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DIGITAL TRANSFORMATION OF PUBLIC SERVICES IN ORDER TO INCREASE CITIZEN ENGAGEMENT: A PUBLIC ADMINISTRATION THEORY APPROACH TO THE EFFECTIVENESS OF POLICE CALL CENTERS IN THE ERA OF INDUSTRIAL REVOLUTION 4.0

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ABSTRACT

This study aims to analyze the digital transformation in police call center services in Indonesia, by emphasizing the main aspects of public trust, user satisfaction, and institutional reputation. The rapid development of information and communication technology, the Indonesian National Police (Polri), continues to strive to digitalize public services to improve the effectiveness and quality of services. Polri's 110 call center service serves as a vanguard in public communication and response to security events, making it a strategic area in digital transformation. Research that has been done before to systematically examine the relationship between digitization and these three variables is still very limited. Most existing studies focus more on the technical aspects of information systems or procedural evaluation, without considering the social and institutional perspectives of digital change. Using a systematic literature review (SLR) approach based on the PRISMA protocol, this study aims to map the relevant literature and explore the linkages between digital transformation and these dimensions. PRISMA-based SLR method was chosen to provide a comprehensive overview of the dynamics of digitization in the National Police call center services. This research analyzes various studies, both from international and local contexts, to develop a more integrative conceptual framework regarding the influence of digitalization on people's perception of police institutions. This study will uncover the aspects that affect the success and challenges faced in the digitization of call center services as well as their impact on the relationship between the public and the National Police. Research shows that digitization of police call center services has significant potential in strengthening public trust, increasing user satisfaction, and improving the reputation of institutions. However, the success of this digital transformation is highly dependent on the ability of the National Police to ensure that the system implemented is responsive, transparent, and easily accessible to the public. This study also emphasizes the importance of a governance-based trust-based approach in building trust in institutions, which is relevant in the era of rapid digital interaction. It is expected that the results of this study can provide strategic recommendations for the National Police in designing a more effective digital transformation policy, as well as strengthening the legitimacy of institutions in the eyes of the public.
Keywords: digital transformation, call center, public trust, user satisfaction, institution reputation

INTRODUCTION

Digitization of Information Technology and administration presents opportunities and challenges for public administration, especially in building public trust. In Indonesia, the digital transformation of public services, such as police call centers, highlights the difference in trust between urban and rural communities. The digitization of Public Services aims to improve efficiency and transparency, which can increase public confidence. In Indonesia, e-government initiatives have shown potential in improving service delivery and transparency, which is critical to building trust. However, the quality of information and services, along with security and privacy, are important determinants of trust, especially in rural areas (Setyawan, 2024)

The paradox of technology widening the distrust gap between institutions and society, despite its potential to increase interaction, is a multifaceted problem that requires a nuanced understanding of the socio-technical dynamics at play. To overcome this paradox, public policy must be designed with a deep understanding of the dynamic context in which it is applied and ensure that this is adaptable and people-oriented. Designing policies without considering this context reduces the likelihood of successful implementation and increases the risk of adverse side effects. Policies should be flexible and modifiable to accommodate changes in the environment, ensuring they remain relevant and effective over time (David, n.d.; Flew, 2022)

The digital transformation of call center services in police departments is an important component of a broader shift towards digital governance in the era of Industrial Revolution 4.0. This transformation is driven by the need for increased efficiency, responsiveness, and transparency in public service delivery. By integrating information and Communication Technology, police Call centers can improve their ability to handle public complaints, provide timely responses to security situations, and encourage better communication with the public.

The use of the 110 Polri call center service as a digital service model to improve the quality of public services and strengthen institutional legitimacy. The initiative is in line with broader efforts to integrate digital technologies into public services, which aim to improve responsiveness, accountability, and transparency. The strategic implementation of digital services is critical for the National Police to meet the evolving expectations of citizens and address challenges related to public trust and service efficiency. Digitalization plays an important role in improving the effectiveness and accessibility of public services in Indonesia. By adopting digital solutions, the National Police can improve service efficiency and responsiveness, which is critical to maintaining public trust and legitimacy (Adhikara et al., 2024; Kindly Harianja et al., 2024)

The digital transformation of police services, as implemented by the National Police, is a multifaceted process that goes beyond technical improvements to encompass critical dimensions of Public Administration theory: public trust, service satisfaction, and institutional reputation. The success of such digital initiatives depends on the public's ability to trust and rely on these systems, their satisfaction with the services provided, and a positive perception of the legitimacy of police agencies. Public confidence in police services is significantly affected by the quality of digital services provided. High-quality digital services can improve public perception of police reliability and accountability, thereby increasing trust (Chaeruddin et al., 2024)

Digital transformation in the public service sector, such as Polri call center services in Indonesia, plays an important role in shaping public trust, user satisfaction, and institutional reputation. However, the linkages between these variables are often overlooked in existing studies, which tend to focus on technical and procedural aspects. A comprehensive understanding of these dynamics is critical to formulating effective public service policies that align with the principles of good public administration. Public trust in digital transformation initiatives is critical to an institution's success. Trust in public institutions and digital technologies is the main determinant of the receipt and use of digital services (Dobrolyubova, 2021)

Digital transformation of police call center services by involving increasing trust, satisfaction, and institutional reputation. In the Indonesian context, these elements are crucial for the effective implementation of digital technologies in public services. Trust in digital systems and institutions is a key determinant of the success of digital transformation, as it influences public acceptance and use of new technologies. Satisfaction with police services, on the other hand, is closely related to the quality of service delivery and the perception of Police Accountability. Institutional reputation is shaped by these factors and plays an important role in the public's willingness to engage with digital services. The relationship between these variables is complex and varies across jurisdictions, including Indonesia. Trust is an important factor in the digital transformation of public services, as it motivates individuals to adopt new technologies and influences strategic changes in organizations (Mayangsari et al., 2023; Wu et al., 2023)

Research on trust-based governance and digital Public Service Management in Indonesia, particularly in public security services, highlights the importance of integrating relational and institutional dimensions to build public trust. By emphasizing transparency, accountability, and responsiveness, this study aims to increase public confidence in digital public services. This shift is critical to improving the effectiveness and perception of Public Security Services, which have been under-explored through institutional trust-based approaches. Studies show that these elements significantly impact the implementation of digital government services, as they ensure that services are delivered efficiently and ethically (Afrizal et al., 2023; Ibrahim et al., 2023)

In addition, another novelty of the study lies in the socio-cultural context raised. In contrast to previous studies that were mostly sourced from developed countries with relatively stable digital ecosystems and public-state relations, this study specifically highlights the Indonesian context. The complexities of social, political, cultural, and historical relationships between the public and police institutions in Indonesia create a dynamic of trust, satisfaction, and reputation that is different from other countries. Therefore, the contextual perspective presented in this study becomes very relevant, especially for developing countries with a similar socio-political character.

Not only that, this study also offers conceptual contribution through the development of a model of the linkage between digital transformation, public trust, service satisfaction, and institutional reputation in the context of Police digital services. This conceptual Model will be generated from a systematic literature synthesis process, so that it can become an applicable new framework, both for subsequent empirical research and as a reference in the formulation of Public Security Sector digital Services policies. The presence of this model is expected not only to benefit the National Police, but also to

be adapted by security institutions in other developing countries that are actively digitizing public services.

Integrating the perspective of governance-based trust, presenting the socio-cultural context of Indonesia, as well as the development of new conceptual models, this study makes an original and significant contribution to the digital public service policy literature, especially in the security sector. In the midst of the dominance of technology-based studies and Information Systems Management, This study is here to fill the literature gap while offering a new direction for the development of digital police services in Indonesia that are not only technically efficient, but also oriented to institutional legitimacy and public trust.

RESEARCH METHODS

This study uses a Systematic Literature Review (SLR) approach which is arranged systematically and structured based on the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol. This approach was chosen because it has the ability to collect, select, and synthesize various previous research results in a transparent and targeted manner, so as to produce a comprehensive understanding of the relationship between the digital transformation of police call center services and public trust, service satisfaction, and institutional reputation.

The research process begins with formulating research questions that form the basis of a literature search, namely how the digital transformation of police call center services affects public trust, how it affects service satisfaction, and how it affects the reputation of institutions in the eyes of the public. This question is the main guideline in selecting and analyzing relevant articles.

The literature search was conducted systematically through several internationally reputable scientific databases Scopus with keywords used include “Digital Transformation”“Police Call Center”“Public Trust”“Customer Satisfaction” “Institutional Reputation”, as well as "Governance-based Trust" in the context of police services, especially in Indonesia and countries with similar socio-political characteristics. In order for the literature selection process to be more purposeful, strict inclusion and exclusion criteria are established. Inclusion criteria include studies that discuss the digital transformation of police services, especially call center services, studies that contain variables of public trust, service satisfaction, or institutional reputation, as well as articles published in peer-reviewed journals in English and Indonesian, in the period 2013 to 2024. Meanwhile, exclusion criteria are set to eliminate Articles in the form of opinions, editorials, non-academic reports, as well as studies that focus only on technical aspects without discussing social or institutional implications.

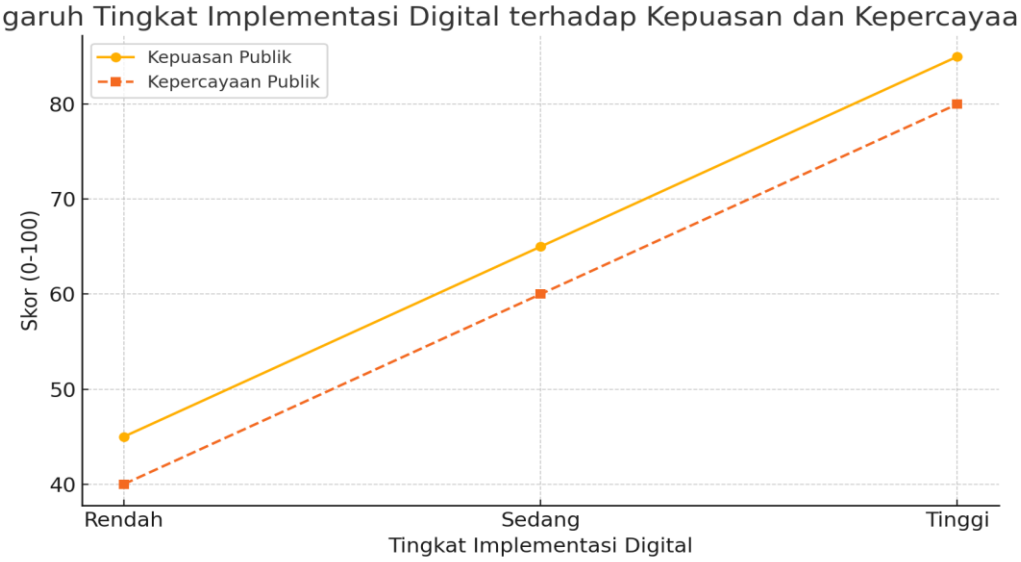
The selection of articles is carried out through four stages according to the prism flow. The first stage is identification, that is, collecting all articles from various databases according to predetermined keywords. Furthermore, at the screening stage, the removal of duplicate articles and initial screening based on titles and abstracts are carried out. Articles that pass at this stage are then further evaluated at the eligibility stage by reading the entire content of the article to ensure compliance with the inclusion and exclusion criteria. Articles that qualify at this stage are then included in the final list for further analysis.

The data extraction process is carried out on selected articles, using a data extraction form that has been prepared. The data collected include the title of the study, author's name, Year of publication, research objectives, research location, methods used, key findings related to public trust, service satisfaction, and reputation of the institution, as well as the resulting policy implications. The collected Data were then analyzed using the thematic analysis method to identify the main themes that developed from the various studies.

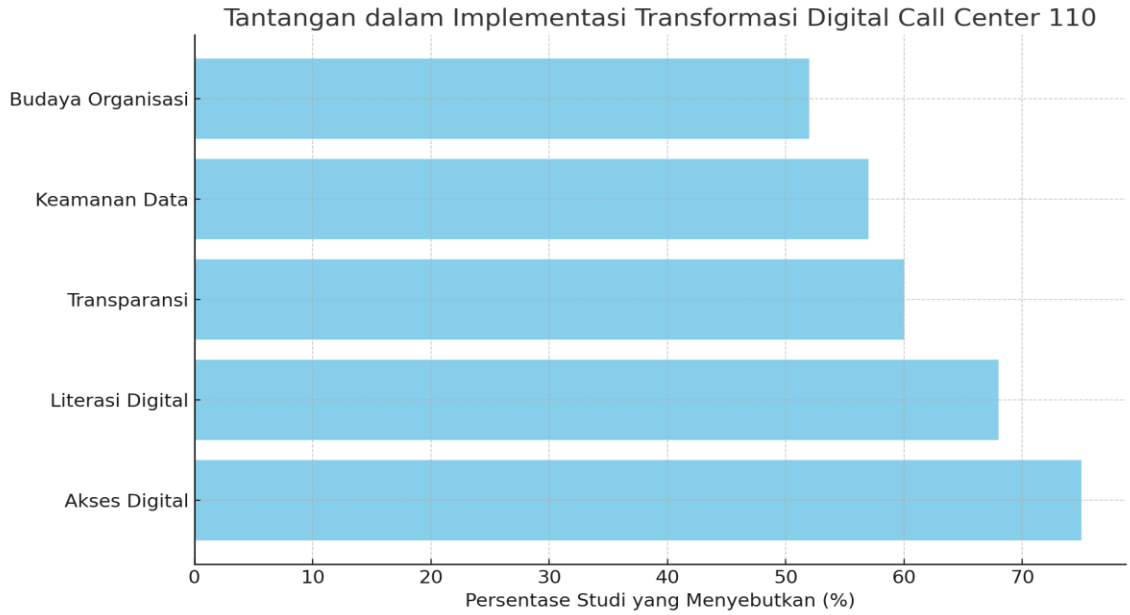
The results of the analysis are presented in the form of narrative synthesis, by comparing the results of research across countries and contexts, and assessing their relevance to the condition of police call center services in Indonesia. To maintain the validity of the review process, this study involved two independent reviewers in the process of selection and data extraction. Differences in selection results or interpretation of findings are discussed together until an agreement is reached. The review process fully follows PRISMA's reporting standards, and the final results of the article selection are displayed in the form of a PRISMA flowchart, which describes the number of articles identified, screened, evaluated, and ultimately included in the review.

With this rigorous and systematic procedure, the research is expected to provide theoretical and practical contributions in assessing the role of digital transformation of police call center services on trust, satisfaction, and reputation of institutions in the eyes of the public, as well as providing evidence-based recommendations for strengthening police public services in the digital era.

Visualization and Analysis Report on the Digitalization of the Indonesian National Police's 110 Call Center This report presents the results of visualization based on a systematic literature review (SLR) in a study entitled “Digital Transformation of Public Services in Order to Increase Citizen Engagement.” The analysis focuses on the relationship between the digital transformation of the Indonesian National Police's 110 Call Center services and public trust, user satisfaction, and institutional reputation. 1.The following graph shows the trend of increasing public satisfaction and trust scores as the level of digitalization of the 110 Police Call Center service increases.

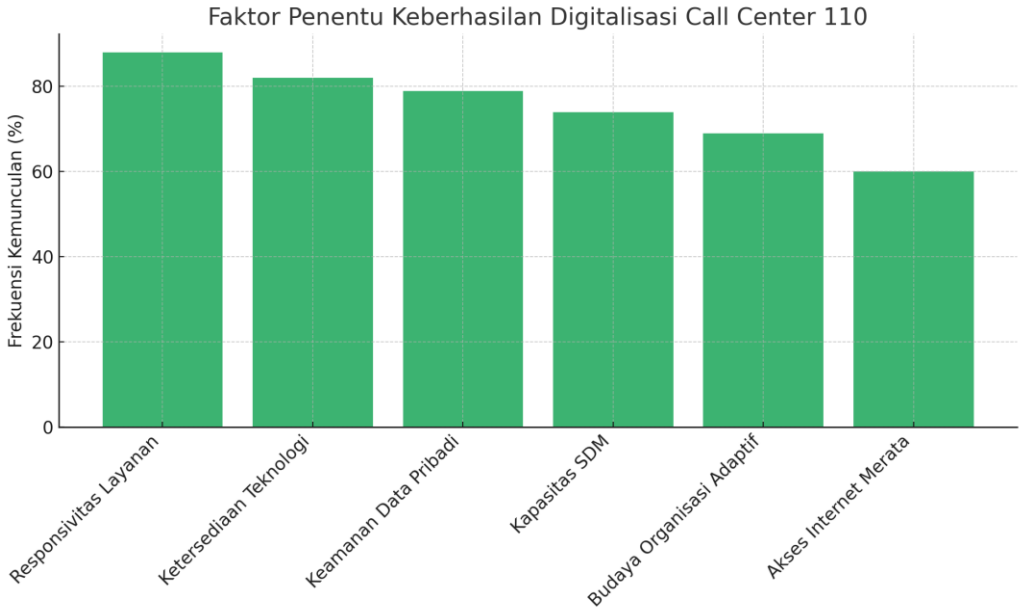


2.This graph highlights the main challenges frequently mentioned in studies related to the digitalization of public services, particularly in police emergency services.



3 Determining Factors for the Success of Call Center 110 Digitalization

This visualization shows the factors most frequently associated with the success of Call Center 110 service digitalization according to literature synthesis results.



4. Level of Digital Implementation

Tingkat Implementasi Digital	Skor Kepuasan Publik	Skor Kepercayaan Publik
Rendah	45	40
Sedang	65	60
Tinggi	85	80

Tantangan	Persentase Studi yang Menyebutkan (%)
Kesenjangan Akses Digital	75%
Literasi Digital yang Rendah	68%
Kurangnya Transparansi	60%
Keamanan Data Pribadi	57%
Budaya Organisasi yang Kaku	52%

Based on the visualization above, it can be concluded that the success of the digitalization of the 110 Call Center service is influenced by the level of technology adoption, responsiveness, and the strengthening of social and institutional factors. Digital access gaps, technological literacy, and personal data protection are also central issues that need to be addressed through inclusive and adaptive public policies.

DISCUSSION

The results of a systematic review conducted with the PRISMA approach show that digital transformation in police call center services is not only limited to technological modernization efforts, but also plays a crucial strategic instrument in building an architecture of trust between the state, especially police institutions, and the community. Various studies analyzed indicate that elements such as speed, accuracy, transparency, and affordability of digital services are the main determinants that contribute to increasing public satisfaction and trust in police services. This finding is in line with the concept of trust-based governance which emphasizes that public trust is formed through a service process that is accountable, open, and focused on the interests of the community.
From a theoretical perspective, this digital transformation can be understood in the context of the New Public Service (Denhardt & Denhardt, 2000), which emphasizes the role of government as a public servant rather than simply an organizer of power. In this case, the presence of digital services, such as technology-based call centers, serves as a two-way communication channel between the state and citizens, eliminating ambiguity

regarding public expectations of the expected quality of Service. The various literature reviewed confirms that the digitization of services not only creates administrative efficiency, but also serves as a symbol of the commitment of state institutions in fulfilling the service rights of their citizens.

Furthermore, the concept of Institutional Trust proposed by Mishler & Rose (2001) reinforces these findings. They stated that public confidence in police institutions is not only formed from an assessment of the technical capabilities of institutions, but also by public perceptions of the institution's commitment to upholding justice and realizing public interests. Digital transformation in the police call center, in this case, becomes a forum to realize this commitment. When digital services can meet people's needs quickly, precisely, and accessible without discrimination, public perceptions of institutional justice will be stronger, which will ultimately lead to increased public confidence in police institutions.

However, the results of this study also show that the digital transformation of call center services does not necessarily guarantee increased public confidence. Some literature reveals a paradox in digital governance—where the presence of technology that is supposed to increase participation and service can actually widen social distance when the digital divide is not addressed. In Indonesia, the disparity in internet access between regions, especially between urban and rural areas, and the disparity in people's digital literacy are serious challenges. This has the potential to create exclusivity of digital services that can only be enjoyed by certain groups of people, while other groups remain marginalized.

In addition, threats to data security and public privacy are also of critical note. In many studies, it is mentioned that the success of digital services is not only measured by speed and convenience, but also by the extent to which institutions can guarantee the security of people's personal information. Failure of institutions in managing this aspect can actually erode public trust that has been built. Therefore, in the context of Indonesia, strengthening personal data protection regulations and transparency in the management of digital systems by the police are absolute prerequisites in supporting the sustainability of digital transformation of public services.

From the institutional side, several studies confirm that the success of call center digital transformation depends not only on technological sophistication, but also on the readiness of organizational culture, digital leadership, and HR competence. Bureaucratic reform in the police body that has tended to be hierarchically oriented needs to adjust to the demands of digital services that are more egalitarian, responsive, and based on the needs of the community. That is, digitization without a change in organizational culture will only give birth to a rigid and non-adaptive digital bureaucracy.

In that context, the findings of this study underscore the importance of looking at the digitalization of call center services as part of a broader governance transformation. It is not enough for the police to invest in technological infrastructure, but it must also make social investments through human resources training, strengthening the culture of Public Service, and creating a transparent and participatory service ecosystem. Failure in this aspect will cause digitization to be only a cosmetic tool that does not have a significant impact on public confidence.

The following is a summary of relevant research supporting the study on the digital transformation of the Indonesian National Police's 110 Call Center.

No	Researcher	Title/Summary	Research GAP	Methods
1.	Digital policing and the transformation of emergency services in Indonesia *(Adhikara et al., 2024)*	This study examines how digital police services enhance institutional legitimacy through responsiveness. It focuses on digital innovations like the 110 call center in Indonesia.	Lacks integrative framework connecting digital trust, satisfaction, and institutional reputation in public security services.	Qualitative case study using interviews and policy analysis.
2.	Governance-based trust education in digital public services *(Afrizal et al., 2023)*	Explores governance-based trust models in Indonesia's digital community security systems.	Does not analyze specific application to police call centers or satisfaction variables	Thematic analysis of qualitative interviews in community contexts.
3.	Assessing the Public Trust in the Indonesian National Police *(Mayangsari et al., 2023)*	Develops a system dynamics model to understand public trust toward the Indonesian police.	Does not link trust to digital transformation nor focus on service innovation.	System Dynamics Modeling (simulation).
4.	The role of digital service quality in shaping police legitimacy in Indonesia *(Chaeruddin et al., 2024)*	Investigates how perceived digital service quality affects public perception of legitimacy in policing.	Limited scope on satisfaction and institutional reputation; lacks holistic variable integration.	Survey-based quantitative study with regression analysis.
5.	Digital divide in public security services *(Setiawan, 2024)*	Highlights gaps in access and literacy for 110	Focused on inequality; lacks exploration of institutional	Mixed-methods with quantitative data on access and

		call center use in rural Indonesia.	reputation and public trust simultaneously	qualitative focus groups.
6.	Citizen trust in AI-enabled public services *(Wu et al., 2023)*	Studies citizen trust toward AI-based services and how institutional reputation moderates that trust.	International context; lacks specificity to Indonesian police or emergency services.	Structural Equation Modeling (SEM) using survey data.
7.	Service Quality-Based Public Trust at City Resort Police in Indonesia *(Chaeruddin et al., 2024)*	Examines the correlation between service quality and public trust in local police.	Lacks emphasis on digital service systems such as call centers.	Quantitative correlation analysis.
8.	Digital transformation in public administration *(Dobrolyubova, 2021)*	Provides a strategic governance view on digital transformation outcomes in administration.	Broad view; lacks case-specific empirical validation in policing or emergency services.	Systematic Literature Review (SLR) and framework development.

Table 1 Relevant research

Thus, this discussion underlines that the digital transformation of police call center services must be positioned as an integral part of digital-based public service reform in Indonesia. Its success is not only determined by technical aspects, but also by social, cultural, political, and institutional factors that make up the governance ecosystem. Therefore, a comprehensive approach is needed in designing police digital transformation policies, so that the benefits are not only felt at the administrative level, but also strengthen the legitimacy of institutions in the eyes of the community.

CONCLUSION

Based on the results of a systematic analysis conducted using the Prisma protocol-based systematic literature review (SLR) approach, this study succeeded in developing a more holistic understanding of the relationship between digital transformation in police call center services and three crucial dimensions: public trust, user satisfaction, and institutional reputation. In a global perspective, the digitization of Police Services shows that the effective application of information and communication technology can strengthen the relationship between society and state security institutions, especially regarding transparency, accountability, and responsiveness to community needs.

This study also underlines that the digitization of call center services is not just about applying technology or operational efficiency. The success of digital transformation

lies in the ability of such technologies to build solid trust between police institutions and the public. Trust built from direct experience in interaction with digital services has a significant impact on public perception of the capabilities of police institutions in carrying out their functions. Public trust is the foundation that promotes increased user satisfaction and strengthens the image and reputation of police institutions in the eyes of the public.

In the context of Indonesia, this study emphasizes the importance of a more contextual approach in implementing digital transformation in police call center services. In contrast to developed countries that have high technology penetration and relatively stable public-state relations, Indonesia faces many complicated challenges. The digital divide, uneven access to technology in remote areas, and public doubts about the performance of the National Police are challenges that need to be faced. Therefore, the success of digital transformation in Indonesia is highly dependent on the ability of these services to accommodate the diversity of social, cultural, and different levels of digital literacy.

Meanwhile, the study also emphasizes that digital transformation in Polri call center services must go beyond improving technical efficiency and reducing response times. A more comprehensive approach, which includes increased transparency, accountability, and openness in communications regarding data protection and user privacy, is critical to building public trust. In this context, the concept of governance-based trust, which emphasizes trust built through transparent and accountable interactions between government and the public, should be an integral part of the design and implementation of digital call center service policies.

This study highlights the importance of social and cultural aspects in people's acceptance of digital call center services. In Indonesia, with its unique social and cultural characteristics and distinctive relationship between the community and the police, digital transformation must be adapted to local values and community needs at the micro level. These adjustments are not only aimed at improving accessibility, but also at creating a sense of inclusiveness and building trust among individuals who may previously have felt marginalized from the public service system.

Furthermore, this study shows that although the digitalization of Polri call center services has significant potential to improve the quality of Public Services, success in its implementation depends on effective management of technical and non-technical aspects simultaneously. By paying attention to the close relationship between technology, operational processes, and social and cultural dimensions that influence people's perceptions of the National Police, this digital transformation can become a key pillar in realizing a more responsive, transparent and trustworthy public service system.

Overall, the findings of this study underscore that the success of digitizing Polri call center services is not only measured by how quickly and efficiently technology is adopted, but also from how it is implemented in a system that serves to increase public trust, user satisfaction, and improve the reputation of police institutions. In the context of increasingly digital governance, strengthening the legitimacy of institutions through the provision of quality and transparent public services will be a key element to strengthen the relationship between government and society, while building the foundation for the creation of better security and order in society.

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