TRANSFORMATION OF BUREAUCRATIC DIGITAL SERVICES THROUGH THE SALAMAN APPLICATION AT THE BANDUNG CITY POPULATION AND CIVIL REGISTRATION OFFICE

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ABSTRACT. The Covid-19 pandemic in the 2019-2021 period resulted in paralyzed social interaction throughout the world to avoid an increase in its spread. However, the problem is that people still need services, especially public services carried out by government agencies. E-Government after the Covid-19 pandemic is now one of the things that is echoed by creating innovations for the government in terms of public services through web browsers or applications that can be downloaded easily via smartphones. The Bandung City Population and Civil Registration Office (Disdukcapil) is one of the elements of local government in the Bandung City Government that implements E-Government in terms of services to the community through the SALAMAN Application (SelesAi daLAm genggaMAN) which was first launched in December 2020. The research method used by the author is qualitative descriptive research. Data collection using interviews, observation, and documentation. The transformation of digital services of the public service bureaucracy Disdukcapil Bandung City can be seen from the previous one providing population administration and civil registration services conventionally or services in the office is now experiencing changes and shifts towards better changes by utilizing information technology through the Salaman Application. The transformation of bureaucratic digital services through the Bandung City Disdukcapil Salaman Application has been running effectively and efficiently by providing benefits for the community and also for the Bandung City Disdukcapil, among others, for the community to be able to obtain population administration services practically and easily, and for the Bandung City Disdukcapil can increase efficiency and service efficiency and increase service productivity. There are still unsatisfactory assessments from the community, therefore it is advisable to be able to respond and improve what is a criticism and suggestion, as well as limited facilities constraints, namely the new Salaman Application available on the Play Store (Android Smartphone) not yet available on the Appstore (IOS).

Keywords: E-Government, Transformation, Population Administration, and Salaman Application.

INTRODUCTION

The Covid-19 pandemic that has occurred since 2019 throughout the world has had a very significant impact on the interaction patterns of human relationships. To prevent the spread of the Covid-19 Virus, several things were implemented, including using masks, social distancing, washing hands, to government efforts to provide Covid-19 vaccines for the community. Based on data from the Bandung City Covid 19 Handling Task Force, the total number of confirmed cases in the 2018-2020 period was 20.362 cases. With the implementation of social distancing, many government offices have decreased the frequency of services to the community due to

implementing the Work From Home system (Candra et al., 2020) In accordance with the rules issued by the Bandung City Government through Mayor Regulation Number 14 of 2020 concerning Massive Social Restrictions (PSBB). But this actually became the forerunner of transformation in terms of public services. As we all know, the development of information technology and knowledge can have a vital influence on various aspects of human life. In the era of the industrial revolution 4.0, all aspects of people's lives in the world are influenced by the development of information technology, including the implementation of public services carried out by the government, must be able to implement and implement in accordance with existing

developments through Electronic Government or E-Government (Purba et al., 2021).

The Bandung City Population and Civil Registration Office (Disdukcapil) is one of the elements of local government in the Bandung City Government that implements E-Government in terms of services to the community through the SALAMAN Application (SelesAi daLAm genggaMAN) which was first launched in December 2018 (Oktaviani &; Setyaherlambang, 2021). The Salaman application is one of the many applications created by Disdukcapil Kota Bandung based Online which can be accessed through the Disdukcapil Kota Bandung website page on https://disdukcapil.bandung.go.id/ with the following display:
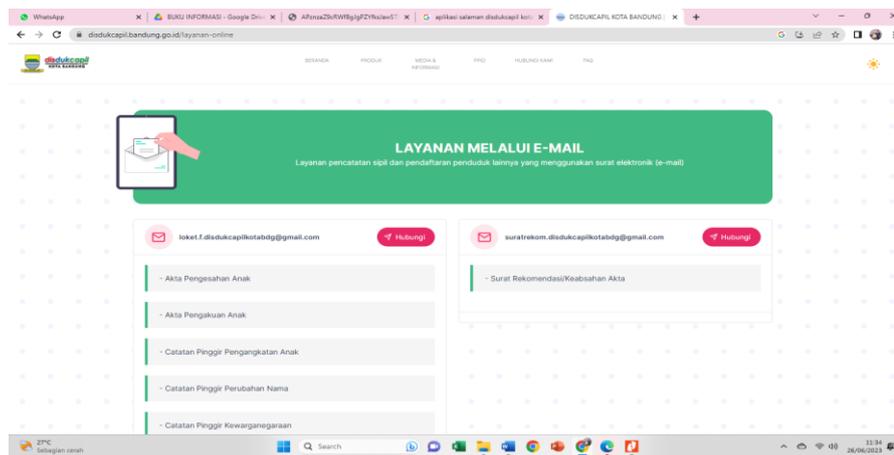
Source: https://disdukcapil.bandung.go.id/ ,2023.

Picture 1. Disdukcapil Bandung Website Page Display (Salaman Application)
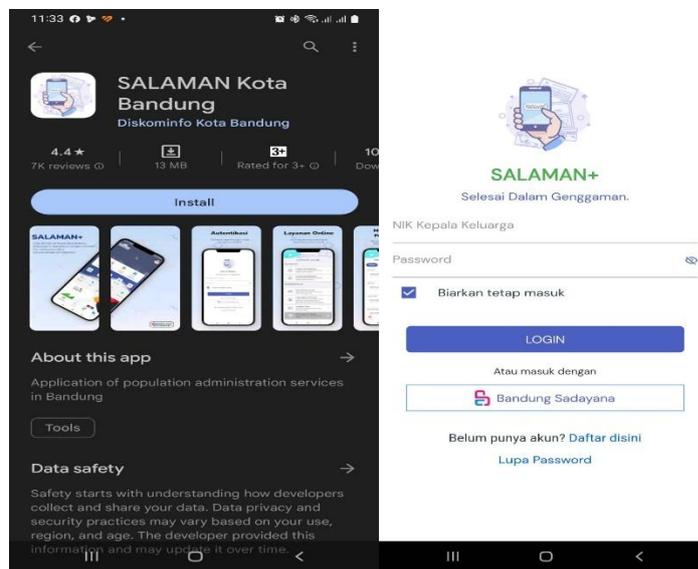
Source: Play Store Salaman App (managed by author in 2023).

Picture 2. Display of Salaman Application on Play Store on SmartPhone

Before the Covid-19 Pandemic, services at Disdukcapil Bandung City were carried out directly. The community as service applicants come directly to the Bandung City Disdukcapil Office, take the queue number and wait for their turn to serve. This method is quite conventional considering that at that time the Covid-19 pandemic had not occurred (Najamudin, 2022). After the Covid-19 Pandemic broke out and social distancing was

implemented, it triggered a transformation in terms of public services from the government to the community, service innovations born during the Covid-19 Pandemic actually became a turning point in a new method of government service to the community (Wahyuni et al., 2022).

The Salaman Disdukcapil Bandung City application makes it easier for the public as service applicants to take care of all matters regarding population and civil registration more quickly and easily because there is no need to

come directly to the Bandung City Disdukcapil Office but can be done by visiting the website or by downloading the Salaman Application on the Play Store (Android users).

However, in the implementation of the Salaman application, the number of users and the number of productive age population in Bandung City are very far away. This can be seen through table 1.1 below about the recapitulation of the number of residents of Bandung City of Productive on 2021:

Table 1.1. Recapitulation of the Number of Bandung City Population of Productive Age on 2021

Year	Population		Total
	Man	**Woman**	
(1)	**(2)**	**(3)**	**(4)**
2021	873.852 inhabitants	855.916 inhabitants	1.729.768 inhabitants

Source: BPS Kota Bandung On 2022

In Table 1.1 above, it can be seen that in 2021 the productive age population in Bandung City is 1,729,768 people, which indicates that there will be quite a lot of users of the Salaman Disdukcapil Bandung City Application.

However, data and facts in the field can be seen in Table 1.2 below about the Recapitulation of the Number of Salaman Application Users from 2019 to 2022:

Table 1.2. Recapitulation of the Number of Users of the Salaman Disdukcapil Application and The Total Population of Bandung City in Bandung City Year 2019 to 2020

No.	Years	Total Users Salaman App	Total Population	% comparation between users and total population
(1)	**(2)**	**(3)**	**(4)**	**(5)**
1.	2019	6.689 people	2.507.888 people	0.266 %
2.	2020	89.460 people	2.444.160 people	3.660%
3.	2021	108.183 people	2.527.854 people	4.279%
4.	2022	8.402 people	2.532.751 people	0.331%
Total		212.734 people	-	-

Source: Disdukcapil Kota Bandung On 2022

The relationship between Table 1.1 and Table 1.2 is as a comparison between the number of productive residents in Bandung City in 2021 (1.7 million people) with the number of users of the Salaman Disdukcapil Application in Bandung City from 2019 to 2022 with a total

of 212,734 people, And in column 5 (five) the table above shows the percentage of comparison of the population of Bandung City with the number of users of the Salaman application which is very unequal every year starting from 2019 to 2022. Therefore, it can be

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said that there are still many residents of Bandung City who have not used and utilized the services of the Salaman Disdukcapil Application in Bandung City, although it can be known together through Table 1.2 that there is a significant increase in the number of Salaman Application users every year, and has decreased in 2022 because government policies have been issued regarding direct services that can be carried out again by the government as a public service provider.

Similar to the research conducted by Setiawan (2018), the comparison of the population with the number of Application users in the application of the Salaman Application also found data and facts of differences in the use of the Go Sigap Application from the Gresik City Resort Police, which became one of the obstacles in its implementation, namely the users of the Go Sigap Application were approximately only around 0.21% when compared to the population which reached almost 1.3 million people in 2016 (Azizah et al., 2023).

This research raises problems, among others, the first is that the facilities and infrastructure related to the Salaman Application are not yet available for iPhone Smartphone users (Appstore), so it is still limited and only available on Android type Smartphones. Second, the community as users of the Salaman Application have not fully utilized and understood how to use it, especially the elderly.

This research was inspired by previous research such as by Lubis and Nurhadi, entitled "The Effectiveness of Death Certificate Services in Orderly Administration at the Population and Civil Registration Office of Bulukumba Regency, South Sulawesi Province", through the method of qualitative descriptive research methods found that the service of beIum death certificates is effective because it still has several obstacles, namely the lack of socialization, the level of awareness of the population and the role of RT / RW in reporting Death Event (Lubis dan Nurhadi, 2019). This study focused on the problem of the effectiveness of death certificate service at the Population and Registration Office of SipiI of Bulukumba Regency by including factors that inhibit and support the effectiveness of death certificate service at the Population and Registration Office of SipiI of Bulukumba Regency.(Lubis & Nurhadi, 2019)

Further research by Rochmah on the Effectiveness of Jogja Smart Service in Population Services in the Middle of the Covid-19 Pandemic, which also uses qualitative descriptive methods, found that the implementation of this innovation has run effectively because it is supported by adequate facilities/infrastructure and the capabilities of service officers have been good (Rochmah, 2021). In the midst of the Covid-19 pandemic, the Yogyakarta City Population and Civil Registration Office implemented social distancing or reduced face-to-face in population administration services. People only need to access the Jogja Smart Service application to take care of population administration. Jogja Smart Service is one of the implementations of e-government in the administration of Yogyakarta City. To find out whether or not Jogja Smart Service is effective in population services in the midst of the Covid-19 pandemic. The results of this study show that the Jogja Smart Service application has succeeded in serving the population administration of the people of Yogyakarta City in the midst of the Covid-19 pandemic effectively and efficiently even though in its implementation there are still obstacles.(Rochmah & Abhipraya, 2021)

Further research by Elkesaki et al on Public Service Innovation of the Population and Civil Registration Office. Through qualitative descriptive methods with research results that if the higher the development of technology in society, public services must increase by utilizing technological developments that continue to increase (Elkesaki dkk, 2019). This paper discusses various types of public service innovations in the Bandung City Civil Registry.

The implementation of public service innovations by the Bandung City Population and Civil Registration Office such as e-SPASI, Identity Card, e-PunTEN, Mepeling and Delivery Service. This study aims to see how the types of public service innovations in the Bandung City Population and Civil Registration Office. Research findings show that the more technology develops in society, the more public services must be followed by technological developments. With these various innovations, it is hoped that the Bandung City Population and Civil Registration Office can serve the people of Bandung City properly. (Oktaviani & Setyaherlambang, 2021)

The next research is the Effectiveness of Birth Certificate Issuance Services through Salaman Application at the Bandung City Population and Civil Registration Office. Salaman Application is an online service application for submitting Birth Certificates, Death Certificates, Child Identity Cards (KIA), and Moving Out Letters. The research aims to determine the effectiveness of Birth Certificate issuance services through the Salaman application, obstacles and efforts to overcome them in Disdukcapil Bandung City using descriptive qualitative research methods with an inductive approach. Data collection techniques with observation, interviews and documentation. Data analysis techniques are data reduction, data presentation and conclusion drawing / verification. The results showed that the Birth Certificate issuance service through the Salaman application has been running effectively in indicators of production, efficiency, satisfaction, and adaptation. It needs to be improved regularly on development indicators and there are obstacles related to facilities and infrastructure, public ignorance about the Salaman application and people who are not yet technologically literate. Suggestions for the Bandung City Population and Civil Registration Office to further develop service innovations in the Salaman application, update facilities and infrastructure regularly, and be more active in coordinating with central

operators and socializing service innovations to the community. This research with research conducted by the author has the same research object, namely the Salaman Application owned by Disudukcapil Bandung City, it's just that the focus of research is different because the research quoted discusses the effectiveness of services through the salaman application while the author is about the transformation of digital services through the salaman application.(Garini et al., 2021)

Disdukcapil Bandung City implements the Salaman application program to provide convenience for the community in population administration services. The Salaman application program is one of the innovations created by Disdukcapil to improve public services that utilize information technology through e-government. However, there are still many people in Bandung who do not know about the application and there are still obstacles found by the community by using the Salaman application program. The study aims to analyze the effectiveness and constraints of the Salaman application program. The research method used is a qualitative approach. The similarity with the research conducted by the author is that they both study the application of the disdukcapil nature of Bandung City. However, the difference lies in the focus of his research on the effectiveness of the salaman application program while the researcher is on the transfirmation of digital services through the salaman application.(Azizah et al., 2023)

This research is a new research and has not been done by other studies because it focuses on transforming digital services through applications while others focus more on effectiveness. Digital service transformation is the process by which an organization or company adopts new digital technologies and strategies to improve their customer experience, operational efficiency, and competitiveness in the digital age. This transformation can encompass various aspects, including software, hardware, business processes, and organizational culture. Digital service

transformation can provide benefits such as increased efficiency, cost savings, increased revenue, and better competitiveness in the market. However, it is also a complex undertaking and requires a significant investment of time and resources.

Based on the introduction above, this study aims to illustrate how the Transformation of Bureaucratic Digital Services through the SALAMAN Application (Completed in Hand) at the Bandung City Population and Civil Registration Office.

Frame of Mind

The framework of thought in a research journal is an important component that helps readers understand the context, purpose, and theoretical foundation of the research. A framework outlines the key concepts, theories, or frameworks that underpin the research.

Electronic Government or commonly abbreviated as E-Government. According to Alharmoodi and Lakulu (2022) said that, "E-Government as the main role for the dissemination of information to the public so as to facilitate the implementation of government services, transactions, policy implementation and distribution of resources throughout the Institution which results in Institutions experiencing reduced costs and increased efficiency, while citizens receive faster and more convenient services"(Alharmoodi & Lakulu, 2022). Another definition of E-Government is an effort to create an atmosphere of government administration that is in accordance with the shared goals of a number of communities that have interests (Tasyah et al., 2021).

The implementation of E-Government after the Covid-19 pandemic is now one of the things that is echoed by creating innovations for the government in terms of public services through web browsers or applications that can be downloaded easily via smart phones (smartphones) so that they can provide optimal and excellent services for the community to improve the quality of services at these government agencies based on achieving public welfare (Cahyaningrum & Nugroho, 2019).

The theory used in writing this journal is the theory of digital service transformation. Digital service transformation theory is a concept that involves the use of digital technologies to change the way services are provided and accessed by individuals, companies, or organizations. As expressed by George Westerman. Digital transformation theory of how organizations can achieve success in the digital age by integrating technology, people, and processes. George Westerman and his colleagues identified several important principles in digital transformation:

1. Digital Leadership: Strong executive leadership is key to success in digital transformation. Leaders must have a solid understanding of technology and how it can transform their business;
2. Digital Platform: Building a strong digital platform is the cornerstone of digital transformation. This involves investing in technology that enables better integration of data and processes Platform Digital;
3. Customer Experience: Digital transformation should focus on improving customer experience. Technology can be used to provide better service and make interactions with customers more efficient;
4. Changing Business Models: Companies must be prepared to change their business models. This could mean creating new products or services, changing the way they interact with customers, or even operating within a different industry;
5. Innovation Culture: It is important to create a culture where innovation is encouraged and empowered. Employees should feel comfortable trying new things and taking risks;
6. Risk Management: Digital transformation often involves risk. Companies must have strategies in place to identify, measure, and manage these risks. (Westerman et al., 2014)

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METHOD

The research method used by the author is qualitative descriptive research. Data collection using interviews, observation, and documentation. Informants / resource persons were selected based on the authority possessed in the implementation of bureaucratic digital service transformation through the Salaman Disdukcapil Bandung City Application The informants / resource persons in this study were approximately 10 people interviewed in this study including 5 State Civil Apparatus (ASN) Disdukcapil Bandung City, 3 Salaman Application users and 2 people who came directly to the Bandung City Disdukcapil office to obtain administrative services. The objects studied are the salaman application, salaman application users, and the public who come to the Disudukcapil office directly to request conventional administrative services. In determining informants, the author uses purposive sampling techniques through the establishment of certain criteria, where the informants selected by the author are people related to the object of research from the implementation to the target. The location of the research was carried out at the Bandung City Population and Civil Registration Office.

The author chooses to use descriptive qualitative research methods because qualitative research is suitable for exploring the context and complexity of the phenomenon of bureaucratic digital service transformation through the Salaman Disdukcapil Bandung City Application. Passing through this method allows the author also to understand the social, cultural, and contextual factors that influence the phenomenon. This can help authors explore complex relationships between variables and investigate the processes that occur in greater depth. It also allows authors to explore and develop new understandings that emerge during the research process.

The data sources used are primary and secondary data sources. Primary data are obtained through interviews, observation and documentation. While secondary data is obtained through literature studies, archival documents, social media Disdukcapil Bandung City. Data collection techniques in this study are using interviews, observations, and documentation with data analysis techniques using triangulation.

RESULTS AND DISCUSSION

1. **Transformation of Bureaucratic Digital Services through the SALAMAN Application Service (Completed in the Hand) at the Bandung City Population and Civil Registration Office**

   1. **E-Government**

      The definition of E-Government according to the World Bank (Wibawa, 2020: 113) states that, "E-Government is the use of information technology by government agencies such as the Wide Area Network (WAN) internet, mobile competing, which can be used to build relationships with the community, the business world and other government agencies". Meanwhile, according to Kominfo (Wibawa, 2020:114) Define. "E-Government is a public service organized through a government website where the domain used also shows the domain of the Indonesian government (go.id)" (Sukarsa et al., 2020).

      In the book E-Government In Action (2005: 5) explains that, "E-Government is an effort to create an atmosphere of government administration in accordance with the Shared Goals of a number of interested communities, therefore the vision proclaimed must also reflect the Shared vision of existing stakeholders for example (Maulana, 2022):

      a. Improve the productivity and operational performance of the government in serving its people;

      b. Promote clean and transparent government;

c. Improve the quality of people's lives through public service performance; and

d. Ensure the creation of a demicratic state administration."

The vision starts "From, By, and For the People" then the community or community where the E-Government is implemented, then the time will be influenced by the conditions and situations of the people of the area. As stated that, "E-Government is an effort to electronic-based government administration in order to improve the quality of public services effectively and efficiently" (Widiyaningrum, 2020).

Based on the above understanding, it can be concluded that E-Government is an effort to improve the implementation and electronic-based community services by utilizing the sophistication of current information technology.

2. Digital Transformation Service

Discussing transformation, we will basically think about a change that occurs. Transformation brings us to a new chapter of development that willy-nilly, like it or not, must occur because it adapts to the situation of current conditions. Based on several understandings according to experts, among others, according to Nurgiyantoro (2010:18) What is meant by transformation is "a change in a thing or situation. If a thing or situation that changes is culture, then that culture undergoes change." In the Big Dictionary Indonesian, "transformation is a change in the form of form, nature, function and so on (Hastuti & Supriyono, 2022).

According to Westermen and Bonnet (2011:7), "Digital transformation is a process of organizational change that involves people, strategies, structures through the use of digital technology and business models that adjust to improve organizational performance"(Agustiani & Imtihana, 2023). The government feels many benefits through the implementation of digital service transformation (E-Government), including the following:

a. Improvement of public services by the government through improving the quality of services provided to stakeholders, the public and the private sector (private);

b. Increased accountability, transparency and control in the administration of government;

c. Minimize budget for interaction and relationship administration;

d. Opening opportunities for the government to obtain new sources of revenue, for example through corporate social responsibility funds to develop and develop its territory;

e. Creating an ecosystem that requires the ease of information obtained in real time to answer all problems that occur; and

f. Empowering the community and certain parties as government partners to be involved in various policy-making processes carried out democratically.

The transformation of digital services of the Bandung City Disdukcapil public service bureaucracy can be seen from those who previously provided conventional administrative services or services in the office are now experiencing changes and shifts towards better changes by utilizing information technology through the Salaman Application, people who previously had to come to the Bandung City Disdukcapil office to ask for administrative services now do not need to bother coming to the office especially people who have busy productive days and hours, resulting in

difficulties in submitting administrative needs.

Based on research conducted by Herawati, Pamungkas and Priyadi (2022), it is stated that the results of the study interpret that through the JKN Mobile Application, people feel very helped because services become very easy and practical without having to come directly to the BPJS Office in applying for services. This is also supported by research conducted by Aji and Lituhayu (2022) stating that, "the implementation of the administrative application can make it easier for people to perform services online, there is no need to come to the Didukcapil Office to do services simply via Smartphone from their respective places".

The significant impact on the transformation of digital services through the Salaman Disdukcapil Application includes reducing the number of queue congestion that occurs at the Bandung City Disdukcapil Office because most people who use the Salaman Application can directly apply for Administration services through their respective Smartphones and from their respective places which affects the effectiveness and efficiency of services because it minimizes interaction. The following is representative documentation of the queue at the Bandung City Disdukcapil Office before the launch of the Salaman Application through Figure 3 and after the launch of the Salaman Application in Figure 4 as follows:

Source: Spirit News Media Berita Online 2023.

Picture 3. Representation of Queue at Bandung City Disdukcapil Office Before the Launch of the Salaman Application

Source: dikelola oleh penulis on 2023.

Picture 4. Representation of Queue at Bandung City Disdukcapil Office After the launch of the Salaman application

Based on the results of interviews and observations in the field, data and facts can be obtained that the transformation of bureaucratic digital services through the Salaman

Application has many benefits both for the community and the main government, Disdukcapil Bandung City itself, namely, among others, the public can feel practical and easy Administration services without having to come all the way to the Office, and for Disdukcapil Bandung City itself, the benefits felt are that work is much more concise and Very neatly archived and the level of effectiveness and efficiency of work that used to be possible for one employee to complete a maximum of 10 files a day can now double its productivity because it is done online.

This research raises problems, among others, the first is that the facilities and infrastructure related to the Salaman Application are not yet available for iPhone Smartphone users (Appstore), so it is still limited and only available on Android type Smartphones. Second, the community as users of the Salaman Application have not fully utilized and understood how to use it, especially the elderly.

3. Implementation of Salaman Disdukcapil Application Bandung City

The implementation of bureaucratic digital transformation which previously used conventional service methods or came to the office then changed by utilizing information technology, the Salaman Disdukcapil Bandung City Application service began with socialization activities at the regional level from sub-districts and kelurahan which were then attended by socialization invited guests, including PKK, RT and RW forums and Karang Taruna which were scheduled every first quarter.

The next stage of implementing or operating the Salaman Application, basically the Salaman Disdukcapil Bandung City Application since its initial launch in December 2018 received a positive response both from the community and from the superior level, namely the Directorate General of Population Registration and Civil Registration of the Ministry of Home Affairs and in 2019 received the Corruption-Free Area (WBK) award from the Ministry of State Apparatus Empowerment and Bureaucratic Reform. Like the community using the Salaman Application, this is very helpful in managing Adminidukcapil documents without having to come directly and queue at the Bandung City Disdukcapil Office. A transformation of bureaucratic digital services that can be said to achieve the goals and objectives of the Bandung City Disdukcapil program. The following screenshot image of the good assessment and enthusiasm of the community about the Salaman Application as presented in Figure 5 below:
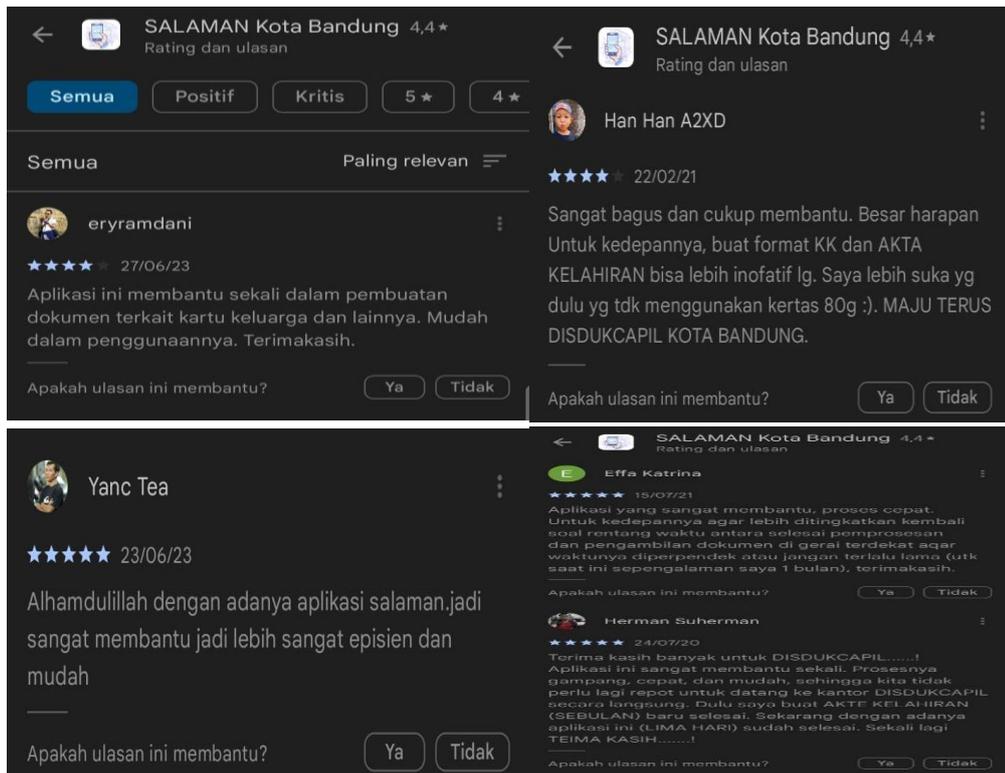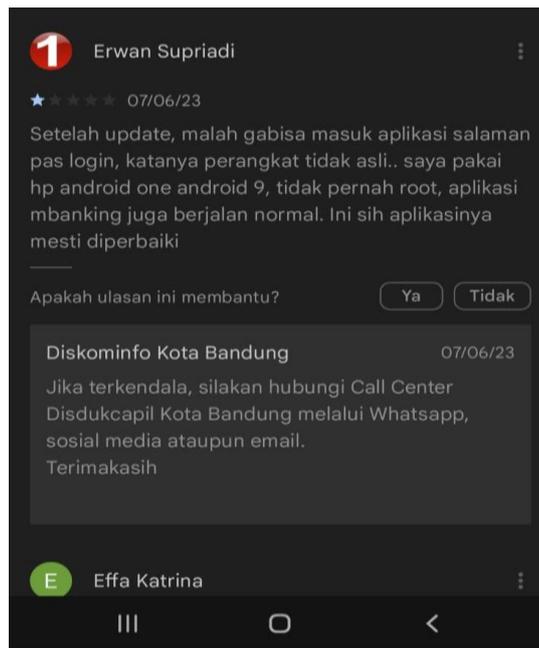
Source: The Salaman application (Play Store) is managed by the author in 2023.

Picture 5. Good Assessment (Review) of Bandung City People about Salaman Application

However, there are facts in the field found by the author, among others, through the community assessment column (review) of the Salaman Application on the Play Store related to the obstacles and obstacles faced by the community using the Salaman Application, among others, presented in Picture 6:

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Source: Salaman App (Play Store) managed by author in 2023.

Picture 6. Poor Assessment (Review) or Obstacles of the People of Bandung City in Using the Salaman Application

Based on the above, basically the implementation of the Salaman Disdukcapil Bandung City Application service is quite good because it has received a positive response from the community as service users, however, there are still several things that need to be improved and developed by the Bandung City Disdukcapil, especially related to unsatisfactory assessments from people who experience problems in using the Salaman Application. In addition, there are facts found by the author, despite getting an unfavorable assessment, the admin of the Salaman Application is still responsible in providing rebuttal answers in the comments column of dissatisfied users, so through this it can be said that the service is good enough and optimal.

The last activity is monitoring the implementation of the Salaman Application carried out by the Bandung City Disdukcapil IT Expert Team every day on a regular basis optimally in order to minimize data leakage of the people of Bandung City contained in the Salaman Application.

2. **Obstacles to the Transformation of Bureaucratic Digital Services through the SALAMAN Application Service (Completed in Hand) at the Bandung City Population and Civil Registration Office**

1. **Facilities and Infrastructure Constraints**

The challenges faced by Disdukcapil Bandung City in developing the Salaman Application are related to existing facilities and infrastructure. Currently, the Salaman Application is only available on the Play Store for Andrioid users, can download it easily and can update the application. However, it is different with iOS or iPhone users there is no Salaman Application on the AppStore. Currently, Disudkcapil Bandung City has coordinated with Diskominfo Bandung City regarding the provision of containers for the Salaman Application on IOS devices.

2. **External Human Resources (HR) Constraints Disdukcapil**

For people who are information technology literate, of course, the Salaman Application is an

ease in applying for administrative services, but it is different with the elderly and people who are classified as economically underprivileged do not have an adequate Smartphone to use the Salaman Application. Due to finding it difficult and confusing to adapt to changes in services, many people with the elderly category still come to the Bandung City Disdukcapil Office to get conventional services. In addition, underprivileged people who do not have a Smartphone or Computer to access online services provided by the Bandung City Disdukcapil Office and finally come directly to the office to get Population Administration services.

CONCLUSION

Based on the results of the research described above, the author can draw conclusions, including the following:

1. The transformation of bureaucratic digital services through the Salaman Disdukcapil Bandung City Application has been running effectively and efficiently by providing benefits for the community and also for the Bandung City Didukcapil, among others, the public can feel practical and easy Administration services without having to come all the way to the Office and wait, and for the Bandung City Disdukcapil itself, the benefits felt are that the work is much more concise and very neatly archived and The level of effectiveness and efficiency of work that used to be possible for one employee to complete a maximum of 10 files a day can now double its productivity because it is done online so that there is minimal disruption;

2. The Salaman Disdukcapil Bandung City application service is quite good because it has received a positive response from the community as service users, however, there are still several things that need to be improved and developed by Disdukcapil Bandung City, especially related to unsatisfactory assessments from people who experience problems in using the Salaman Application. The implementation stage is divided into 3 (three) stages, namely application socialization, implementation or operation, and monitoring by the Bandung City Disdukcapil IT Expert Team; dan

3. The obstacles faced in the transformation of bureaucratic digitization services through the Salaman Disdukcapil Bandung City Application are the facilities and infrastructure of the Salaman Application which is only available on the Play Store for Android users while for iPhone users it is not yet available on the AppStore, then obstacles related to external human resources of Disdukcapil Bandung City are elderly people who experience difficulties when using the Salaman Application so that they still need direct services and the community with an underprivileged economy and do not have a Smartphone so that they still need direct services at the Bandung City Disdukcapil Office.

SUGGESTIONS

1. The development of the Salaman Application is expected to continue to be carried out along with the times to facilitate the people of Bandung City in the implementation of administrative services, mainly providing the Salaman Application on the AppStore for IOS / iPhone users; dan

2. Continue to increase socialization activities about the Salaman Disdukcapil Bandung City Application service both directly and indirectly. Directly can be carried out socialization that touches the community in a real way, for example socialization to the community during Car Free Day (CFD) activities every Sunday morning, or can carry out socialization to output offices or sub-districts in the city of

Bandung. Indirect socialization can be through social media, flyer distribution, brochures, and so on.

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