



Effectiveness of Digital Identity (IKD) Services in Public Administration: A Case Study of Bandung City

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ABSTRACT

Although digital governance promises to streamline public administration, the transition to Digital Population Identity (IKD) often encounters adoption barriers at the local government level, creating a gap between digital policy intentions and actual community utilization. To address this gap, this study aims to analyze the effectiveness of the IKD service implemented by the Civil Registry Office (Disdukcapil) of Bandung City. Employing a qualitative case study approach, data were gathered through in-depth interviews with Disdukcapil officials and users, direct observations, and document analysis. The findings reveal that while IKD significantly enhances service efficiency by reducing processing time, its overall effectiveness is hindered by low digital literacy, infrastructure disparities, and societal resistance to change. As a primary contribution, this research highlights that successful digital transformation in public services extends beyond mere technological deployment; it necessitates a holistic alignment of institutional capacity, human resource competence, and community readiness. Therefore, it is recommended that local governments intensify inclusive public outreach, facilitate targeted digital literacy programs, and upgrade supporting infrastructure to ensure the sustainability of digital identity services.

Keywords: digital innovation, digital literacy, digital transformation, IKD, public administration, service effectiveness

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INTRODUCTION

In the era of digital transformation, local governments in Indonesia are trying to integrate information technology into the public service sector, including population administration. One concrete step is the implementation of the Digital Population Identity Service (IKD) by the Population and Civil Registration Service (Disdukcapil) of Bandung City. IKD is a system that allows individuals to access and manage population identity information electronically, replacing conventional manual processes. This approach does not only rely on a manual approach, but also involves online services, following the rapid developments in public services. The adoption of a digital identity system has accelerated the administration process from being manual to being more efficient (Destriana et al., 2023; Dewi et al., 2024). This step was taken in order to fulfill the government's obligation to provide the best service for its citizens, in accordance with Law Number 25 of 2009 concerning Public Services. The use of Information and Communication Technology is considered one of the effective approaches in fulfilling this obligation. Bandung City, as a center of economic, social, and cultural activities, faces challenges in providing effective and efficient public services for its residents (Anzani, 2025; Ekasari et al., 2023). With the implementation of Permendagri No. 72 of 2022 concerning Standards and specifications for hardware, software, and E-KTP, as

well as implementation of IKD, the implementation of IKD Services at Disdukcapil Bandung City is an important effort in accelerating the population administration process, increasing data accuracy, and increasing public accessibility to identity-related services.

While the government continuously promotes the IKD program, its implementation at the local level faces significant hurdles. Previous studies have highlighted various general implementation barriers (Choiriyah & Chabibi, 2018); for instance, research in Cianjur Regency and Karo Regency identified limited technological infrastructure and lack of public socialization as primary obstacles. However, these prior studies primarily focused on descriptive implementation challenges rather than evaluating the systemic effectiveness of the service using specific organizational behavior frameworks. Furthermore, there is a lack of research addressing IKD effectiveness in major metropolitan areas like Bandung, where the urgency for digital adaptation is critical given its high population density and demand for fast public services (Gantika, 2025). Therefore, this research fills the gap by explicitly employing Richard M. Steers' organizational effectiveness theory as an analytical framework to evaluate the precise factors hindering IKD service effectiveness at the Bandung City Disdukcapil, answering the question of why digital adoption remains suboptimal despite adequate metropolitan infrastructure.

Basically, the Digital Population Identity Application (IKD) has been running in certain cities which have advantages and disadvantages that need to be optimized again which are considered in entering the Bandung City DISDUKCAPIL. The following are the results of the IKD application assessment on the Google Play platform, namely:



Figure 1. IKD App User Reviews

Source: https://play.google.com/store/apps/details?id=gov.dukcapil.mobile_id&hl=id

Figure 1 illustrates the empirical problem regarding public acceptance and the functionality of the IKD application based on user reviews on the Google Play Store platform. With an average rating of only 2.7 out of 37,546 reviews, it is evident that the application has not met public expectations. Most complaints center on systemic failures, such as the inability to load family card (KK) documents, server errors, and concerns over personal data security. This low user satisfaction score provides strong preliminary evidence that the IKD service is currently experiencing operational inefficiencies, thus urgently requiring an in-depth effectiveness evaluation at the implementer level, specifically within the Bandung City Disdukcapil.

Based on Figure 1. above, it is the result of a review of the use of the IKD Digital application which tends to be less than satisfactory, where one-star reviews dominate compared to five-star reviews which have an average of 2.7 out of 37,546 reviews of IKD Application users on the Google Play Store review, which needs to be re-audited in order to be effective in Population Registration services at the Bandung City Population and Civil

registry office. Reviews of the features promised in the application often do not work as they should. Like the review opinion by A.K "Must open with WIFI, if using a personal data package it can't, aka it keeps loading, Please, admin fix it". And the review opinion by T.A "Want to search for KK data, why is it difficult through this app. Even though I've reinstalled it many times, the document data still never appears, it just loads". From this opinion, the population information search feature is often inaccurate or even does not work at all and the network and server constraints are still inadequate, which states that the availability and accessibility of technology infrastructure is not optimal. concerns about user personal data leaks, which threaten privacy and information security and the lack of efficiency and flexibility in Population records.

This is a serious problem considering the importance of population data stored and the ease of using applications such as reviews by W.S "Isn't this dangerous, vulnerable to being hacked if the cellphone is lost, the data is misused, not to mention the hassle of having to go to the Disdukcapil / sub-district to scan the barcode, inefficient, a system should be created that can directly access KTP without having to make / re-register. "From this opinion, it can cause Lack of digital socialization literacy in society is a serious problem that can have a significant impact on several aspects, including online security, the truth of information, and overall social interaction. In the connected digital era, security and self-protection are major concerns (Mail et al., 2023). Digital literacy plays an important role in helping individuals understand the risks associated with using technology and take appropriate action to protect themselves and their privacy (Hayyuisman et al., 2025).

The implementation of Digital Population Identity (IKD) is a strategic step by the Indonesian government to improve the efficiency and quality of population administration services (Firdaus & Wibawani, 2023; Ramadhan et al., 2026; Zainudin, 2025). This digital transformation aims to facilitate public access to population services, reduce bureaucracy, and improve data accuracy (Rahmatullah et al., 2026; Ugochukwu Francis Ikwuanusi et al., 2024; Yolanda & Wirantari, 2025). In Bandung City, the Population and Civil Registration Service (Disdukcapil) has intensified the activation of IKD, starting from the State Civil Apparatus (ASN) of the Bandung City Government, academics, to the general public.

Research on the effectiveness of IKD services in various regions provides an overview of the benefits and challenges faced. A study in Cianjur Regency showed that IKD creation services were quite effective, although there were still several obstacles such as limited technology and public access to compatible devices. Likewise, research in Karo Regency identified obstacles in the implementation of IKD, including technological infrastructure and socialization to the community.

In general, the problems faced in the implementation of IKD include: (1) Limited Technology Infrastructure: Not all areas have adequate internet access, making it difficult to activate and use IKD; (2) Human Resource Readiness: Both Disdukcapil officers and the community need to receive sufficient training and socialization regarding the use of IKD; (3) Data Security: Protection of personal data is a crucial issue in the implementation of digital systems.

Specifically, in Bandung City, the effectiveness of IKD services needs to be evaluated by considering these factors. This study aims to analyze the extent to which IKD services at the Bandung City Disdukcapil have achieved the expected goals, identify the obstacles faced, and provide recommendations for improving services in the future. Thus, it is hoped that the implementation of IKD can run more optimally and provide maximum benefits for the people of Bandung City.

In this context, research on the effectiveness of IKD Services at the Bandung City Disdukcapil is important. This study will involve an in-depth evaluation of the extent to which the implementation of IKD Services has met the effectiveness goals and provided significant benefits to the community. Through a deeper understanding of the effectiveness of IKD Services, efforts to improve public services in the digital era can be improved more precisely and in accordance with community expectations and administrative needs in Bandung City. where the Digital Population Identity (IKD) service process is still less than optimal, it can be an obstacle in realizing the full benefits of digital population identity. These challenges may be related to various factors, including the complexity of the

registration process, limited access to digital technology, lack of socialization and education about digital population identity, and concerns about the security and privacy of personal data.

One of the problems that arises is the difficulty in the registration process. This process may be complicated or require documents that are difficult to access, especially for people who live in remote areas or do not have adequate access to digital infrastructure. In addition, limited access to digital technology is also a serious obstacle. Not all individuals have the same access to the internet or digital devices, thus inhibiting their participation in registering or using services that require digital population identity.

The lack of socialization and education about the benefits and how to use digital population identity is also a problem. The public may not be fully aware of the potential and importance of digital population identity, as well as how to use it optimally. This can hinder widespread adoption and use by the community.

In addition, concerns about the security and privacy of personal data are also inhibiting factors. These concerns may make some individuals hesitate to register or use digital population identity. Therefore, it is important to ensure that the digital population identity system is equipped with strong security measures and provides transparency in the management of personal data. To improve the optimality of the Digital Population Identity (IKD) service process, more inclusive and proactive steps are needed. This includes providing alternatives for more accessible registration, increasing the accessibility of digital technology, conducting wider socialization campaigns, and ensuring that the security and privacy of personal data are top priorities in the design and implementation of the digital population identity system. Thus, the IKD service process can be improved to provide maximum benefits to society as a whole.

Based on the background of the problems above, researchers are interested in conducting research To determine and analyze the effectiveness of Digital Population Identity Services (IKD) at the Population and Civil Registration Service (Disdukcapil) of Bandung City.

In this context, this study aims to analyze the effectiveness of administrative services utilizing the Digital Population Identity (IKD) application at the Population and Civil Registration Service (Disdukcapil) of Bandung City. This analysis aims to provide an overview of the extent to which the implementation of the IKD application has an impact on the effectiveness of administrative services at the Bandung City Disdukcapil. Through the results of this study, it is hoped that a benchmark will be obtained that can be used to provide recommendations to improve the effectiveness of administrative services based on the IKD application for the Bandung City Disdukcapil, as well as provide guidance in improving and enhancing services to the people of Bandung City.

To analyze this issue, this study explicitly uses the effectiveness theory proposed by Richard M. Steers as cited in Shet et al., (2019) as the primary analytical framework. Steers suggests that the measure of effectiveness can be evaluated through three main indicators: (1) Goal Achievement, (2) Integration, and (3) Adaptation. These three indicators are particularly relevant for evaluating public sector innovations like IKD, as they measure not only the final output but also the internal process and environmental responsiveness of the organization.

The main considerations in this analysis include three indicators, namely "Goal Achievement", "Integration", and "Adaptation". First, in the aspect of "Goal Achievement", it is recognized that achieving goals requires a structured process and clear periodization. Actual targets will be the basis for achieving predetermined goals. Second, in terms of "Integration", the assessment will focus on the ability of the Disdukcapil to align the IKD application with existing administrative processes, including communication and agreements between various related parties. The socialization process will also be a key aspect in this integration process. Third, in "Adaptation", the emphasis is placed on how Disdukcapil can adapt to environmental changes and implement the IKD application effectively. Factors such as facilities and infrastructure will be important considerations in this adaptation process. Through an analytical approach to these three indicators, this study is expected to provide a deeper understanding of the effectiveness of Digital Population Identity services at Disdukcapil of Bandung City. In addition, the results of this study are also expected to

provide guidance and recommendations for Disdukcapil in efforts to improve the effectiveness of technology-based administrative services in the future, as well as meet the service needs of the people of Bandung City. Based on the description of the framework of thought above, the preparation of the research model is as follows:

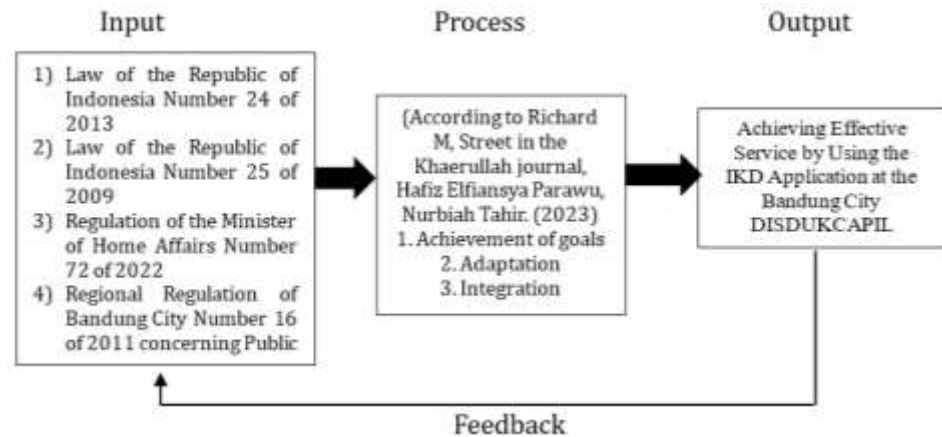


Figure 2. Framework of Thought
Source: researcher's processing, 2024

Figure 2 illustrates the framework of thought used in this study, which maps the logic of the IKD service implementation from input to output. The 'Input' consists of the legal basis and regulations governing population administration, such as Law No. 24 of 2013 and Permendagri No. 72 of 2022. The 'Process' represents the core of this research, where the implementation of these regulations by Disdukcapil is analyzed using Richard M. Steers' theory of effectiveness as the analytical framework. By evaluating how the organization achieves its specific targets (Goal Achievement), how well the IKD system is socialized and aligned with existing administrative procedures (Integration), and how the institution resolves technical barriers such as infrastructure and digital literacy (Adaptation), the study can determine the 'Output', which is the actual effectiveness of the IKD service.

Therefore, based on this theoretical framework, the analytical proposition of this research is formulated as follows: The Digital Population Identity (IKD) service at the Bandung City Disdukcapil can be deemed effective only if the implementation process successfully fulfills the three parameters of Richard M. Steers' theory—Goal Achievement, Integration, and Adaptation—simultaneously and optimally.

METHODS

This study employed a qualitative descriptive approach with a case study design to analyze the effectiveness of Digital Population Identity (IKD) services at the Population and Civil Registration Service (Disdukcapil) of Bandung City. A qualitative approach was selected because it allows for an in-depth, contextual understanding of the phenomena, implementation challenges, and the relationships between the institutional processes and public service effectiveness objectively (Hendren et al., 2023; Mansoor & Williams, 2024).

The research subjects were not determined using survey sampling, but rather selected through a purposive sampling technique. The criteria for informant selection included individuals who possess direct authority in implementing IKD and citizens who have directly experienced the IKD service. The total number of key informants was 10 individuals, consisting of:

Table 1. Research Informant Data

No.	Informant	Person
1.	Head of Disdukcapil	1
2.	Head of Population Administration Information Management (PIAK)	1
3.	Head of Data Utilization and Innovation Sector	1
4.	Community / IKD Service Users	7

Source: researcher's processing (2026)

Data were collected exclusively through qualitative techniques, eliminating any use of quantitative questionnaires or surveys. The primary data collection involved: (1) In-depth Interviews: Semi-structured interviews were conducted with the 10 informants to explore constraints, administrative processes, and the actual implementation of IKD based on Richard M. Steers' effectiveness indicators. (2) Observation: Direct observation of the IKD service environment and activation processes at the Bandung City Disdukcapil. (3) Documentation: Analysis of secondary data such as official reports, standard operating procedures (SOP), and legal regulations regarding IKD implementation.

Data analysis was conducted qualitatively using thematic analysis. The stages included interview transcription, data reduction (coding based on effectiveness indicators: Goal Achievement, Integration, and Adaptation), data display, and conclusion drawing (Ahmed et al., 2025). To ensure the validity and reliability of the research findings, source triangulation and methodological triangulation were applied by cross-verifying the information obtained from the interviews with the direct observations and official documents.

RESULT AND DISCUSSION

To fulfill the research objectives and analytical framework, this section is divided into two main parts: the empirical results obtained from the field and the theoretical discussion. Based on in-depth interviews with 10 key informants and direct observations at the Bandung City Disdukcapil, the implementation of the Digital Population Identity (IKD) service is described through three indicators of organizational effectiveness by Richard M. Steers:

Goal Achievement

Field findings reveal that the primary goal of IKD to simplify and accelerate services has been partially realized. Disdukcapil officers stated that the IKD service makes it easier to verify community data without having to bring physical documents. This significantly impacts administrative efficiency by reducing the number of people who have to come directly to the Disdukcapil office, thereby minimizing queues and making counter services smoother. Users interviewed also confirmed that the application cuts down bureaucratic processing times for those who successfully activated it.



Figure 3. Documentation of residents activating IKD at the Disdukcapil counter

Source: researcher's processing, 2024

From the perspective of effectiveness theory, an organization is effective if it meets its intended targets. The finding that IKD reduces service time and physical queues indicates a successful initial phase of digital transformation. This finding is in line with previous research conducted in Cianjur Regency, which showed that digital services like IKD can significantly reduce service time and increase the efficiency of population administration. However, the goal achievement cannot be deemed fully optimal yet because it currently only benefits citizens who are already digitally literate, leaving marginalized groups behind.

Integration

Regarding integration, the results show dual conditions. Systemically, officers confirmed that the IKD service is very helpful in integrating population data with other public services, such as BPJS (healthcare), banking, and education. However, in terms of social integration between the program and the community, severe constraints remain. Interviews showed that the lack of socialization is one of the main obstacles. Many people do not fully understand how to access and use the IKD service, resulting in a gap between the provided system and its actual utilization by the public.



Figure 4. Documentation/Screenshot of the IKD application interface showing integrated features

Source: researcher's processing, 2024

Integration requires effective communication and socialization so that the system is accepted by its environment. The failure to massively socialize IKD prevents the innovation from reaching its full potential. This study supports the findings from previous research in Karo Regency, which highlighted that the success of digital services is highly dependent on intensive socialization and the provision of clear guidelines for the community. Without aggressive outreach, the excellent technical integration (with banking and BPJS) will remain underutilized. Therefore, the institution's effectiveness in integrating its policy with public behavior remains low.

Adaptation

Adaptation evaluates how the organization and society adjust to this digital transformation (Pandikar et al., 2025). The findings show significant technical and environmental obstacles. Officers revealed that the main obstacle lies in internet network connectivity in several areas of Bandung City, especially in the outskirts. Furthermore, the lack of budget for providing robust training for the community and improving infrastructure presents a significant challenge. Another critical adaptation issue from the user's perspective is the fear of personal data breaches, which remains an important concern amidst the increase in cybercrime.

The true test of digital governance lies in institutional adaptation to external barriers. The uneven internet infrastructure and low public digital literacy prove that digital transformation in Bandung City is struggling with basic adaptation. Furthermore, public concern regarding

data security highlights a lack of institutional responsiveness in building public trust. This is strongly consistent with research in Yogyakarta, which highlights that transparency and strengthening data security systems are critical factors in building public trust in digital services. Additionally, as found in a study in Surabaya City, addressing these adaptation barriers requires the government to collaborate with the private sector (e.g., telecommunication providers) to improve network infrastructure (Suarha et al., 2026). Through this analysis, it is evident that while the IKD service has achieved theoretical effectiveness in administrative goals, it is still lacking in the integration and adaptation dimensions.

CONCLUSION

This study concludes that the implementation of the Digital Population Identity (IKD) service in Bandung City has partially achieved organizational effectiveness. While it successfully fulfills the "Goal Achievement" indicator by significantly improving administrative efficiency and reducing physical queues, it remains suboptimal in the "Integration" and "Adaptation" dimensions. These shortcomings are primarily driven by low public digital literacy, uneven technological infrastructure, and an absence of massive institutional socialization. The main contribution of this research is highlighting that digital transformation in public administration extends far beyond mere technological deployment; its true effectiveness demands a holistic alignment between institutional capacity, data security guarantees, and societal readiness. Therefore, to achieve comprehensive service effectiveness, it is recommended that the Bandung City Disdukcapil prioritize proactive and targeted digital literacy campaigns, enhance data security transparency to build public trust, and collaborate with relevant stakeholders to bridge infrastructure disparities.

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