Digital Transformation of the e-Mental App and Police Service Quality: Mental Health Role

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Abstract

Background - Digital transformation has become a strategic approach to improving public service performance, including in law enforcement institutions. The e-Mental application was introduced as part of digital innovation to enhance both the performance and mental health of police officers. However, the direct impact of digital transformation on service quality, particularly when considering internal psychological readiness, remains underexplored.

Research Urgency - Given the growing demands for responsive public services and increasing work-related stress among officers, understanding how digital initiatives contribute to service quality and how mental health interacts with these effects is crucial for sustainable innovation.

Research Objectives - This study aims to analyze the influence of digital transformation via the e-Mental application on the quality of police services, with mental health as a moderating factor. It also seeks to examine the effect of digital transformation on officers' mental health and how this moderates the relationship with service quality.

Research Method - The research was conducted at the Police Resort (Polres) of Donggala Regency, Central Sulawesi. It involved 205 police officers across nine sectoral police stations (Polsek) as respondents for digital transformation and mental health variables, and 205 community members as evaluators of service quality. Data were analyzed using multiple linear regression with an interaction term.

Research Findings - Digital transformation significantly improves both mental health ($t = 6.250$, $p < 0.001$) and service quality ($t = 7.878$, $p < 0.001$). However, mental health significantly moderates this relationship, weakening the effect of digital transformation on service quality ($B = -0.019$, $t = -3.890$, $p < 0.001$).

Research Conclusion - Digital transformation alone is insufficient for improving service quality without psychological readiness and institutional support.

Research Contribution - This study highlights the importance of integrating psychological well-being into digital innovation strategies, particularly in public service sectors like the police.

Keywords: digital transformation; e-mental app; mental health; service quality.

INTRODUCTION

High-quality public service is one of the fundamental pillars in building public trust in law enforcement institutions. In the context of the Indonesian National Police (Polri), public expectations for professional, humane, and responsive service are increasingly rising in line with the development of digital technologies. Digital transformation has become a key strategy to improve public service efficiency, including within Polri, through the use of information technology to streamline internal processes and provide easier access for the public (Do et al., 2022; Vial, 2019). Digitalization in Polri is not limited to external service innovation, but also includes internal organizational development, such as the introduction of the e-Mental application to monitor and support the psychological well-being of personnel.

The SERVQUAL model developed by Parasuraman et al. emphasizes that service quality is measured by the gap between public expectations and perceived service (Parasuraman et al., 1988). Digital transformation has the potential to reduce this gap by providing faster, standardized, and more responsive services to societal needs (Teng et al., 2022; Zeithaml. et al., 2018). However, the rapid digitalization process also presents significant challenges to human resources, especially in terms of technological adaptation, digital workload, and technostress (Donnelly et al., 2006). That technostress—stress arising from intensive use of digital technologies—can negatively impact work outcomes through burnout, decreased productivity, and poor work-life balance (Srivastava et al., 2015; Yu et al., 2022).

Within service-oriented organizations such as Polri, the pressure experienced by personnel comes not only from public demands but also from internal organizational requirements increasingly reliant on complex digital systems. Technology adoption intended to enhance service quality often requires significant adaptation from personnel, both technically and psychologically. This is particularly relevant when discussing the e-Mental application developed by Polri, which aligns with national mental health policies but also demands active engagement from officers in digitally managing their psychological assessments (Pankow et al., 2024; WHO, 2020). While various studies have shown that digitalization can enhance public service delivery (Berthold, 2012; Clarke et al., 2015; Lu et al., 2020) very few have specifically investigated the impact of digital transformation on service quality in security institutions such as the police (Haprabu et al., 2020). The success of technological implementation in public organizations depends on mental readiness and adaptation capacity of the workforce (Ahad et al., 2020; Guo & Xu, 2021; Yusuf et al., 2023). In geographically and structurally challenging regions such as Donggala Regency in Central Sulawesi, these challenges are compounded by limited infrastructure, high work pressure, and organizational culture barriers that hinder the optimal utilization of digital technology (Roman & Al Room, 2022).

One of the most compelling reasons for choosing Donggala Regency Police Department (Polres Donggala) as the study site is a tragic incident that occurred at the Sirenja Police Sector (Polsek Sirenja) in 2019. A member of the police force fatally shot another officer during an altercation over a missing inventory item with no clear explanation. Upon investigation and evaluation, it was suspected that the perpetrator was under severe psychological stress and not in a mentally stable condition at the time of the incident, leading to behaviour that violated the ethical code of the Indonesian Police. This incident served as a wake-up call for the Central Sulawesi Regional Police (Polda Sulteng) to introspect and reevaluate their approach to mental health management. In response, Polda Sulteng welcomed the national e-Mental initiative launched by Polri in 2020. The application was socialized across the province, and by 2021, the first data entries were conducted to gain a psychological profile of all police personnel in the region. The e-Mental application was designed to be filled out regularly—twice a year—to provide updated insights into personnel's mental condition and to identify individuals who may require further intervention.

The mental health of police personnel is a critical aspect that directly affects their performance and the quality of public service. Andersson et al. (2014) found that digital-based mental health

interventions significantly reduce stress, improve early detection of psychological disorders, and expand access to mental health services (Bawar et al., 2023; Kun & Gadanecz, 2022). However, in practice, the use of the e-Mental application in Polri has not been fully effective due to persistent social stigma related to mental health assessments and the potential for data manipulation due to internal organizational pressures (Kaplan et al., 2018; Lestari et al., 2021; Sonta, 2016). These issues challenge the implementation of e-Mental as an administrative and psychological intervention tool to improve service quality.

Work-related stress and pressure among police officers have long been a concern, as highlighted by Violanti et al. (Brooks et al., 2023; Dreer, 2023; Violanti et al., 2017) and Andersen et al. (Andersen et al., 2015), who noted that occupational stress contributes to higher risks of depression, sleep disorders, and even suicide among law enforcement personnel. Moreover, untreated mental health issues may result in aggressive behaviour and ethical violations during the execution of duties (Rakhim et al., 2021). Thus, technology-based interventions such as the e-Mental platform must be not only administratively adopted but also integrated into contextually appropriate psychological support systems.

Digital transformation is not only a tool for process efficiency but also a critical instrument in building data-driven, responsive, and personalized service systems. The adoption of digital technology by Polri, including the e-Mental application, is essentially an implementation of national regulations such as the National Police Regulation No. 14 of 2018 on Humanist Public Service Transformation and Ministry of Health Regulation No. 9 of 2022 on Digital Health Services. Through this platform, police officers can independently monitor and manage their mental health in a sustainable manner, which in turn supports work performance and better public service quality (Bond et al., 2023; Tavares et al., 2022; Westheimer et al., 2023).

Nonetheless, there remains a research gap in integrating technological, psychological, and service quality aspects within law enforcement institutions. Most existing studies focus on general populations or health professionals (Andersson et al., 2014; Clarke et al., 2015), without considering the structural pressures and work demands specific to police organizations. Therefore, a holistic approach is needed that combines digital transformation, mental health support, and quality service management into a unified intervention framework. This study seeks to address this gap by empirically examining the effect of digital transformation on the public service quality of Polri, with particular attention to the mediating and moderating roles of mental health variables. The research is conducted in the context of the Donggala Regency Police Department, a setting with unique geographic, cultural, and organizational characteristics that provide a critical lens to understand the effectiveness of digital adoption in policing institutions. This study is expected to contribute not only to the theoretical discourse on digital transformation and public service but also offer practical recommendations for strengthening data-driven and psychologically informed policy within Polri.

METHODS

Research Design; This study employed a quantitative research approach with a causal design, specifically utilizing moderation regression analysis to test the interaction effects between variables. The research was conducted within the jurisdiction of the Police Resort (Polres) of Donggala Regency, encompassing nine sub-district-level police stations (Polsek). The study aimed to explore the influence of digital transformation on service quality, with mental health as a moderating variable. Research Participants; The study involved two distinct groups of respondents. The first group consisted of 205 police officers who assessed the constructs of digital transformation and mental health. The second group included 205 community members who evaluated the quality of police services. A census method was applied to ensure comprehensive participation from both internal and external stakeholders of the police organization.

Data Collection Techniques: Data were collected using structured questionnaires distributed directly to participants. The questionnaires were adapted from well-established and validated models to ensure relevance and accuracy in measuring the constructs under study. Research Validation; The instrument measuring digital transformation was based on the Technology Acceptance Model (TAM) and comprised 13 items, with item validity coefficients ranging from 0.50 to 0.60 (above the r-table value of 0.179), and a Cronbach's alpha reliability score of 0.822. Mental health was assessed using the SKM-12 scale (adapted from the WHO's Self-Reporting Questionnaire), consisting of 12 items with similar validity and a reliability coefficient of 0.820. Service quality was measured using an adapted version of the E-ServQual (ES-QUAL) model, containing 22 items with item validity values between 0.40 and 0.50 and a reliability score of 0.883. Research Analysis; The data were analyzed using SPSS software. Moderation regression analysis was employed to examine the main and interaction effects among variables. Partial t-tests were conducted to evaluate the individual significance of predictors, while interaction terms were used to test for moderating effects of mental health on the relationship between digital transformation and service quality.

RESULTS AND DISCUSSION

To examine the proposed hypotheses, this study employed multiple regression analysis, including moderation testing. The analysis was conducted to assess the direct effect of digital transformation (via the e-Mental application) on service quality, as well as the mediating and moderating role of officers' mental health. Data were processed using SPSS with a focus on standardized and unstandardized regression coefficients, t-statistics, and significance levels (p-values), complemented by the coefficient of determination (R^2) to evaluate model fit and explanatory power.

Table 1. The Effect of Digital Transformation (X) on Service Quality (Y)

Coefficientsᵃ					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	14.012	2.673		5.242	.000
Transformasi Digital	1.417	.052	.887	27.391	.000
a. Dependent Variable: Kualitas Pelayanan					

Y = 14.012 + 1.417 X

Hypothesis 1: The Effect of Digital Transformation on Service Quality

To examine the first hypothesis, a simple linear regression analysis was conducted to determine whether digital transformation significantly influences the quality of police services. The analysis involved using digital transformation as the independent variable and service quality as the dependent variable. The results indicate that digital transformation has a statistically significant positive effect on service quality. The regression coefficient for digital transformation is 1.417, with a t-value of 27.391 and a significance level of 0.000. This t-value exceeds the critical value of 1.972 at a 5% significance level and 203 degrees of freedom, indicating strong statistical evidence to support the relationship.

The high standardized beta coefficient of 0.887 further suggests that digital transformation contributes substantially to the improvement of service quality. These findings imply that the greater the implementation and adoption of digital transformation initiatives, particularly through tools such as the e-Mental application, the better the quality of services as perceived by the community.
Based on these results, hypothesis 1 (H1), which posits that digital transformation has a significant effect on service quality, is accepted.

Table 2. The Effect of Digital Transformation (X) on Mental Health (M)

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.767	1.764		3.269	.001
	Transformasi Digital	.807	.034	.856	23.639	.000
a. Dependent Variable: Kesehatan Mental						

Y = 5.767 + 0.807 X

Hypothesis 2: The Effect of Digital Transformation on Mental Health

To assess the second hypothesis, a simple linear regression analysis was conducted to determine the effect of digital transformation on the mental health of police personnel. In this model, digital transformation served as the independent variable, while mental health was the dependent variable.

The analysis yielded a regression coefficient of 0.807, with a t-value of 23.639 and a significance level of 0.000. This t-value far exceeds the critical threshold of 1.972 at a 5 percent significance level with 203 degrees of freedom, indicating a statistically significant relationship between the two variables.

Furthermore, the standardized beta coefficient of 0.856 demonstrates a strong positive association, suggesting that the implementation of digital transformation, particularly through initiatives such as the e-Mental application, contributes meaningfully to improvements in the psychological well-being of police officers.

In light of these findings, hypothesis 2 (H2), which posits that digital transformation has a significant effect on mental health, is accepted.

Table 3. The Effect of Mental Health (M) on Service Quality (Y)

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.983	2.892		6.217	.000
	Kesehatan Mental	1.457	.061	.859	23.938	.000
a. Dependent Variable: Kualitas Pelayanan						

Y = 17.983 + 1.457X

Hypothesis 3: The Effect of Mental Health on Service Quality

To test the third hypothesis, a linear regression analysis was carried out to examine the influence of mental health on the perceived quality of police services. In this model, mental health was treated as the independent variable, while service quality served as the dependent variable. The results indicate a regression coefficient of 1.457, with a t-value of 23.938 and a significance level of 0.000. Given that the observed t-value significantly exceeds the critical value of 1.972 at the 5 percent level with 203 degrees of freedom, the result is statistically significant.

The standardized beta coefficient of 0.859 further confirms a strong and positive association, suggesting that higher levels of mental health among police officers are closely linked to improvements in the quality of services delivered to the public. Based on these findings, hypothesis 3 (H3), which proposes that mental health significantly influences service quality, is accepted.

Table 4. The Moderating Effect of Mental Health (M) on the Relationship Between Digital Transformation of e-Mental Application (X) and Service Quality (Y)

	Coefficientsᵃ				
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	-19.837	8.130		-2.440	.016
Transformasi Digital	1.640	.208	1.026	7.878	.000
Kesehatan Mental	1.476	.236	.871	6.250	.000
XM	-.019	.005	-.928	-3.890	.000
a. Dependent Variable: Kualitas Pelayanan					

$$Y = 19.837 + 1.640\ X + 1.476\ M - 0.019\ XM$$

Hypothesis 4: The Effect of Digital Transformation on Service Quality Moderated by Mental Health

The fourth hypothesis aimed to test whether mental health moderates the relationship between digital transformation and service quality. For this purpose, a multiple regression analysis was conducted, including an interaction term between digital transformation and mental health. The results show that the interaction coefficient between digital transformation and mental health is negative and statistically significant, with a t-value of -3.890 and a significance level of 0.000. Since the t-value exceeds the critical threshold of 1.972, and the p-value is well below 0.05, it can be concluded that the interaction effect is significant. This finding suggests that mental health plays a moderating role in the relationship between digital transformation and service quality. Interestingly, the negative direction of the interaction indicates that the higher the level of mental health among police officers, the weaker the influence of digital transformation on service quality.

In other words, while digital transformation and mental health independently contribute positively to service quality, the presence of high mental well-being may reduce reliance on digital systems in enhancing service performance. This implies that personnel with strong psychological resilience might lean more on interpersonal and experiential skills rather than technological tools to deliver quality service. Based on these results, hypothesis 4 (H4), which posits that mental health moderates the effect of digital transformation on service quality, is accepted. This study was conducted to analyze how digital transformation through the e-Mental application affects the service quality of police personnel in the Donggala Police Department, particularly with the consideration of the mediating and moderating role of mental health. The findings of this research offer both theoretical enrichment and practical implications in the field of public service performance, digital innovation, and occupational mental health, particularly within the context of law enforcement institutions in Indonesia.

The results indicate that digital transformation alone does not directly improve public service quality. The first hypothesis, which tested the direct effect of digital transformation on service quality, showed a statistically significant negative coefficient. Although this finding may seem counterintuitive, it aligns with emerging concerns in organizational psychology and public administration that digitalization, if not integrated holistically, may lead to inefficiencies, miscommunication, or increased mental burdens (Ball, 2017; Boland, 2020; Fanreza, 2018). In the context of the police force, which traditionally emphasizes physical presence, command structures, and human interaction, sudden shifts toward digital systems—such as the e-Mental application—may disrupt workflows if not adequately supported by organizational readiness and human factors.

The second finding revealed that digital transformation significantly influences police officers' mental health in a positive direction. This aligns with the core constructs of the Technology Acceptance Model (TAM) (Gupta et al., 2022; Otto et al., 2021; Rafique et al., 2020; Scherer et al.,

2019), which suggests that when users perceive a technology as useful and easy to use, it positively affects attitudes and behavioural outcomes. In this case, the e-Mental application seems to function as a supportive tool for officers by offering accessibility to mental health monitoring and resources, thus reducing stress and increasing psychological resilience (Basinska et al., 2014b; Wolfe et al., 2016). This is particularly crucial in high-risk, high-stress professions such as law enforcement, where mental health is a key determinant of job performance, interpersonal behaviour, and public perception.

The third finding strengthens this relationship by demonstrating that mental health itself has a significant positive effect on service quality. This supports the established theory in organizational behaviour that psychological well-being enhances employee motivation (Basinska et al., 2014a; Hassan et al., 2022), interpersonal relationships, and task performance. Employees with better mental health exhibit higher levels of organizational commitment and job satisfaction, both of which are known predictors of service quality (Schiavone et al., 2023; Siripipatthanakul et al., 2022). That mental health directly influences employee motivation, which in turn mediates service performance. Within the police institution, officers with sound mental health are more likely to engage positively with the public, respond ethically to conflict, and maintain professional behaviour under pressure—factors that are directly related to perceived service quality by the public (Irfani & Bantarti, 2023).

The fourth hypothesis introduced a more complex insight by testing whether mental health moderates the relationship between digital transformation and service quality. The result shows that while the interaction is statistically significant, the direction is negative. This implies that higher levels of mental health actually weaken the direct influence of digital transformation on service quality (Chaeruddin et al., 2024; Do et al., 2022; Ekaabi et al., 2020; Sri Tatminingsih, 2022). At first glance, this result might appear paradoxical. However, when placed in the broader context of occupational systems theory, the result becomes more interpretable. One possible explanation for the negative moderation is the presence of an over-reliance on digital tools, which might reduce the active engagement or innovation by officers who are already mentally healthy. In other words, individuals who are mentally strong may tend to rely more on interpersonal and traditional mechanisms to deliver services effectively, rendering the additional digital tools redundant or even disruptive. Furthermore, high mental health may lead to increased confidence and autonomy, which might conflict with the structured protocols embedded in digital applications, resulting in a mismatch between digital system guidance and real-world decision-making processes.

Another explanation could be rooted in the system-actor interaction model. This model postulates that technology must operate in synergy with individual capacity and environmental factors (Song & Li, 2019). When mental health is optimal, the individual may rely less on system support, thereby diminishing the marginal utility of digital transformation. Conversely, when mental health is low, digital systems such as e-Mental can play a compensatory role by providing structure, feedback, and mental health scaffolding. This contextual dependency emphasizes the need for a nuanced understanding of how digital and human factors interact in shaping service outcomes. This brings us to the novelty of the study. One of the main contributions of this research lies in its conceptual and empirical rejection of a simplistic, linear relationship between digital transformation and service quality. Most prior models assume a direct positive correlation between technological innovation and service delivery outcomes. This research, however, demonstrates that the effectiveness of digital transformation is contingent upon intermediary psychological variables—especially mental health—and potentially other external moderating variables such as organizational culture, leadership, and motivation.

This novelty is best illustrated through a conceptual model, which shows that digital transformation affects service quality indirectly through mental health, and that this relationship is further shaped by other moderating factors. These findings not only challenge conventional wisdom but also expand the theoretical framework by integrating insights from TAM, mental health theory, and service quality models such as ES-QUAL. Moreover, the research emphasizes the importance of

user-cantered design in digital public services. The implementation of the e-Mental application, though statistically impactful, cannot be assumed to be effective across all personnel or operational contexts. The success of such innovations depends largely on their alignment with user needs, psychological readiness, and the socio-organizational environment. As highlighted in previous research (Fawzi et al., 2021; Surajiyo et al., 2021), employee motivation and ability are crucial moderators that determine whether digital systems translate into higher service quality. This suggests that future policy and practice should focus not only on technology deployment but also on human resource development and mental health support.

Improving the quality of police services can be more than just enhancing institutional performance—it can also function as a form of community education. When police provide services that are transparent, respectful, and responsive, they help citizens learn about their rights, legal processes, and how to participate in maintaining public order. Professional police behaviour in divided societies can promote civic understanding, reduce social tensions, and build stronger community relations (Frevel & Kuschewski, 2023). From the internal perspective, that informal learning within police organizations plays a key role in professional development. This learning—through daily experiences and interactions—shapes how officers engage with the public (Holmgren & Sjöberg, 2022). Blended learning in police training supports long-term improvement in service delivery, which indirectly educates citizens through modern and accessible service platforms (Belur et al., 2023). In a broader context, reforms in police education, as seen in Ireland, have shown that higher education and structured training can strengthen public trust (Thompson & Payne, 2019). Academic development in policing increases professionalism and helps officers understand their role in society not only as law enforcers but also as community educators (Terpstra & Schaap, 2021). Therefore, high-quality police service can be viewed as a channel for social learning and civic development.

The implications of this research are significant. For police organizations, especially in regions such as Donggala with varied operational capacities, the deployment of digital platforms must be accompanied by systemic support for mental health, continuous training, and leadership alignment. For policymakers, the study underscores the necessity of integrating digital innovation with broader organizational development strategies. For researchers, the study offers a new framework for examining digital transformation by introducing a mediating and moderating mechanism grounded in psychological and behavioural science. In conclusion, the study provides robust evidence that digital transformation does not function in isolation. Its effectiveness in improving public service quality is dependent on the mental well-being of personnel and likely influenced by additional contextual variables. This finding calls for a more integrated, human-cantered approach to digital innovation in public services. The novelty of this research lies not only in its empirical findings but also in its theoretical refinement of how digital transformation should be conceptualized in relation to human factors and service outcomes.

CONCLUSION

Based on the results of regression analysis and moderation testing, this study concludes that digital transformation through the e-Mental application does not have a direct positive impact on the quality of public services delivered by police personnel at the Donggala Police Department, as the first hypothesis was supported showing a significant negative direct effect of digital transformation on service quality. This finding indicates that digital tools, when implemented without adequate integration with personnel readiness and organizational support, may not directly enhance service outcomes. However, the second hypothesis confirmed that digital transformation has a significant positive effect on the mental health of officers, reinforcing the idea that well-designed digital interventions can effectively promote psychological well-being among public service workers. The third hypothesis demonstrated that officers' mental health positively and significantly contributes to

improved service quality, emphasizing the importance of psychological stability in maintaining responsive and professional service delivery. Interestingly, the fourth hypothesis revealed a significant negative moderating effect of mental health in the relationship between digital transformation and service quality, suggesting that officers with higher mental health may depend more on intrinsic capabilities—such as interpersonal skills and empathetic communication—than on digital systems in delivering quality services. Overall, this study contributes a novel non-linear conceptual model where mental health functions both as a mediating and moderating factor, underscoring that the effectiveness of digital transformation in public institutions depends not only on technological advancements but also on the psychological and organizational context, thereby urging policymakers to integrate mental health initiatives alongside digital reforms to sustain improvements in public service quality.

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