

Digital Transformation: A Public Service Innovation for Preventing and Responding Rapidly to Child Violence Amid the Currents of Globalization

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Abstract

Amid the sweeping currents of globalization that drive massive social and cultural changes, children have become a highly vulnerable group, particularly to various forms of violence, including in the city of Cirebon. Digital transformation has emerged as a strategic innovation to enhance the quality of public services, especially in addressing child abuse. This study aims to examine the role of digital transformation in resolving cases of violence against children, as well as its function in prevention efforts and rapid response mechanisms. Employing a qualitative descriptive approach, data were collected through interviews, observations, and documentation. Data validity was ensured using triangulation and member checks. The findings indicate that digital transformation plays a crucial role in accelerating case handling, improving access to child protection services, and strengthening community engagement in reporting and prevention. However, the implementation of digital transformation faces various obstacles and challenges, including technological limitations, process inefficiencies, resource constraints, cultural barriers, and business model issues. Although certain developments have been initiated, the reality shows that optimization remains limited particularly in public service delivery through digital platforms and the readiness of human resources.

Keywords: *Digital Transformation, Public Service Innovation, Prevention and Rapid Response, Child Abuse.*

INTRODUCTION

Globalization and the advancement of digital information technology have brought about significant changes across various aspects of life, including the way people communicate and access information. On one hand, these developments offer convenience and efficiency in daily activities; on the other hand, they also create new opportunities for the emergence of various forms of violence against

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children, both directly and through digital media (UNICEF, n.d.; WHO, 2022).

Children represent the future of a nation (Novienlita, 2024). Moreover, the family serves as the primary and most essential environment in shaping a child's mental development and personality (Novienlita, 2024). Consequently, a generation of quality individuals is nurtured within a harmonious family setting, supported by parental guidance and a positive familial environment.

Cases of child abuse in Indonesia resemble an “iceberg phenomenon,” where only a small fraction is visible while actual prevalence is far higher (DPR RI, 2024; Research on Padang families found 95.1% of children had experienced violence physical, psychological, sexual, or social which indicates significant underreporting) (Padilla et al., 2024).

The most frequently experienced form of violence against children is sexual abuse, followed by physical and psychological violence (WHO, 2022; CDC, 2023). Children, as victims, are especially vulnerable and powerless in such circumstances (very well mind, 2021). According to Suyanto (2010, p. 29), there are five main types of violence against children: physical, psychological, sexual, economic, and social violence categories that are widely recognized internationally (Gupta & Sankaran, 2022)

According to Yarini (2019), violence against children is a critical issue that demands attention and concrete action from various stakeholders, including the government. Data from the Social Affairs Office of Cirebon City indicate that the number of reported cases of child abuse submitted either through digital platforms or manual reporting has increased from 36 incidents in 2023 (with 26 cases of sexual abuse) to 48 in 2024 (with 28 cases of sexual abuse) (DP3APTKB, 2025). From the perspective of digital transformation, this rise in reporting reflects a positive trend, signaling growing public awareness of the importance of reporting child abuse online (UNICEF, 2023; OECD, 2022). However, this awareness remains limited; many individuals remain unfamiliar with how to use digital reporting tools (ITU, 2021), resulting in numerous cases remaining unreported and unaddressed (WHO, 2022). This situation highlights a critical area for further investigation, especially in light of the increasing relevance of digital services. As technology and specifically e-government advances, there is a pressing need to enhance public services through strategic improvements in human resource capacity and intensified community outreach programs focused on prevention and rapid response to child abuse (World Bank, 2019; European Commission, 2020)

In the context of child protection, digitalization plays a crucial role in establishing public services that are responsive, swift, and victim-centered (UNICEF, 2022). The government requires an efficient system to meet the diverse needs of society, which has led to initiatives aimed at adopting digitalization (OECD, 2023). The utilization of digital technology is poised to revolutionize how governments operate, interact,

and deliver services; however, it may also have profound impacts such as altering organizational structures and cultures, or engaging communities and partners in the design and delivery of public services (Scherer & Wimmer, 2020).

In practice, digital transformation has yet to function as effectively as envisioned; therefore, in-depth research is required to examine its implementation by the Social Affairs Office of Cirebon City, particularly in addressing child abuse issues highlighting the need for continuous evaluation (UN E-Government Survey, 2024). The implementation of e-government is particularly vital today as it responds to the growing and dynamic needs of the public. In the digital era, responsive, inclusive, and technology-driven public services are key factors in enhancing public trust in government institutions (Afiyah, 2024; European Commission, 2020). Through e-government, governments not only provide more efficient and higher-quality services but also contribute to sustainable development by integrating information technology into governance (Sheri & Wimmer, 2020; OECD, 2023).

Such transformation is inevitable it cannot be avoided, prevented, or prohibited (Hadiono & Santi, 2020). Continuous digital development supports SDG 16 (Peace, Justice, and Strong Institutions) by enhancing transparency, accountability, and inclusiveness in public service delivery (Springer, 2024).

One of the key indicators of successful digital transformation is the introduction of innovation in public services. Innovation in public service delivery is a critical approach to advancing public administration and policy. Rogers (1995, as cited in Think Insights, 2023) identifies five characteristics that influence the adoption of innovations: relative advantage, compatibility, complexity, trialability, and observability. These elements determine whether a public service is perceived as effective and beneficial by its users.

In the broader implementation of digitalization and e-government, three major challenges significantly influence the success of digital transformation: organizational and managerial aspects, information technology, and the external environment (Gil-García & Pardo, 2005). These dimensions emphasize that digital transformation requires more than just technical adoption it necessitates structural readiness and environmental alignment.

This study aims to examine the role of digital transformation in resolving cases of child abuse, as well as its function in prevention efforts and rapid response mechanisms. The study is particularly significant as it is expected to enhance public understanding in Cirebon City regarding the implementation of digital transformation. Based on the identified issues, the central research problems of this study are: (1) How is digital transformation implemented through the development and optimization of technology, processes, human resources, organizational culture, and business models by the Social Affairs Office of Cirebon City to address child abuse cases? (2) What are the key

barriers and challenges in the implementation of digital transformation in delivering public services related to child abuse in Cirebon City?

METHOD

The qualitative research method is a scientific approach used to understand various social phenomena from the perspectives of the participants, through an in-depth exploration of meaning, values, and experiences. Although scholars offer a range of definitions, they commonly emphasize the importance of context, subjectivity, and analytical depth. Descriptive qualitative research typically employs surveys, observations, interviews, and case studies as data collection techniques (Sugiyono, 2019).

According to Moleong (2017), qualitative research is a type of inquiry aimed at understanding the phenomena experienced by individuals, including their behaviors, perspectives, motivations, and actions, through a holistic approach. This method describes findings in the form of words and language, and employs various scientific procedures. Moleong underscores the significance of direct interaction between the researcher and the subject in uncovering the meanings that may lie behind human behavior.

Creswell (2014) defines qualitative research as a method used to investigate and comprehend the meanings individuals or groups attribute to social or human issues. From Creswell's perspective, this method emphasizes an interpretive process, in which the researcher constructs meaning based on information gathered from the field.

The qualitative research strategy employed in this study is descriptive qualitative. According to Moleong (2017), a descriptive qualitative approach aims to understand phenomena in a deep and comprehensive manner, emphasizing the process and meaning rather than merely focusing on outcomes or products. This approach is particularly suitable for exploring social, cultural, educational, and humanitarian issues, which often cannot be adequately captured through quantitative methods alone. Key characteristics of this approach include flexibility in data collection and analysis, an emphasis on natural settings, and inductive reasoning. The results of descriptive qualitative research are generally presented in the form of rich, detailed narratives that provide a comprehensive depiction of the realities being studied.

Meanwhile, Sukmadinata (2007) explains that descriptive qualitative research seeks to describe and interpret phenomena as they truly are, without manipulating variables. In this context, the researcher serves as the primary instrument, collecting information through interviews, observations, and documentation, and subsequently compiling the findings into narratives that realistically and holistically represent the situation. Observation is considered the foundation of all scientific inquiry, as it is through observation that truths about reality can be uncovered (Sugiyono, 2011). In this study, the researcher conducted direct fieldwork to observe firsthand how

digital transformation is implemented in public service delivery by the Social Affairs Office of Cirebon City. Additionally, interviews were conducted as structured conversations between the interviewer and the informants, through which data and facts were obtained to address the issues under investigation (Rahmatyah, 2024).

This study employed a descriptive qualitative approach, utilizing interviews, observations, and documentation as data collection techniques. To ensure data validity, triangulation and member checking were applied. Data analysis followed a qualitative analytic process consisting of three main stages: data reduction, data display, and conclusion drawing and verification.

In addition to interviews, several prior studies published in academic journals were also used as secondary data sources for this research. Data collection techniques are considered one of the most strategic components of the research process, as obtaining accurate and relevant data is the primary objective of any research endeavor

RESULT AND DISCUSSION

The government is continuously striving to improve public services through automated systems and ongoing innovation aimed at delivering better services and service delivery methods (Lu, 2022). All areas of public service are increasingly integrated within governance systems that leverage electronic technologies, including the application of Artificial Intelligence (AI). Most of these changes aim to shift service provision from offline to online platforms (Ratnayake, 2022).

According to Westerman et al. (2014), digital innovation involves the application of technology to transform organizational operations, methods of client interaction, and value creation. This may include the development of applications, digital platforms, or the use of technologies such as artificial intelligence, data analytics, and the Internet of Things (IoT).

Based on research by Stich et al. (2020), there are three key elements in digital transformation: resources, information systems, and a combination of organizational culture and structure. McGrath and Maiye (2010) define digital transformation as the integration of digital technologies into all aspects of an organization, thereby altering how the organization operates and delivers value to its customers. A significant outcome of effective digital transformation is improved job satisfaction.

Vial (2019) defines digital transformation as a process aimed at enhancing an organization by bringing about significant changes in its core characteristics through the integration of information technology, computing, communication, and connectivity. In his research, Vial (2019) emphasizes that digital transformation is a multidimensional, technology-driven phenomenon that impacts society, politics, and the economy.

Digital transformation has become a key strategic agenda in bureaucratic reform and the improvement of public service quality. In

this context, Gregory Vial (2019), through his article titled "Understanding Digital Transformation: A Review and a Research Agenda" published in *The Journal of Strategic Information Systems*, 28(2), 118–144, provides a highly comprehensive conceptual framework for understanding digital transformation in organizations one that can be effectively adapted and applied to the public service sector.

According to Gregory Vial (2019), digital transformation is defined as “a process that aims to improve an entity by triggering significant changes to its properties through combinations of information, computing, communication, and connectivity technologies.” This means that digital transformation is a process intended to enhance the performance and capabilities of an organization including government institutions by driving substantial change through the holistic application of information and communication technologies. In the public service sector, digital transformation or digitalization not only involves the use of technology but also entails fundamental changes in organizational structures, workflows, culture, and methods of delivering services to citizens. The ultimate goal is to create services that are more efficient, transparent, responsive, and citizen-centered

According to Gregory Vial’s framework, digital transformation comprises seven dimensions which, although originally developed in a general organizational context, can be effectively applied to analyze and advance digital transformation within the public service sector. These dimensions include: (1) Use of Digital Technologies, (2) Changes in Value Creation Paths (business or operational model transformation), (3) Structural Changes within the organization, (4) Process Changes, (5) Cultural and Mindset Shifts, (6) User Experience or Citizen-Centricity, and (7) Data and Information Management as a Strategic Asset. These seven dimensions outlined by Vial serve as a valuable framework for evaluating and designing strategies to implement, manage, and assess the success of public service digitalization initiative.

Use of Digital Technologies.

Advancements in information and communication technology have significantly influenced the way governments manage public administration. Westerman et al. (2011) define digital transformation as the application of technology to radically enhance a company's performance and reach, fundamentally altering customer relationships, internal processes, and value propositions. Digital transformation is not limited to the private sector; it is increasingly adopted in the public sector to reshape workflows and improve service delivery (Wirtz et al., 2020).

While digital transformation in the public sector has shown positive progress, it continues to face numerous challenges. Although e-government initiatives have the potential to drive administrative reform and improve service quality, their implementation in Indonesia is often hindered by technical, organizational, technological, and regulatory barriers. Additional obstacles include limited digital competence among civil servants, infrastructure disparities, and outdated or non-adaptive

regulations. Within this context, the Social Affairs Office of Cirebon City has begun incorporating digital technologies into its service mechanisms, particularly in the handling of child abuse reports and complaints. Although the implementation remains suboptimal, the agency is demonstrating a shift toward adaptive use of digital tools, representing a practical step forward in embracing digital transformation.

Utilization of Online Service Portals and Mobile Applications

Naveen Kumar (2022) highlights the significance of leveraging technology to enhance user engagement, improve processes, and optimize resources for more effective outcomes. Online services have emerged as a platform made possible by advancements in modern technology and the growing accessibility of the internet. Through these platforms, the public can access services remotely without the need to physically visit government offices or service providers (Hadi et al., 2020).

The Social Affairs Office of Cirebon City has implemented digital transformation through its official website: <https://dinsos.cirebonkota.go.id/>. The site provides institutional profiles, descriptions of available services, operating hours, and multiple complaint submission channels. The public can report complaints including cases of child abuse directly through the website, via hotline, the 112 call center (which is integrated with relevant institutions), email, or WhatsApp messaging. For online reporting, the SP4N-LAPOR application is available and integrated with the national public complaint management system. Child abuse reports can also be submitted via: <https://dipandusobat.cirebonkota.go.id/>. The SP4N-LAPOR platform, the 112 call center, and the DIPANDU SOBAT system are accessible 24 hours a day, whereas the hotline and WhatsApp services operate only during working hours.

Digital transformation in Cirebon City continues to face obstacles, particularly due to the low level of digital literacy among the population, despite improvements reflected in the city's Smart City Index and Electronic-Based Government System (SPBE) scores. As a result, the current state of digital transformation remains suboptimal. One significant barrier is the low Information and Communication Technology Development Index (IP-TIK), which remains between 3 and 4 out of 10 posing challenges in effectively addressing child abuse cases. To overcome these limitations, intensive public outreach on digital reporting mechanisms is required, along with strong coordination among key stakeholders such as the Social Affairs Office, the police, and hospitals.

Reported cases of child abuse in Cirebon City have continued to rise, increasing from 28 cases in 2022 to 48 cases in 2024, with 17 additional cases recorded as of June 2025. In response, the Social Affairs Office has been actively promoting online reporting as a means to expedite case handling. Currently, approximately 70% of reports are

submitted through digital platforms, as they are perceived to be more accessible and help reduce the stigma or shame associated with reporting abuse.

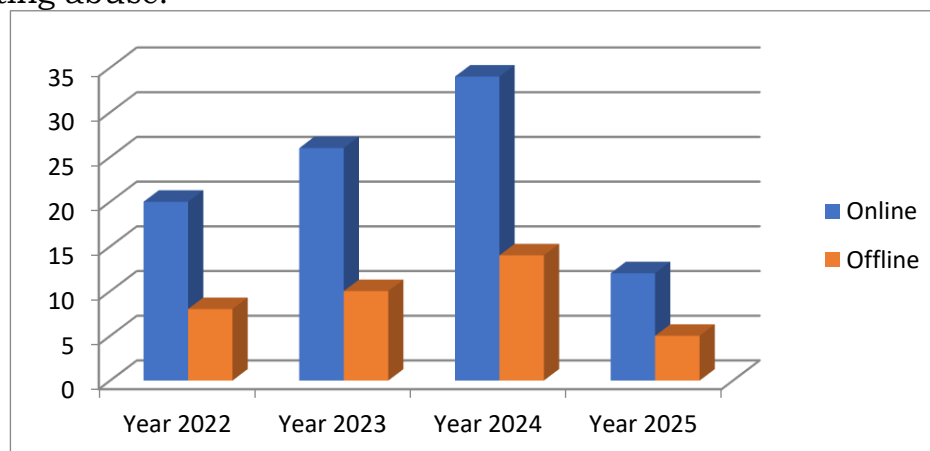


Figure 1. Annual Data on Child Abuse Complaints Report of Child Victims of Violence in Cirebon City 2023

Table 1. Reports of Child Abuse Complaints in Cirebon City in 2023

City Name	District	Service Status	Number	Unit
Cirebon City	Harjamukti	Served	13	Cases
Cirebon City	Harjamukti	Not Served	0	Cases
Cirebon City	Kejaksan	Served	7	Cases
Cirebon City	Kejaksan	Not Served	0	Cases
Cirebon City	Kesambi	Served	5	Cases
Cirebon City	Kesambi	Not Served	0	Cases
Cirebon City	Lemahwungkuk	Served	9	Cases
Cirebon City	Lemahwungkuk	Not Served	0	Cases
Cirebon City	Pekalipan	Served	2	Cases
Cirebon City	Pekalipan	Not Served	0	Cases

Source: Department of Women's Empowerment, Child Protection, Population Control, and Family Planning (DP3AP2KB)

Although the number of online reports has increased, further outreach and public education are still necessary to ensure that this innovation is optimally utilized by the community. However, several obstacles and challenges persist. For instance, the existing systems are frequently inaccessible, and public awareness regarding the availability of online reporting services remains limited due to insufficient socialization efforts by the relevant government agencies. Moreover, internal challenges within the Social Affairs Office of Cirebon City also hinder progress particularly in shifting mindsets, organizational culture, and workflows from manual operations to digital systems. The disruption caused by this transition presents a major challenge that must be addressed promptly. One key strategy involves strengthening human resources through personal capacity development, participation in training programs on digital transformation and public service digitalization, and attending seminars focused on relevant issues.

Integration Across Government Agency Systems

System integration is the process of creating harmony within an information system by combining various software components, hardware, and networks (Bentley & Whitten, 2007). It refers to the concept of systems being interconnected in multiple ways according to specific needs particularly when data from one system is required by another, or when the output of one system serves as the input for another (Hamzah, 2018).

In general, the primary goals of system integration are to enhance efficiency, increase productivity, improve decision-making, and reduce operational costs. The Social Affairs Office of Cirebon City, in collaboration with the City Government, has integrated various institutional systems through platforms such as the 112 call center, the DIPANDU SOBAT application, and the Kontak Perasaan Program to expedite responses to child abuse cases. This integration involves coordination among the Social Affairs Office, the Cirebon City Communication and Information Office (DKIS), the police, and regional hospitals as part of the broader digital transformation initiative.

However, the effectiveness of this integration is still hindered by low public digital literacy, network disruptions, and insufficient outreach efforts. These issues must be addressed to ensure the system operates optimally. A major internal challenge is the limited digital literacy among service administrators, who are transitioning from manual to digital processes. This shift demands special attention from the government in order to optimize public service delivery.

Another challenge lies in the suboptimal inter-agency system access and connectivity. For example, reports submitted via the SP4N-LAPOR application are first received by the DKIS and then forwarded manually to the relevant departments. This delay slows down the response process. To overcome this, it is crucial to establish a seamless data flow system in which reports are automatically routed to the appropriate agencies, enabling faster handling and resolution of public complaints.

Utilization of Technologies such as AI, IoT, and Blockchain

Artificial Intelligence (AI) represents machines that exhibit elements of human intelligence and is increasingly applied in service delivery as a core driver of innovation in the digital era (Huang & Rust, 2018). Burange and Misalkar (2015) define the Internet of Things (IoT) as a system in which objects or individuals possess unique identities and are capable of transmitting data over a network without the need for human-to-human or human-to-computer interaction.

These technologies also enhance the protection of sensitive data and automate various social service processes such as aid distribution and data verification thereby accelerating service delivery and reducing the likelihood of errors. At present, the Social Affairs Office of Cirebon City has not yet implemented Artificial Intelligence (AI), the Internet of Things (IoT), or Blockchain technologies on a large scale. However, in

alignment with the directives of the West Java Provincial Government, the agency is expected to gradually adopt advanced and integrated technologies such as AI, IoT, and Blockchain in the near future.

Currently, the application of digital tools in handling child abuse reports remains in the early stages of digital transformation, focusing primarily on strengthening the technological foundation and digital literacy among human resources. The agency is slowly transitioning from a manual system culture to a digitally driven system. Nonetheless, the process faces significant obstacles and challenges, including the need to improve network infrastructure, develop multichannel and multidimensional application systems, and address the shortage of qualified IT professionals capable of advancing the transformation beyond basic digitalization toward more sophisticated technologies such as AI, IoT, and Blockchain. These challenges must be critically examined and addressed, as the shift toward a broader and more integrated digital landscape is becoming increasingly urgent especially in light of the imminent emergence of Society 5.0 and the need for adaptive, future-ready public service systems

Service Automation

Digital transformation is a long-term journey that requires continuous innovation in public service delivery (Madsen et al., 2020). The Social Affairs Office of Cirebon City has begun implementing service automation, albeit not yet to its full potential. This effort has enabled the automatic recording of reports through applications, operational systems, and the official website. Such initiatives support consistency in technology-based public services and allow staff to access data at any time.

The availability of online systems and the 24-hour 112 call center greatly facilitates the public in Cirebon City in reporting suspected cases of child abuse, aiming to accelerate response and case resolution. However, a primary challenge lies in ensuring that citizens possess the necessary understanding and digital skills to fully utilize these services.

Despite current progress, the digital systems and applications in place do not yet feature fully automated services such as automated responses to incoming reports or the automatic processing of follow-up actions based on submitted data. At present, incoming complaints must still be addressed manually by staff at the relevant agencies. There is no practical integration of Artificial Intelligence (AI) to assist in handling public complaints submitted via digital platforms or the 112 call center. This gap represents a significant barrier and challenge that must be overcome through future system upgrades and innovation efforts.

Changes in Value Creation Paths

Within the value and service framework, change refers to the adjustments or modifications applied to the methods by which an entity or service provider creates, delivers, and captures value. These changes may occur across various domains, including internal procedures, the

technologies utilized, or modes of client interaction with the overarching goal of enhancing the effectiveness, efficiency, or relevance of the services provided. Digital transformation is thus understood as a shift in the way work is conducted, roles are defined, and value propositions are offered, as a result of the integration of digital technologies into an organization or its operational environment (Parviainen et al., 2017, p. 64). This transformation redefines how public institutions create and deliver value-added services to the community.

Service Model Innovation: Autonomous and Integrated Systems.

Digitalization is a process shaped entirely by individual interests, norms, discourse, and various algorithmic data structures (Andersson et al., 2022). Service innovation refers to the introduction of new ideas or practices that provide meaningful benefits to target groups (Flint et al., 2005), ultimately creating value for both present and future consumers (Moller et al., 2008).

The Social Affairs Office of Cirebon City has not yet undergone a significant digital transformation in its public services, particularly in addressing child abuse cases. Previously, complaint submissions could only be made manually, but these have since evolved into digital service options available through the official website, the SP4N-LAPOR system, and the DIPANDU SOBAT platform. While these digital applications are not yet fully autonomous systems developed internally by the Social Affairs Office, they are the result of collaborative development efforts with national ministries and related local agencies, such as the Cirebon City Communication and Information Office (DKIS).

This innovation aims to simplify the reporting process, with the goal of improving child abuse case management and accelerating case resolution. Additionally, an integrated service model has been developed, including the 112 call center, email, and WhatsApp services, all of which are connected to the Cirebon City Government, the Social Affairs Office, DKIS, the police, and local hospitals. Such integration enhances the effectiveness and efficiency of digital transformation in the public service sector. Nonetheless, recurring challenges remain, such as network issues and concerns over cybersecurity. Looking forward, efforts will focus on optimizing the use of standalone applications available via the Play Store to streamline processes and improve monitoring of child abuse cases. The legal foundation for Smart City implementation and cybersecurity is established in Regional Regulation No. 14 of 2021 on Smart City Administration and Mayor of Cirebon Regulation No. 58 of 2023, which ensures the security of digital information.

Cross-Sector Digital Collaboration (Government, Private Sector, and Civil Society)

Bryson, Crosby, and Stone (2006) define cross-sector collaboration as a process in which organizations from various sectors including industry, nonprofit organizations, and government work

together to achieve shared goals. Cross-sector partnerships involve collaboration among government institutions, local agencies, social organizations, religious groups, academics, media, and the broader community (Kurniasih, 2022). The Social Affairs Office of Cirebon City has established cross-sector digital collaborations to support digital transformation in public service delivery, particularly in addressing child abuse. This collaborative effort involves the Cirebon City Government, the Social Affairs Office, the Communication and Information Office (DKIS), the police, hospitals, and media outlets, with the shared objective of optimizing prevention and response to child abuse cases.

This collaboration goes beyond the development of systems and technology; it also involves synergy in optimizing the 112 call center. Although Cirebon City is moving toward fully digitalized public services, a key challenge lies in ensuring accessibility for all segments of society. Many individuals particularly those in border or underserved areas still have low technological awareness due to limited digital literacy and outreach. As a result, they continue to rely on offline services.

To address this issue, the Social Affairs Office has launched initiatives such as the “Kontes Curhat” (Confide Contest) and continues to enhance the 112 call center to facilitate easier access, accelerate case handling, and support future technological advancements. Moreover, collaboration efforts extend beyond inter-agency partnerships within the Cirebon City Government to include non-governmental organizations (NGOs), youth organizations (Karang Taruna), and other community groups. The role of leadership in implementing information technology in government is critical. In this regard, digital leadership has become a vital component in the execution of digital transformation initiatives within the public sector.

Establishment of Integrated Service Centers (*One Stop Service*).

The Social Affairs Office of Cirebon City, in collaboration with the regional government and relevant agencies, has established an integrated service center for addressing child abuse through the 112 call center. This service is connected to local government authorities, the Cirebon City Communication and Information Office (DKIS), the police, hospitals, and other related institutions, fostering strong cross-sector collaboration. Although a fully independent, mobile application-based integrated service center has yet to be developed by the Social Affairs Office due to limitations in software development, the 112 call center serves as an accessible entry point for the public. To optimize this initiative in the future, consistent public outreach and education on digital services across all community levels is essential. The Social Affairs Office is also working with the Office of Women’s Empowerment, Child Protection, Population Control, and Family Planning (DP3APTKB) to develop an integrated system known as “Kontak Perasaan”, and is deploying social workers to support case management. The importance of inter-sectoral synergy in advancing digital transformation is

emphasized, as social issues cannot be effectively addressed in isolation.

This digital transformation initiative focuses on improving access to child abuse reporting, leveraging technology for better service delivery, accelerating case handling, and enhancing overall efficiency and effectiveness. Such efforts must continue to evolve with dynamic policy support. However, digitalization must also be balanced with the development of staff quality and capacity at the Social Affairs Office and other relevant agencies through thematic training programs. Institutional strengthening is also crucial for example, by developing Puskessos (Social Welfare Service Centers) at the village level through the Integrated Referral Service System (SLRT). This is especially important for assisting communities that are not yet fully prepared to embrace digital technologies. Addressing this challenge is critical to enabling the eventual creation of a truly integrated, one-stop mobile service application for handling child abuse cases.

Structural Changes.

Changes in organizational structure refer to significant modifications within an entity, which may include adjustments in reporting lines, departmental mergers or separations, or alterations in managerial levels (Winardi, 2010). Organizational change can be categorized into several types, including changes in structure, technology, physical arrangements, and human resources (Robbins, 2006). In the context of digital transformation, structural change involves adapting bureaucratic frameworks to support the implementation of technology and enable effective digital collaboration.

Establishment of a Dedicated Digital Unit

Digital transformation in government is a process of developing services through electronic technologies that foster cultural innovation, new ways of working, and improved service delivery to meet public needs. Although the Social Affairs Office of Cirebon City, in collaboration with P2TP2A (Integrated Service Center for the Empowerment of Women and Children), has been involved in addressing child abuse cases through counseling and rehabilitation programs, no dedicated digital unit has yet been established.

In the future, it will be essential to consider and develop an integrated Smart City-based system by establishing a specialized unit for handling child abuse cases in Cirebon City. This initiative is expected to significantly enhance public outreach and accelerate the advancement of digital transformation thereby making it easier for citizens to report child abuse and facilitating more efficient case resolution.

Reducing Bureaucratic Layers Through Digitalization

The implementation of digital transformation in public services can reduce bureaucratic layers by shifting from face-to-face service

delivery to digital technologies that are more accessible anytime and anywhere. The readiness of bureaucrats and organizations is a critical factor in the success of digital transformation. Digitalization significantly influences work culture, promoting a more positive environment that emphasizes speed, effectiveness, and efficiency. However, technology must be approached wisely. Strengthening human resources is crucial to ensure that technology does not "overwhelm" the system in the absence of adequate readiness and digital competence. Without a prepared workforce, organizational culture may become disoriented and lack a clear service orientation.

At the Social Affairs Office of Cirebon City, digital transformation has been implemented gradually in alignment with the city's efforts to become a smart city since 2017. The development of systems, applications, and the refinement of the official website is expected to breathe new life into bureaucratic processes, especially in the handling of child abuse cases. Adaptation to new systems and work climates is necessary to avoid the "shock effect" that often accompanies organizational change. Responses to this effect must be both practical and regulatory in nature, ensuring the existence of Standard Operating Procedures (SOPs) and a shared bureaucratic mindset for consistent service delivery.

Process Changes

Coffman and Lutes (2007) define change management as a systematic approach used to support teams, individuals, or organizations in transitioning from their current state to a more desirable future condition. Kurt Lewin introduced a well-known change theory consisting of three stages: unfreeze, change, and refreeze. This model emphasizes the importance of preparing both individuals and organizations to accept change, implementing the change itself, and subsequently integrating it into new habitual practices.

The implementation of digital transformation at the Social Affairs Office of Cirebon City has triggered significant changes in organizational processes and bureaucratic workflows. The shift from offline (face-to-face) services to online systems has not only altered the delivery of public services but has also extended to the management of administrative functions such as archiving, correspondence, and employee attendance. A key milestone occurred in 2022 with the transformation of the SAMPEAN (Sistem Administrasi Manajemen Pegawai) application, which was redesigned to integrate personnel information, performance records, archiving, and governance functions. This development encouraged various regional agencies, including the Social Affairs Office, to adopt digital technologies more comprehensively. Overall, this digital transformation has reshaped internal organizational practices, including decision-making processes, data management, and the operation of service delivery systems.

Administrative Process Automation

Digital transformation at the Social Affairs Office of Cirebon City has led to the automation of both internal and external administrative processes. Internally, attendance, personnel management, and archiving systems have been automated through the SAMPEAN (Employee Management Administration System) application. This transformation has reshaped bureaucratic culture and climate, as well as the working methods of civil servants in service delivery.

Externally, administrative digitalization is reflected in services such as SP4N-LAPOR and DIPANDU SOBAT. Public reports and complaints are now automatically recorded within the Social Affairs Office's system and immediately followed up, replacing previously manual processes. This automation greatly facilitates public service delivery, particularly in handling child abuse cases. However, the optimization of these applications remains hindered by low levels of digital literacy among citizens and the limited availability of reliable internet access in the border areas of Cirebon City.

Workflow

Digital transformation refers to a shift in work patterns across various sectors through the use of digital technologies rather than manual systems (Darwin, 2021). Digitization specifically refers to the process of converting analog information into digital formats, thereby transforming previously paper-based or analytical tasks into digital procedures to enable computers to assist in searching, storing, and transferring information (Verhoef et al., 2021; Bloomberg, 2018).

Digital transformation has significantly altered workflows at the Social Affairs Office of Cirebon City, particularly in public services related to the prevention and handling of child abuse cases. Previously, service delivery relied on direct, face-to-face interactions and sociological approaches. However, with ongoing digital advancements, services are now delivered through various platforms such as SP4N-LAPOR, DIPANDU SOBAT, the 112 Call Center, Kontes Curhat, and other digital channels including email and WhatsApp. This has increased the complexity of staff responsibilities, as they are now required to manage both face-to-face and digital service modes simultaneously.

The Social Affairs Office of Cirebon City emphasizes the importance of leadership support particularly from the Communication and Information Office (DKIS) of Cirebon in facilitating technology adoption. It also highlights the urgent need for improving employee competence and enhancing public outreach so that digital transformation efforts can be effectively realized. Although progress has been made, challenges remain, especially in terms of staff readiness, which must continue to be strengthened to support the demands of an evolving digital public service environment.

Cultural Changes

Digital transformation is not merely about technology; it also entails a fundamental shift in operational approaches and mindsets. For the Social Affairs Office of Cirebon City, the implementation of digital transformation in public services particularly those related to child abuse issues has had a significant impact on the organization's culture and the mindset of its employees.

Organizational Capacity to Learn and Adapt

The Social Affairs Office of Cirebon City has undergone a cultural shift from manual systems toward automation and digitalization. The organizational work culture has evolved to become more transparent, accountable, efficient, responsive, and collaborative. Additionally, there has been a notable shift in mindset from being unfamiliar with technology to becoming technologically aware; from viewing digital tasks as additional burdens to recognizing them as tools for increasing productivity; from purely administrative services to data-driven and empathy-based services; and from reactive responses to proactive prevention strategies.

Although these changes offer numerous benefits, the primary challenge lies in ensuring that all staff members demonstrate dedication and adaptability. To address this, strategies such as comprehensive training programs, clear communication of the benefits of change, strong leadership support, and ongoing evaluation and improvement efforts are essential.

Mental Readiness of Employees in Facing Technological Change.

The implementation of digital transformation at the Social Affairs Office of Cirebon City, particularly in handling child abuse cases, requires not only changes in systems and infrastructure but also the mental readiness of employees. Mental preparedness is a foundational element for achieving successful cultural and mindset transformation, which are both critical to long-term success.

Several key aspects of mental readiness should be considered. First, the willingness to learn and adapt commonly known as a growth mindset is essential. One challenge is that many employees, especially those who have long relied on manual systems, may feel uncomfortable or reluctant to learn new technologies. Ideally, employees should adopt a growth mindset, viewing change as an opportunity for development rather than a threat.

Second, coping with uncertainty and anxiety is crucial. Employees must be supported with clear and consistent information from leadership to help alleviate concerns. Third, self-confidence in using technology is vital. Mental readiness can be strengthened through adequate training and ongoing support, helping employees build self-efficacy the belief that they are capable of mastering new technologies.

Finally, resilience in facing technical challenges is necessary. Employees must develop perseverance and a problem-solving attitude to avoid frustration or discouragement when encountering technical difficulties. This resilience is key to sustaining transformation efforts and fostering a proactive, adaptive workforce.

A shift in focus from tasks to impact is essential. With faster and more connected access to information, employees can better understand the direct influence their work has on handling child abuse cases. Through a comprehensive approach that addresses both mental and technical aspects, the Social Affairs Office of Cirebon City can ensure that its staff are not only technically skilled but also mentally prepared to serve as agents of change. This preparedness is critical for advancing public service delivery related to child abuse prevention and response through digital transformation.

Focus on User Experience (Citizen-Centricity).

Digital transformation must prioritize the needs and convenience of the public. Service users should be the central focus not merely the internal organizational processes. According to Nielsen (1993), usability consists of several key components: learnability, efficiency, memorability, error reduction, and user satisfaction. Fundamentally, user experience (UX) encompasses the entire journey a user undergoes while interacting with a product or service, including their emotional and cognitive responses to that experience (Derome, 2015).

Several core components are essential to delivering a strong user experience. These include alignment between product features and user needs, ease of use especially during first-time interaction, which shapes initial impressions and the product's ability to support users in completing their intended tasks (Guo, 2012). UX also involves various elements that engage users beyond the physical level, such as digital interfaces (e.g., websites and mobile applications).

Responsive and User-Friendly Service Design.

According to Rahman (2021), a responsive platform offers greater adaptability to the volatility and complexity of public needs. In the context of digital transformation within public services at the Social Affairs Office of Cirebon City particularly regarding child abuse cases the service design has adopted responsive and user-friendly features. This includes the implementation of applications such as SP4N-LAPOR and DIPANDU SOBAT, as well as initiatives like Kontes Curhat, Kontak Perasaan, and the 112 Call Center. However, the optimization of these services remains limited due to the absence of artificial intelligence (AI)-based response systems. The current platforms do not yet offer automated or intelligent feedback mechanisms, which restricts their potential for real-time interaction and efficient case resolution.

The Social Affairs Office of Cirebon City provides multiple digital reporting channels for cases of child abuse, facilitating public access to essential services. Through the website dipandusobat.cirebonkota.go.id,

users can directly input their information and upload documents, which are then automatically submitted to the Social Affairs Office server for follow-up. The system also notifies the reporter upon receipt. Another platform, SP4N-LAPOR (lapor.go.id), allows users to fill out personal information, details of the incident, and designate the intended agency, after which the report is automatically forwarded to the relevant institution for action.

The Kontes Curhat program enables citizens to submit reports via email, while Kontak Perasaan offers communication through email, WhatsApp (including voice and video calls), and is specifically designed to assist those who may lack full digital literacy. Finally, the 112 call center can also be reached via WhatsApp to report suspected cases of child abuse, providing convenient and accessible reporting options for the public.

Public services must be designed to be easily accessible and responsive in order to foster trust and comfort among users, particularly in handling sensitive issues such as child abuse. However, implementation challenges remain. These include limited public digital literacy, unstable internet connectivity, and the lack of mobile optimization for the SP4N-LAPOR platform. Addressing these issues is essential for future improvement and ensuring the inclusiveness and effectiveness of digital public services.

Availability of Multichannel Services

Multichannel service is a business strategy that involves the use of various platforms or communication channels to engage with users. The process of digital transformation in public service delivery encompasses more than just technological adoption it also involves significant modifications to bureaucratic workflows, government policies, and the relationship between the government and its citizens (Sartorius & Jager, 2021). With the advancement of information and communication technology, digitalization in public services is believed to offer positive outcomes, including enhanced transparency, improved accessibility, and reduced operational costs (Scherer & Wimmer, 2020).

The Social Affairs Office of Cirebon City has implemented multichannel services for reporting, but their availability remains limited. The SP4N-LAPOR application, which is intended to be accessible via the Play Store and App Store, is currently only available through its website and cannot be downloaded on newer smartphones due to the lack of updates. Similarly, the DIPANDU SOBAT platform is only accessible via a web browser, and the Kontes Curhat application, which was previously available on the Play Store, is no longer accessible.

These limitations are a major concern for both the Social Affairs Office and the Cirebon City Government. Application updates and development are urgently needed to ensure cross-platform accessibility. The optimization of digital transformation must also be supported by

intensive public outreach and education regarding the use of digital services. Enhancing human resource capacity and ensuring continuous public engagement are considered essential steps to raise awareness of the importance of reporting suspected cases of child abuse.

Data as a Strategic Asset (*Data and Information Management*)

According to Barry Libert (2016), digitalization refers to a shift driven by digital technologies that fundamentally transforms how organizations operate, structure their processes, and create value. In the digital era, data has become a strategic resource for decision-making, policy planning, and performance monitoring in public services.

Data refers to facts that can be recorded and processed (Connolly & Begg, 2015). When data is processed into a meaningful format that supports decision-making, it becomes information. The entire set of activities involving the collection, processing, analysis, and distribution of information to achieve specific goals is known as an information system.

Management of Structured and Unstructured Data

In the era of digital transformation in public service delivery, the Social Affairs Office of Cirebon City manages both structured and unstructured data to enhance the efficiency and quality of services, particularly in addressing child abuse cases. Structured data such as reporter identity and complaint categories is managed through applications like SP4N-LAPOR and DIPANDU SOBAT, which facilitate systematic reporting, storage, and case handling processes.

Meanwhile, unstructured data such as website comments, contents of personal stories submitted via Kontes Curhat, audio recordings from the 112 Call Center, and various public expressions is also utilized to extract insights that cannot be captured through formal datasets. Although more difficult to analyze, this type of data holds significant value in helping to understand community needs and conditions more holistically.

However, the implementation of data management practices remains suboptimal. Some employees still lack the knowledge and skills to effectively map and utilize both types of data. Therefore, targeted training and certification programs are essential to ensure that all staff can keep pace with digital developments and leverage data as a key foundation for delivering faster, more accurate, and inclusive public services.

Data Security and Protection of Citizens' Personal Information

In the digital transformation of public service delivery at the Social Affairs Office of Cirebon City, the security and protection of citizens' personal data is a critical concern, given the sensitive nature of the information being managed. All digital platforms such as SP4N-LAPOR, DIPANDU SOBAT, SAMPEAN, the 112 Call Center, and others

must adhere to Law No. 27 of 2022 on Personal Data Protection (UU PDP) as well as international data security standards, such as ISO 27001.

To build public trust and ensure secure services, the Social Affairs Office of Cirebon City must implement strict technical, administrative, and physical security measures. However, in practice, several challenges remain. These include: secure system integration, as each platform operates with different levels of security; limited resources, both in terms of budget and cybersecurity expertise; continuous compliance, as cyber threats continue to evolve and data protection must be carried out on an ongoing basis; and public education, so that citizens understand the importance of protecting their personal data and how their information is secured by the institution. By addressing these challenges, the Social Affairs Office of Cirebon City can realize a digital transformation that is responsible, secure, and sustainable

CONCLUSION

Digital transformation in public services has become a strategic necessity for improving responsiveness, efficiency, and accessibility, particularly in addressing child abuse cases in Cirebon City. The use of integrated digital platforms such as SP4N-LAPOR, DIPANDU SOBAT, the 112 call center, and official government websites has expanded public access to reporting mechanisms, strengthened participation, and promoted more confidential and inclusive services.

However, the process still faces notable challenges, including low digital literacy, limited infrastructure, under-optimized digital applications, insufficient human resource readiness, and concerns over data security and system integration. To address these obstacles, the Cirebon City Government has initiated various measures, such as digital outreach programs, capacity building, cross-sectoral collaboration, and cultural shifts toward data-driven and empathetic service delivery.

The findings highlight that the success of digital transformation in child protection services is not solely determined by technological adoption but also depends on bureaucratic readiness, human resource quality, political commitment, and active community involvement. A comprehensive and sustainable approach is therefore essential to ensure that digital transformation contributes to meaningful improvements in child protection within the digital era.

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