



## Imperative Strategy of Digital Transformation: A Case Study of Surabaya City's Digital ID Card Identity

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### Abstract

*Digitalization is an innovation based on technological advances that can make governance more effective and efficient. This makes human activities carry out digital transformation in both the public and private sectors. One of the implementations of digital transformation in the public sector is the implementation of Digital ID cards. Digital transformation in the context of digital ID cards must be balanced with the readiness of both implementers and the community as policy actors. This research identifies digital transformation in the context of Digital KTP in Surabaya City using the imperative strategy theory of digital transformation model Verhoef which has 4 indicators, namely: Digital Resources, Organizational Structure, Improvement Strategy, and Measures and Goals. Data is obtained through analysis of observation results, documentation, and interviews with implementing agencies and the community. The results of the study found that there was a 25% target non-achievement from the Ministry of Home Affairs of the Republic of Indonesia for the activation of Digital KTP in Surabaya, this was due to a less massive improvement strategy and a lack of public awareness regarding this innovation. This study concludes that there are still indicators that have obstacles such as digital resources, which in its implementation there are still obstacles in the IKD application and growth strategies that still need strategies to reach the elderly and add features to increase the value of innovation to increase public awareness of digital transformation.*

**Keywords:** *Digitization; Digital Transformation; Digital ID card; Imperative Strategy*

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## Introduction

The rapid development of technology has changed the work system from manual to digital (Nurany et al., 2021). Information and Communication Technology (ICT) increasingly has an important role in the dynamics of people's lives. The Industrial Revolution 4.0 and Society 5.0 in the presence of the Internet of Things (IoT), Big Data, and Artificial Intelligence (AI) are increasingly being used and become alternatives to take on the role of solving various sectors. The use of ICT models is currently growing and integrated from the private sector to the public sector (Alfarizi, 2023; Wahid et al., 2022; Sihidi et al., 2021). Digital technology is not only used to improve administrative efficiency, but also to encourage innovation, public participation, and better decision-making (Laili & Kriswibowo, 2022).

Prioritizing the best public services is a priority, requiring innovation in public services. Population administration is not just about data collection but is also important for regional development. Local governments play an important role in implementing population administration policies through efficient public services. Indonesia has a large number of ID card holders, with West Java Province having the largest number at 34.25 million (71.98% of the region's population), followed by East Java with 31.47 million (76.77%) (Source: [databoks.katadata.co.id](http://databoks.katadata.co.id), accessed on October 18, 2023).

Law No. 23/2014 on Regional Government allows local governments to innovate in administration and public services, especially in utilizing technology. This aims to improve the effectiveness of services to the demands of the times. East Java Province, which has the second largest percentage of ID card holders in Indonesia (76.77%), demonstrates the importance of technology adaptation for faster and higher quality services. The use of digital technology by local governments is expected to meet the public's expectations for better services.

Law No. 24/2013 defines an Electronic ID card as an official identity card with a chip that stores important data such as name, date of birth, religion, address, and blood type. The security of this ID card is strengthened by biometric features such as iris scans, fingerprints, and signatures. All citizens aged 17 years and above are required to have an Electronic KTP issued based on the Population Identification Number (NIK). Electronic KTP is part of the transformation towards electronic government, utilizing the latest technology to improve public services (Arief, 2023).

Innovations in *e-government* in Indonesia include the transition from Electronic KTP to Digital KTP. A Digital KTP or digital identity is a digitized version of a KTP that can be stored on a mobile phone as an image or QR code. To regulate this implementation, the Government issued Permendagri No. 72 of 2022 which sets standards for hardware, software, and Electronic KTP blanks as well as the implementation of digital population identity. This regulation is an instrument that regulates implementation up to the Municipal Government level.



**Figure 1: Activation and Home Page of Digital Population Identity Application**

(Source: Author, 2024)

Surabaya City with the largest population in East Java at 2,893,698 people according to the BPS 2023 survey (source: <https://jatim.bps.go.id>), has a significant number of mandatory ID cards. The city is a pioneer in the implementation of Digital KTP, including its implementation in the banking system, and is the first in this regard. Surabaya City also won an award in Electronic-Based Government System (SPBE) from the Ministry of Administrative Reform and Bureaucratic Reform at the *Digital Government Award* in Jakarta (source: [surabaya.go.id](http://surabaya.go.id) website). The response to the Digital KTP was followed up with Mayor Regulation Number 10 of 2022 concerning the implementation of population administration, operationalized by the Surabaya City Population and Civil Registration Office.

The quantity gap can be seen from the comparison between the number of ID card holders who have activated Electronic KTPs totaling 2,204,168 people while in the release of the Surabaya City Population and Civil Registration Office *website*, the number of Digital KTP activations is 46,739 people (Source: [surabaya.go.id](http://surabaya.go.id)). Furthermore, the Ministry of Home Affairs (Kemendagri) of the Republic of Indonesia provides a target

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of 25% or a quarter of the total KTP obligations in each city for the activation of Digital KTP and IKD.

"The Indonesian Ministry of Home Affairs (Kemendagri) targets 25 percent or a quarter of Surabaya residents aged 17 years and over to register for a Digital Population Identity (IKD) by the end of 2023". (Source: <https://www.suarasurabaya.net>) accessed on October 5, 2023

The quote above shows that Surabaya City with a total activation of 46,793 people is very far from the mandatory KTP target of 2,251,947 people, accounting for a percentage of 2.07%. The field facts found by the author still have obstacles, one of which is the lack of *devices* owned by some residents causing obstacles in its implementation, as explained by one of the neighborhood associations in Simomulyo Surabaya as follows:

"Socialization has been carried out up to the village scope, but in its implementation, there are several residents who are still constrained (*devices*) in the process of *installing the IKD application*". (Source: preliminary interview by researchers with RT. 2 Simomulyo Urban Village Surabaya).

This statement shows that the implementation of the Digital KTP is not perfect because there are still obstacles in the community. This contradicts Verhoef et al.'s (2021) model which identifies that one of the external factors driving digital transformation is digital technology readiness, specifically on "*Digital Customer Behavior*" which emphasizes the importance of technology introduction in transformation (Verhoef et al., 2021). Although digital ID cards offer a more modern and efficient method of managing population data and provide advantages in public services, the policy must be in an ideal position to be widely accepted by the community.

This research focuses on digital transformation in Surabaya City, including the factors that determine its success. According to Alfarizi (2023), these factors include awareness, social influence, the perceived cost of transformation, as well as trust in technology and government which are important for the acceptance of Digital KTP. His recommendations include strengthening infrastructure, inclusive approaches, and socialization of the Digital KTP. Although the Surabaya City Government through the Population and Civil Registration Office has implemented this solution, there are still obstacles such as data synchronization between KTP holders and Digital KTP users, as well as the readiness of the community to use digital devices.

## Literature Review

### *New Public Management (NPM)*

The New Public Management (NPM) movement originated in developed countries in Europe. However, over time, the concept of NPM has become globally popular, affecting developing countries as well. New Public Management (NPM) emerged as a response to the shortcomings of the public sector when compared to the private sector. It encouraged reforms in public sector management by transforming conventional administrative practices into an NPM approach that emphasizes performance and accountability. NPM applies management techniques from the private sector to the public sector. The NPM concept is a form of reform in public sector management as a response to criticism of the public sector which is considered unproductive, less efficient, and less innovative (Mahmudi, 2003).

Criticism of the public sector led to public sector management reform, including the development of the NPM concept. NPM has had a major impact on changes in public sector organizations around the world, particularly in decentralization, devolution, and modernization of public services (Hood, 1995). Modern management approaches in the public sector have various names but essentially refer to similar concepts. First, the change in public management models from traditional to modern ones that emphasize

performance and accountability. Second, the shift from classical bureaucracy to more flexible organizations. Third, a focus on organizational and individual goals with performance measurement through performance indicators and program evaluation. Fourth, the role of senior staff who are more politically engaged with the government. Fifth, government interaction with the market, such as through tendering, is known as "catalytic government" by (Hood, 1995) Osborne and Gaebler (1992). Sixth, the trend towards reducing the role of government through privatization and marketization of the public sector.

The implementation of NPM led to a major transformation in public sector management, moving from a rigid, bureaucratic, and hierarchical system to a more flexible and market-responsive one. The implementation of NPM involves modernizing and reforming public management, including reducing the politicization of power and promoting decentralization to support democracy. These changes also affect the role of government, particularly in its relationship with society. NPM concludes that private-sector management practices are considered more effective than those in the public sector.

#### ***Digital ID card Policy Instrument***

One of the e-government policies is the transformation of the Electronic Identity Card (KTP) into a Digital KTP which will be implemented gradually in the context of transforming population administration services. In addition, this is the final asymmetrical resolution of the problem of printing Electronic KTPs which has been a chronic complaint in the community. The Ministry of Home Affairs of the Republic of Indonesia through the Directorate General of Population and Civil Registration stated the target of 25% of 275,361,267 people to have used Digital Population Identity (IKD) (Alfarizi, 2023). All District / City Dukcapil Offices are required to encourage the community to transform to Digital KTP. The development of digital population applications has been carried out by the Indonesian Ministry of Home Affairs. With this digitalization, it is expected that access to population data can be integrated with the interests of various fields of education, health care, tourism, transportation, and logistics.

Minister of Home Affairs Regulation Number 72 of 2022 concerning Standards and Specifications for Hardware, Software, and Electronic Identity Card Stamps and the Implementation of Digital Population Identity. With the issuance of this regulation, it becomes an instrument to be implemented at the City and Village Government levels. Furthermore, in the scope of the City, has issued Mayor Regulation Number 10 of 2022 concerning Procedures for Implementing Population Administration, which explains the operation of public services within the scope of Surabaya City.

#### ***Digital Transformation of the Verhoef Model***

The analysis model used in this research is the flow model of Verhoef et al. (2021) which will examine digital transformation through factors that affect digital transformation, phases of digital transformation, and imperative strategies for digital transformation (Verhoef et al., 2021). The study concluded that digital transformation is a response to the existence of digital technology to increase the value of policy objects. Digital transformation can also increase digital competition and change digital behavior. From the transformation process, it is identified that there are three stages of digital transformation, namely digitization, digitalization, and digital transformation. In each stage, there is a measure of success through several factors in the imperative strategy of digital transformation.

This research will focus more on the third point in Verhoef's digital transformation flow model, namely strategy imperatives of digital transformation: Digital Resources, Organizational Structure, Growth Strategy, Metrics, and Goals.

1. Digital Resources The term digital resources refers to policy implementers' ownership and control over the assets and capabilities of digital transformation implementers. Effective coordination and deployment of assets and capabilities

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- are critical to the delivery of digital transformation.
2. Organizational Structure) The readiness of digital transformation implementers is important to adapt to changes in working models, in terms of organizational structure flexibility, is a crucial issue. For example, implementing units that have not been focused on will make the bureaucracy work slowly.
  3. Growth Strategy The strategy used by the implementing unit to maximize its products is very influential on the success of a program. For example, in the case of Digital KTPs, a strategy such as socialization and strengthening digital infrastructure is needed to support the successful implementation of Digital KTPs.
  4. Metrics and Goals) In digital transformation, all changes need to be measured with clear indicators. This is done to maximize and evaluate the running of digital transformation.

## Method

This research uses qualitative methods and a case study approach to explore it. According to Creswell & Creswell (2019), qualitative methods with a case study approach are used to understand social or humanitarian phenomena through detailed studies of programs, events, or individuals. Moleong (2019) in Fadli (2021), describe qualitative research as an approach that uses natural *settings* for the interpretation of phenomena through various methods. The purpose of this research is to explore the transformation from Electronic KTP to Digital KTP in Surabaya City, choosing in-depth interviews with relevant *stakeholders* such as implementers from agencies and the community to get a detailed picture that will be processed narratively. This research aims to gain a comprehensive understanding of this process, using *purposive* techniques in the selection of informants to gain in-depth insights, as described by Creswell & Creswell (2019). The Population and Civil Registration Office became the key informant as the implementer of the Digital KTP policy. This research also anticipated data gaps that may require more specific informants to overcome these challenges.

## Result and Discussion

Digital transformation at the Surabaya City Population and Civil Registration Office utilizes technologies such as virtualization, mobile computing, and *cloud computing* to improve the effectiveness and efficiency of public sector work (Hadiono & Santi, 2020). This initiative aims to accelerate and strengthen governance in the era of the Industrial Revolution 4.0 and *society 5.0*, integrating services and encouraging the digitization of population administration such as Digital KTP (Firdaus et al., 2021). The Government of Indonesia supports Digital KTPs to increase digitization, accelerate service transactions, and secure digital identities through strong authentication to prevent forgery and data leakage (Ministry of Home Affairs, 2022). This innovation also reduces operational costs by saving money on ID card printing, freeing up the budget for other social activities. This transformation requires a strategic approach by Verhoef's framework that covers various aspects of implementation:

### *Digital Resources*

Digital resources are important assets and capabilities for companies in the face of digital transformation. Digital assets include technology infrastructure, data storage, and other supporting technologies, which enable companies to compete effectively in the digital era. Digital networking capabilities are needed to build shared value with partners and customers through digital platforms, while big data analytics capabilities are important for extensive data-driven decision-making. Companies need to develop and maintain these

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digital resources, including investment in technology, employee skills development, and collaboration with external partners (Verhoef et al., 2021).

First, in the Digital KTP identity transformation process in Surabaya City focusing on maximizing public acceptance of Digital KTP innovation, digital assets are needed as a form of ownership and control owned by policy implementers in digital transformation. This is evidenced by the digital transformation process, a very important aspect is not only limited to hardware such as computers or laptops, but also networks. With an integrated network directly to the center, it can avoid data leakage. This is by Haris Satriyawan & Divira Salsabiil Susanto's research (2023), which shows that connecting the system directly to the main data center can help reduce the risk of data leakage by minimizing vulnerable points in the network. Currently, the Population and Civil Registration Office of Surabaya City has a presence in 31 sub-district offices and 153 urban village offices, which is a significant number at the district/city level, apart from DKI Jakarta. In the context of sustainable digital transformation, steps are taken in stages. However, to integrate with the center, it is necessary to readjust the digital assets. This includes additional devices such as computers and strengthening network infrastructure to ensure smooth, seamless data integration. Specifically, in the implementation of the Digital KTP, integration is directly to the center (Ministry of Home Affairs). Starting in 2021, data that was previously spread across various agencies at the Local Government level using distributed servers, known as SIAK, is now centralized at the center. According to the public's view, the digital KTP application is quite simple, supports the needs and functions of the KTP, and is easily activated by scanning the barcode. However, sometimes experience login failures and there is still a lack of other menus in the IKD application. So it is better to develop it again so that there are other menus besides digital KTP. On the other hand, there are still people who do not understand the function of the Digital KTP so their ownership is still limited, which causes the goal of digital transformation not to be achieved. This is by Anis et al.'s research (2021) which shows that achieving the objectives of a program cannot be considered successful as long as there are still parties or communities who have not felt the benefits or conveniences expected from the implementation of the program.

Second, the Digital KTP identity transformation process in Surabaya City focuses on maximizing public acceptance of Digital KTP innovation, and human resources who have the knowledge, skills, and experience needed to manage, develop, and use digital assets effectively in the digital transformation process. This is evidenced by the existence of Surabaya City Population and Civil Registration Office officers who are in charge of providing socialization in the field and also when activating Digital KTPs. This is by Safitri & Kriswibowo's research (2023), which shows that the Surabaya City Population and Civil Registration Office has provided direct socialization to the community in the field and is responsible for the Digital KTP activation process. Therefore, there is no urgent need to add new experts because there are no serious obstacles that require special expertise. However, to ensure smooth implementation, there will be mass technical guidance and skill-building sessions. According to the community, Digital KTP activation officers are quite friendly and can guide well so that the Digital KTP activation process does not take a long time. On the other hand, the number of officers in the Digital KTP activation process can also be said to be sufficient, but there is still a long queue. Although there is socialization and technical guidance for Digital KTP activation officers, the community still does not reach an understanding of the importance of Digital KTP activation. This is not by Setyawan et al.'s research (2021) which shows that socialization and technical guidance have a very important role in providing a deep understanding of the importance of the program for both officers and service users.

In this case, it shows that the Surabaya City Population and Civil Registration Office has realized the digital resources indicator but there are still obstacles. The Surabaya City Population and Civil Registration Office has a Population Administration Information System (SIAK) that is connected to the center to prevent data leakage. However, integration with the center requires readjustment of digital assets and strengthening of network infrastructure. The Digital KTP application is considered simple by the community but has experienced problems

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such as login failure and lack of features. To overcome this, it needs further development with the addition of additional features. Some people also do not understand the function of the Digital KTP, despite socialization from the Population and Civil Registration Office officers, as well as a sufficient number of activation officers, there are still long queues and a lack of public understanding of the importance of Digital KTP activation.

### ***Organizational Structure***

A flexible organizational structure is essential in the face of digital change. The readiness of digital transformation implementers is important to adapt to changes in work models, in terms of organizational structure flexibility, is a crucial issue. For example, implementing units that have not been focused on will make the bureaucracy work externally slow (Verhoef et al., 2021). Meanwhile, according to Wahyudi et al., (2022) Organizational structure is an important instrument for the development and implementation of organizational plans in the company, designed by the objectives and strategies set, namely the structure is a basic tool to achieve the desired situation. The organizational structure intended in this research design is that in addition to the digital resources owned, an agency that implements digital transformation must also have an adaptive organizational structure.

In the process of transforming the Digital KTP identity in Surabaya City focusing on maximizing public acceptance of Digital KTP innovation, the organizational structure is important to adapt to changes in the work model, in terms of the flexibility of the organizational structure, it is proven that the Population and Civil Registration Office of Surabaya City already has a clear organizational structure, by the needs and influences of the environment and does not require the addition of new fields, but there are additional tasks for staff in the field of Data Utilization and Service Innovation (PDIP) of the Population and Civil Registration Office of Surabaya City. This is following Henry Mintzberg's research (1983) in Andhika (2018) explaining that the organizational structure is largely determined by the influence of the environment around it. The influence of the environment is determined by 2 (two) complexities, namely the environment itself and the pace of change. Also supported research by Putri et al., (2022) shows that the preparation of an organizational structure must be clear, and needs can reduce internal conflicts in transferring responsibilities or disputing authority. The Data Utilization and Service Innovation Division (PDIP) has additional duties as a frontline in activating the Digital KTP. Although no special team was formed, the Data Utilization and Service Innovation (PDIP) field has the same implementing staff. The expansion of this task does not require adjustments to the organizational structure because the implementation of the Digital KTP is a shared responsibility of the center. However, special authority in this case lies with the Data Utilization and Service Innovation (PDIP) field because of its focus on innovation in services.

In this case, it shows that the Surabaya City Population and Civil Registration Office has realized the organizational structure indicator. The Surabaya City Population and Civil Registration Office has a clear organizational structure that is by the needs and does not require the addition of a new field specifically for Digital KTPs because there is a Data Utilization and Service Innovation (PDIP) field that focuses on service innovation which also has the task of being a *frontline* in activating Digital KTPs.

### ***Growth Strategy***

The dominant digital growth strategy is the use of digital platforms. Platform growth is driven by high scalability and reinforcing network effects, enabling an increasing number of users at low incremental costs. In implementing a digital transformation, of course, there needs to be a strategy for the program to reach the maximum or transformed stage. The strategy used by the implementing unit to maximize its products greatly affects the success of a program (Verhoef et al., 2021).

In the process of transforming the Digital KTP identity in Surabaya City, focusing on maximizing public acceptance of the Digital KTP innovation, digital growth strategies are

important to maximize the product and are very influential on the success of a program. This is evidenced by the fact that none of the districts or cities, including DKI Jakarta, were able to achieve the target of 25% mandatory ID cards in the Regency / City because the target is not only measured based on the capacity and population in each region. Even so, the Surabaya City Population and Civil Registration Office managed to achieve a fairly good result, around 400 thousand people. However, from that number, only about 240 thousand people are from Surabaya city, while the rest are residents from outside Surabaya city. This is due to the "ball pick-up" program in Surabaya city, where the Population and Civil Registration Office of Surabaya city focuses on densely populated areas around the city, especially in the Kertasusilagate area which is the meeting point between Surabaya city and its surrounding areas.

By 2024, the target of the Population and Civil Registration Office of Surabaya City is to reach 30% of the total population, but the increase is only 5%. However, if there is no special treatment or encouragement from the central government, especially in terms of socialization or direct instruction, likely, this target will likely not be achieved. In Surabaya city itself, the condition tends to be lower, as most groups such as traders, online motorcycle taxi drivers, and laborers have switched to online platforms. However, for the elderly, there are still obstacles in using technology, therefore the Surabaya City Population and Civil Registration Office has prepared physical ID card blanks as a temporary solution until 2026, with a preparation of 1% to 10% of the total population. This is supported by Rahmadhanti & Ilman's research (2023) entitled "Assistance for Population Administration Services for Digital Population Identity (IKD) in Bubutan Subdistrict, Surabaya" which shows that elderly people who do not have an Android device or have an Android device that does not support or is less able to operate information technology are not required to have a KTP and the Surabaya City Population and Civil Registration Office has provided a physical KTP.

It is important to recognize that most of the 2 million residents of Surabaya City are still not proficient in using technology. Thus, the Population and Civil Registration Office of Surabaya City hopes that they can learn to utilize existing technology. Strategies implemented by the civil registration office include socialization at the village level every day, as well as through radio broadcasts and *online platforms* such as *YouTube*. A "jemput bola" program is also conducted in various public places such as flats, parks, and malls. However, not all visitors have Surabaya ID cards, so the services of the Population and Civil Registration Office of Surabaya City do not reach the overall target. In addition, the Population and Civil Registration Office of Surabaya City also implements a policy in the *Disdukcapil* that requires the activation of Digital KTP for people who process documents. The Surabaya City Population and Civil Registration Office also conducts additional socialization through social media such as *Instagram* and *YouTube Swargaloka* and collaborates with several education sectors. It has been revealed by Alfarizi (2023) that in the implementation of Digital KTP, it is necessary to strengthen infrastructure, pick-up, and socialization of Digital KTP. Socialization of Digital KTPs can be done through social media and centralized socialization meetings with the cooperation of the education sector or industry.

The Surabaya City Population and Civil Registration Office also communicate with related parties to require the use of Digital KTPs or at least recognize their existence. For people who are still having difficulty with technology, each urban village has provided special guidance until they are proficient. This is by Maulidya & Widiyarta's (2024) research entitled "Optimizing IKD Activation Services in Supporting Digital Transformation of Population Administration in Kalisari Village, Surabaya City" which shows that urban village officers provide assistance and direction regarding the procedures for activating Digital KTPs so that it can facilitate the community in the IKD activation process. Some people also have Digital KTPs and feel that digital KTPs are important. The community knows information related to the activation of digital ID cards both from social media and village officials. However, there are still people who do not know the importance of digital ID cards and have never heard information related to digital ID cards. Even though according to Permadi & Rokhman's

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research, (2023) show that digital KTPs have many benefits including ease of self-verification, access to public services, and accessing family data without the need to carry a physical KTP. Digital KTPs also increase the digitization of the population, minimizing falsification and data leakage. IKD features include family data, documents, electronic signatures, services, and service monitoring. The IKD application is equipped with a screen capture prevention feature to reduce the risk of misuse of information. With the Digital KTP, people can store their KTP on their smartphones, reducing the use of paper and shifting to digital-based administration.

In this case, it shows that the Surabaya City Population and Civil Registration Office has realized the digital resource indicators but there are still obstacles. The Surabaya City Population and Civil Registration Office has achieved the KTP activation target in the good category of around 400 thousand people through the "jemput bola" program and focusing on densely populated areas, especially in the Kertasusila gate area. However, the elderly still face obstacles in using technology for digital KTP activation, so a temporary solution with physical KTP blanks is in place until 2026. Each urban village provides special guidance to people who have difficulty with technology. A mandatory digital ID card activation policy was implemented at Disdukcapil, with additional socialization through social media and cooperation with the education sector. Although some people already have a digital ID card and consider it important, there are still people who do not understand the importance of digital ID cards and have not heard information related to digital ID cards.

#### *Metrics and goals*

In digital transformation, all changes need to be measured with clear indicators. This is done to maximize and evaluate the running of digital transformation (Verhoef et al., 2021). In the Digital KTP identity transformation process in Surabaya City, focusing on maximizing public acceptance of Digital KTP innovations, measures, and targets are important to maximize and evaluate the running of digital transformation. This is evidenced by the Surabaya City Population and Civil Registration Office being in charge of meeting the digital KTP activation target set by the center, namely the Directorate General of Population and Civil Registration (Ditjen Dukcapil) under the Ministry of Home Affairs. The Surabaya City Population and Civil Registration Office has committed to achieving the set target, which covers 30% of the overall target set by the Ministry of Home Affairs. The Surabaya City Population and Civil Registration Office is aware that this is an optimistic target, but the Office has made every effort to achieve it. Targets are steps designed to achieve goals that have been set in a program. This is by Tahir et al.'s research, (2022) which shows that targets are steps that can support success in achieving these goals. By setting clear and measurable targets, it can help direct the steps and efforts needed to achieve the desired results.

One of the instructions from the Head of the Population and Civil Registration Office of Surabaya City is to update the population data to match the needs of the implementation of the Digital KTP and other programs. The target set by the Ministry of Home Affairs takes into account the projection that within 4 years in 2026, at least 90% of the population in Surabaya will use a Digital KTP. Therefore, every year the Surabaya City Population and Civil Registration Office sets a target of 25% to achieve this target. In addition to bringing innovation in population identity efficiency, the Surabaya City Population and Civil Registration Office also recorded significant savings from reducing the provision of KTP blanks and reducing other operational costs. This is by Maulidya & Widiyarta's research, (2024) entitled "Implementation of Digital Population Identity (IKD) Activation in Encouraging Digitalization in Jepara Village, Surabaya City" which shows that the existence of Digital Population Identity (IKD) can facilitate the community, can encourage the digitalization process, and can save the budget in Electronic KTP blanks.

To increase public participation in using Digital KTPs, the Surabaya City Population and Civil Registration Office has implemented a ball pick-up program in various public places such as zoos, parks, and malls. This is Putri & Reviandani's research, (2023) entitled "Implementation of E-Government Through the Implementation of the Digital KTP

Program in Dr. Soetomo Village, Surabaya City" shows that the Population and Civil Registration Office of Surabaya City has committed to providing activation and socialization services related to digital KTPs to the community. The Surabaya City Population and Civil Registration Office has prepared several locations, including the RW / Kelurahan Hall, Siola Public Service Mall, and Surabaya City Population and Civil Registration Office officers, who are tasked with running the "Jemput Bola Adminduk Service" (Jebol Anduk) program in public places such as tourist attractions or offices. This step was taken so that the public could easily access services related to the Digital KTP and increase their awareness and understanding of the benefits of using the Digital KTP. The achievements of the Surabaya City Population and Civil Registration Office in activating the Digital KTP have reached around 400 thousand activations, but only around 10% of this number is a conversion of the target of the Surabaya City Population and Civil Registration Office. This is because not all of these activations came from Surabaya residents, who are the main target of the Population and Civil Registration Office of Surabaya City.

In this case, it shows that the Surabaya City Population and Civil Registration Office has realized the digital resource indicators but there are still obstacles. The Surabaya City Population and Civil Registration Office must meet the Digital KTP activation target set by the Center, namely the Directorate General of Population and Civil Registration (Ditjen Dukcapil) under the Ministry of Home Affairs. The target project is that by 2026, at least 90% of the population in Surabaya will be using Digital KTPs, with an annual target of 25%. Although the Population and Civil Registration Office recorded significant savings from reduced ID card blank provision and other operational costs, community participation in using the Digital KTP is still low. Efforts to increase participation through ball pick-up programs in public places such as zoos, parks, and malls have not achieved the expected results.

## **Conclusion**

Based on the results and discussions that have been described by researchers regarding the Digital Transformation of the Surabaya City Government (Digital KTP Identity Case Study) using the imperative strategy theory of digital transformation from Verhoef as follows: Digital Resources, although the Surabaya City Population and Civil Registration Office has implemented the Digital KTP application, there are still technical problems such as login problems and lack of features. The recommended solution is further development to enrich the features of the application; Organizational Structure, the organizational structure has been well designed at the Population and Civil Registration Office, with the existence of the Data Utilization and Service Innovation field which not only focuses on innovation but also serves as the frontline in the activation of the Digital KTP, showing compliance with organizational needs without the need for the addition of new fields; Growth Strategy, the Population and Civil Registration Office of Surabaya City has realized the indicators of the digital growth strategy but there are still obstacles. Although various efforts have been made such as socialization on social media, offline socialization and there is a ball pick-up program, there are still some people who do not understand the importance of digital KTPs and have not received information related to Digital KTPs. This shows that there are still innovative methods to increase the achievement of Digital KTP activation; Metrics and Goals, the Surabaya City Population and Civil Registration Office has realized the size and target indicators but there are still obstacles. This can be seen from the 25% target in 2023 which was not achieved by the Surabaya City Population and Civil Registration Office. Although efforts have been made to increase participation through socialization and ball pick-up programs in public places, such as zoos, parks, and malls, the results have not been as expected. Additional strategies are needed to increase public awareness and participation in the use of Digital KTPs. So researchers provide several suggestions, namely conducting a review related to the development of the Digital KTP application needs to be done by adding additional features that can increase its

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functionality and usability. Features such as KTP loss reporting services and independent data updates can provide added value for users so that they can encourage people to activate Digital KTPs. Special guidance needs to be organized for people who have difficulty with technology. This can be done by providing a technical assistance center that can be accessed online or offline, as well as hands-on training by technology experts. There can also be integration by the urban village for people who do not have the tools for activation. In addition, it is also necessary to intensify and diversify the ball pick-up program in broader and more diverse public places, such as shopping centers, traditional markets, stations, or public transportation terminals. This will expand the scope of socialization and activation of the Digital KTP to a wider community. On the other hand, it is necessary to increase intensive and effective socialization in the community about the benefits and procedures for using Digital KTPs. As well as being able to massively collaborate with the private sector and local communities to hold socialization and activation events for digital ID cards. For example, working with shopping centers to hold technology exhibition events or with youth communities to hold workshops on the use of technology.

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