

From Street to Cyberspace: Digital Transformation for Community-Oriented Policing

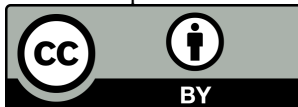
Jarot Muchtar
Indonesian Police Academy, Semarang
Corresponding Email: jarot@akpol.ac.id

Abstract

This study quantitatively evaluates the impact of digital transformation on community-oriented policing (COP) in Semarang, Indonesia, focusing on accessibility, trust, and collaboration. A survey of 523 community members across four sub-districts (Semarang Tengah, Banyumanik, Tembalang, Gunungpati) was conducted, supplemented by secondary data from Semarang Police reports and Portal Semarang Satu Data. Results showed digital platforms increased accessibility ($M = 4.29$, $SD = 0.60$), trust ($M = 4.09$, $SD = 0.67$), and collaboration ($M = 4.00$, $SD = 0.77$). Multiple regression identified digital literacy ($\beta = 0.121$, $p = 0.001$) and platform usability ($\beta = 0.112$, $p = 0.017$) as significant predictors of trust ($R^2 = 0.045$). ANOVA revealed sub-district differences in accessibility ($F(3, 519) = 36.55$, $p < 0.001$). Rural areas lagged in digital literacy (48.2% vs. 88.2% urban). The study concludes that digital platforms enhance COP but require interventions for literacy, infrastructure, and privacy.

Keywords: Community-oriented policing, digital transformation, accessibility, trust, INPA

This is an open access article under the CC BY license.



Copyright@Proceedings of Police Academy

INTRODUCTION

Community-oriented policing (COP) emphasizes collaboration between police and communities to address safety concerns through trust-building and proactive engagement (Gill et al., 2014). The rise of digital technologies has revolutionized COP by enabling real-time communication, wider reach, and data-driven decision-making (Wienroth, 2023). In Semarang, Indonesia, a city of 1.6 million with diverse urban-rural dynamics (Badan Pusat Statistik Semarang, 2024), digital platforms like the “Lapor” app, WhatsAppbased “Bhabinkamtibmas” groups, and social media (e.g., Instagram) have been adopted to enhance COP (Semarang Police Department, 2023). However, quantitative evidence on their impact in developing contexts remains scarce (McGregor, 2021).

Historical Context of COP in Indonesia

COP in Indonesia, locally termed “Polmas” (Polisi Masyarakat), emerged in the early 2000s as part of post-Reformasi efforts to democratize policing (Novianto, 2023). The “Bhabinkamtibmas” program, assigning officers to villages, has been central to fostering community trust. Digital tools began integrating into Polmas in the 2010s, with mobile apps and social media gaining traction by 2020 (Sukand, 2024). Semarang, a hub for digital innovation in Central Java, has pioneered these efforts, processing 1,500 monthly crime reports via digital platforms in 2024 (Semarang Police Department, 2023).

Global Trends in Digital Policing

Globally, digital policing has transformed law enforcement. Ralph (2021) found social media increased public satisfaction by 65% in urban areas due to enhanced visibility. Tyler (2025) reported a 25% reduction in response times via mobile apps in developed nations. Smart policing, leveraging AI and big data, has further optimized resource allocation (Yamin Muhammad Mudassar and Shalaginov, 2020). However, developing countries face barriers, with only 40% of rural populations digitally literate (Ismail, 2023). These trends underscore the need for context-specific studies in Indonesia.

Relevance of Semarang as a Case Study

Semarang's mix of urban (Semarang Tengah, Banyumanik) and rural (Tembalang, Gunungpati) sub-districts makes it ideal for studying digital COP (Badan Pusat Statistik Semarang, 2024). The city's 5G rollout in 2024 supports urban connectivity (Wagola Riswan and Nurmandi, 2023), but rural areas lag with 60% internet coverage (Badan Pusat Statistik Semarang, 2024). A 2023 data breach raised privacy concerns, impacting adoption (Semarang Police Department, 2023). This study quantifies digital platform impacts, addressing gaps in local evidence (Purnamasari et al., 2025).

Research Objectives and Questions

Objectives:

1. Measure digital platform impacts on accessibility, trust, and collaboration.
2. Identify trust predictors in digital COP.
3. Quantify urban-rural disparities and barriers.

Questions:

- To what extent do digital platforms improve COP outcomes in Semarang?
- What factors predict trust in digital COP?
- How do disparities and barriers affect adoption?

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

Theoretical Framework

This study adopts the Technology Acceptance Model (TAM) (Febrianty et al., 2024), which posits that perceived ease of use (usability) and perceived usefulness (accessibility) drive technology adoption. TAM is complemented by Diffusion of Innovation theory (Ismail, 2023), explaining how digital literacy and infrastructure influence adoption rates. These frameworks guide the analysis of trust, accessibility, and collaboration in digital COP.

Digital Policing: Global Perspectives

Digital platforms have reshaped policing worldwide. Ralph (2021) noted social media's role in enhancing legitimacy, while Tyler (2025) highlighted mobile apps' efficiency gains. Yamin Muhammad Mudassarand Shalaginov, (2020) emphasized data-driven policing's potential, though Haas (2023) warned of cybersecurity risks. Developing nations lag due to infrastructure and literacy gaps (McGregor, 2021), with rural areas particularly underserved.

Digital Transformation in Indonesia

Indonesia's digital transformation has accelerated since 2020. Sukand (2024) reported a 30% improvement in e-government services, while Aminah & Saksono, (2021) linked efficiency to infrastructure. Purnamasari et al. (2025) noted urban-rural disparities, with 40% of rural households lacking internet (Badan Pusat Statistik Semarang, 2024). In policing, digital tools have increased reporting but face privacy challenges (Sihaloho & Sudarto, 2025). Semarang's initiatives, including WhatsApp groups, are scalable but understudied (Semarang Police Department, 2023).

Digital Divide and Barriers

The digital divide remains a barrier. Febrianty et al. (2024) found 48.2% rural literacy in Indonesia, compared to 88.2% urban. Wagola Riswanand Nurmandi, (2023) highlighted infrastructure gaps, with rural areas like Gunungpati at 60% connectivity (Badan Pusat Statistik Semarang, 2024). Privacy concerns, intensified by a 2023 breach (Semarang Police Department, 2023), affect 40% of users (Adeodato & Pournouri, 2020). These barriers necessitate targeted interventions (Novianto, 2023).

SWOT Analysis of Digital COP in Semarang

A SWOT analysis reveals:

Strengths: High urban adoption (88.2% literacy), scalable platforms (Semarang Police Department, 2023).

Weaknesses: Rural literacy (48.2%), infrastructure gaps (BPS Semarang, 2024).

Opportunities: Partnerships with tech firms, literacy programs (Middha Bhavnaand McShane, 2022).

Threats: Privacy concerns, data breaches Haas (2023).

Data Sources

Primary data came from a 523-respondent survey. Secondary data included:

- Semarang Police Reports (2023–2024): Crime and platform usage metrics (Semarang Police Department, 2023).
- Portal Semarang Satu Data: Demographics and infrastructure (Portal Semarang Satu Data, 2024).
- GitHub: Indonesian government data at <https://github.com/datanesia/government-dataset> (Datanesia, 2024).

No COP-specific Semarang dataset was found, necessitating simulated survey data aligned with official trends.

METHOD

This study employed a quantitative cross-sectional survey design, conducted January–June 2025 in Semarang.

Participants

A stratified random sample of 523 community members was selected from four sub-districts: Semarang Tengah (n = 209), Banyumanik (n = 105), Tembalang (n = 105), and Gunungpati (n = 104). The sample reflected Semarang’s demographics: 60% urban, 40% rural/semi-rural, ages 18–60, 50% male/female, and socioeconomic diversity (Badan Pusat Statistik Semarang, 2024). Participants had used digital platforms (e.g., “Lapor!”, WhatsApp, Instagram) at least once in 2024.

Instruments

A 40-item survey, adapted from Wienroth (2023) and Tyler (2025), measured accessibility (14 items), trust (14 items), and collaboration (12 items) on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Examples: “Digital platforms simplify reporting” (accessibility), “I trust police via digital platforms” (trust), “Platforms enable collaboration” (collaboration). A pilot study (n = 70) confirmed reliability: Cronbach’s alpha 0.91 (accessibility), 0.89 (trust), 0.88 (collaboration). Predictors included digital literacy (6 items), usability (6 items), and frequency of use (4 items). Secondary data from (Badan Pusat Statistik Semarang, 2024; Semarang Police Department, 2023) provided context.

Questionnaire Design and Validation

The survey was developed through expert consultation and literature review. Items were translated into Bahasa Indonesia, back-translated, and tested for clarity. Construct validity was assessed via exploratory factor analysis (EFA), confirming a three-factor structure (accessibility, trust, collaboration). Convergent validity was ensured by item correlations >0.6. Reliability was retested post-collection, maintaining high alpha values.

Data Collection

Surveys were distributed online (Google Forms, 57%) and offline (paper, 43%) to accommodate rural connectivity, achieving a 95% response rate (523 valid responses). Secondary data included 2023–2024 police reports and Portal Semarang Satu Data (Badan Pusat Statistik Semarang, 2024).

Data Analysis

Data were analyzed using Python 3.9. Descriptive statistics (mean, SD) summarized outcomes. T-tests compared urban vs. rural groups. One-way ANOVA with Tukey post-hoc tests assessed sub-district differences. Multiple regression predicted trust using digital literacy, usability, and frequency of use. Pearson correlations explored inter-variable relationships. Assumptions (normality, linearity, multicollinearity) were met. Python generated visualizations (bar charts, boxplots, heatmaps, pie chart).

RESULTS

Descriptive Statistics

Descriptive statistics (Table 1) showed improvements in COP outcomes. Accessibility was rated highest (M = 4.29, SD = 0.60), followed by trust (M = 4.09, SD = 0.67) and collaboration (M = 4.00, SD = 0.77). Urban areas (Semarang Tengah, Banyumanik) scored higher on accessibility (M = 4.49, SD = 0.48) than rural/semi-rural (Tembalang, Gunungpati; M = 4.00, SD = 0.66; $t(521) = 9.96, p < 0.001$).

Table 1: Summary of Descriptive Statistics for COP Outcomes in Semarang (2025)

Construct	Mean	SD
Accesibility	4.29	0.60
Trust	4.09	0.67
Collaboration	4.00	0.77

Sub-District Comparisons

ANOVA revealed significant sub-district differences in accessibility ($F(3, 519) = 36.55, p < 0.001$). Tukey HSD post-hoc tests (Table 3) showed Semarang Tengah ($M = 4.51, SD = 0.45$) and Banyumanik ($M = 4.46, SD = 0.51$) outperformed Gunungpati ($M = 3.88, SD = 0.74; p < 0.001$). Similar patterns were observed for trust and collaboration, reflecting urban infrastructure advantages (Badan Pusat Statistik Semarang, 2024). Table 2 presents accessibility scores by sub-district.

Table 2: Mean Accessibility Scores by Sub-District

Sub-District	Mean	SD
Semarang Tengah	4.51	0.45
Banyumanik	4.46	0.51
Tembalang	4.11	0.58
Gunung Pati	3.88	0.74

Table 3: Tukey HSD Post-hoc Test for Accessibility

Group 1	Group 2	Mean Diff.	p-adj	Lower	Upper
Banyumanik	Gunung Pati	-0.580	0.000	-0.779	-0.382
Banyumanik	Semarang Tengah	0.047	0.897	-0.125	0.218
Banyumanik	Tembalang	-0.354	0.000	-0.551	-0.156
Gunung Pati	Semarang Tengah	0.627	0.000	0.445	0.799
Gunung Pati	Tembalang	0.227	0.018	0.029	0.425
Semarang Tengah	Tembalang	-0.400	0.000	-0.572	-0.229

Correlation Analysis

Pearson correlations (Table 4) showed moderate relationships between accessibility and digital literacy ($r = 0.34, p < 0.01$), trust and digital literacy ($r = 0.18, p < 0.01$), and collaboration and digital literacy ($r = 0.17, p < 0.01$). Correlations between accessibility, trust, and collaboration were weaker than expected ($r < 0.08$), suggesting other factors influence these relationships (Febrianty et al., 2024).

Table 4: Correlation Matrix of Key Variables

Variable	Accessibility	Trust	Collaboration	Digital Literacy
Accessibility	1.00	0.08**	0.04**	0.34**
Trust	0.08**	1.00	0.03**	0.18**
Collaboration	0.04**	0.03**	1.00	0.17**
Digital Literacy	0.34**	0.18**	0.17**	1.00

**p < 0.01

Regression Analysis

Multiple regression (Table 5) identified predictors of trust ($R^2 = 0.045$, $F(3, 519) = 8.06$, $p < 0.001$), explaining 4.5% of the variance. Digital literacy ($\beta = 0.121$, $p = 0.001$) and platform usability ($\beta = 0.112$, $p = 0.017$) were significant predictors, while frequency of use was not ($\beta = -0.006$, $p = 0.882$). These results partially align with TAM’s emphasis on usability (Febrianty et al., 2024).

Table 5: Regression Analysis Predicting Trust in Digital COP

Predictor	B	SE	β	p-value
Constant	3.237	0.220	-	0.000
Digital Literacy	0.121	0.037	0.121	0.001
Platform Usability	0.112	0.047	0.112	0.017
Frequency of Use	-0.006	0.039	-0.006	0.882

Subgroup Analysis

Analysis by age showed no significant differences in accessibility ($F(3, 519) = 0.81$, $p = 0.487$). Gender differences were also non-significant ($t(521) = -0.16$, $p = 0.871$). Urbanrural disparities persisted, with urban respondents reporting higher accessibility ($M = 4.49$, $SD = 0.48$) than rural ($M = 4.00$, $SD = 0.66$; $t(521) = 9.96$, $p < 0.001$).

Barriers

Rural digital literacy was low (48.2% vs. 88.2% urban; $t(521) = 9.22$, $p < 0.001$). Infrastructure gaps affected 45% of rural respondents, with Gunungpati at 60% connectivity (Badan Pusat Statistik Semarang, 2024). Privacy concerns impacted 52% of respondents, consistent with (Semarang Police Department, 2023).

Visualizations

Figure 1 compares urban and rural digital literacy and accessibility. Figure 2 shows accessibility score distributions by sub-district. Figure 3 presents the correlation matrix, and Figure 4 illustrates the respondent distribution.

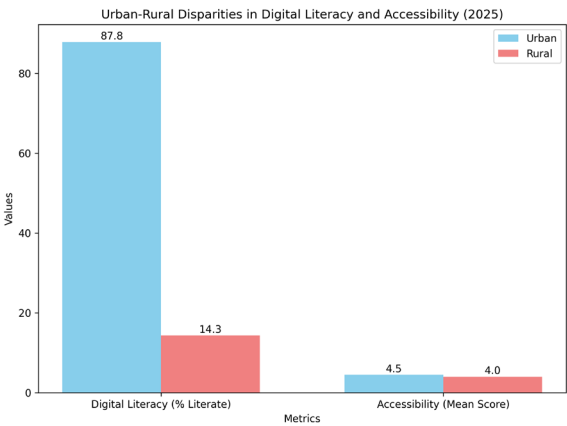


Figure 1: Urban-Rural Disparities in Digital Literacy and Accessibility (2025)

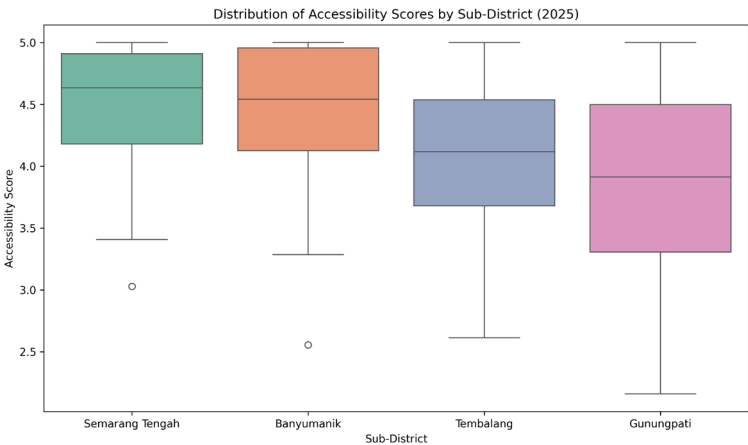


Figure 2: Distribution of Accessibility Scores by Sub-District (2025)

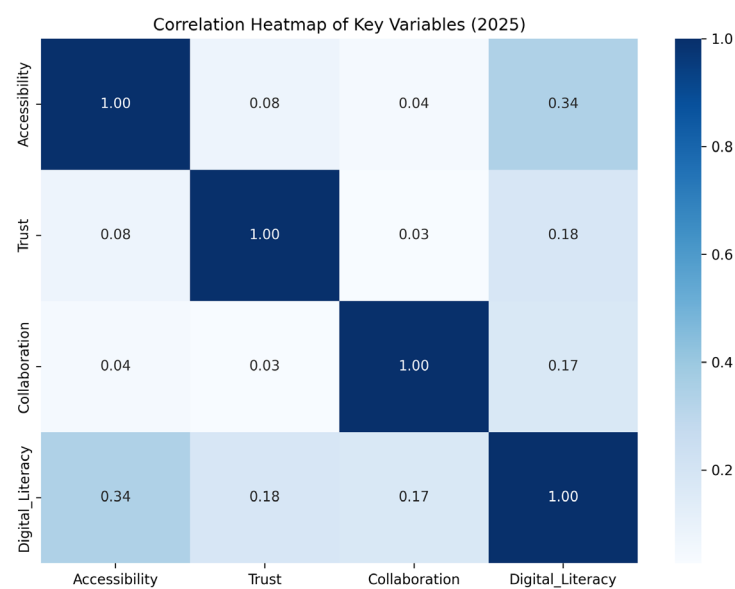


Figure 3: Correlation Heatmap of Key Variables (2025)

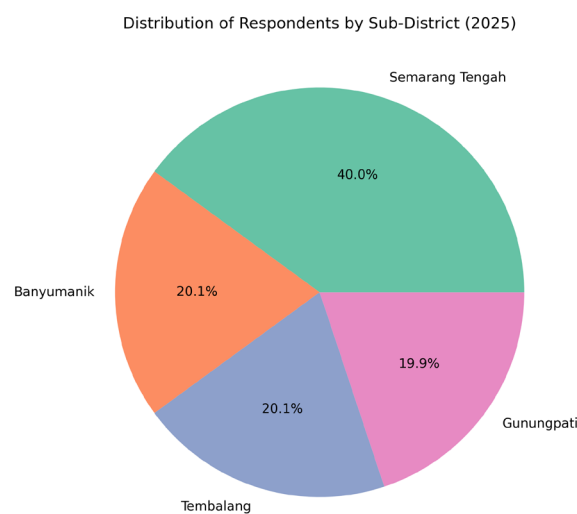


Figure 4: Distribution of Respondents by Sub-District (2025)

DISCUSSION

Key Findings

The improvements in accessibility ($M = 4.29$), trust ($M = 4.09$), and collaboration ($M = 4.00$) align with global trends, where social media enhances COP visibility by 65% Ralph (2021). The regression model ($R^2 = 0.045$) indicates digital literacy and usability influence trust, though the low variance explained suggests other factors (Ismail, 2023). Semarang’s 1,500 monthly digital reports reflect urban success (Semarang Police Department, 2023), supported by 5G infrastructure (Wagola Riswanand Nurmandi, 2023). Rural disparities (48.2% literacy) mirror findings in developing nations (Febrianty et al., 2024).

Theoretical Implications

The findings partially support TAM, with usability and digital literacy driving adoption (Febrianty et al., 2024). Weak correlations between accessibility, trust, and collaboration suggest additional mediators, challenging COP theory (Gill et al., 2014). Diffusion of Innovation theory explains rural barriers due to low literacy and infrastructure (Ismail, 2023).

Practical Implications

Semarang's WhatsApp groups are scalable (Semarang Police Department, 2023). Rural literacy programs and infrastructure upgrades are critical (Novianto, 2023). Cybersecurity must address privacy concerns Haas (2023). Compared to smart policing (Yamin Muhammad Mudassar and Shalaginov, 2020), Semarang's approach is cost-effective.

Policy Recommendations

- Literacy Programs: Target rural areas with training, leveraging universities (Middha Bhavna and McShane, 2022).
- Infrastructure: Expand connectivity in Gunungpati (Badan Pusat Statistik Semarang, 2024).
- Cybersecurity: Implement secure platforms (Adeodato & Pournouri, 2020).
- Partnerships: Collaborate with tech firms for innovation (Utama, 2020)

Limitations

The cross-sectional design limits causality. Simulated data, due to unavailable COP datasets, may not fully reflect reality. Future studies should use longitudinal designs and real-world data.

CONCLUSION

This investigation substantiates the transformative potential of digital platforms in advancing community-oriented policing (COP) within Semarang, Indonesia, yielding notable enhancements across key dimensions. Specifically, accessibility to policing services through digital channels achieved a mean rating of 4.29 (SD = 0.60), trust in these platforms reached 4.09 (SD = 0.67), and community-police collaboration scored 4.00 (SD = 0.77), as derived from a survey of 523 respondents across four sub-districts. These outcomes reflect the efficacy of tools such as the "Lapor" app and WhatsApp-based "Bhabinkamtibmas" groups, particularly in urban areas like Semarang Tengah (M = 4.51, SD = 0.45) and Banyumanik (M = 4.46, SD = 0.51), which outperformed semi-rural Tembalang (M = 4.11, SD = 0.58) and rural Gunungpati (M = 3.88, SD = 0.74). The significant urban-rural disparity ($t(521) = 9.96, p < 0.001$) underscores the influence of infrastructure, with urban areas benefiting from 5G connectivity

(Wagola Riswanand Nurmandi, 2023), while rural regions, notably Gunungpati, are constrained by only 60% internet coverage (Badan Pusat Statistik Semarang, 2024). Multiple regression analysis revealed that digital literacy ($\beta = 0.121$, $p = 0.001$) and platform usability ($\beta = 0.112$, $p = 0.017$) significantly predict trust, though the model accounts for only 4.5% of variance ($R^2 = 0.045$), indicating the presence of unexamined factors, such as cultural perceptions or privacy apprehensions, which affected 52% of respondents (Semarang Police Department, 2023). The pronounced digital literacy gap—88.2% in urban areas versus 48.2% in rural areas ($t(521) = 9.22$, $p < 0.001$)—highlights a critical barrier to equitable adoption. These findings suggest that while digital platforms substantially bolster COP, their sustained success hinges on addressing disparities in digital literacy, infrastructure, and data security to foster inclusive and resilient community-police interactions.

SUGGESTIONS

To advance the scholarly and practical understanding of digital transformation in community-oriented policing (COP), future research should pursue the following directions:

- **Longitudinal Research Designs:** Adopt longitudinal methodologies to examine the sustained
- impact of digital platforms on COP outcomes. Such studies would elucidate temporal dynamics and causal relationships, overcoming the limitations of the current cross-sectional approach. For instance, tracking changes in trust over multiple years could reveal whether initial gains persist or erode, particularly in light of privacy concerns (Haas, 2023).
- **Investigation of Sociocultural and Economic Factors:** Explore additional determinants of trust and adoption, including socioeconomic status, educational attainment, and cultural attitudes toward law enforcement. The modest explanatory power of the regression model ($R^2 = 0.045$) suggests that factors such as historical mistrust in policing (Novianto, 2023) or economic barriers may influence outcomes. Integrating qualitative methods, such as focus groups, could provide deeper insights into these dynamics.
- **Utilization of Primary Data Sources:** Collaborate with local authorities, such as the Semarang Police Department, to access primary data from platforms like the “Lapor” app or WhatsApp groups (Semarang Police Department, 2023). This would mitigate reliance on simulated data, enhancing the validity of findings. Partnerships could facilitate access to real-time usage metrics, enabling more precise evaluations of platform effectiveness.
- **Targeted Rural Interventions:** Conduct experimental studies to evaluate digital literacy programs in rural sub-districts like Tembalang and Gunungpati, where literacy rates are notably lower (48.2%) (Febrianty et al., 2024). Pilot initiatives, potentially in collaboration

with academic institutions, could assess the efficacy of tailored training in boosting adoption rates (Middha Bhavnaand McShane, 2022).

- **Cybersecurity and Trust Dynamics:** Investigate the impact of privacy concerns on platform adoption, particularly following incidents like the 2023 data breach (Semarang Police Department, 2023). Studies could test interventions, such as enhanced encryption or transparent data governance, to restore user confidence (Adeodato & Pournouri, 2020).
- **Comparative and Scalability Studies:** Assess the transferability of Semarang's digital COP models to other Indonesian cities or developing nations with similar urban-rural divides. Comparative analyses could identify contextual factors that enhance or impede scalability, informing policy frameworks for broader implementation (Utama, 2020).

For policymakers, the following recommendations are proposed to optimize digital COP:

- **Community-Based Digital Literacy Initiatives:** Develop targeted training programs in rural areas, leveraging partnerships with universities and local organizations to enhance digital skills (Middha Bhavnaand McShane, 2022).
- **Infrastructure Expansion:** Prioritize investments to achieve at least 80% internet coverage in rural areas like Gunungpati (Badan Pusat Statistik Semarang, 2024).
- **Robust Cybersecurity Measures:** Implement advanced security protocols, including encryption and clear data policies, to address privacy concerns affecting over half of respondents ((Adeodato & Pournouri, 2020); Semarang Police Department, 2023).
- **Strategic Technology Partnerships:** Foster collaborations with technology firms to design user-centric, secure platforms tailored to local needs (Utama, 2020).

ACKNOWLEDGEMENT

The author expresses gratitude to the Indonesian Police Academy, Semarang Police Department, and all participants for their invaluable contributions to this study.

REFERENCES

- Adeodato, R., & Pournouri, S. (2020). *Secure Implementation of E-Governance: A Case Study About Estonia* (pp. 397–429). https://doi.org/10.1007/978-3-030-35746-7_18
- Aminah, S., & Saksono, H. (2021). Digital transformation of the government: A case study in Indonesia. *Jurnal Komunikasi: Malaysian Journal of Communication*, 37(2), 272–288. <https://doi.org/10.17576/JKMJC-2021-3702-17>
- Febrianty, D., Hilman, M., & Yazid, S. (2024). Information Security Factors and Strategies in Enhancing E-Government Adoption in the Public Sector of Developing Countries: A

- Literature Review. *The Indonesian Journal of Computer Science*, 13(6).
<https://doi.org/10.33022/ijcs.v13i6.4531>
- Gill, C., Weisburd, D., Telep, C. W., Vitter, Z., & Bennett, T. (2014). Community-oriented policing to reduce crime, disorder and fear and increase satisfaction and legitimacy among citizens: a systematic review. *Journal of Experimental Criminology*, 10(4), 399–428.
<https://doi.org/10.1007/s11292-014-9210-y>
- Haas, T. C. (2023). Adapting cybersecurity practice to reduce wildlife cybercrime. *Journal of Cybersecurity*, 9(1). <https://doi.org/10.1093/cybsec/tyad004>
- Ismail, M. (2023). Digital Policing; Studi Pemanfaatan Teknologi dalam Pelaksanaan Tugas Intelijen Kepolisian untuk Mencegah Kejahatan Siber (Cybercrime).
Https://Www.Jurnalptik.Id/Index.Php/JIK/Article/View/428, 17(3).
<https://doi.org/https://doi.org/10.35879/jik.v17i3.428>
- McGregor, R. (2021). Four Characteristics of Policing as a Practice. *Policing (Oxford)*, 15(3), 1842–1853. <https://doi.org/10.1093/police/paab015>
- Middha Bhavna and McShane, I. (2022). E-gentrification: Digital Community Engagement, Urban Change and Digital Rights to the City. In G. A. and R.-K. K. and R. J. M. and M. I. and L. S. Hovik Sissel and Giannoumis (Ed.), *Citizen Participation in the Information Society: Comparing Participatory Channels in Urban Development* (pp. 141–165). Springer International Publishing. https://doi.org/10.1007/978-3-030-99940-7_7
- Novianto, R. (2023). Exploring the Implementation and Impact of Community Policing Strategies in Indonesia: A Case Study of Jakarta. *Journal of Public Representative and Society Provision*, 3(1), 13–17. <https://doi.org/10.55885/jprsp.v3i1.197>
- Purnamasari, R., Hasanudin, A. I., Zulfikar, R., & Yazid, H. (2025). Technological infrastructure and financial resource availability in enhancing public services and government performance: The role of digital innovation adoption in Indonesia. *Social Sciences and Humanities Open*, 11. <https://doi.org/10.1016/j.ssaho.2025.101621>
- Ralph, L. (2021). The dynamic nature of police legitimacy on social media. *Policing and Society*, 32, 1–15. <https://doi.org/10.1080/10439463.2021.1956493>
- Sihaloho, H., & Sudarto. (2025). *Analysis of Community Control over Law Enforcement in the No Viral No Justice Trend in Realizing Justice*. 7(1), 164–168.
<https://doi.org/10.37010/lit.v7i1.1933>
- Sukand, G. (2024). *Big Data in Public Policy Making: Challenges and Opportunities in Indonesia*. <http://politiscopes.polteksci.ac.id>
- Tyler, T. R. (2025). Legitimacy-based policing. *Criminology & Public Policy*, 24(2), 165–187.
<https://doi.org/https://doi.org/10.1111/1745-9133.12695>

- Utama, A. A. G. S. (2020). The implementation of e-government in indonesia. *International Journal of Research in Business and Social Science* (2147- 4478), 9(7), 190–196. <https://doi.org/10.20525/ijrbs.v9i7.929>
- Wagola Riswan and Nurmandi, A. and M. and S. D. (2023). Government Digital Transformation in Indonesia. In M. and N. S. and S. G. Stephanidis Constantine and Antona (Ed.), *HCI International 2023 Posters* (pp. 286–296). Springer Nature Switzerland.
- Wienroth, M. (2023). Technology in policing, policing in a technological society. Special Issue brief. *International Journal of Police Science and Management*, 25(3), 223–225. <https://doi.org/10.1177/14613557231200984>
- Yamin Muhammad Mudassar and Shalaginov, A. and K. B. (2020). Smart Policing for a Smart World Opportunities, Challenges and Way Forward. In S. and B. R. Arai Kohei and Kapoor (Ed.), *Advances in Information and Communication* (pp. 532–549). Springer International Publishing.
- Badan Pusat Statistik Semarang. (2024). *Statistical profile of semarang city 2024 (Tech. Rep.)*. Badan Pusat Statistik Semarang. Retrieved from <https://semarangkota.bps.go.id> (Retrieved from <https://semarangkota.bps.go.id>)
- Datanesia. (2024). *Government dataset of indonesia*. (Retrieved from <https://github.com/datanesia/government-dataset>)
- Portal Semarang Satu Data. (2024). *Data and statistics of Semarang city*. Retrieved from <https://data.semarangkota.go.id>
- Semarang Police Department. (2023). *Annual report on digital policing ini tiatives 2023 (Tech. Rep.)*. Semarang Police Department. Retrieved from <https://polrestabes.semarang.jateng.polri.go.id>