening a sustainable, inclusive, and citizen-oriented digital service system within the police service sector.

Keywords (English): Digital Public Service, Service Quality, Digital Transformation.

INTRODUCTION:

In every country, the existence and responsibility of the government toward its citizens is directly reflected in the quality of the public services it provides. Public sector services are not merely administrative obligations, but constitute a fundamental foundation that builds trust and legitimacy of the state in the eyes of society. In the modern era, marked by advancements in information technology, public expectations of government services have increased significantly. Citizens now demand services that are not only fast, accurate, and affordable, but also transparent, accountable, and easily accessible anytime and anywhere. Failure to meet these standards can lead to public dissatisfaction and erode trust, thereby compelling government institutions, including the police, to adapt through digital transformation in order to meet the demands of the times[1].



Within the context of the Indonesian National Police (POLRI), public administration plays a central and strategic role, functioning as the heart of all operational activities[2]. This administrative function is responsible for organizing and managing all vital resources, ranging from the placement and development of human resources, budget allocation, to the distribution of facilities and infrastructure such as police vehicles and technological equipment. The effectiveness and efficiency of this core organizational system determine the smooth operation of all other functional units. If the administrative system operates slowly, remains bureaucratic and conventional, then the overall activities of the Regional Police (Polda)—including those of the Traffic Directorate (Ditlantas) of the Central Kalimantan Regional Police—will be hindered and unable to provide optimal services to the community[3].

The background of this research in the field of public service reflects the quality of governance as well as the manifestation of the state's responsibility in fulfilling the fundamental rights of its citizens. In today's digital era, the public demands services that are faster, more efficient, transparent, and easily accessible. When these expectations are unmet, public trust in government institutions may decline, leading to social dissatisfaction that can affect the legitimacy of state institutions. In the context of the Indonesian National Police, particularly the Traffic Directorate (Ditlantas) of the Central Kalimantan Regional Police, administrative services such as the issuance of driving licenses (SIM), motor vehicle registration certificates (STNK), and vehicle ownership documents (BPKB) represent the front line of direct interaction between the state and citizens. Digital transformation through the implementation of applications such as SINAR (SIM Nasional Presisi), SIGNAL (Samsat Digital Nasional), and ETLE (Electronic Traffic Law Enforcement) is a strategic step toward improving service quality in a more efficient and accountable manner. However, despite these advancements, several challenges still hinder the optimal implementation of digitalization, including limited technological infrastructure, digital literacy gaps among the public, and internal bureaucratic resistance. Therefore, this research is essential to analyze the extent to which digital service standards can contribute to improving public service quality in Ditlantas of the Central Kalimantan Regional Police[4].

Public service is a constitutional right for every individual and, at the same time, a fundamental obligation of the state to ensure its fulfillment. The essence of quality public services lies in the ability to operate effectively and efficiently so that public needs can be fulfilled without significant obstacles. To ensure high quality and accountability, the Indonesian government has established various public service standards, comprehensively regulated through laws such as the Public Service Law and related government regulations. These standards function as important benchmarks to ensure that every interaction between citizens and the bureaucracy aligns with the principles of transparency, professionalism, and justice[5].

The legal foundation for public services as a constitutional right and a state obligation is outlined in various Indonesian laws and regulations. The 1945 Constitution of the Republic of Indonesia, as the highest legal authority, implicitly mandates the provision of public services through several articles that guarantee the fundamental rights of citizens. Article 28H paragraph (1) states: "Every person has the right to live in physical and spiritual prosperity, to have a place to live, and to enjoy a good and healthy living environment, and has the right to obtain health services and special facilities to receive equal opportunities and benefits in order to achieve equality and justice." Although public services are not explicitly mentioned, this article emphasizes the basic rights of citizens to receive facilities and assistance from the state[6].



This constitutional mandate is further elaborated in Law Number 25 of 2009 on Public Services. This law explicitly establishes public service provision as a state obligation. Article 4 letter (a) states that the implementation of public services is based on public interest, indicating that services must prioritize the collective welfare. Furthermore, Article 4 letter (c) states that public services must be based on transparency, requiring openness in every service procedure[7]. Meanwhile, Article 15 letter (a) clearly states that service providers are obliged to deliver public services in accordance with established service standards. This serves as a legal affirmation that the state, through its public service providers, is obligated to ensure that services are delivered in compliance with the established standards.

METHODOLOGY:

The research employed a descriptive qualitative approach to understand the fulfillment of digitalization-based service standards at the Traffic Directorate (Ditlantas) of the Central Kalimantan Regional Police (Polda Kalimantan Tengah). Data were collected through in-depth interviews with 13 purposively selected informants, observations, official documents, and structured questionnaires. The data were analyzed thematically to identify key patterns and themes. The validity of the findings was ensured through triangulation, thereby strengthening the credibility of the results and enabling an in-depth explanation of the impact of digitalization on service quality and public satisfaction[8].

Research Type

This study is a qualitative research employing a descriptive approach to understand the analysis of fulfilling digitalization-based standards aimed at improving service quality at the Traffic Directorate of the Central Kalimantan Regional Police. According to John W. Creswell (2014), the descriptive qualitative approach emphasizes understanding the experiences, perceptions, and interactions of research subjects, and presenting data in a narrative form to describe phenomena comprehensively. This approach enables the researcher to explore how digitalization—such as the issuance of Driving Licenses (SIM), which is an official document issued by the Indonesian National Police as proof that an individual has met administrative, health, and driving competency requirements; Vehicle Registration Certificates (STNK), an official document issued through the motor vehicle registration and identification system that serves as legal proof of a registered vehicle and compliance with administrative obligations such as tax and insurance (SWDKLLJ); and Vehicle Ownership Documents (BPKB), a legal document issued by the Indonesian National Police that verifies the ownership of a motor vehicle and serves as the basis for legal transactions such as buying, selling, name transfer, and financing—affects the quality of services and public satisfaction in detail[8].

In line with the view of Lexy J. Moleong (2017), the qualitative descriptive method aims to describe phenomena systematically, factually, and accurately without manipulating variables. In this study, the approach was used to map the interactions between officers and the public, evaluate digital service procedures, and identify obstacles and opportunities in the implementation of the digital system. This research provides an in-depth understanding of the service quality at Ditlantas Polda Kalteng from both user and implementer perspectives, and offers relevant recommendations for improvement[9].



Research Location

The research was conducted at the Office of the Traffic Directorate (Ditlantas) of the Central Kalimantan Regional Police, located at Jl. Cilik Riwut Km. 1, Palangka, Jekan Raya District, Palangka Raya City, Central Kalimantan 73112, Indonesia. The selection of this site was purposive, as it represents the central point of implementation, operation, and direct interaction between the digital service system being examined and the community as service users. <https://gemini.google.com/app/9ac6c8d355241eec?hl=id>

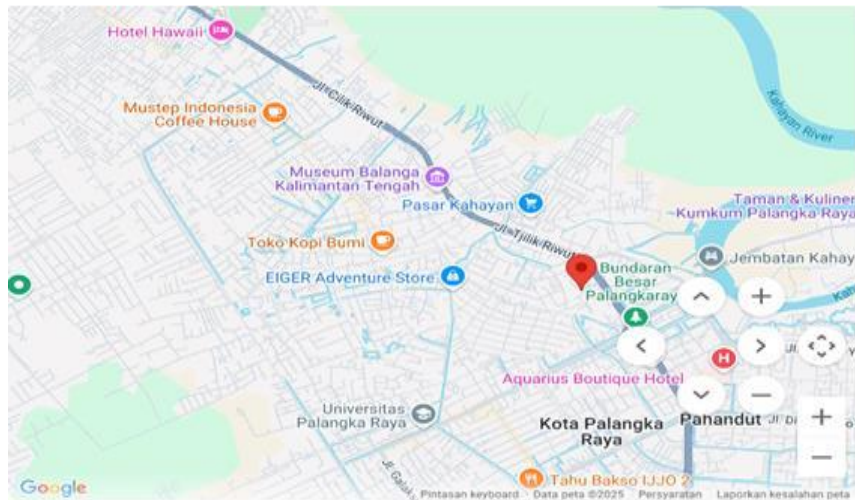


Figure 1 Research Location, Source Google Maps, 2025



Figure 2 Central Kalimantan Regional Police Traffic Directorate
Source: Central Kalimantan Regional Police Traffic Directorate, 2025.

Research Informants

The study titled “*Analysis of Digitalization-Based Service Standard Fulfillment to Improve Service Quality at the Traffic Directorate (Ditlantas) of the Central Kalimantan Regional Police*” involved 13 purposively selected informants to obtain in-depth and contextual data. The composition consisted of 6 public service users of Ditlantas Polda Kalteng’s digital services and 7 internal personnel, including the Director of the Traffic Directorate, the Head of the Registration and Identification Sub-Directorate (Kasubdit Regident), Section Heads of BPKB and STNK services comprising 2 middle-ranking officers, the Head of Regident Affairs (Paur Regident) as a first-



ranking officer, as well as 2 administrative and service officers for BPKB and STNK issuance. This selection was intended to capture perspectives from both service users and implementers, thus enabling a comprehensive analysis of digital service standard fulfillment[10].

Community members were selected because they are the direct recipients of SIM, STNK, and BPKB services. These informants provided insights into satisfaction levels, challenges, and perceptions regarding the effectiveness of digitalization. Ditlantas personnel were selected to explore internal procedures, technical constraints, and strategies for implementing digital services. The combination of these informant groups ensured that the research could comprehensively evaluate the interaction between digital systems and human actors. The total of 13 informants was deemed sufficient to achieve data saturation, defined as the point at which no new significant information emerges[11]. This principle ensured that the collected data remained valid and representative. Purposive sampling was applied by considering the informants' positions, experience, and unique perspectives to provide in-depth insights into the phenomenon of digital public service transformation.

The six user informants represented the public's perceptions of digitalized services at Ditlantas Polda Kalteng, assessed using indicators of service speed, accuracy, accessibility, transparency of procedures and costs, officer responsiveness, data security and confidentiality, as well as user satisfaction. Meanwhile, informants from the internal administrative and operational levels were selected from different positions, ranging from strategic leadership to technical and administrative personnel. Leaders provided insights on policy and strategic challenges, while operational officers described daily technical issues and direct interactions with the public[12].

Informant involvement was carried out through in-depth interviews, allowing the researcher to understand personal experiences and the meaning behind interactions with the digital system. Data collection continued until saturation was reached, whereby no new information emerged. Through this method, the study was able to present a holistic understanding of the implementation of digital public services at Ditlantas Polda Kalimantan Tengah, including its achievements, barriers, and opportunities for improvement in enhancing service quality.

Data Sources

Data sources refer to the origin of information and facts systematically collected for the purposes of the study. In qualitative research, the primary data sources are research informants, where in-depth interview results and field observation notes on behavior and interactions serve as the main dataset. The advantage of primary data lies in its high relevance, as it is collected specifically for the research objectives.

Qualitative data collection instruments are flexible and human-centered, with the researcher serving as the main instrument. This implies that the researcher's sensitivity, listening skills, and ability to conduct probing questions are crucial tools for extracting rich data. To support this process, supplementary instruments such as interview guides were used. Observation sheets were also utilized to systematically record behaviors, interactions, and environmental contexts. Fundamentally, qualitative instruments are not designed to measure, but rather to understand, explore, and capture the nuance of human experiences[13].



Data Collection Procedures

Data collection procedures were guided by the research framework, data sources, and data-gathering techniques, which consisted of:

a. In-Depth Interviews

In-depth interviews are a qualitative data collection method conducted face-to-face between the interviewer and the informant. Their primary objective is to explore deeper understanding of informants' experiences, feelings, thoughts, and perspectives on a specific topic. Interviews were adjusted according to each informant's knowledge and linked to ensure data validity. Additional data from information systems or online surveys were used to complement the interviews. Interviews explored the implementation of digitalization, service standards, supporting and inhibiting factors, and the impact of digitalization.

b. Observation

Observation is the systematic activity of directly monitoring objects, phenomena, or behaviors to collect data and information. In a broader sense, observation can be defined as acquiring knowledge through sensory experience. Observations were conducted at the Ditlantas Polda Kalteng office for SIM, STNK, and BPKB services to observe service procedures, officer–public interactions, and the supporting facilities and infrastructure used.

c. Documentation

Documentation involves collecting, organizing, storing, and presenting information in documentary form. Documents may include text, images, videos, audio, or a combination of these media. Its primary aim is to record, preserve, and provide access to essential information. Documentation in this study included service standards for SIM, STNK, and BPKB at Ditlantas Polda Kalteng.

Qualitative data collection aims to explore the depth of meaning behind “why” and “how” through techniques such as in-depth interviews and observations. Data collected from interviews and observations were analyzed using thematic analysis, involving several stages including transcription, repeated reading, coding, categorizing codes into relevant themes, and final interpretation. This analysis identified emerging patterns, experiences, and narratives from informants[14].

Data Analysis

Qualitative data analysis is an interpretive and iterative process aimed at discovering meaning, patterns, and in-depth understanding from non-numerical data such as interview transcripts, observation field notes, or document contents. Unlike quantitative analysis, which is linear and statistical, qualitative analysis is cyclical and positions the researcher as the key interpreter of data. The framework includes data reduction, data display, and drawing conclusions; all designed to transform raw, often extensive, and complex data into structured, systematic, and accountable findings[15].



RESULTS AND DISCUSSION:

Results

The research on digitalization-based service standard fulfillment to improve service quality at the Traffic Directorate of the Central Kalimantan Regional Police (Ditlantas Polda Kalteng) is presented in Chapter IV through the results and discussion of the study. This chapter begins with a brief description of the research setting, including the profile of the institution and the characteristics of the informants. The findings are then systematically outlined according to the research questions, covering the implementation of digitalization, its impact on service quality, and the supporting and inhibiting factors[16].

Each set of findings is followed by an in-depth discussion, integrating qualitative data to produce a critical and comprehensive analysis that answers the research objectives and provides a holistic picture of the digital transformation of police public services. This chapter presents the results derived from qualitative data analysis (interviews and documentation) and discusses them in detail to address the research problems. The results and discussion are organized systematically in line with the research objectives.

The findings of this study indicate that the implementation of digital-based public service standards at the Traffic Directorate of the Central Kalimantan Regional Police (Ditlantas Polda Kalteng) has been initiated but is not yet fully optimal. Digitalization through services such as SINAR, SIGNAL, and ETLE has begun to provide convenience to the public, particularly in accelerating the service process and enhancing transparency. However, service provision remains in a transitional phase toward full digital integration and has not been evenly experienced by all community groups[17].

In terms of implementation, several services have been successfully digitized, particularly for the renewal of driving licenses through the SINAR application and online vehicle tax payments through SIGNAL. These innovations have streamlined administrative processes, increased efficiency, and reduced physical contact between officers and the public. Nevertheless, certain services such as new driving license issuance, five-year STNK renewal, and BPKB processing still require face-to-face interactions due to mandatory physical verification and legal administrative procedures[18].

The impact of digitalization on service quality is reflected in improvements in service speed, accessibility, and cost transparency. Service procedures have become clearer and more standardized, minimizing bureaucracy and reducing opportunities for illegal levies. The public can digitally monitor the progress of service applications, resulting in increased trust in police services. This improvement has also contributed to the enhanced public image of the Indonesian National Police (Polri).

The study further found that several factors support the digitalization of services, including institutional commitment, the SPBE (Electronic-Based Government System) program, advancements in information technology, high smartphone penetration, and ongoing public service innovations[19]. Collaboration with multiple stakeholders and supportive government policies have strengthened digital transformation efforts within the police, including Ditlantas Polda Kalteng.



However, digitalization implementation still faces several challenges. Limited internet infrastructure—particularly in remote areas—remains a major barrier to equitable access to digital services. In addition, the low level of digital literacy among some community members makes it difficult for them to use application-based services. Internally, unequal digital competency among service personnel also poses a challenge in optimizing system utilization[20].

The research identified a significant gap between the ideal goals of digitalization and its actual implementation. While digital systems are available, the public often still experiences manual processes, resulting in a hybrid service model that is not yet fully efficient. This condition creates disparities between users who are technologically literate and those who continue to rely on conventional service methods.

Overall, the digitalization of services at Ditlantas Polda Central Kalimantan has shown a positive impact on improving service quality, but further enhancement is still required to ensure inclusiveness, effectiveness, and equitable access. The study emphasizes the need for stronger infrastructure development, improved human resource competency, intensified public outreach, and a more integrated digital system to ensure that the digital transformation of public services is fully realized and optimized.

Discussion

The findings of this study indicate that the digital transformation within the Traffic Directorate of the Central Kalimantan Regional Police (Ditlantas Polda Kalimantan Tengah) has progressed gradually and systematically. Several core administrative services have undergone digitalization, particularly those categorized as repeat services with standardized operational procedures suitable for electronic conversion. However, the implementation has not yet reached full integration, resulting in a hybrid service model that combines digital and manual processes. This condition has created a noticeable gap between the ideal objectives of public service digitalization—which aim to provide fast, accessible, transparent, and contactless services—and the current reality, where physical interaction remains mandatory for several critical procedures. Such dependency demonstrates that digitalization has not fully replaced traditional administrative mechanisms, ultimately influencing the effectiveness of service delivery.

Implementation of Digital Platforms (SINAR, SIGNAL, ETLE, and BPKB)

The implementation of digital platforms such as SINAR (for online driving license renewal) and SIGNAL (for online vehicle tax and STNK payments) has yielded tangible benefits, particularly in terms of procedural efficiency and user accessibility. Users are guided through step-by-step instructions embedded within the applications, enabling them to track their service progress in real time. As a result, the process of renewing driving licenses and paying vehicle taxes has become more practical, reducing waiting time and minimizing face-to-face interactions with officers.

However, several services still require physical and legal verification, such as the issuance of new driving licenses, five-year STNK renewals, and BPKB processing. These services require validation of documents, biometric identification, or physical inspection of vehicles, which cannot yet be fully conducted through digital systems. Consequently, the continued requirement for in-person verification sustains the hybrid model. Although digitalization improves service efficiency, reliance on manual procedures for certain services may reduce the overall benefits unless supported by process reengineering and streamlined workflow systems.



Impact on Service Quality

Digitalization has significantly contributed to enhancing service quality, particularly in terms of processing speed, cost transparency, and ease of tracking applications. Users now have access to clear information regarding service procedures, costs, and requirements through digital platforms, thereby reducing procedural uncertainty. This condition helps minimize opportunities for illegal levies and strengthens public trust toward police services.

Nevertheless, several dimensions of service quality remain below the expected standard. Some users reported concerns regarding system stability, responsiveness of officers on digital channels, and inconsistencies in service completion time compared with the stated Service Level Agreements (SLA). Additionally, data security has become a rising public concern, particularly related to the protection of personal data and the potential misuse of information. These issues indicate that digital service quality remains uneven and requires improvement in the areas of user experience and service assurance.

Strengths and Supporting Factors of Implementation

The advancement of digital transformation at Ditlantas Polda Central Kalimantan is supported by several strategic factors. One major driver is the institutional commitment to implementing the Electronic-Based Government System (SPBE), which mandates all government institutions to modernize public services through digital means. Moreover, inter-agency integration—particularly among the Indonesian National Police (Polri), the Regional Revenue Agency (Bapenda), Jasa Raharja, and the Population and Civil Registration Office (Dukcapil)—has created a digitally interconnected service ecosystem. Through this integration, the SIGNAL application can verify vehicle ownership data, tax records, and user identity via cross-institutional Application Programming Interfaces (API), enabling services to operate in real time and in coordinated synchronization.

The widespread adoption of smartphones and internet access among the public also serves as a crucial social asset that accelerates the acceptance of digital public services. Supported by national policies encouraging digital transformation, these factors collectively serve as a strong foundation for sustaining digital service implementation in the police sector.

Technical and Non-Technical Barriers

A deeper analysis reveals that the barriers to digitalization stem not only from technical issues but also from non-technical institutional and social factors. From the technical perspective, limitations in information and communication technology infrastructure remain a challenge, especially in areas with unstable internet connectivity. Digital services also require higher bandwidth capacity, particularly for the ETLE (Electronic Traffic Law Enforcement) system, which depends on high-definition cameras and stable network integration. The reliance on third-party API systems further exposes the digital service to potential disruptions if any of the linked systems malfunction.

From the non-technical perspective, human resource capacity remains a major concern. Not all service personnel possess sufficient digital competencies, which affects the quality of digital service assistance. In addition, a bureaucratic culture still oriented toward manual, paper-based service delivery creates institutional resistance to change. Low digital literacy among segments of the population also leads to unequal access, as not all citizens are capable of using digital platforms independently. Collectively, these obstacles reinforce the persistence of hybrid services and undermine the effectiveness of the digital transformation agenda.



Data Security Issues and Public Trust

Although some respondents stated that they felt relatively secure using digital services due to authentication features such as One-Time Password (OTP), public concern over data privacy breaches remains significant. Limited public knowledge regarding the data protection mechanisms used by the government contributes to hesitation. Public trust plays a central role in digital service adoption; without assurance of data privacy and legal protection, a proportion of users may continue to rely on conventional services. Therefore, strengthening data governance—including encryption standards, access audits, and legal frameworks on personal data protection—is essential for increasing user confidence and digital service uptake.

Gap Between Expectations and Reality

The study confirms a substantial gap between the expectations of full digitalization and the actual implementation encountered by users. Digital services have not yet eliminated manual procedures due to regulatory constraints related to the legal status of documents, such as the need for physical BPKB processing, as well as limitations in system integration and human resource capacity. Thus, the root of the problem lies not in the unavailability of technology, but rather in the readiness of the surrounding ecosystem—regulations, infrastructure, competencies, and cultural adaptation. Bridging this gap requires strengthening the digital ecosystem, harmonizing regulations to support electronic documents, and implementing organizational change management to ensure inclusive, effective, and sustainable digital public service delivery.

CONCLUSIONS

First, the study concludes that the digital transformation of public services within the Central Kalimantan Regional Police (Polda Kalteng) represents a strategic step toward effective, efficient, and accountable bureaucratic modernization. Field findings indicate the need for alignment between digital public service standards regulated under Ministerial Regulation PermenPAN-RB No. 17/2017 and Law No. 25/2009, and the conventional service practices that still persist in reality.

Second, slow manual services, long queues, and low certainty of service completion time have been identified as major obstacles that hinder the achievement of optimal service quality. Although digital services aim to complete processes within 60 minutes, uneven digital infrastructure across regions in Central Kalimantan weakens digital service implementation, particularly in areas with limited internet access. This requires serious attention to ensure equal quality of digital public services.

Third, the gap between the ideal concept of digital public services and actual implementation remains significant. Key service quality indicators—such as service speed, cost transparency, data security, and officer responsiveness—have not fully met public expectations. Although digital systems such as ETLE, SIGNAL, SINAR, and e-TPKB are in operation, technical challenges including system disruptions, weak internet networks, and varying levels of digital literacy continue to impede full optimization. These gaps affirm that digital transformation is not merely a matter of technology adoption, but also requires a shift in work culture and interaction patterns between government and society.



Fourth, a significant novelty (new contribution) of this research is the finding that the success of digital service quality at Ditlantas Polda Kalteng does not rely solely on technology. It also depends on the integration of human resource capacity, infrastructure readiness, and public digital literacy. Digitalization has improved efficiency by more than 70%, minimized the potential for illegal levies, strengthened data accuracy, and increased transparency of service costs. Digital systems have reduced service time from several hours to less than one hour—an indication of enhanced effectiveness and efficiency in police public services.

Fifth, the study confirms that digital service implementation has succeeded in improving service quality, supported by several key influencing factors that contribute to the effectiveness of digital-based public services. Sixth, the effectiveness of digitalization has significantly increased service speed, accuracy, and citizen satisfaction with Ditlantas services. The research contributes to two dimensions: theoretically, it enriches the study of digital governance and technology-based public service quality; practically, it provides policy recommendations for Ditlantas Polda Kalteng to strengthen an inclusive and sustainable digital service system.

Seventh, digital-based service quality is understood as a strategic instrument to realize the principles of public service—efficiency, effectiveness, transparency, and accountability. The implementation of digital systems is not only intended to accelerate services, but also to build public trust through information transparency and personal data protection. The success of digital public service standards at Ditlantas Polda Kalteng is determined by three key pillars: (1) reliable digital infrastructure, (2) competent human resources capable of managing systems and responding to users, and (3) active user participation supported by adequate digital literacy. These three pillars form a synergy that leads to fast, accurate, transparent, and equitable police services. Eighth, the digital transformation at Ditlantas Polda Kalteng reflects a paradigm shift toward adaptive, participatory, and citizen-oriented digital governance. Digitalization is no longer an option but a necessity in achieving competitive, trustworthy, and responsive public services in the era of the Industrial Revolution 4.0.

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Conflicts of Interest

The author declares that there are no conflicts of interest regarding the conduct, analysis, or publication of this research. The study was carried out independently without any financial, institutional, or personal bias that could influence the research process or its findings. All data were collected objectively, and the results were presented based on factual evidence and academic integrity to ensure the credibility and neutrality of the research.

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