

Building Public Trust in Judicial Institutions Through Digital Capability, Collaboration, and Organizational Agility

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Abstract

Public trust is a strategic factor for the sustainability and legitimacy of public sector institutions, including judicial institutions, especially in the digital era that demands transparency and accountability. This study examines the relationship between digital capabilities (DC), internal collaboration capabilities (ICC), and organizational agility (OA) on public trust by referring to the International Framework for Court Excellence (IFCE) framework. Using the Systematic Literature Review method, an analysis was conducted on 57 articles from various databases, including Scopus, ScienceDirect, Emerald, SpringerLink, and Taylor & Francis, covering the period 2021–2025. The results show that DC, ICC, and OA have a positive but indirect effect on public trust. DC increases trust through transparency and the quality of digital services; ICC strengthens it through cross-unit coordination and open communication, while OA acts as a mediator that translates both into responsive and fair services. The effectiveness of this relationship is reinforced by service quality, procedural fairness, and ethical leadership. This study offers an integrative conceptual model based on Dynamic Capabilities, emphasizing the importance of synergy between technology, collaboration, and organizational agility to build adaptive, inclusive, and sustainable public trust in the era of digital transformation.

Keywords: *public trust, digital capability, internal collaboration capability, organizational agility, judicial institutions.*

1. Introduction

Public trust is a strategic outcome that determines the sustainability of government organizations. When public institutions are able to demonstrate good, consistent performance that is oriented towards the interests of the community, the level of public trust increases. Conversely, when trust declines, the public tends to doubt and judge the government's performance more critically (Moore, 2021; Walle & Bouckaert, 2003). Therefore, fostering and maintaining public trust is very important for the effectiveness and legitimacy of government institutions, including judicial institutions. In the digital age, which demands transparency, accountability, and openness of information, public trust is the main foundation for public sector organizations to continue working sustainably and gain support from the communities they serve.

Currently, the level of public trust in judicial institutions in Indonesia still faces significant challenges. Based on the 2023 Corruption Perceptions Index (CPI), Indonesia scored 34 out of 100 and ranked 115th out of 180 countries (Transparency International Indonesia, 2024), reflecting the continued need to strengthen the integrity of public institutions, including judicial institutions. The results of the Indonesian Political Indicators Survey (2024) show that the level of trust in the courts is 75.2%, with a fluctuating trend from 58% in January 2023 to 68%

in April 2023 (LSI, 2023). This fluctuating pattern indicates that public trust in judicial institutions needs to be maintained and managed more optimally. Therefore, various efforts are needed, including strengthening governance, public communication, and judicial service innovation to build more stable and sustainable trust.

Within the framework of the International Framework for Court Excellence (IFCE), public trust and confidence is one of the main indicators used to measure the excellence of judicial institutions. The IFCE emphasizes that excellent courts must be fair, accessible, and efficient (Suadi, 2020; Sá et al., 2021). Therefore, building public trust is not only related to institutional morality, but also reflects the organization's capability to create public value, social legitimacy, and operational capacity that can support the achievement of strategic objectives (Moore, 2021).

Organizational capacity is the driving force of an organization, but it is not only measured by the organization's ability to manage resources, processes, and work structures, but also by its ability to adapt to changes in the environment and public expectations. In the digital age, this capacity will not be optimal without the support of digital capabilities that enable organizations to work in a more open, fast, and connected manner (Lu & Ramamurthy, 2011; OECD, 2021). Digital capabilities play an important role in creating transparent and accountable information management, but digital capabilities alone are not enough. Without the support of human synergy and adaptive processes, technology becomes merely an administrative tool without strategic value. To strengthen cross-unit and cross-functional coordination in order to produce integrated and responsive public services (Nugroho & Meliala, 2024), internal collaboration capabilities are needed to serve as a link between technology and organizational performance. Through cross-unit and cross-functional collaboration in judicial institutions based on mutual trust, open communication, and common goals, digital capabilities can truly support efficiency and procedural justice, the two main pillars of the International Framework for Court Excellence (IFCE).

The success of the synergy between operational capacity, digitization, and internal collaboration also depends heavily on organizational agility, which acts as a mediator connecting digital capabilities and collaborative capabilities in improving the quality of public services (Teece, 2007; Lu & Ramamurthy, 2011). Agility enables public organizations to respond to changes quickly, accurately, and purposefully, without sacrificing consistency and service quality. Through agility, organizations can adjust their strategies, processes, and decisions in line with regulatory dynamics, public demands, and technological developments. Conversely, without agility, digital capabilities risk becoming merely rigid technology investments, while internal collaboration loses relevance in the face of increased workloads, policy changes, and rising public expectations for transparency and accountability. Thus, organizational agility is not merely a complement but a driving force that ensures digital innovation and collaboration truly results in adaptive, trustworthy, and valuable public services for the community.

Based on this background, this study aims to explore the extent to which the relationship between organizational capabilities and public trust has been explained in previous studies, particularly in the context of public sector organizations and judicial institutions facing the pressures of digital transformation and increasingly high demands for transparency. The results of this review are expected to provide a conceptual map and direction for more comprehensive further research for the development of strategic management theory and practice in the public sector.

2. Literature Review

2.1 Public Trust

Public trust refers to the positive beliefs and expectations of the public regarding the integrity, competence, and benevolence of an institution in carrying out its mandate in a fair, transparent, and accountable manner (Grimmelikhuijsen & Knies, 2017; Van de Walle & Bouckaert, 2003). Unlike interpersonal trust, public trust is institutional trust given to organizations as collective entities based on perceptions of the characteristics, values, and performance of these institutions (Pytlik-Zillig et al., 2016). Public trust functions as social capital that facilitates legitimacy, compliance, and cooperation between institutions and society. When trust is high, people are more likely to comply with institutional decisions, participate in public processes, and support reforms, even when those decisions do not benefit them personally (Tyler, 2006). Brezzi et al. (2021) identified five main dimensions that influence public trust: responsiveness, reliability, integrity, openness, and fairness, emphasizing that trust is built from a combination of perceptions of institutional competence, moral character, and openness to the public.

Public trust is a strategic outcome that determines the legitimacy and effectiveness of the judicial system in the context of judicial institutions (Suadi, 2020; Wallace & Goodman-Delahunty, 2021). Public trust and confidence are positioned as one of seven areas of court excellence and as the cumulative result of six other areas: leadership, strategic management, resources, processes, user satisfaction, and service accessibility according to the International Framework for Court Excellence (IFCE) (ICCE, 2020; Sá et al., 2021). Trust in judicial institutions is built through the direct experiences of justice seekers who feel that the process is fair, decisions are transparent, they are treated with respect, and cases are resolved quickly, as well as through the general public's perception shaped by the institution's reputation and media coverage (Wallace & Goodman-Delahunty, 2021). Digital transformation has a significant impact on public trust through increased transparency and accessibility based on recent research, with effective e-government characterized by ease of access, quality of information, and interactivity increasing public satisfaction and strengthening trust in the government (Welch et al., 2005; Porumbescu, 2016; Grimmelikhuijsen & Feeney, 2017).

2.2 Digital Capability

Digital capability refers to an organization's ability to strategically identify, adopt, integrate, and utilize information and communication technology to support business processes, improve operational efficiency, and create value for stakeholders (Bharadwaj, 2000; Wade & Hulland, 2004). Digital capability is not merely the ownership of technology infrastructure (IT assets) within an organization, but rather a more complex organizational capability that includes human resource competencies, system integration, technology utilization procedures, and a digital culture embedded in organizational routines (Vial, 2019). This capability is path-dependent and socially complex, making it a strategic resource that is difficult to imitate and can become the basis for sustainable competitive advantage (Bharadwaj et al., 2013; Nwankpa & Roumani, 2016). Xie and Wang (2025) operationalize digital capability into four interrelated dimensions: digital infrastructure capability (quality and reliability of technology infrastructure), digital perception capability (ability to detect and interpret digital signals from the environment), digital operation capability (effectiveness of technology use in daily operations and process automation), and digital collaboration capability (ability to leverage digital platforms to facilitate internal and external collaboration).

Recent empirical research reinforces the strategic role of digital capability in organizational performance. Mikalef and Gupta (2021), through a meta-analysis of 102 studies, found that digital capability has a positive and significant effect on organizational performance, with big data analytics capability and digital platform capability as the most influential components. Digital capability is primarily realized through the implementation of an e-court system as part of the digital transformation of the judiciary (Supreme Court of Indonesia, 2022). This system

not only changes the way services are provided but also fundamentally improves transparency through real-time case tracking that is accessible to the public, accessibility by reducing the need for physical presence and transportation costs for those seeking justice, and accountability through a digital audit trail that documents every stage of the judicial process (Gracia et al., 2021; Hammach et al., 2022; Suadi, 2020). The effectiveness of digital capability depends not only on technology adoption but also on human resource competency in operating the system, leadership support for digital transformation, readiness of supporting infrastructure, and a shift in mindset from conventional to digital (Hakim, 2024).

2.3 Internal Collaboration Capability

Collaborative capability refers to an organization's ability to orchestrate coordination, communication, and effective cooperation between units or functions in achieving common organizational goals (Gittell, 2016; Tsai, 2002). Unlike external collaboration, which involves stakeholders outside the organization, internal collaboration focuses on cross-functional coordination mechanisms that facilitate knowledge integration, activity synchronization, and collective problem solving (Tsai, 2002; Willem & Buelens, 2007). This capability is a valuable and difficult-to-imitate intangible resource because it is embedded in social networks, organizational norms, and informal routines that develop over time (socially complex) from the Resource-Based View (RBV) perspective (Dyer & Singh, 1998; Nahapiet & Ghoshal, 1998). Gittell (2016) developed the concept of Relational Coordination as a framework for understanding internal collaboration in the context of highly interdependent work that is relevant to the characteristics of judicial institutions, consisting of relational dimensions (shared goals, shared knowledge, mutual respect) and communication dimensions (frequent, timely, accurate, problem-solving).

Recent research reinforces the strategic role of collaborative capability in public organization performance. Grøn et al. (2022) found that cross-functional collaboration improves service quality but requires structural support such as formal coordination mechanisms and integrated information systems. Collaborative capability is crucial in the operationalization of judicial institutions because case handling processes are interdependent and involve multiple actors, ranging from judges, court clerks, administrative staff, to IT units (Fabri & Langbroek, 2007; Sá et al., 2021). Strong collaborative capability enables judicial institutions to accelerate case flow, improve service quality consistency, increase responsiveness to justice seekers, facilitate learning from experience, and enhance capacity to adapt to change (Sá et al., 2021). Collaborative capability also facilitates the integration of e-court systems with manual processes, ensuring that digital transformation does not create new fragmentation (Grøn et al., 2022). Moeliadi et al. (2025) found that collaborative capability interacts positively with digital capability in improving sustainable performance, indicating that the two capabilities are complementary.

2.4 Organizational Agility

Organizational agility refers to an organization's ability to detect changes in the internal and external environment and respond quickly and effectively through the reconfiguration of resources, processes, and organizational structures (Teece et al., 1997; Doz & Kosonen, 2010). Unlike flexibility, which emphasizes the ability to change, organizational agility emphasizes the speed and accuracy of response to change, not only being able to change, but being able to change quickly without sacrificing operational stability (Worley & Lawler, 2010; Ravichandran, 2018). Organizational agility is rooted in the Dynamic Capabilities Theory developed by Teece et al. (1997) and operationalized by Teece (2007) into three fundamental processes: sensing (detecting and assessing opportunities and threats), seizing (mobilizing resources to

capture opportunities or address threats), and reconfiguring (reorganizing tangible and intangible assets to maintain competitiveness). Lu and Ramamurthy (2011) further operationalize organizational agility into three actionable dimensions: sensing agility (the ability to proactively detect changes or opportunities), decision-making agility (the ability to gather information and make strategic decisions quickly), and acting agility (the ability to implement decisions quickly through resource's reallocation or process modification).

Recent research reinforces the relevance of organizational agility in various organizational contexts. Ravichandran (2018) found that organizational agility mediates the relationship between IT capability and firm performance, indicating that information technology improves performance through increased organizational adaptability. Organizational agility is a crucial capability for responding to various changes in the context of judicial institutions: unexpected fluctuations in caseloads, changes in regulations and judicial policies, the evolution of public expectations for transparency and speed of service, and technological developments that enable new ways of administering justice (Fabri & Langbroek, 2007; ICCE, 2020). Organizational agility also functions as a mechanism that activates the potential of other capabilities such as digital capability and collaborative capability. Without organizational agility, investments in digital technology can become rigid because organizations are slow to adapt systems to changing needs or fail to utilize data for decision making (Lu & Ramamurthy, 2011). Organizational agility, digital capability, and collaborative capability are complementary and mutually reinforcing in producing superior performance (Mikalef et al., 2019; Moeliadi et al., 2025).

3. Methodology

This study aims to identify gaps in the relationship between operational capabilities in the form of digital capacity, internal collaboration, and organizational agility on public trust. The research questions to be answered are as follows:

RQ1 : How have previous studies examined the relationship between digital capabilities and public trust?

RQ2 : How has previous research examined the relationship between internal collaboration capabilities and public trust?

RQ3 : How previous studies have examined the relationship between organizational agility and public trust

This study uses a Systematic Literature Review (SLR) approach to identify, select, and critically analyze scientific literature that discusses the relationship between digital capabilities, collaborative capabilities, organizational agility, and public trust in the context of public sector organizations, particularly judicial institutions. The SLR process follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Page et al., 2021) to ensure transparency, consistency, and replicability of the research steps.

The main data sources were from the Scopus database and other supporting databases such as ScienceDirect, Emerald, SpringerLink, and Taylor & Francis. The literature search was conducted during the period 2011–2025 to capture the latest developments regarding digital transformation and public trust in the public sector.

3.1 Identification

The identification stage aims to find all scientific publications relevant to the research topic. The search was conducted using a combination of keywords in the Title, Abstract, and Keywords columns in Scopus as follows:

("digital capability" OR "digital transformation" OR "IT capability") OR ("collaboration" OR "collaborative capability") OR ("organizational agility" OR "agility") AND ("public trust" OR "trust in government")*

The initial search results yielded 1,513 articles from the Scopus database. In addition, an additional search on other databases using similar keywords yielded 834 additional articles. After the initial process, publications that were not relevant, such as proceedings, book chapters, and articles that did not focus on the public sector context, were excluded. A total of 295 articles from Scopus and 548 articles from other databases were excluded at this stage because they did not meet the topic relevance criteria.

3.2 Screening

The screening stage was conducted to narrow down the search results based on subject and document type criteria. Of the 1,513 Scopus articles, only publications in the fields of Business, Management and Accounting, and Social Sciences were retained (n=858). Then, screening based on document type resulted in 607 journal articles. After selection based on title relevance, 218 articles remained, and after preliminary abstract review, only 94 articles were eligible to proceed to the next stage. Meanwhile, from the 834 articles in other databases, screening based on relevant titles resulted in 286 articles, and 108 articles that were not contextually relevant were excluded. Furthermore, 178 duplicate articles were removed because they were already included in the Scopus data.

3.3 Eligibility

The eligibility stage involved reviewing the abstracts and full content of the articles to ensure their suitability for the research focus. Of the 94 Scopus articles screened, 54 articles were excluded because they did not meet the focus of the variables or the context of the public sector. A total of 40 articles met the eligibility criteria for further analysis. From other databases, 82 articles were reviewed, but 65 of them were excluded because they did not contribute directly to the relationship between the variables studied. Finally, 17 articles from additional databases were retained.

3.4 Inclusion

The final stage involved the inclusion of articles that passed all criteria for full analysis. A total of 57 articles were used in the final analysis, consisting of 40 articles from Scopus and 17 articles from other supporting databases. These articles covered various contexts, ranging from digital government, public organization collaboration, bureaucratic agility, to factors shaping public trust. The overall literature identification and selection process can be seen in Figure 3 (PRISMA Diagram), which illustrates the flow of stages from identification, screening, and eligibility, to the inclusion of studies in this systematic analysis.

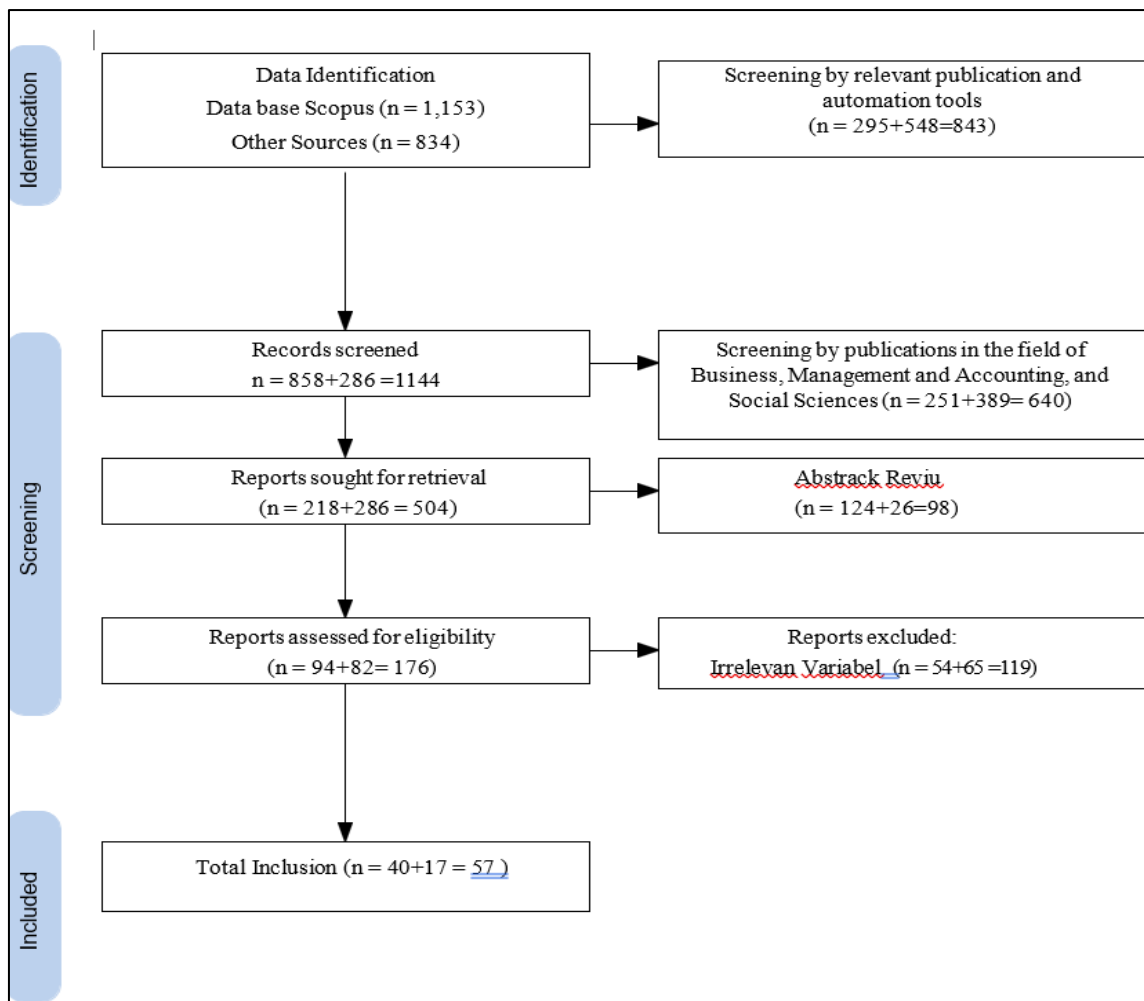


Figure 1. PRISMA Flowchart

4. Results

Based on scientific articles from reputable international journals, an in-depth analysis was conducted on 57 articles discussing digital capability, collaborative capability, organizational agility, and public trust in the scope of public and private sector organizations. This provided an overview of the relationship between each variable to answer RQ1, RQ2, and RQ3 as follows:

4.1 Digital Capacity and Public Trust

Digital transformation in the public sector is now an important foundation for efforts to improve the openness, efficiency, and accountability of government services. Various studies show that an organization's ability to utilize digital technology can strengthen public trust, especially when accompanied by genuine transparency and effective communication (Bhatt et al., 2024; Suadi, 2020; Hartley & Aldag, 2024).

Cross-country research shows that the success of digitalization does not depend solely on technology, but also on governance, leadership, and a collaborative ecosystem that fosters transparency and accountability (Virnandes et al., 2024; Syahrir et al., 2025). In other words, technology is only a tool, while trust is built depending on how the technology is used to clarify processes, accelerate services, and provide experiences that strengthen the sense of public justice.

In Indonesian judicial institutions, the e-court system and electronic publication of verdicts are concrete examples of how digital capability improves access to justice and the legitimacy of judicial institutions (Gracia et al., 2021; Nugroho & Meliala, 2024). However, its effectiveness is still determined by the extent to which the system is accompanied by data protection, information disclosure, and the integrity of the apparatus.

Overall, the literature confirms that digital capabilities have a positive effect on public trust, but not directly; rather, it is through increased transparency, accountability, and the quality of digital services. In general, most of the studies obtained focus on the context of e-government, while in-depth studies on how digital capabilities work in judicial institutions, which have an independent structure and distinctive legal legitimacy values, are still very rare. Therefore, further research is needed to understand the mechanisms of public trust formation in the realm of justice.

RQ1 is answered based on previous research which revealed that digital capability has a positive influence on public trust, but the majority of studies were conducted in the scope of e-government and research in the scope of judicial institutions is still very rare, so research that specifically explores the mechanism of the influence of digital capability on public trust in judicial institutions that have unique characteristics in terms of independence, legal procedures, and institutional legitimacy is still needed.

4.2 Internal Collaborative Capability on Public Trust

Internal collaborative capability (ICC) is an important factor in building public trust, although its influence is not direct. Its impact is mainly felt through improvements in the quality of public processes and services. When cross-unit coordination runs smoothly, organizations become more responsive, consistent, and communicative, which ultimately fosters public trust in public institutions (Sá et al., 2021).

Costumato (2021) emphasizes that cross-functional collaboration will be effective if it is supported by trust between actors, shared authority, a participatory leadership style, adaptive management strategies, and a proportional level of formalization. This means that collaboration is not merely an organizational structure, but a social relationship that grows in a culture of mutual trust. The findings of Tenhunen-Lunkka and Honkanen (2024) also reinforce this, placing communication, trust, and collaboration as the three foundations of successful public service.

Interestingly, Yang (2024) shows that collaboration does not always have to be formal; flexibility and informality actually encourage more dynamic knowledge exchange. On a cross-sectoral scale, the integration of resources for the benefit of the community has also been shown to increase public trust because it demonstrates an inclusive service orientation (Lee, 2024). Furthermore, De Bekker et al. (2024) emphasize that when collaboration is based on commitment, knowledge sharing, and shared responsibility, organizations build collective meaning that strengthens public legitimacy. Practices such as Common Operating Picture have been proven to create mutual trust and improve cross-unit coordination (Therrien et al., 2024).

However, weak collaboration can actually undermine trust. A study by Hamnach et al. (2022) on the implementation of e-courts in Indonesia shows that a lack of coordination and socialization between units hinders the effectiveness of digital transformation and weakens public trust. In fact, Bulău-Olaru et al. (2024) emphasize that the availability of digital technology does not guarantee transparency without strong legal and administrative coordination, underscoring the importance of genuine inter-unit collaboration in maintaining accountability.

Thus, the most consistent pattern of relationships shows that the ICC indirectly influences public trust through improved coordination, cross-unit communication, procedural consistency, service quality, and procedural fairness. Internal collaboration is an intangible asset

that can become the social foundation of public organizations, ensuring that government service promises are carried out consistently, fairly, and transparently, thereby fostering sustainable public trust.

RQ2 was answered that based on previous studies, collaborative capability has a positive effect on public trust, but indirectly and the majority of studies focus on inter-organizational or cross-sector collaboration, not intra-organizational collaboration. In addition, existing studies have mostly used qualitative approaches and have not yet operationalized the dimensions of internal collaboration quantitatively in the context of judicial institutions.

4.3 Organizational Agility and Public Trust

Organizational agility is an adaptive ability that plays an important role in building public trust, especially amid rapid change and high demands for bureaucratic reform. Brezzi et al. (2021), through the OECD Trust Framework, show that the ability of public institutions to respond quickly to changes in the environment and public expectations is a major factor in shaping public trust. This is in line with the Dynamic Capabilities theory (Eisenhardt & Martin, 2000), which asserts that agility enables organizations to reorganize resources to remain relevant, credible, and trusted by the public.

In judicial institutions, agility is reflected in the ability of the legal system to adapt to the needs of those seeking justice in a fair, swift, and transparent manner. Wallace and Goodman-Delahunty (2021) show that public trust in the courts is more influenced by procedural justice than by the final outcome of a case, while Sung (2025) asserts that clear and accessible judicial communication strengthens the legitimacy of judicial decisions. Similarly, De Micheli and Taylor (2024) found that judicial independence, transparency, and accountability strengthen the relationship between agility and trust in modern legal systems.

Conversely, when organizations fail to be agile, legitimacy and public trust decline. Acheampong and Cann (2025) found that corruption, case delays, and procedural injustice are the main factors that erode public trust in the courts. A similar case occurred in India, where a lack of institutional agility in responding to citizens' needs reduced trust in government programs (Verma & Kapoor, 2024). To overcome this, Hutter et al. (2025) offer a Center of Competence approach that builds agility gradually from the divisional level to the organizational level as a whole.

Additionally, studies by Mao et al. (2025) and Mikalef and Gupta (2021) expand our understanding of how digital transformation and technological capabilities strengthen the relationship between agility and public trust. Organizational agility in adopting new technologies not only improves efficiency but also strengthens reputation and social legitimacy based on innovation.

From these findings, it can be concluded that organizational agility has a positive but mostly indirect effect on public trust, through the mediation of service quality, procedural fairness, open communication, and institutional reputation. The public trusts institutions not only because they are agile, but because that agility is manifested in fair, transparent, and responsive services.

RQ3 is answered that previous literature research shows that organizational agility has a positive but indirect effect on public trust, and most studies are conducted in the context of private organizations and e-government. Meanwhile, in the scope of judicial institutions, research on public trust is more qualitative in nature, so quantitative empirical studies exploring the specific mechanisms of how the dimensions of agility (sensing, decision-making, and acting) affect public trust in judicial institutions are still very limited.

5. Discussion

The results of a systematic review show that the influence of digital capability (DC), internal collaboration capability (ICC), and organizational agility (OA) on public trust is indirect. These three capabilities do not directly build public trust, but rather work through intermediary mechanisms such as service quality, procedural justice, and institutional transparency (Brezzi et al., 2021; Wallace & Goodman-Delahunty, 2021). Public trust will grow when digital and collaborative capabilities are truly realized in the real experiences felt by the community, not merely in the form of policies or technological innovations.

In this process, the influence of DC and ICC on public trust requires the role of mediation or moderation as a lever that strengthens the impact of digitalization and internal collaboration on public trust. Based on previous research, Organizational Agility can be the main mediator but needs to be reinforced with other mediators such as service quality, transparency, clarity of communication, and procedural justice, which are the main foundations of public trust, while other variables that can be considered as moderators include perceptions of judicial independence, public digital literacy, and ethical leadership, which have been proven to strengthen the relationship between transparency and procedural fairness and public trust (Acheampong & Cann, 2025). This approach is expected to provide a more complete picture of how to build and maintain public trust in a sustainable manner in a digital era that increasingly demands agility, collaboration, and institutional integrity.

6. Conclusion

A review of 57 international articles shows that digital capability (DC), internal collaboration capability (ICC), and organizational agility (OA) influence public trust, but this influence is not direct. These three capabilities do not automatically create public trust but rather work through intermediary mechanisms such as improved service quality, transparency, procedural fairness, and effective public communication (Brezzi et al., 2021; Wallace & Goodman-Delahunty, 2021). In other words, the public places trust when digital transformation and internal collaboration truly result in service experiences that are perceived as fair, fast, and transparent. DC contributes through increased service accessibility and accountability (Bhatt et al., 2024; Suadi, 2020), ICC through cross-unit coordination and inclusive communication (Sá et al., 2021; Therrien et al., 2024), while OA functions as an adaptive mechanism that translates both into a service system that is responsive and relevant to community needs (Brezzi et al., 2021; De Micheli & Taylor, 2024).

These findings confirm that organizational agility plays an important role as the main mediator between DC and ICC in public trust, although its effectiveness is greatly influenced by other mediators such as service quality, procedural fairness, transparency, and communication clarity. On the other hand, contextual moderators such as judicial independence, public digital literacy, and ethical leadership can either strengthen or weaken this influence (Acheampong & Cann, 2025).

Therefore, further research is recommended to develop an integrative conceptual model based on the Dynamic Capabilities Framework (Eisenhardt & Martin, 2000), which places technology, collaboration, and organizational agility not as the ultimate goal, but as strategic resources in creating public value and strengthening institutional legitimacy. In practical terms, judicial institutions need to balance digital transformation with strengthening human capacity and collaborative culture so that modernization does not cause digital distrust, but rather builds adaptive, inclusive, and sustainable public trust (Virnandes et al., 2024; Syahrir et al., 2025).

7. References

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