

Optimizing Online Police Clearance Certificate Services: Empirical Legal Analysis of Digital Public Service Innovation

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Abstract

This study aims to analyze the implementation of the online Police Clearance Certificate (SKCK) service as a digital innovation in public service at the Administrative Service Section (Si Yanmin) of the Intelligence and Security Directorate, Central Kalimantan Regional Police. The background of this study is based on the increasing demand for public services that are efficient, transparent, and responsive in the digital era. This research is an empirical legal research that employs a qualitative approach using in-depth interviews, observation, and documentation as data collection techniques. The findings indicate that the implementation of the online SKCK service has improved service responsiveness through faster processing time, enhanced efficiency by simplifying administrative procedures, and strengthened accountability and transparency through an integrated digital system. From the perspective of innovation diffusion theory, the service demonstrates a relatively high level of adoption, as most users prefer the online system due to its practicality and efficiency. However, several challenges remain, including system and network instability, limited digital literacy among users, and constraints in human resources. This study concludes that the online SKCK service is operationally effective but remains in a consolidation stage toward achieving a more stable, inclusive, and fully optimized digital public service.

Keywords: Digital Innovation, Indonesian National Police, Innovation Diffusion, SKCK Online, Public Service

A. INTRODUCTION

The development of information and communication technology has driven a fundamental transformation in the provision of public services in Indonesia. Digitalization has become a key instrument in improving the quality of government

services, making them more efficient, transparent, and responsive to public needs. In this context, the Indonesian National Police (Polri) has adapted through various digital-based service innovations as part of the implementation of the Polri Precision (Predictive, Responsible, Transparent, and Just) concept. The integration of technology in law enforcement is a strategic step to optimize public security in the digital era (Arifin, 2025). One such innovation is the implementation of the Online Police Record Certificate (SKCK) service, launched nationally in 2016, which allows the public to access police administrative services online more easily and quickly.

Conceptually, the Online Police Clearance Certificate (SKCK) service is a digital public service implementation aimed at improving service process efficiency, strengthening transparency, and minimizing direct interactions that could potentially lead to irregularities. Through this system, the public can register, upload required documents, and complete some administrative processes online before undergoing verification at the police station. This innovation not only provides easy access for the public but also contributes to increased service accountability through an integrated digital recording system. Thus, the Online Police Clearance Certificate (SKCK) is a crucial part of bureaucratic reform and the transformation of public services within the Indonesian National Police (Polri).

However, the implementation of digital-based services does not always run optimally across Indonesia. Differences in geographic conditions, the availability of technological infrastructure, human resource readiness, and the community's digital literacy level are factors that influence the success of these innovations. In urban areas with adequate infrastructure, online SKCK services tend to be more effective and

efficient. Conversely, in areas with limited internet access and resources, the implementation of digital services still faces various technical and administrative obstacles that impact service quality.

In a regional context, the Central Kalimantan Regional Police (Polda Kalimantan Tengah) has quite complex geographical characteristics, with a vast area and topography dominated by forests and river basins. This condition has implications for limited internet network access in several Polres jurisdictions, which ultimately impacts the implementation of the Online SKCK service. Nevertheless, based on an internal report from the Sub-Directorate of Yanmin Ditintelkam Polda Kalimantan Tengah, the implementation of the Online SKCK service has shown a positive impact in the form of an increase in the number of applicants and an increase in service time efficiency from an average of 45–60 minutes to 20–30 minutes. This demonstrates that digital innovation has significant potential to improve the quality of public services, although it still faces various challenges in its implementation.

Empirically, several challenges still encountered in the implementation of the online SKCK service include network and system disruptions, limited operator personnel, difficulties synchronizing data with the population system, and low digital literacy among the public. Furthermore, increased public awareness campaigns regarding the use of digital services are needed, as well as the development of supporting features such as helpdesks or chatbots to assist applicants with the registration process. This situation indicates a gap between public service digitalization policies and implementation on the ground, potentially impacting service effectiveness and public satisfaction.

Furthermore, previous studies on the implementation of online SKCK services have

generally focused on general service effectiveness, such as improving service speed, transparency, and public satisfaction in areas with relatively adequate infrastructure. However, these studies have not yet explored in-depth how to implement and optimize online SKCK services in areas with complex geographic characteristics, limited technological infrastructure, and varying levels of digital literacy. Thus, a research gap exists, indicating the need for more contextual and specific studies on the implementation of digital services in areas with varying conditions.

Based on these considerations, this study offers novelty by examining the implementation of the Online Police Clearance Certificate (SKCK) service in the context of the Central Kalimantan Regional Police, which faces geographical challenges, limited infrastructure, and varying levels of digital literacy compared to urban areas. This study not only describes the service implementation but also analyzes in-depth optimization efforts undertaken to address these limitations. Therefore, this study is expected to provide a more contextual empirical contribution to the development of digital-based public service studies, particularly from the perspective of policy adaptation and service implementation in areas with different characteristics.

Based on these problems, this research focuses on analyzing the optimization of the Online Police Clearance Certificate (SKCK) service as a digital innovation in public services in the Public Administration Services Section (Si Yanmin) of the Central Kalimantan Regional Police's Intelligence and Security Directorate. This research aims to examine service implementation, identify factors that influence its effectiveness, and analyze optimization efforts that can be made to improve service quality. Thus, this research is expected to provide a conceptual contribution to the development of digital-

based public service studies, as well as a practical contribution to supporting the improvement of the quality of modern, adaptive, and public satisfaction-oriented Polri services.

B. RESEARCH METHOD

This research is empirical juridical (socio-legal research). The empirical juridical research method is a legal research method conducted by examining actual conditions in society, namely by seeking facts related to the research problem (Benuf & Azhar, 2020). This research uses a qualitative approach to deeply understand the phenomenon of the Online Police Record Certificate (SKCK) service as a digital innovation in public services within the Indonesian National Police. This approach was chosen because the research focuses not only on quantitative results but also emphasizes understanding the process, implementation dynamics, user experience, and factors influencing service effectiveness. According to Creswell (2018), a qualitative approach is used to examine meaning, perceptions, and social interactions within a complex phenomenon. The data sources in this study consist of primary and secondary data, used in an integrated manner to obtain a comprehensive picture. Primary data were obtained from informants directly involved in the Online SKCK service, including one structural official, two operators, two service officers, and five community users. Informants were selected using purposive sampling based on relevance to the research objectives. Meanwhile, secondary data was obtained from official documents such as standard operating procedures (SOPs), service performance reports, applicant statistics, and regulations related to public services and the digital transformation of the Indonesian National Police (Polri). Data collection was conducted through in-depth interviews, direct

observation, and documentation studies. In the data collection process, this study used indicators compiled based on dimensions of public service quality, including responsiveness, efficiency, and accountability (Dwiyanto, 2021), as well as the level of innovation adoption based on Rogers' (2003) theory, which was developed by considering supporting and inhibiting factors in service implementation.

Table 1
Observation Indicators for Online SKCK Services

No	Dimension	Observed Aspects	Indicator	Data collection technique	Field Findings	Analytical Notes
1	Responsiveness (Dwiyanto)	Officer's attitude and response	Speed, accuracy and friendliness of service	Observation & interview	Officers provide a quick response and assist applicants, including in the barcode verification process.	Responsiveness is relatively good, but decreases when there is a surge in applicants.
2	Efficiency (Dwiyanto)	Service time	Duration of Online SKCK service compared to SOP	Observation	Online SKCK service time is faster ($\pm 15-25$ minutes) compared to the manual method	Efficiency is increased, but is still affected by network and system disruptions.
3	Accountability (Dwiyanto)	Service transparency	Clarity of costs, procedures and requirements	Observation and documentation	Service information is available through the information board and the Precision Police application.	Service transparency is good, but public understanding is not yet evenly distributed.
4	Innovation	Understanding	Levels of	Observation	The majority	The adoption

	Adoption Rate (Rogers)	g and use of services	knowledge, decision, implementation, and confirmation	on & interview	of people have used SKCK Online, but some still need assistance from officers.	rate is relatively high, but not yet fully independent due to differences in digital literacy.
5	Supporting Factors	Infrastructure, human resources, regulations, and public acceptance	System availability, officer competence, SOP, and positive public perception	Observation, interviews and documentation	Integrated system, competent officers, clear SOPs, and positive public acceptance	Supporting factors are strong enough to support service effectiveness
6	Inhibiting Factors	Technical and social constraints	Network disruption, digital literacy, support facilities, human resource capacity, and support services	Observation & interview	System disruptions, limited digital literacy, and limited facilities and human resources were found.	Inhibiting factors are technical and social in nature that influence service optimization.

Source : Author’s Work, (2026)

These indicators were used as guidelines for gathering information through interviews, observations, and document reviews, ensuring the data obtained was relevant to the research focus.

Furthermore, this research was supported by quantitative data including average service time, number of applicants, percentage of online SKCK users, and number of service personnel, as obtained through observation and documentation.

Table 2

Operational data, statistics, and performance indicators for the issuance of Police Clearance Certificates (SKCK)

No	Indicator	Mark	Explanation
1	Average service time for SKCK Online	15–25 minutes	Faster than manual service
2	Number of SKCK applicants per day	±50–80 people	Increase in a certain period (job recruitment)
3	Percentage of SKCK Online users	±70%	The majority of applicants use the online system
4	Number of SKCK service officers	14 people	Consisting of 10 Yanmin and 4 SKCK certifications

Source : Author's Work, (2026)

The data analysis technique in this study employed the interactive model of Miles, Huberman, and Saldaña (2014), which encompasses the stages of data reduction, data presentation, conclusion drawing, and verification. Data reduction was performed by filtering and grouping data based on research themes, then presented in descriptive narrative form to facilitate understanding of the patterns of relationships between variables. The final stage involved drawing conclusions step by step based on the interpretation of the data obtained.

To ensure data validity, this study employed validation techniques through source triangulation, method triangulation, and member checking. Source triangulation was conducted by comparing data from various informants, method triangulation was conducted through comparing the results of interviews, observations, and documentation, and member checking was conducted by confirming the research results with informants. Thus, the research results have a high level of credibility and can be scientifically justified.

C.RESULT AND DISCUSSION

1. Implementation of Online SKCK Services as a Digital Innovation in Public Services

SKCK Online is a new breakthrough issued by the Central Kalimantan Regional Police based on technology aimed at reducing bureaucracy in Indonesia, especially in services in the Police sector. The implementation of the online Police Clearance Certificate (SKCK) service at the Public Administration Services Section (SI Yanmin) of the Central Kalimantan Regional Police's Intelligence and Security Directorate is part of the digital transformation of public services within the Indonesian National Police.

The issuance of an online Police Clearance Certificate (SKCK) is part of the public services provided by the Indonesian National Police (Polri). Public services in the field of police administration are one of the public services provided by the police to serve the community, including the duties and functions of registering and issuing SKCKs. In carrying out their duties and authorities, police officers must always act based on legal norms and respect religious norms, decency, and morality, as well as uphold human rights and prioritize preventative measures aimed at realizing domestic security, which includes maintaining public order and security, orderly and upholding the law, providing protection, care, and services to the community, and fostering public peace by upholding human rights.

A Police Record Certificate (SKCK) is a document or evidence issued by the Police through the Security Intelligence Unit (Intelkam) regarding a person's criminal record or history, which certifies whether or not the person has been involved in a crime. A SKCK is valid for 6 (six) months and can be extended. However, the SKCK

is declared invalid if the applicant commits a crime, or if data on a crime suspected of being committed by the applicant is found, even though it is still within its validity period.

The online SKCK service policy in the Public Administration Services Section (SI Yanmin) of the Central Kalimantan Regional Police's Intelligence and Security Directorate is part of the digital transformation of public services, which aligns with one aspect regulated in Law Number 25 of 2009 concerning Public Services, namely the recognition of the rights of service users, including the right to obtain information, the right to submit complaints, and the right to receive quality services without discrimination.

Law No. 25 of 2009 concerning Public Services provides a clear and binding legal framework for all public service providers at various levels of government and other legal entities, including the Indonesian National Police. The law not only emphasizes service delivery but also strengthens the principles of good governance in public services. Principles such as transparency, accountability, public participation, and responsiveness are regulated in such a way as to ensure that public services can operate effectively and meet public expectations. Thus, this online SKCK service policy is in line with Law Number 25 of 2009 concerning Public Services which emphasizes the importance of the principles of transparency, participation, and accountability as the main foundation in the implementation of public services.

The Indonesian National Police has the authority to issue SKCK required for public services. This authority is based on Article 18 of Police Regulation Number 6 of 2023 concerning the Issuance of Police Record Certificates, carried out within the

jurisdiction of the National Police Headquarters for national and international purposes, the Regional Police for provincial and international purposes, specifically for Regional Police that directly border other countries, the Resort Police for district/city purposes, and the Sector Police for sub-district purposes.

Based on research findings obtained through interviews, observations, and documentation studies, the online SKCK policy represents not only a technical change in service mechanisms but also part of the National Police's bureaucratic reform to improve the quality of public services, making them faster, more transparent, and more accountable. Operational-wise, the online SKCK service is implemented through the official National Police systems, namely the SKCK Polri website and the Polri SuperApp Presisi application. The service mechanism begins with online registration, where the applicant completes data and uploads required documents. The applicant then undergoes verification at the police station, which includes checking original documents, collecting supporting data, and printing the SKCK. Observations indicate that the service flow complies with the Online SKCK Guidebook and applicable Standard Operating Procedures (SOPs), demonstrating that the service has been implemented in a structured and standardized manner.

In terms of service performance, research results show that the online SKCK service significantly improves service speed. The average service time is approximately 5 minutes from the time the data is declared complete. This demonstrates an increase in service responsiveness, as stated by Dwiyanto (2021), where the organization is able to respond to community needs quickly and accurately. Furthermore, the online registration system has reduced queues at service locations,

resulting in a more efficient and orderly service process.

From an efficiency perspective, the digitalization of the SKCK service has reduced manual administrative steps, such as in-person form completion and re-entry of data by officers. The use of a non-cash payment system through BRIVA on the Polri SuperApp also expedites the transaction process and improves administrative order. However, based on interviews and observations, service efficiency is still affected by certain operational conditions, particularly when the number of applicants increases, requiring officers to flexibly manage device usage and allocate tasks.

In terms of accountability and transparency, the implementation of the online SKCK service is supported by official documents in the form of Standard Operating Procedures (SOPs) and the Online SKCK Guidebook. The transparency of the service fee, set at IDR 30,000, and the digital system that allows applicants to monitor the status of their applications in real time demonstrate increased service accountability. Furthermore, the use of the digital system creates an electronic trail at every stage of the service, allowing the process to be traced and administratively accounted for.

The research also shows that the implementation of the online SKCK service still requires support from officers, especially for those experiencing difficulties using the digital system. In some cases, officers provided direct assistance to applicants during the registration and document upload process. This indicates that despite the digital system's implementation, the service remains a combination of the electronic system and the active role of officers.

Therefore, it can be concluded that the implementation of the Online SKCK service at the Central Kalimantan Regional Police's Security and Security Information

Center (SI Yanmin) has been successful as a digital innovation in public services. This service has increased the speed, efficiency, and transparency of services. Therefore, the implementation of the Online SKCK policy can achieve the objectives of public services as stipulated in Article 3 of Law Number 25 of 2009 concerning Public Services: the establishment of clear boundaries and relationships regarding the rights, responsibilities, obligations, and authorities of all parties involved in the provision of public services; the establishment of a proper public service delivery system in accordance with the general principles of good governance and corporate governance; the fulfillment of public service delivery in accordance with laws and regulations; and the realization of legal protection and certainty for the public in the provision of public services.

However, the maturity level of digital services is still at the strengthening stage, where the system's success is still influenced by the readiness of human resources and the public's ability to access technology-based services. In addition, the implementation of the online SKCK policy must also pay attention to the principles contained in Article 25 of Law Number 25 of 2009 concerning Public Services, namely public interest, legal certainty, equal rights, balance of rights and obligations, professionalism, participation, equal treatment/non-discrimination, openness, accountability, special facilities and treatment for vulnerable groups, timeliness and speed, ease and affordability.

2. Characteristics and Level of Adoption of the Online SKCK Innovation

The implementation of the online SKCK policy at the Central Kalimantan Regional Police's Information and Security Directorate (Ditintelkam) is a

manifestation of regional innovation as stipulated in Government Regulation Number 39 of 2017 concerning Regional Innovation, encompassing innovations in regional governance, public service innovations, and other innovations within the authority of regional governments. This encompasses the government's role in governance, development implementation, and the provision of services to the community.

As a form of innovation carried out by the National Police, a legal basis for the implementation of this online SKCK was formed. Article 9 of the National Police Regulation Number 6 of 2023 explains that those who wish to apply for an SKCK can obtain an SKCK electronically through the official National Police website which since March 20, 2023 has been done through the SuperApps Presisi Polri based on the notification letter from the National Police Chief number: B/2134/III/REN.2./2023/Div TIK or directly make it through the SKCK service counter at the Polsek, Polres, Polda or Mabes Polri.

To understand the implementation of the Online SKCK service as a digital innovation in public services, this study was analyzed using the perspective of the diffusion of innovation theory proposed by Rogers (2003), which explains that the process of adopting an innovation proceeds through five stages: knowledge, persuasion, decision, implementation, and confirmation. Based on research at the SI Yanmin Ditintelkam Polda Kalimantan Tengah, the implementation of the Online SKCK indicates that this innovation has gone through all these stages, although the level of achievement is not yet fully distributed across all community groups.

At the knowledge stage, the majority of the public is aware of the existence of the Online SKCK service, either through official Polri media, information from officers,

or the experiences of other users. This indicates that the process of disseminating information regarding the innovation has been quite successful. However, the research also shows that the level of public understanding of the mechanisms for using the digital service still varies. Some people, especially those with limited digital literacy, still experience difficulties in understanding the registration and document upload procedures, requiring assistance from officers.

At the persuasion stage, the majority of the public expressed a positive attitude towards the Online SKCK service. This perception is influenced by the ease of access, speed of service, and transparency of costs provided by the system. Interviews with applicants indicated that this service was considered more practical and less complicated than conventional methods. In this context, the online SKCK innovation has clear relative advantages, namely time efficiency and simplified procedures, thus fostering a positive attitude toward the use of digital services.

Furthermore, at the decision stage, the majority of people chose the online SKCK service as their primary alternative for obtaining a SKCK. This decision was based on the efficiency and convenience offered by the digital system. However, the study also found that some people still visit the service office without first registering online. This situation does not indicate a rejection of the innovation, but rather reflects individuals' limited readiness to use digital technology independently.

At the implementation stage, the online SKCK service has been effectively used in the service process and integrated into the work mechanisms at the Central Kalimantan Regional Police's Information and Communications Agency (SI Yanmin) Ditintelkam (Intelkam) (Ditintelkam). The system is connected to the population

database (Dukcapil) and is supported by trained and certified officers. In practice, technical issues such as network disruptions or delays in data synchronization may occur, but these can be overcome through alternative procedures in accordance with applicable SOPs. This indicates that the technological and human resource readiness for implementing the innovation is adequate.

At the confirmation stage, the level of public satisfaction with the Online SKCK service is an indicator of social acceptance of this innovation. Interview results indicate that the public is satisfied with the speed, convenience, and transparency of the service provided. This positive experience strengthens the public's decision to continue using digital services in the future. However, the continued acceptance of this innovation is highly dependent on consistent service quality, particularly in maintaining system stability and ease of access for all levels of society.

Therefore, based on Rogers' (2003) analysis of innovation diffusion theory, the Online SKCK service at the Central Kalimantan Regional Police can be categorized as an innovation that has been widely adopted and has a high level of social acceptance. However, this adoption process is not yet fully equitable, particularly in terms of independent use by the public. Therefore, the implementation of the Online SKCK is still in the consolidation stage, where the innovation is operational but still requires strengthening in terms of digital literacy and equitable access to services.

3. Supporting Factors for the Implementation of Online SKCK Services

The successful implementation of the online SKCK service at the Central Kalimantan Regional Police's Information and Security Directorate (Ditintelkam) is inseparable from the interaction of several supporting factors, including technology, human

resources, institutional policies, and public acceptance. From a digital government perspective, Heeks (2020) emphasized that the success of technology-based service transformation is largely determined by infrastructure readiness, organizational capacity, and consistent governance. Research findings indicate that these four aspects have generally supported the implementation of the online SKCK service.

The first factor is the availability of relatively adequate technological infrastructure. Based on interviews and observations, computer equipment, internet networks, and the official Polri application system are available and can be used for service operations. System integration with population data (Dukcapil) allows for faster and more accurate verification processes. Furthermore, the existence of a data backup system and the use of the official application demonstrate technological readiness to support service continuity. From a digital service quality perspective, this reflects the reliability dimension, where the system is able to consistently perform service functions.

The second factor is the competence of human resources supporting the implementation of digital services. Based on the research results, SKCK service officers have participated in training and certification conducted by the National Police's Intelligence and Security Agency (Baintelkam Polri), thus possessing the technical skills to operate the system and understanding of service procedures. Furthermore, officers have demonstrated the ability to provide assistance to members of the public experiencing difficulties using the digital system. From Rogers' (2003) perspective, this condition indicates human readiness, a crucial factor in the successful adoption of innovation.

The third factor is institutional policy and regulatory support. The implementation of the online SKCK service at the Central Kalimantan Regional Police is based on a clear and structured Guidebook and Standard Operating Procedures (SOPs). The clarity of the service flow, the division of officer duties, and the document verification and printing mechanisms demonstrate that the service operates within a standard regulatory framework. Furthermore, the National Police Precision policy serves as a strategic foundation for encouraging the digital transformation of public services within the police force. From a public service perspective, this procedural certainty strengthens accountability and consistency of service.

The fourth factor is the relatively positive public acceptance of the online SKCK service. Interviews indicate that the public perceives this service as faster, more practical, and more transparent than conventional methods. This perception demonstrates a relative advantage, as proposed in Rogers' (2003) diffusion of innovation theory, where innovations that provide greater benefits are more readily accepted by the public. High levels of public satisfaction also indicate that the innovation has reached the confirmation stage, strengthening the decision to continue using digital services.

However, these supporting factors are not independent but interrelated in shaping the success of service implementation. The availability of adequate technology must be balanced with competent human resources capable of operating it, supported by clear policies and positive public acceptance. Thus, the success of the Online SKCK service at the Central Kalimantan Regional Police can be understood as the result of a relatively balanced synergy between technological, organizational, and social aspects.

4. Online Factors Inhibiting the Implementation of Online SKCK Services

Although the implementation of the online SKCK service at the Central Kalimantan Regional Police's Information and Security Directorate (Ditintelkam) SI Yanmin (Serving Officer) has generally gone well, research findings indicate several inhibiting factors affecting service optimization. These factors are technical, social, and operational. From a digital government perspective, the success of digital transformation is determined not only by the system's existence but also by its stability, user readiness, and the organization's capacity to manage the service (Heeks, 2020).

The first inhibiting factor is internet network constraints and system stability. Based on interviews and observations, network disruptions occur occasionally, particularly when the number of applicants increases. Although these disruptions are temporary and can be resolved by officers, they still affect the smoothness of service and the duration of the process. From a digital service quality perspective, this condition relates to the reliability dimension, where the system is not yet fully capable of maintaining consistent performance under various conditions. Furthermore, in Rogers' (2003) diffusion of innovation theory, system stability is part of technological readiness, which influences the user experience during the implementation phase.

The second factor is the community's limited digital literacy. Research results indicate that not everyone has the same ability to use digital systems, particularly in the registration process, uploading documents, and using applications. This situation means some people still require direct assistance from officers. From a public service

perspective, this impacts service responsiveness and efficiency (Dwiyanto, 2021), as service times become longer and officers' workloads increase. Therefore, this barrier is social in nature and indicates that the diffusion of innovation has not been fully equitable across all levels of society.

The third factor is the limited support facilities for services. Although key devices such as computers and application systems are available, the number of facilities that can be used simultaneously remains limited, especially during peak periods of applicants. Based on observations, officers need to manage device usage to ensure smooth service delivery. From a digital service quality perspective, this condition relates to the tangible dimension, where the availability of physical facilities remains a crucial factor in supporting technology-based services.

The fourth factor is officer workload and limited human resources. Although officers have adequate competencies, limited personnel lead to increased workloads during times of high applicant numbers, such as during job recruitment periods. This situation requires flexibility in task allocation and teamwork among officers. From Heeks' (2020) perspective, this indicates that organizational capacity is not yet fully adaptable to fluctuations in service demand, potentially impacting service stability.

The fifth factor is the suboptimal implementation of integrated digital support services. Based on research findings, assistance to people experiencing difficulties is still provided directly at service locations. The absence of support services such as digital helpdesks or call centers means that people still have to visit service offices when experiencing technical difficulties. From a digital service quality perspective, this condition relates to the responsiveness dimension, where the system is not yet

fully capable of responding independently without direct officer intervention.

Thus, the factors inhibiting the implementation of the Online Police Clearance Certificate (SKCK) at the Central Kalimantan Regional Police indicate that the digital transformation of public services still faces challenges in terms of system stability, user readiness, and organizational capacity. These obstacles do not indicate implementation failure, but rather reflect that digital services are still in the strengthening stage towards a more stable, independent, and inclusive system.

5. Efforts to Optimize Online SKCK Services

To address the various challenges arising from the implementation of the online SKCK service, the Central Kalimantan Regional Police's Security and Security Information Service (SI Yanmin) has undertaken a number of optimization efforts aimed at sustainably improving service quality. These efforts focus not only on technical aspects but also include strengthening human resources, improving the quality of service interactions, and enhancing transparency and public trust. From a digital government perspective, service optimization is a continuous process that requires alignment between technology, the organization, and service users (Heeks, 2020).

The first effort was implemented through optimizing technological infrastructure and system stability. Based on interviews, officers routinely maintain computer equipment and internet networks to ensure uninterrupted service, especially during peak service hours. Furthermore, officers adjust service flows when system disruptions occur, ensuring service continuity. This demonstrates that optimization is not limited to the provision of facilities but also encompasses ongoing system

management and maintenance to maintain service continuity.

The second effort was implemented through optimizing human resources, particularly in terms of task allocation and teamwork. Research shows that despite limited personnel, officers are able to flexibly manage task allocations according to service conditions. When the number of applicants increases, officers assist each other in the service process to avoid long queues. From a public service perspective, this reflects the organization's responsiveness in adapting to the dynamics of community needs (Dwiyanto, 2021). Therefore, human resource optimization depends not only on the number of personnel but also on effective coordination and teamwork.

The third effort is carried out through increased assistance and education for the community. Research results show that officers actively assist people experiencing difficulties in the registration process and using the digital system. This assistance is a crucial strategy in bridging the digital literacy gap in the community. From the perspective of Rogers' (2003) diffusion of innovation, this step plays a role in strengthening the knowledge and implementation stages, enabling the community to understand and use the service more independently. Furthermore, the Online SKCK Guidebook serves as an educational tool that supports this process, although in practice, direct explanations from officers are still required.

The fourth effort is carried out through increasing transparency and handling of service complaints. Based on interviews, the public can monitor the status of their applications directly through the system, thereby increasing trust in the service. Furthermore, officers also directly respond to technical complaints and provide

solutions tailored to the circumstances. From a public service perspective, transparency and responsiveness to complaints are crucial for building accountability and legitimacy (Dwiyanto, 2021).

Analytically, the various optimization efforts undertaken demonstrate that the implementation of the Online Police Clearance Certificate (SKCK) service is not static, but rather adaptive to the dynamics of emerging issues. Optimization is carried out through an integrative approach, combining technological system strengthening, human resource capacity building, and improving the quality of service interactions with the public.

Thus, efforts to optimize the Online Police Clearance Certificate (SKCK) service at the Central Kalimantan Regional Police demonstrate the institution's commitment to improving the quality of digital-based public services. Although implementation challenges persist, the optimization steps taken have been able to maintain service continuity and increase public satisfaction. However, to achieve a higher level of digital service maturity, ongoing strengthening is required, particularly in improving system stability, equitable digital literacy, and developing more independent digital-based support services.

D. CONCLUSION

The implementation of the online Police Clearance Certificate (SKCK) service at the Central Kalimantan Regional Police's Security and Intelligence Agency (SI Yanmin) demonstrates that the digital transformation of public services within the police force has been effective in improving service quality. This is demonstrated by increased service

responsiveness with relatively fast turnaround times, increased efficiency through procedural simplification and digitization of administrative processes, and strengthened accountability and transparency through the implementation of a standardized and traceable electronic-based system. This Online SKCK Policy is in line with the principles stipulated in Law Number 25 of 2009 concerning Public Services, namely public interest, legal certainty, equal rights, balance of rights and obligations, professionalism, participation, equal treatment/non-discrimination, openness, accountability, special facilities and treatment for vulnerable groups, timeliness and speed, ease and affordability.

From an innovation diffusion perspective, the online SKCK service has achieved a relatively high adoption rate with positive public acceptance. However, implementation of this innovation is not yet fully equitable, particularly in terms of independent use by the public, which is still influenced by digital literacy levels. Furthermore, system stability, limited supporting facilities, and human resource capacity in certain situations continue to be factors that influence service optimization.

Overall, the online SKCK service can be categorized as an operationally effective digital innovation, but is still in the consolidation stage towards a fully stable, independent, and inclusive digital service maturity. To support the optimization of the online SKCK service, several practical measures can be implemented in a structured manner. First, developing a digital-based helpdesk or chatbot system will provide users with independent guidance, thereby reducing reliance on direct assistance from officers. Second, improving the quality and stability of the internet network and application

system is crucial to minimize technical disruptions that may hinder service delivery. Third, strengthening human resources by increasing the number of personnel in service units and enhancing officer competencies through technical training on digital public services will ensure more effective operations. Finally, continuous outreach and education efforts should be carried out to familiarize the public with the online SKCK service, utilizing both digital media and direct field activities, so that users become more confident and accustomed to accessing the service.

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