

Strategy for Increasing Digital Population Identity Activation in Salatiga City Central Java Province

Septiana Vonny¹, Aris Prihandono², Dewi Kurniasih³, Gatningsih⁴, Anya Risnawati⁵, Melinda Nurcahya Lestari⁶

¹Dinas Kependudukan dan Pencatatan Sipil, Salatiga City, Indonesia

²Badan Litbang Kementerian Puskim-PUPR, Bandung Regency, Indonesia.

³Unikom, Bandung City, Indonesia

⁴⁻⁶IPDN, Sumedang Regency, , Indonesia

Email: Dewi.kurniasih@email.unikom.ac.id

Abstract. This study examines the low activation rate of Digital Population Identity (IKD) in Salatiga City, which is caused by the community's lack of understanding of IKD. The objective of this research is to identify the strategies implemented by the Population and Civil Registration Office (Disdukcapil) to increase IKD activation achievement. The study is qualitative with a descriptive approach, utilizing data collection techniques such as interviews, observations, questionnaires, and documentation. The results indicate that the strategies applied by the Disdukcapil of Salatiga City to encourage IKD activation have been carried out but are not yet optimal. Various challenges remain, including low public interest, limited human resources, suboptimal socialization efforts, and the fact that IKD has not yet been accepted as a public service transaction system by some institutions. The strategic analysis employs the theory by Wheelen and Hunger as cited in Sudiantini (2022), covering four dimensions: environmental scanning, strategy formulation, implementation, and evaluation and control. To overcome these obstacles, the most suitable strategy is considered to be increasing the number of human resources, especially IKD operators, as well as enhancing the intensity and quality of socialization to the community in order to improve understanding and acceptance of IKD.

Keywords: Strategy, Population Administration, Digital Population Identity

Introduction

The rapid development of information technology supported by infrastructure such as the internet has impacted many aspects of life. Nurkholis et al. (2021) . Digital transformation has become a significant phenomenon in various sectors, fundamentally changing interactions with customers, internal processes, and value creation. The government utilizes advanced technology as an innovation to improve service efficiency and effectiveness through digitalization. Arifianti & Sakapurnama (2024) explain that rapid transformation in information technology has created opportunities to simplify bureaucratic processes through digitalization. The impact of digitalization is not only limited to the private sector but also extends to government. Through digitalization, the government seeks to improve public services by implementing electronic administration systems, agile services, and the use of big data for better decision-making. Digitalization is an urgent need that must be taken seriously by all parties to realize optimal governance and service in this modern era.

Digitalization in government has a positive impact, particularly in population administration Gatningsih et al. (2022) explain that digitalization simplifies the management of population data and information through the support of information technology, thus facilitating access. Gulin Goksan (2023) explain that digitalization not only contributed to a more effective, efficient and accountable service understanding, but it has also

contributed to the dissolution of the rigid understanding. Public services also improve without complicated processes, uncertain timelines, and non-transparent costs Nababan & Situmorang (2023). Hutasoit & Pribadi (2023) state that population administration services are crucial because they function as the center of public services in Indonesia. One of the documents produced is the electronic ID card (KTP-el). To this end, the Directorate General of Population and Civil Registration developed the Digital Population Identity (IKD) as an innovation. The IKD is a development of the KTP-el that stores population information electronically. This innovation aims to simplify population administration while reducing the high cost of printing KTPs. The Ministry of Home Affairs is targeting that by 2024, the Population and Civil Registration Service (Disdukcapil) in districts/cities can achieve an IKD activation rate of 30% of the number of e-KTP holders in their respective regions.

The government launched the Digital Population Identity innovation as an effort to protect citizens' personal data. This innovation aims to simplify the population administration process while also reducing the significant costs usually required for printing ID cards. According to the Director General of Population and Civil Registration in Permadi & Rokhman (2023), the implementation of the Digital Population Identity service can save the state budget around 50 to 100 billion rupiah per year as it no longer requires the procurement of ID card blanks.

Research by Rahman Wempie et al. (2024) the Center for Disease Control (IKD) found that the national target of 30% for IKD has not been achieved due to the public's lack of understanding of IKD's function, the lack of Android access, and inadequate internet access. According to Firmansyah & Anisykurlillah (2023) to increase the effectiveness of the service program, there are several improvements, namely improving human resource management, strengthening community participation, improving public services, and conducting in-depth and intensive outreach.

The Salatiga City Government, through the Population and Civil Registration Agency (Disdukcapil), also supports the IKD program. Data from the Disdukcapil shows that of the 151,364 residents required to have an e-KTP, only 5,348 (3.63%) have activated their IKD, meaning that 142,375 people have not yet done so. Despite budget constraints, the Salatiga City Disdukcapil continues to promote the IKD. However, many residents have not yet activated their IKD, and some are even unaware of its existence. This is due to residents' doubts about the security of their personal data. The same thing happened in the city of Surabaya, as in the research Widiyarta & Humaidah (2023) where the implementation of IKD still faces several obstacles, including smartphones that do not support it, not all residents have smartphones, and the low level of enthusiasm of the population. These issues indicate various obstacles in implementing the IKD activation policy in Salatiga City.

Based on data from the Population and Civil Registration Service, the population of Salatiga City can be seen in the following table:

Table 1. Population of Salatiga City by Gender in 2023

Gender	Total Population	Presentation (%)
Male	98.321	49,57
Female	100.031	50,43
TOTAL	198.352	100

Source: Salatiga City Population and Civil Registry Office (2024)

Based on these data, the population of Salatiga City is recorded at 98,321 (49.57%) males and 100,031 (50.43%) females. This brings the total population of Salatiga City to 198,352.

According to data from the Salatiga City Population and Civil Registration Office, there is a significant difference between the number of residents required to have an e-KTP and the number of residents who have activated their IKD, as follows:

Table 2. Comparison of the Number of Residents Required for e-KTP, e-KTP Recording, and IKD Activation in Salatiga City in 2025

Category	Total Population	Presentation (%)
Residents required for e-KTP	151.364	100,00
Total e-KTP Recording	147.396	97,37
Total IKD Activation	5.348	3,63

Source: Salatiga City Population and Civil Registry Office (2024)

Until now, the city of Salatiga has successfully activated 5,348 Digital Population Identities (IKD), which

is equivalent to approximately 3.63% of the total population data recordings in the city. Although this number shows progress, the achievement is still far from the national target set at 30% of the total recordings. This indicates that there is still much work to be done to improve the utilization of digital population services in Salatiga. Administrative services related to IKD ownership in the city still face significant challenges. One of the main factors contributing to the low level of IKD ownership is the lack of public understanding and knowledge about this digital service. Many residents do not fully know how to use the service, so the socialization efforts conducted by relevant parties are considered less than optimal and need to be enhanced to ensure that information is conveyed more widely and effectively. In addition, limited access to technology devices also poses a barrier, especially since not all people, particularly the elderly, have adequate smartphones to access and activate their IKD. This situation requires more intensive efforts from local governments and related agencies to expand education, improve outreach, and provide facilities that make it easier for the public to access digital population services, so that the national target can be achieved and population administrative services can be delivered more evenly and inclusively in Salatiga.

Methods

This research is a qualitative study with a descriptive approach. The collected data are processed and presented through tables, figures, and narratives to explain the meaning and context of the conditions studied, in accordance with the characteristics of qualitative research. The descriptive method was chosen to systematically describe and analyze the research results at the Population and Civil Registration Office (Disdukcapil) so that the data obtained reflect the actual conditions. Primary data collection was carried out through questionnaires, interviews, documentation, and questionnaire distribution. In collecting qualitative data, the researcher conducted in-depth interviews with four informants: the Head of the Salatiga City Disdukcapil, the Head of the Population Registration Services Division, the Head of the Population Administration Information Management Division, the IKD Operator, and 30 members of the public who had or had not activated the IKD. Meanwhile, secondary data were obtained from supporting documents, such as the Strategic Plan of the Salatiga City Population and Civil Registration Office. Moleong (2017) explains that data sources can come from field notes, photos, videos, interviews, personal documents, notes, as well as other official documents.

Result and Discussion

Strategy to Improve Digital Population Identity Activation by the Salatiga City Population and Civil Registration Office

Ilham (2008) argues that strategy is a skill in integrating the capabilities and resources owned by an organization to achieve goals while establishing the most beneficial relationships with the surrounding environment. Meanwhile, David Fred & David Forest (2011) states that strategy is a collective tool used to accomplish long-term objectives. To determine the strategy for increasing the activation of Digital Population Identity in Salatiga City, the author conducted an analysis based on the Strategy theory according to Wheelen and Hunger in Sudiantini (2022) with four dimensions: environmental observation, research strategy, implementation strategy, and evaluation and control, as follows:

Environmental Observations

Environmental observation is the process of monitoring, evaluating, and collecting information from both the internal and external environments of an organization, which serves as a basis for developing strategies. In this observation, internal factors include the infrastructure and human resources available at the Population and Civil Registration Office (Disdukcapil) of Salatiga City. In terms of infrastructure, the current condition at Disdukcapil is still adequate to serve approximately 200,000 residents spread across four districts. However, some facilities are quite old, such as PCs, with the oldest acquired in 2006, while some others were obtained as recently as 2023. Therefore, regular maintenance is essential to keep the older devices functioning effectively. Overall, the existing infrastructure is sufficient to meet Disdukcapil's operational needs. Regarding human resources, Disdukcapil currently has a total of 43 employees, consisting of 26 civil servants (ASN), 2 government contract workers (PPPK), and 15 honorary staff. This number is considered insufficient, especially if Disdukcapil plans to conduct outreach activities or socialize the Digital Population Identity (IKD), as the limited human resources could hinder the implementation of such programs.

Meanwhile, external factors include the low level of public understanding of IKD in Salatiga and the lack of local regulations, which has resulted in no established institutions using the IKD system. This was confirmed through an interview with the Head of Disdukcapil Salatiga, who stated that public awareness of IKD remains very low. This finding aligns with the results of a questionnaire distributed to 30 respondents, where 11 had activated their IKD while 19 had not. Moreover, to date, no institutions such as banks or state-owned enterprises (BUMN) in Salatiga have adopted IKD as part of their public service transaction systems. Most of these institutions still rely on physical electronic ID cards (KTP-el) or photocopies, and have not yet utilized IKD to support their operational activities.

Strategy Formulation

According to Wheelen and Hunger in Sudiantini (2022:8), strategy formulation in an organization is carried out by periodically reviewing the organization's vision, mission, and objectives to ensure that the strategies developed align with these goals. The vision and mission of Disdukcapil Salatiga City are outlined in the Strategic Plan (Renstra) document for the 2021-2026 period. Based on observations during the research and data from the 2021-2026 Renstra, the vision that Disdukcapil Salatiga aims to achieve in the next five years is "To become a competent and service-oriented institution in population administration and civil registration." Meanwhile, the third mission of Disdukcapil Salatiga, which is "To develop community participation and cooperation with stakeholders," aligns with the ninth mission of Salatiga City, namely "To improve the quality of public services and realize good governance." To increase the coverage of Digital Population Identity (IKD) ownership, Disdukcapil Salatiga implements strategies through IKD socialization programs for the community and coordination with government and non-government institutions to support the implementation of IKD.

Strategy Implementation

Strategy implementation is a crucial stage that determines the success of achieving an organization's goals. To ensure strategies are executed effectively, concrete steps must be taken beginning with the clear and focused formulation of organizational goals and strategies. These goals and strategies are then realized through systematically planned, organized, and well-scheduled work programs. The implementation of strategy can be evaluated through three main indicators:

Programs

Programs serve as policy instruments that encompass one or more activities carried out by the Population and Civil Registration Office (Disdukcapil) to achieve specific targets and objectives. Disdukcapil Salatiga City organizes its programs as follows: 1) Supporting Program for Regional Government Affairs of the Regency/City; 2) Population Registration Program; 3) Civil Registration Program; 4) Population Administration Information Management Program. Based on the Strategic Plan document of Disdukcapil Salatiga City for 2021-2026, the researcher found that the programs and activities are well-prepared, complete with performance indicators, target groups, and indicative budgets. All of these elements are designed to address various issues and handle strategic challenges in order to realize the established vision and mission.

Budget

From the interview with the Head of Disdukcapil, it was concluded that there is no special budget allocated by the central government specifically for the activation of Digital Population Identity (IKD). The IKD activation is part of Disdukcapil's main duties and functions.

Prosedurs

Procedures consist of a series of steps established for the implementation of IKD activation. To obtain IKD activation services at Disdukcapil Salatiga City, certain requirements must be met, including having completed electronic ID card (KTP-el) recording, owning an Android or iOS device, and having an email address. The activation service process begins with downloading the IKD application, followed by registering using the National Identification Number (NIK), email, and phone number, as well as taking a selfie. If the registration is successful, an activation code will be sent to the registrant's email. The registrant must then activate the account using this code. After successful login, the registrant will be directed to the main home screen and may change the password, which is known only to the registrant.

Evaluation and Control

Evaluation and control is a process that compares the actual performance of the organization with the established performance standards, and if there are differences, an evaluation will be conducted. The control carried out by Disdukcapil related to the IKD activation includes daily reporting on the situation and progress provided by operators at the Disdukcapil office. Evaluation is conducted monthly through meetings to discuss challenges encountered in the field as well as the distribution of tasks related to the implementation of IKD activation.

Supporting and Inhibiting Factors in the Implementation of Digital Population Identity Activation in Salatiga City

IKD is an innovation and a new program that, in its implementation, is certainly influenced by various factors, both supporting and inhibiting. The supporting factors for the implementation of IKD in Salatiga City include the availability of adequate facilities and infrastructure at the Salatiga City Population and Civil Registration Office (Disdukcapil) as well as the widespread telecommunication network. Meanwhile, the inhibiting factors faced in the implementation of IKD in Salatiga City include the limited number of human resources, low public interest and knowledge about IKD, suboptimal socialization efforts, and the large number of newcomers residing in Salatiga City.

The Most Appropriate Digital Population Identity Activation Strategy for Implementation in Salatiga City

Achieving the national target for IKD activation is very important because IKD is one of the government's priority programs to support the digital transformation of population administration services in Indonesia. To ensure this national target is met in Salatiga City, the implementation of effective and measurable strategies is required. The most appropriate strategy for the Salatiga City Population and Civil Registration Office (Disdukcapil) is to increase the number of human resources and strengthen socialization efforts to the community.

Conclusion

Based on the research findings, the author concludes that the strategy implemented by the Population and Civil Registration Office in efforts to increase IKD activation in Salatiga City still faces various challenges and obstacles. This strategy analysis uses the Strategic Theory from Wheelen and Hunger as explained in Sudiantini (2022), which includes four dimensions: environmental scanning, strategy formulation, strategy implementation, and evaluation and control. However, there are several aspects that require deeper evaluation, such as the low interest and understanding of the community towards the IKD program, the limited number of human resources at the Salatiga Disdukcapil, suboptimal socialization efforts, and the fact that the IKD system has not yet been accepted as a public service transaction system by some user institutions. To overcome these obstacles, the most appropriate strategy for the Salatiga Disdukcapil is to increase the number of human resources and strengthen socialization efforts to the community. Nurdiana & Ayumi (2024) believes that the solution to resolving existing problems is to improve communication, enhance human resources, and conduct continuous evaluation of the bureaucratic structure.

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