IMPLEMENTATION OF E-GOVERNMENT AT THE BALI POLICE COMMAND CENTER AS A CONTROL CENTER FOR THE IMPLEMENTATION OF PERSONNEL DUTIES

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ABSTRACT

The Bali Police 110 Call Center service is provided to provide fast service to the public by utilizing information technology. This service has been regulated in Perpol No. 1 of 2018, through this service the public can make complaints/reports quickly and anywhere. This study was conducted to measure the level of service effectiveness, the realization of successful e-government elements in the development of these services, and to determine the inhibiting factors of the service. The research method used in this study is qualitative with data collection techniques in the form of interviews, observations, and documentation studies. The results of this study indicate that the 110 Call Center service cannot be said to be effective, because it has not been able to achieve program targets which cause the input level to be greater than the output. The factors that support this Call Center service to survive until now are the support provided by various parties so that this service can be disseminated. The existence of capacity in the form of budget availability, facilities, and human resources in its operation. As well as the existence of good value or benefits that can be utilized by service recipients. In addition, the inhibiting factors that make this service ineffective are the lack of public understanding of this service, as well as the less than optimal form of socialization carried out by the Bali Police to community groups regarding this 110 Call Center service.

KEYWORDS

INTRODUCTION

The rapid development of technology is a phenomenon that cannot be avoided by society, it can be seen that technology today has changed human behavior and way of life (Hasanah, 2016). The existence of this technological development is certainly expected to make community activities easier, effective and efficient, the most obvious impact of technological developments is the ease with which people can obtain information widely either through television or

currently the easiest is through social media (Heriyanto, 2022). The development or application of technology in government is called *e-government*, the term *e-government* is the capacity to use information and communication technology to improve relations between the government and its executive, judicial, and legislative institutions as well as between the government and the wider community, the business community, and other groups all these relationships are made possible by internet technology and can be done at any time, anywhere (Turang, 2022).

The use of *e-government* to support public services is very necessary, in accordance with today's technological developments in the implementation of government activities, of course, it is very helpful for human resources, in accordance with the concept *of e-government* is an effort to develop the implementation of government on an electronic basis. This is stated in Presidential Instruction Number 3 of 2003, namely on "National Policy and Strategy for *E-government* Development", where it is described in the rapid development of technology can open up opportunities for the government in carrying out its duties such as accessing, processing and utilizing accurate and fast information, it is also explained if technology can increase the effectiveness, efficiency, accountability, and transparency of administration government (Bastaman & Nawawi, 2020). In addition, in order to implement good governance, the *e-government development strategy* needs to be carried out.

In this regard, the magsud of policy implementation *e- government* by each government institution is to realize good governance or generally known as good governance, which has characteristics according to (Rohmatun et al., 2022), namely: (1) Transparency/openness which means openness by the government or organization to its stakeholders, (2) Accountability, which is the existence of responsibility regarding government programs that have been implemented and policies that have been formulated by their stakeholders, (3) Responsiveness means the government's capacity to identify community needs and set agendas and priorities for services, (4) Fair justice is a measure of the government's capacity to enforce its rights and obligations in relation to the welfare of its citizens, (5) Efficiency and effectiveness, defined as a form of increasing the effectiveness and efficiency of public services, (6) Participation, defined as the importance of the role of the community where, It is anticipated that community involvement will be able to offer recommendations to improve performance (Bazarah et al., 2021).

According to the United Nations (UN) e-government survey in 2022, Indonesia managed to achieve 77th place in the Electronic-Based Government System (SPBE), up 11 ranks from 2020 which was in 88th position and 107th in 2018 (Public Relations of MENPANRB, 2022). This success reflects the importance of developing e-government which needs to be accompanied by socialization to the community so that they can make good use of this service. The effectiveness of e-government services is an important factor in achieving the set goals, which focus on success in the application of technology in accordance with the principles of justice and efficiency (Risal in Utami et al., 2023).

The National Police of the Republic of Indonesia (Polri) as an agency that has a direct role in interacting with the community, starting from the creation of

driver's licenses, STNK, SKCK, to the eradication of crime and health services, needs to develop service quality through the application of technology. The Minister of PANRB for the 2016-2018 period, Asman Abnu, encouraged the National Police to implement SPBE or e-government in public services, as part of the evaluation of improving the quality of services and governance (Public Relations of MENPANRB, 2018). Community reporting services are one of the most important aspects in improving the services of the National Police, with the innovation of the Police Call Center 110 service which is regulated through Perpol No. 1 of 2018. This service aims to make it easier for the public to report complaints or disturbances of order without having to come directly to the police station, thereby increasing the effectiveness and efficiency of service. The existence of this service also supports the strategy of developing e-government in the services of the National Police, which is further implemented in the Bali Regional Police as one of the type A Police that is also involved in the development of e-government to improve services, especially in handling public complaints which can facilitate the reporting process in areas visited by many tourists (Lenak et al., 2021).

The implementation of direct reporting/complaints made by the community to the Police station compared to reporting/complaining through the Police 110 service is of course different, therefore it is important to see whether the Call Center 110 service can be fully an option for the public to make complaints/reports without having to go to the nearest Police station, or is this service only a supporting option to obtain information and convey information briefly (Maghfirah & Zuriana, 2020; Najidah, 2019; Nurdyana et al., 2018; Rozaki et al., 2022). It will also answer the extent to which *e-government* can support service quality, and the extent to which *e-government* can replace manual services (Sofiyanti, 2020). Therefore, it is necessary to measure the level of effectiveness and efficiency as well as the quality of services. In this regard, this research was carried out to see "The Effectiveness of Police Services 110 Bali Police in the Development of *e-government* to Improve Service Quality"

With the rapid development of technology, the implementation of e-government has become a necessity to enhance the efficiency and transparency of public services. In Bali, the 110 Call Center service provided by the Bali Police is one of the implementations of e-government aimed at facilitating the public to report disturbances or emergencies without having to go directly to the police station (Nuralan & K. U. B. H., 2022). Although it has been running since 2014, the success of this service in achieving its objectives and meeting the set targets is still questionable, especially regarding public understanding of the service (Zai et al., 2022). The high number of irrelevant calls, such as prank calls and misconnections, has become a major obstacle in optimizing this service (Taufiqurokhman & A, 2021). Therefore, this study aims to identify the factors inhibiting the effectiveness of the 110 Call Center service and assess how the implementation of e-government in this service can improve the quality of public services (Audrilia & Budiman, 2020).

This research is highly urgent, given the importance of e-government development in improving the quality of public services in Indonesia, especially in the police sector (Rahmawati & Suryadi, 2019). The 110 Call Center service as a

form of e-government in the Bali Police needs to be evaluated for its effectiveness in providing optimal service to the public (Rahmaoktaviani & Setiawan, 2020). Since Bali is a densely populated region with many tourists, it is crucial that this service functions well to provide quick responses to emergencies such as accidents or security disturbances (Dewi, 2022). Therefore, this study is expected to offer solutions to enhance the effectiveness of the 110 Call Center service, making it more beneficial for the public and supporting the achievement of e-government goals in Indonesia (Luthfiyani & Permana, 2022).

A study by Rohmatun et al. (n.d.) highlighted that the implementation of e-government in public services enhances transparency and accountability, although challenges in public acceptance of digital services still exist. Furthermore, a study by Utami et al. (2023) revealed that while many government agencies have implemented e-government systems, many are still not optimal in terms of technology utilization, particularly in overcoming technical issues and social barriers. Another study by Julianto et al. (2021a) emphasized the importance of sustainability in e-government services, where infrastructure and public understanding play a crucial role in the program's success. These studies show the need for in-depth evaluations of e-government implementation, especially in the police sector (Maleke, 2022).

While much research has explored e-government implementation across various sectors, studies specifically assessing the effectiveness of the Bali Police Call Center 110 service are limited. This research fills that gap by specifically assessing the challenges faced by the 110 Call Center service, particularly the high volume of irrelevant calls and the low public understanding of the service. Thus, this study will provide new insights into e-government in the police sector in Indonesia (Susanto et al., 2023).

This study offers a new perspective by evaluating the effectiveness of the Bali Police 110 Call Center service as an implementation of e-government in community reporting. Unlike previous studies that focus on the technical aspects, this research also explores the social factors influencing the service's success, such as public awareness and the socialization efforts made by the police. Therefore, this study provides a more holistic understanding of the challenges and opportunities in the development of e-government services in the public sector, particularly in the police domain.

The purpose of this study is to measure the effectiveness of the Bali Police 110 Call Center service as part of e-government implementation in public service and to identify the factors inhibiting the effectiveness of this service. This research also aims to provide recommendations that can be used to improve the quality of e-government services in the police sector.

Academically, this research is expected to contribute new insights into the implementation of e-government in public services, especially in the police sector. Practically, the results of this study can serve as a reference for the police, particularly Polda Bali, to improve the effectiveness of the 110 Call Center service and optimize the use of technology in public service delivery. This research is also expected to contribute to the development of e-government policies in Indonesia.

This study aims to analyze the effectiveness of the Bali Police Call Center

110 Police service as a means of quick community reporting, examine the realization of successful elements in the development of e-government, and identify inhibiting factors in the operation of the service. Through this research, it is hoped that a deeper understanding can be obtained about the extent to which this service has met its effectiveness indicators and how the application of e-government can be optimized in public services, especially in the field of police.

The benefits of this research are divided into two aspects, namely academic and practical. Academically, this research can add insight and knowledge for students and researchers about the role of e-government in improving the quality of government services. Meanwhile, practically, the results of this research can be a reference for government agencies in evaluating and improving the effectiveness of e-government services that have been implemented, so that the public services provided can be more optimal and in accordance with the needs of the community.

RESEARCH METHODS

The research method used in this study is qualitative research, which aims to explore and understand the phenomena in their natural context, focusing on the depth of the subject matter rather than generalization. Qualitative research is particularly suited for examining the effectiveness of e-government development in public services, like the 110 Police Service operated by the Bali Police Command Center. The main goal is to gain a comprehensive understanding of how the service operates, its challenges, and its impact on the public. By focusing on the lived experiences and perceptions of the participants, qualitative research helps provide detailed insights into the dynamics of the service and the factors influencing its success.

In qualitative research, data is primarily collected through in-depth interactions with key informants, which can include interviews, observations, and document analysis. For this study, the researcher employed purposive sampling, which involves selecting informants who possess specific knowledge and insights that are relevant to the research objectives. Additionally, the researcher used snowball sampling, where initial participants referred other relevant informants, expanding the scope of data collection. This approach ensures that the gathered information is rich, detailed, and relevant to the study's focus on understanding the operational effectiveness of e-government services in the police sector.

The data analysis process in qualitative research involves inductive reasoning, where patterns, themes, and insights emerge from the data. Rather than starting with a hypothesis to test, the researcher examines the data to uncover meanings and constructs that can explain the phenomenon being studied. In this study, inductive analysis was employed to identify key themes related to the effectiveness of the 110 Call Center service, such as public understanding, the role of technology, and barriers to effective service delivery. The analysis aims to offer a deep understanding of how the service functions, and its success or failure in meeting the needs of the public, contributing to the broader discussion of e-government in public services.

RESEARCH RESULTS AND DISCUSSION

1.1 The Effectiveness of the Bali *Police Call Center 110 Police Service as a Quick Reporting/Complaint to the Community*

As described in the Service workflows section, service operations *Call Center* 110 is guided by Perpol No. 1 of 2018 concerning Police 110 services. The implementation of duties carried out by operators must certainly be based on these regulations, including the standards of facilities and infrastructure or facilities also based on these regulations, as well as the way of acting and the supervision and control carried out by the leadership must also be based on these regulations so that the operation of services *Call Center* This 110 is in line with the dreamed goals and getting public satisfaction. However, the service cannot be said to be effective only because its operation has followed or guided by the underlying regulations, the service can be said to be effective if the purpose of the service has been achieved, a service *e- government* It can be said that it is effective and can also provide significant changes so that it gets community satisfaction. According to (Julianto et al., 2021b). Effectiveness can be defined as the extent to which the activation objectives carried out have been met in relation to the previously set targets.

In relation to this, to see the level of effectiveness of the service *Call Center* 110 Bali Police, the researcher reviewed the data that had been collected based on the effectiveness indicators according to Campbell J.P in, the indicators were program success, target success, satisfaction with the program, input and output levels, and achievement of overall goals.(Kaawoan et al., 2022a)

1. Program Success

The success of a program is an indicator that reflects how a program run by an organization achieves its success. Especially if you follow the current times, a program and idea that is made always takes advantage of technological developments that are usually known as *E-government.* However, not all *E-government* programs are successfully run by an organization. Currently, most *E-government* services are made but cannot be developed, so that the purpose of creating these services is not achieved properly and there is no good response by the community.

The Bali Police Service 110 has been established since 2014 and was developed and joined the *Bali Police Command Center* in 2018 and is still operating today. The Police 110 service includes *the Government to citizens (G-to-C)* service which is a service developed by the government using various IT platforms to communicate and provide services to the community. The service that has survived to date cannot be said to be effective if it is not seen through the existing effectiveness indicators, thus it is necessary to see how the Bali Police has succeeded in defending this service program to date.

In this regard, the researcher provided a round of questions related to how the Bali Police Operations Bureau can maintain this *Government to citizens* service until now.

The Chairman of *the Bali Police* Command Center, Briptu Recky Tanzillazil Rachim Swandi, gave a statement that:

"Besides the establishment of a Perpol regarding this service, this service can survive due to the support of tools that are always updated and there are new innovations that make this service develop, such as currently service operators can

see the positions of personnel in the field, so that if there is an urgent report from the community, the operators can contact the nearest personnel at the scene of the incident". (Interview results October 7, 2024)

From the results of interviews with the two sources above, it can be seen that *the Bali Police Call Center 110 service can survive until now due to the attention to the service, starting from developments in the form of new innovations to the service, training for members, and the selection of fresh and literate human resources to technological developments.*

Related to the results of interviews with resource persons and supported by the documentation of the *Call Center* 110 service, the researcher conducted interviews with resource persons who have a close relationship with this *Call Center* service.

2. Goal Success

As previously explained that the service *Call Center* 110 is one of the services *Government to citizens,* Where the goal of this service certainly has the goal of providing services to the community through innovations that utilize technology. To determine the level of effectiveness of the service, it is important to pay attention to the extent to which the target is met. In other words, effectiveness can be measured by the extent to which the goals that have been set by a program or innovation can be achieved according to the plan and the goals are determined.

Although the service operators *Call Center* 110 Bali Police have been able to operate the service well, it is necessary to pay attention to the success of the service reaching its target. If the target cannot receive the service properly, the operation of this service will not achieve the goals that have been set, so that the innovations made and carried out will not run effectively. In this regard, the researcher collects information related to the extent to which the goals of this service have been successfully achieved so that they are in accordance with the goals of the service (Firdausy, 2023).

Police service operator 110 Bali Police Squad 2 *Command center* Bripda Beni Wiraputra gave a statement that:

"This service can actually be accepted by the community, it can be seen from the number of incoming calls from the community per day. But unfortunately, most of the calls received by operators are PRANK calls." (Interview results October 7, 2024).

Police service operator 110 Bali Police Squad 2 *Command center* Bripda Krisna Prima Jaya gave a statement that:

"Calls that enter the Bali Police 110 Call Center service are more dominant to calls that are PRANK, in fact, there are usually repeated calls with the same number or the occurrence of SPAM. That is what makes the data on the number of unhandled calls increase." (Interview results October 7, 2024).

3. Satisfaction with the Program

Program satisfaction is closely related to how a program succeeds in achieving its intended goals, this program satisfaction indicator refers to how the program recipient receives and feels satisfied with the quality of the program. If there is a problem in achieving the success of the target, it will affect the satisfaction of the program. According to Campbell J.P, program satisfaction can show how well the program meets user demand.

The *Call Center* 110 service has actually been successfully operated by the implementers, even according to the data that has been presented above this service has lasted from 2014 until now. The problem is the success of achieving the target, it is useless if the operators can operate the service but the service recipient cannot use it properly. With that, to see the public's satisfaction with the *110 Call Center* service , the researcher collected information from several informants regarding program satisfaction:

Police service operator 110 Bali Police Squad 3 *Command center* Bripda Widi Kusuma provided information on how this service guarantees community satisfaction, he said that:

"As previously explained, this service accepts complaints/reports for 24 hours, which is certainly very helpful to the community. In addition, there is always an update like today where operators can see the deployment of personnel in the field". (Interview results October 8, 2024).

Looking at the information and information from the speakers and supported by the documentation obtained by the researcher regarding this service, it is clear that this service was developed with various innovations to be able to provide maximum service to people in need. But still, those who can say that useful services are the community, because the target of this *Call Center* service is them. With that, the level of program satisfaction which is an indicator of effectiveness can be seen from the community's response to the service.

However, according to the data presented by the researcher on the target success indicators, this service still has obstacles in achieving the success of the target. Where it was explained that the obstacles that occurred were in the form of many *PRANK* calls and wrong connections. This certainly affects the level of program satisfaction which is an indicator of effectiveness, because people will not feel the benefits of this *Call Center* service if they cannot use it properly. Even though this service has been developed as best as possible using various innovations in accordance with the times, especially since Bali is a very tourist-dense area which of course there are many traffic jams, accidents or other disturbances that require the help of the Police. This is in line with the information obtained by the researcher through an interview with PA Siaga III Iptu Nyoman Budayasa, who said that:

"It is very unfortunate if this service cannot be used properly by the community, even though Bali is currently a very densely populated province and is visited by many tourists. This service can certainly be used to report congestion, accidents, and other disturbances. In addition, this service has also been spread to all ranks of the Police" (Interview results, October 8, 2024).

In relation to the opinions and information of the experts above, it can be concluded that this service has not been able to achieve program satisfaction which is one of the indicators of effectiveness. Because this service still has obstacles in achieving the success of the target, as previously explained that there are many phones *PRANK* and misconnected compared to complaint/reporting calls in accordance with the function of this service. Obstacles in achieving the success of these goals certainly affect program satisfaction, this is because the goal of this service program is the community and the community's assessment of this service certainly affects satisfaction with the service program *Call Center* 110.

But besides that, when viewed from the explanation of the resource persons as well as the documentation and observations made by the researcher, the *Call Center* 110 is very promising if the public understands this service. How could it not, this service is available for 24 hours and is spread to all ranks of the Police. In addition, this service can access the location point of the reporter, the identity of the reporter, and the location of the nearest personnel. But still, the understanding that the program goals have about a service is very influential on the level of program satisfaction.

4. Input and Output Levels

Viewing the level of input and output is one way to measure the effectiveness of a program. According to Campbell, J.P in measuring the level of effectiveness can be done by comparing inputs and results. Ineffectiveness can be stated if the output exceeds the input, and effectiveness can be stated if the input exceeds the output. In service (Kaawoan et al., 2022a)*Call Center* 110 Bali Police The relationship between the operator/personnel of the National Police and the community as the target of the service is very important, this is because this service is a service *Government to citizens.* Related to that, in measuring the level of effectiveness, the reporting provided by the community on this service is an input while the handling carried out by service operators or Bali Police personnel is an output. In this regard, the researcher compared the input and output levels based on the data obtained by the researcher in the field to measure the level of service effectiveness which is the focus of the research.

Table 1. Data on the Number of *Call Center* Service Reports 110 Bali Police Per Month
October, November, December in 2024

Call *Center* Service 110 BALI Police						
NO	MOON	INCOMING CALLS	HANDLED	%	NOT HANDLED	%
1	October	10502	2951	28%	7551	72%
2	November	11776	3101	26%	8675	74%
3	December	13548	3416	25%	10132	75%

Source : National Wallboard of Yanpol Police Call Center 110 Bali Police

From the data presented in the form of the table above, it is clear that from several incoming calls, the calls that are not handled are much higher compared to the phones that are handled. To see the effectiveness of this service, it is necessary to measure the level of input and output. In the Bali Police Call Center 110 service according to existing data, input is the number of complaint calls provided by the public while output is a call that can be followed up by officers. Where in October there were 10502 incoming calls and only 2951 could be handled, while in

November there were 11776 incoming calls but only 3101 cases were handled, as well as in December there were 13548 incoming calls but only 3416 cases could be handled (Case et al., 2014).

From the data, it is clear that the input level in this service is greater than the output. Related to that, according to Campbell in (Sitting Inca, 2022)in measuring the effectiveness of the program can be seen If the output is greater than the input then it can be said to be efficient, and vice versa if the input is greater than the output then it can be said to be inefficient. Thus, based on the data, it can be seen that the *Call Center* The 110 Bali Police have not been effective, which can be seen from the data of the three months which shows that the input level is greater than the output. This is certainly related to the problems faced by this service in achieving the success of the target, this is related to the information that the researcher obtained from several sources.

PA Siaga III Iptu Nyoman Budayasa, gave information regarding the level of input and output, he said that:

"Every complaint call that enters this service is actually always forwarded to personnel in the field for follow-up, but as explained earlier, what makes more unhandled calls than handled is the number of misconnected and PRANK calls" (Interview results, October 8, 2024).

5. Achievement of Program Objectives

The achievement of program goals is the last indicator that can be done in measuring the level of effectiveness of a service. Usually, if the goals of a program can be achieved, the program can be said to be effective, but what if a program has achieved its goals but there are still obstacles in implementing the program. According to Campbell J.P in Kaawoan et al. (2022b), the achievement of program goals is a level of success in carrying out the program's obligations and responsibilities to meet the goals that have been set.

Purpose of the service *Call Center* This 110 is to make it easier for the public to report, so that complaints and reporting can be done easily and quickly so that police action can also be quickly obtained. With that, this service can be said to be effective if the goals of this service can be achieved according to the initial plan. In accordance with the data that has been presented in the previous indicators, this service has obstacles in achieving the goals that have been planned. In this regard, the researcher sought information from several resource persons regarding the achievement of the goals carried out in implementing this service

Head *Command center* Bali Police Briptu Recky Tanzillazil Rachim Swandi provided information related to the achievement of the objectives of this service program:

"Despite the obstacles described earlier, this service has actually achieved its goal of fast and practical reporting although it has not been fully successful. This service is usually used to report on congestion, accidents, and even natural disasters." (Interview results October 9, 2024).

From this information, it can be seen that this service is the same as the service *Call Center* other functions and needs, so that the service *Call Center* These 110 Bali Police have survived until now. In addition, it is also related to the statement of the Siaga I Train Kompol A.A Ngurah Agung which provided

information related to the existence of the *Call Center* 110 to date. Saying that:

"The Call Center 110 service is actually the same as the Call Center service owned by other agencies, only it has its own purpose in accordance with the duties of each institution. With that, the Call Center 110 service has survived and been developed until now." (Interview results October 9, 2024).

In the indicator of measuring input and output levels according to the data collected by researchers in the field, actually the reports that enter the *Call Center* service can be followed up by operators and officers. However, this service cannot be said to be effective, because the level of input in the form of complaints from the public is more than the output, namely handling from operators or police officers. While the last indicator is the achievement of program goals according to data in the field, the researcher sees that the goals of this service have indeed been achieved, this can be seen from several reports that have been handled per month. However, even though it has achieved its goals, this service cannot be said to be effective due to the many obstacles that make the interconnected effectiveness indicators cannot be achieved properly.

1.2 Realization of Successful Elements of *E-Government* Development in the Bali *Police Call Center* 110 Police Service

The implementation of *e-government* services will not be able to run effectively if there are several factors that support the service. *E-government* services that are created but not paid attention to and developed will certainly not be able to find the purpose of the creation of the service. In addition, supporting factors will certainly affect the success of the implementer in carrying out   *the predetermined* e-government model.

Although the Bali *Police Call Center 110 service can be said to be ineffective according to the data collected by researchers, this* Call Center service has been established since 2014 and developed until now. This is due to technological developments that support innovation to maintain this service. This *Call Center* service is a *Government to citizens service,* according to the (Wirawan, 2020)*G-to-C* service is a service developed by the government using various IT platforms to communicate with the general public. In developing *e-government* services , what must be considered are several supporting factors that exist in it, these supporting factors are usually called successful elements of *e-government development*. According to (Indrajit   , 2022) a study and research by the Harvard JFK School of Government, it is stated that in order to successfully implement the principles of digitalization in the public sector, there are three main components that need to be recognized and carefully considered, all of these components of success are *support, capacity,* and *value.* Thus, related to the effectiveness of the service, researchers need to see how the realization of the successful element *of e-government* in the *Bali Police Call Center 110* service

1. *Support*

Support or support is the most important element in developing a system *e-government* into public services, this is because to make changes to the service system, of course, the commitment of the organization is needed, both from leaders at the central and regional levels. According to the opinion that support for the successful implementation of e-Government programs must start with the leaders

of government at the highest level (the President and his petrifiers, Ministers), because the bureaucratic culture usually operates on a "top down" management model. The commitment from the government shows that there is a willingness to improve and develop an effective and efficient service system.(Indrajit , 2022)

Service *Call Center* 110 Bali Police is a service that supports community participation to enforce the kamtibmas situation by making a complaint to the 110 phone number if they find a disruption in the kamtibmas. The orphanage of this service is certainly not easy, of course support from various parties is needed so that this service is integrated from the central level to the regional level. In this regard, researchers dig up information related to how this service gets attention so that it can be developed.

Train Siaga I Kompol A. A. Ngurah Agung provided information regarding how this service received support from the leadership, saying that:

"This service certainly gets attention from the leadership, it can be seen that this service has been integrated from the central level (Police Headquarters) to the regional level (Polda) besides that this service also collaborates with PT Telekomunikasi Indonesia (Telkom)". (Interview results October 9, 2024).

From the explanation of the resource person above, it can be seen that this service is not only operated by the Bali Regional Police but this service has spread to various Police in Indonesia which are integrated under the National Police headquarters. This shows the commitment of the National Police in developing this service. In addition, this commitment can also be seen through the existence of Perpol that regulates this service, namely Perpol Number 1 of 2018 which has been explained by the researcher in the overview section of this research. In addition, under the auspices of the Bali Police, this service has also been spread to the ranks of the Police (District Police). This is related to the statement of the Head *Command center* Bali Police Briptu Recky Tanzillazil Rachim Swandi who gave information related to how to disseminate ideas *e- government* This, he said:

"The Bali Police Call Center service has been spread to the ranks of the Police, where the Bali Police has responsibility related to the supervision and smooth operation of this service at the Police (Regency) level. The dissemination of this idea aims to enable callers to connect with the nearest operator" (Interview results October 9, 2024).

From the statement, it can also be seen the form of support and commitment of the Bali Police in developing this service to the district level which is guided by Perpol Number 1 of 2018, where it is explained that the Police service *Call Center* The 110 is run by level 1 operators, namely the Police (resort police), level 2 operators, namely the Regional Police, and level 3 operators, namely the National Police Headquarters. This commitment aims to make this service more widespread so that callers can connect with the nearest operator. In addition to that support or *support* Another thing that can be seen is the existence of infrastructure that makes operators facilitated so that they can operate services *Call Center* This is fine. The dissemination of this service to the district level is a form of central and regional leadership facilitating this service. At level 2 operators, namely the Police level, researchers found data that the service *Call Center* 110 operated by the Bali Police is supported by various facilities in *Command center*, the existence of the facility

makes the operator *Call Center* Integrate with other operators in *Command center* Bali Police.

Table 5.2 Facilities and Equipment of *Call Center* 110 Bali Police and Bali Police Command Center

NO	FACILITIES	SUM
1	CPU (PC, mouse, keyboard)	20
2	Monitor Screen	31
3	TV	2
4	TV Wall	30
5	Meeting Mic	10
6	HT	17
7	Call *Center* 110	4
8	Headphone *Call Center* 110	4

Source : Archive of Daily Mutation Command Center of the Bali Police

In accordance with the data of service facilities *Call Center* 110 and *command center* Bali Police above, that the facility is maintained and maintained has been supported by the Bali Police ICT BID using the National Police budget, with that the damaged facilities will be repaired and replaced by the Bali Police ICT BID technicians in accordance with their duties and functions.

Apart from these facilities, other support that is no less important is how the Bali Police can promote services so that they are known to the wider community, so that the public understands this service. If the public understands this service, of course it will affect the effectiveness of the service.

Head *Command center* Bali Police Briptu Recky Tanzillazil Rachim Swandi explained that:

"Regarding campaigns or service promotions, this has been carried out according to its duties by the Public Relations Bid of the Bali Police and it has become the duty of the Public Relations of the Police to participate in promoting various services provided by the National Police through social media". (Interview results October 9, 2024).

If viewed based on the data obtained by the researcher in measuring the effectiveness of this service, then the form of *support* or lack of support in development *e- government* on the service *Call Center* These 110 Bali Police are how the Bali Police and its ranks promote this service. This is because according to the measurement of the effectiveness of this service, there are still obstacles in the success of achieving the program goals, where the program target is the community as service users *government to citizens* Ini.

2. *Capacity*

Capacity in the development *of e-government* is a capacity or ability possessed by an organization in carrying out *an e-government service model/program*. According to (Indrajit   , 2022)*Capacity,* it can be in the form

of the availability of adequate funds to implement various e-Government projects, the existence of adequate infrastructure for information technology, and the availability of human resources with the necessary skills and knowledge. In the operation of *the* Bali Police Call Center 110 service, of course, a budget/fund is needed to create a service system that is integrated to the ranks of the Police. In addition, infrastructure in the form of adequate facilities is also needed in operating this service, in addition to other capacity facilities that must be owned are human resources. The human resources here are not only the operators but also the technicians who are responsible for the maintenance of this service.

Based on the background of the research, it has been explained that the *Call Center* service of 110 Bali Police was developed and merged with the *Bali Police Command Center*. At the beginning of the inauguration in 2018, the construction of *this Command center* cost a budget of 6 billion, where the budget came from the Dipa Polri, as well as supported by the smart city system of districts/cities throughout Bali. Because this service has survived until now, the researcher collected data related to the maintenance budget of this service to the Bali Regional Police ICT BID related to the *command center budget (Augina, 2020)*.

Member of the Bali Police BID ICT budget planning Bripda Gede Karma gave information related to the command *center* and *call center* harwat, he said that:

"In accordance with the Bali Regional Police's Dipa BID ICT in 2024, the maintenance of this command center costs a budget of 178 million per year, while the Call Center service has its own harwat, which is 626 million, in addition to that, it is also supported by a command center internet network link budget of 960 million per year" (Interview results, October 11, 2024).

The data is also in accordance with the results of observations and documentation carried out by researchers on the 2024 Bali Police BID ICT budget, and it is true that BID ICT as a technician does have a responsibility in realizing the budget for the maintenance of the *command center* system and the 110 service

Table 5.3 Comparison of *Command Center* Maintenance Budget, *Call Center* 110 Service, and Command Center Internet Link in 2023 and 2024

PROGRAMS/ ACTIVITIES	YEAR	
	2023	**2024**
Has *Command Center*	178.000.000	178.000.000
Has *Call Center*	615.260.000	626.160.000
Link Internet *Command center*	960.000.000	960.000.000

Source : Dipa Budget BID ICT Bali Police

From the data Table 5.3 Above it can be seen that *Call Center* It has a special budget and there is an increase in the amount of budget funds in the maintenance *Call Center* from the previous year. Where in 2023 maintenance and maintenance *Call Center* This gets a budget of Rp. 615,260,000, while in 2024 it will increase to Rp. 626,160,000. As for the treatment *command center* there was no increase from the previous year, which amounted to Rp. 178,000,000. Likewise for the internet link budget *command center* which is still the same from the previous year, which is Rp. 960,000,000. The data certainly shows that the *Call Center* at *command*

center The Bali Police is very well cared for and has a large *capacity* budget that supports the development of services. In addition to the budget *capacity* others are facilities, considered to be services *e- government* So one of the keys to the success of the program is the existence of adequate technological facilities.

In the *support element* , it has been explained about the data on the facilities owned by the Bali Police in operating this service, these facilities are also included in the capacity owned by the Bali Police in operating this service. The facility is maintained by the Bali Police ICT BID in accordance with the data obtained by the researcher regarding the maintenance budget for the service. In addition to the facilities described in the support element section, this service is also facilitated by updates to applications that support the service.

This is related to the statement of Bripda Beni Wiraputra, the operator of police services 110 Bali Police Team 2 who said:

"This service does not only use telephone facilities, this service is also facilitated with computers and websites/applications, where the application makes it easier for operators to recap data, to help operators find the location point of the reporter" (Interview results October 7, 2024).

3. *Value*

In contrast to *support* and *capacity*, the element of success *value* can be in the form of results felt by service recipients. According to the community, individuals have an interest in determining the extent of benefits obtained by the existence of e-Government. The benefits felt are the goals expected by the program, and in achieving these goals, of course, plans have been prepared that will be implemented by the implementer. This element of value success (Indrajit   , 2022) is actually related to the service effectiveness indicator, namely the indicator of satisfaction with the program. According to Campbell J.P, program satisfaction can show how well the program meets user demand. With that, there is user reciprocity or benefits felt by users, making this element of value success very influential on the level of program effectiveness (Hidayati, 2016).

As a type of service provided to the public using information technology, the Call Center 110 service certainly has benefits related to the purpose of this service. Based on Perpol No. 1 of 2018, the 110 Police service application is a system used to receive and process reports/complaints about community problems through the 110 telephone number facility. With that, the benefits that are expected to be received by the public are the ease of reporting remotely quickly and efficiently. Through this *Call Center service* , two-way communication between the operator and the reporter will be established, both parties will feel the benefits of this service. This is related to the statement of the service operator who said that not only the community will benefit from this service.

Conclusion

The Bali Police Call Center 110 Police Service, which has been operating since 2014 and developed with the "Yanpolapps" application to enhance community reporting effectiveness, has faced challenges in achieving its target indicators. The service has not been fully effective, primarily due to low public understanding, leading to a high number of PRANK calls and misconnections.

Despite the realization of key e-government success elements, such as adequate support, capacity, and benefits, internal obstacles, including insufficient socialization, hinder the community's utilization of the service. Additionally, external factors like low public awareness further contribute to the inefficiency of the service. The data reveals a significant imbalance between the number of incoming calls and the reports that are successfully addressed, highlighting the need for a more efficient service model. To improve the service's effectiveness, it is essential to implement strategies that increase public socialization and education to reduce irrelevant calls. For future research, it is recommended to focus on exploring innovative methods for improving public awareness and understanding of the service, as well as evaluating the role of social media and other digital platforms in enhancing public engagement with e-government services.

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