Digital Communication Transformation in Sukabumi City Government

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ABSTRACT

Central and regional governments must innovate in communication technology in the fourth industrial revolution. This study aims to identify and analyze the digital communication transformation in the government of Sukabumi City through the innovative use of communication technology. This study uses the Adaptive Structuring Theory (AST) theory, which studies the adaptation of new information technology within an organization. The methodology uses a qualitative approach with primary data collection through interviews with Diskominfo and the Sukabumi City Kelurahan. Meanwhile, the FGD was conducted with the community and sub-district staff of three sub-districts in Sukabumi City, namely Cisarua, Subang Jaya, and Cikole sub-districts. The results of this study accelerated the digital communication transformation in Sukabumi City's electronic-based government system services (SPBE). Adaptation of technology in integrated organizations impacts government systems, civil servants, business actors, and the community. Sukabumi City's government is transforming communication in public services, complaint applications, and population administration applications to become government and community media in communicating. Meanwhile, business actors are facilitated by the city government in implementing licensing and digital marketing communications presented through government social media, which helps increase consumer engagement.

Keywords: Digital Communication; Adaptive Structuration Theory; Smart City

ABSTRAK

Pemerintahan pusat dan daerah dituntut melakukan inovasi dalam teknologi komunikasi pada revolusi industri 4.0. Tujuan penelitian ini untuk mengidentifikasi dan menganalisis transformasi komunikasi digital pada pemerintahan Kota Sukabumi melalui inovasi penggunaan teknologi komunikasi. Penelitian ini menggunakan teori *Adaptive Structuration Theory* (AST) yang mempelajari adaptasi teknologi informasi baru dalam suatu organisasi. Metodologi menggunakan pendekatan kualitatif dengan pengumpulan data primer berupa wawancara dengan Diskominfo dan pihak Kelurahan Kota Sukabumi. Sedangkan FGD dilakukan kepada masyarakat dan staff kelurahan tiga kelurahan Kota Sukabumi yaitu Kelurahan Cisarua, Subang Jaya, dan Cikole. Hasil penelitian ini Akselerasi transformasi komunikasi digital terjadi pada Layanan Sistem Pemerintahan Berbasis Elektronik (SPBE) Kota Sukabumi. Adaptasi teknologi pada organisasi terintegrasi pada sistem pemerintahan, ASN, pelaku usaha dan masyarakat. Pada pemerintah Kota Sukabumi transformasi komunikasi terlihat pada pelayanan publik, aplikasi aduan dan aplikasi administrasi kependudukan menjadi media pemerintah dan masyarakat dalam berkomunikasi. Sedangkan pelaku usaha dipermudah pemerintah kota dalam pelaksanaan perizinan dan komunikasi pemasaran digital yang dihadirkan melalui media sosial pemerintah yang membantu untuk meningkatkan *enggagement* dengan konsumen.

Kata Kunci: Komunikasi Digital; *Adaptive Structuration Theory*; *Smart City*

INTRODUCTION

Indonesia's Information and Communication Technology (ICT) Development Index has increased yearly. On a scale of 0–10, Indonesia's 2021 ICT Development Index is 5.76, an increase compared to the 2020 ICT Development Index of 5.59. The use of communication technology that is currently increasing is the internet. Internet use has increased in line with the Covid-19 pandemic over the last two years. Communication has adapted to drastic changes during the COVID-19 pandemic. The pandemic has forced every form of face-to-face communication to a complete halt. Connectivity, social networking, internet advertising, virtual reality, and video conferencing are no longer optional and have become mandatory items (Sultana, 2021). The community's need for online activities in all fields is a strategy to prevent the spread of the virus. In 2021 internet penetration is proliferating in Indonesia, from 53.73 percent in 2020 to 62.10 percent in 2021(Badan Pusat Statistik, 2022).

In the era of the industrial revolution 4.0, local governments are required to carry out and create innovations, especially with regard to public service innovations based on information and communication technology. Information and communication technology can be interpreted as the use of computer equipment as a tool for processing, presenting, and managing data and information based on communication equipment. So that the main components in information and communication technology are computer equipment and communication equipment (Humisar et al., 2017)

The Central, Provincial, Regency, and City Governments must also make pro-Industrial Revolution 4.0 policies if they want development activities in the regions to remain sustainable (Setiawan, 2019). Meinel and Sack's view (2019) is that digital communication will only occur when using digital communication channels as a vessel in the communication process (Nasrullah, 2021). Digital platforms based on information and communication technology are media for digital communication processes between the community and local governments. Society has entered the digital era as an information society that implements digital platforms to meet the need for information that is easier, faster, and can be accessed at any time (Kencana & Meisyanti, 2020). The development of this technology in the digital communication process uses the internet network as its infrastructure. This new network can create systemic changes in community organizations. Forming new solid social networks has provided the potential to regulate and reorganize existing social, economic, and political conditions. The societal-level influence of the internet may become more apparent as society becomes increasingly organized around interactive communication technologies (Masons & Hackers, 2003). This condition causes many government agencies, both central and regional, even at the village government level, to strive for the development and implementation of various innovations in the implementation of public administration activities (Eprilianto et al., 2020)

Sukabumi City is a region experiencing rapid development in digital transformation in the administration of government and community services. This can be seen in the Regional Regulation of the City of Sukabumi No. 5 of 2020 concerning Electronic-Based Government Systems. In realizing a clean, effective, transparent, and accountable government as well as quality and reliable system services, an electronic-based government system is needed. According to Diskominfo, for the City of Sukabumi, there will be 172 applications and websites in 2022. SPBE services are divided into four types of designation: government, ASN, business actors, and the community. The Sukabumi City Government won 2 (two) awards at the Top Digital Awards event held by IT Works Magazine. The two awards won were the Top Digital Implementation on City Government level stars four and the Top Leader on Digital Implementation award. The trend of government programs in Indonesia is the "Smart City" program. The concept of managing a city by utilizing information and communication technology is known as a smart city. The rapid advancement of technology is a challenge for city managers to transform (Noor, 2020). The City of Sukabumi has also implemented the Smart City program. The Smart City program is an effort to solve various city problems, using communication technology as one of the tools (Widodo & Permatasari, 2020). The development of an organization goes hand in hand with technological developments to carry out its duties and realize its vision and mission. Of course, the application of information and communication technology as one of the media in managing information and policies in achieving this vision. The application of information and communication technology in an organization is caused by several things that are different from one another, including the needs and interests of the organization itself, government policies, or coercion from developed countries (Fazil et al., 2018).

This study uses Adaptive Structuring Theory (AST), a theory that studies the adaptation of new information technology in an organization based on corporate structure (DeSanctis & Poole, 1994).

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This study conducted information technology adaptation research on Sukabumi city government organizations. This theory was discovered by providing insights about technology from various professional groups. There are three professional groups, namely decision-making groups, social technology groups, and institutional or regular groups. Adaptive Structural Theory (AST) is one of the top three group communication theories. It was inspired by Anthony Gidden's structuration concept. The AST was developed by M. Scott Poole based on the work of Giddens, Robert McPhee, and David Seibold. AST is an approach to studying the role of advanced information technology in organizational change. The theory seeks to understand the structures provided by advanced technologies and the structures that emerge in human actions when people interact with those technologies. In adaptive structuration theory, it can be applied to a group through four phases to reach an agreement, namely orientation, conflict, fusion, development, and integration (Poole, 2003)

Communication technology used by the Sukabumi people as an information society changes the digital communication process. From the perspective of information technology, Ziemer and Peterson stated that digital communication processes in computer systems (technology) can be explained that digital messages will be processed by information technology itself (Nasrullah, 2021). Based on Noor's research, high information gaps, lack of active participation in public policy, lack of competence of public information service providers, and low public understanding of public information disclosure are still constraining factors in forming an information society in Indonesia (Noor, 2019). There are characteristics of an information society, namely information that is accessible to all levels of society, awareness of important information in life activities, widening public insight related to the use of technology appropriately and usefully, information institutions developing simultaneously, progress in human resources, information, and physical in the use of knowledge, and information is well managed, up-to-date, and developed as a commodity with economic value (Webster, 2014).

This research focuses on digital communication transformation carried out by government organizations in government systems, with business actors and the community. In addition, this research can also describe the adaptation of new information technology in government organizations in Sukabumi City. The problem in this research is how digital communication transformation is carried out by the City government and the people of Sukabumi City in realizing the smart city program. This study aims to identify and analyze digital communication in the government of the city of Sukabumi on the use of information and communication technology.

METHODS

This research uses a qualitative approach to obtain in-depth data related to digital communication transformation in the Sukabumi City Government, and from this phenomenon, a model of the basic facts can be obtained. Data collection techniques use primary and secondary data. In collecting primary data, the authors used interviews, *focus group discussions* (FGD), and observation. Meanwhile, secondary data were taken with literature studies. Interviews were conducted with the Diskominfo, Sukabumi City Government as an agency, and the Kelurahan in Sukabumi City.

the FGD was conducted with the community and village staff in three sub-districts in Sukabumi city, namely Cisarua Sub-District, Subang Jaya Sub-District, and Cikole Sub-District. The three sub-districts were selected as a representative sample from the government of Sukabumi City, which has carried out digital communication transformation. The sub-district became a digital sub-district in the implementation of Sukabumi city administration. The FGD was carried out by gathering the community and staff from the three sub-districts who, in the discussion, discussed the implementation of digital communication that had been carried out by the Sukabumi City Government. By conducting FGDs, researchers obtained data on perceptions, constraints, and suggestions related to implementing digital communication in the Sukabumi City Government.

Furthermore, observations were made on digital platforms used by the Sukabumi city government in the form of websites, applications, and social media. Observations are performed on society and government in digital communication technology. Primary data in this study were obtained in August-December 2022. Data analysis in qualitative research is when collecting data. So that the data can be reduced, data reduction is an attempt to conclude data, then sorting the data into certain conceptual units, certain categories, and certain themes (Rijali, 2019). The data that the researchers obtained from interviews, observations, FGDs, Diskominfo data, and literature studies the researchers selected and

summarized so that they could provide a clearer picture. Then the selected data is presented in the form of a description, which can be drawn conclusions and verified.

RESULT AND DISCUSSION

The Ministry of Communication and Informatics issued a guideline for compiling a Smart City Masterplan through Indonesia's 100 Smart City Movement. In this guide, the dimensions or elements are called smart governance, smart society, smart economy, smart branding, smart living, and smart environment. The Sukabumi city government actualize the Smart City program by using various digital platforms in administering government. The smart city program continues to develop digital forms of communication. Digital communication is the activity of sending and receiving messages between entities as producers and recipients of messages using the medium of internet technology (Nasrullah, 2021).

Not all elements in Smart City can be applied to all cities, but it is necessary to look at the conditions, potentials, and problems of each. Different levels of city size, such as big cities, medium cities, and small cities have different problems so that they require the development of different smart aspects (Rachmawati, 2018). Digital transformation in the public sector means new ways to work with stakeholders, build new frameworks for service delivery, and create new relationships (Bousdekis & Kardaras, 2020). Digital transformation in government spreads in waves with adaptations across various elements of the organization, impacting the entire administrative system from province to country level(Gong et al., 2020). This research focuses on using community applications in three sub-districts in Sukabumi: Cisarua Sub-District, Subang Jaya Sub-District, and Cikole Sub-District.

The research uses Adaptive structuration theory (AST) on the development of communication technology in the Sukabumi sub-district. Adaptive structuring theory (AST) was developed by Poole and DeSanctis (DeSanctis & Poole, 1994; Poole & DeSanctis, 1990) to explain the implications of information and communication technology for organizational processes. It focuses on the dynamic relationship between the structure provided by the technology and the way the user customizes that structure. In the following sections, the historical context, conceptual foundations, components, results of technology use, applications, criticisms, and directions for future research on AST are considered (Rains & Bonito, 2017). Adaptive structuration theory is able to help understand how to use advances in communication technology(Surahman & Surahman, 2018). AST focuses on the social structures, rules, and resources provided by technology and institutions as the basis of human activity. The theory states that structure in technology and structure in action are continually intertwined, continually shaping one another. The propositions of Adaptive structuration theory used in this research are the features of communication technology, the spirit of technology and the management of communication technology development.

Sukabumi City Communication Technology Features

Communication and information technology are used by the Sukabumi City government in the form of digital platforms in the form of websites, applications, and social media. According to data from the Diskominfo City of Sukabumi, there will be 172 applications and websites in 2022. Electronic-Based Government System Services (SPBE) are divided into four types of designation, namely: 1) Business actors or Government to Business (G2B) in the form of e-procurement services in the procurement of goods and services as well as e-permits for businesses; 2) Sukabumi City Community or Government to Citizen (G2C) in the form of e-complaints, e-health and e-education services;3) Government to Employee (G2E) in the form of e-employment and e-pension services; and 4) Government or Government to Government (G2G) with e-office, e-planning, e-budgeting and e-money services.

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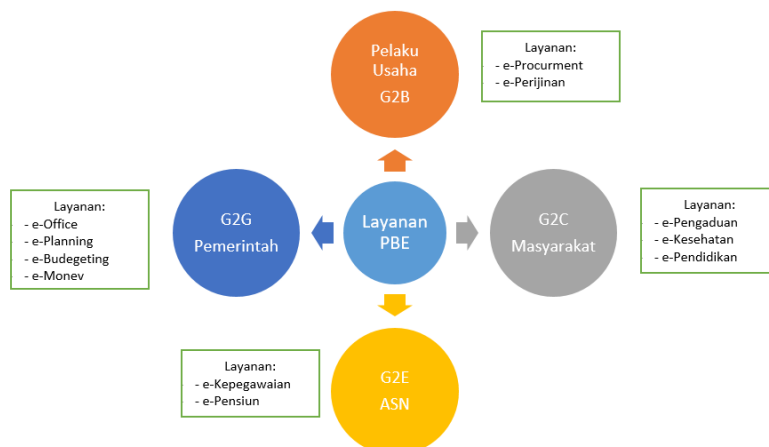
Picture 1. Chart of Electronic Based Government Services (PBE)

The Sukabumi government's digital platform that is actively used by the Sukabumi government, especially in services for the community, includes:

The Kemboja Sari applicationthis; application is managed by the Population and Civil Registration Office of the City of Sukabumi which can be downloaded on the Play Store. This application is to make it easier for the community, especially during the Covid 19 pandemic, if a family or citizen dies so that they can easily get a death certificate easily, so that during the Covid 19 pandemic the community does not need to go to the Disdukcapil office. In October 2019-August 2021, as many as 41.12% of applicants have used the Sari Cambodia Service.

The Moci Legit application; this application is managed by the Population and Civil Registration Office of the City of Sukabumi which can be downloaded on the Play Store. This application is a Single Service Application. Moci Legit stands for Fast and Integrated Resident Admin Service of the City of Sukabumi. At the provincial level, it was designated as the best public service for the category of the small population under 500 thousand people. In fact, it was awarded 'the grade A service' from the Ministry of Administrative and Bureaucratic Reform.

Sukabumi Participatory Respondent Application (SUPER). Applications for Community Complaints include complaints about infrastructure, PJU (Public Street Lighting), and PDAM services. Public complaints will be served by attaching a photo, identity and domain in the City of Sukabumi. There are currently 328 Super complaints out of 1201 complaints.

Non-Cash KIR Test Application (Panon Pendekar). The Sukabumi City Government launched a service breakthrough for residents, one of which was payment for motor vehicle testing (PKB) or the first non-cash KIR test in West Java. This service is to facilitate service to residents through an application using the BJB mobile point of sales (MPOS)-Quick Response (QR) code Indonesian Standard (QRIS). The municipal government is rolling out innovations in facing two challenges: accelerating technology and adapting to new habits or normal.

The tracksolid application, this application is managed by the Sukabumi City Waste Management and Environment Service. This system is to monitor the movement and mobility of garbage trucks within the Sukabumi City Government.

Digitizing MSMEs, diagnosing micro-business actors in Sukabumi city through the Early Warning System application (System Development Progress/change budget), Providing consultations for solutions for MSMEs who have difficulties both in financial management, product packaging, licensing such as Home Industry Products (PIRT) and proper hygiene, marketing and so on. For marketing and adequate hygiene, the Regional Government, through the Office of Cooperatives, Small, Micro, Trade and Industry (Kopdagrin), provides free PIRT and proper hygiene facilities for micro-entrepreneurs. Meanwhile, to help market products for business actors in the context of economic recovery, product branding is also carried out, namely photos and designs, where the results will be made in the form of an e-catalog of MSME products. For marketing, they cooperate with several e-commerce services and cooperates with the Yogya department store and Selamat department store in product marketing.

Disaster Map Application at the Sukabumi City Regional Disaster Management Agency. The application was released by the Sukabumi City Regional Disaster Management Agency (BPBD) in

order to facilitate the mapping of disaster-prone areas and determine the location of hazard zones. Each disaster event in Sukabumi City will be inputted into this application to be analyzed by the operator. The results can be accessed by the public via the website bpbd.sukabumikota.go.id. The results of this analysis will present disaster-prone areas including based on the type of disaster. It is hoped that with easy access to this information, awareness and preparedness for anticipating disasters will increase (Portal Resmi Kota Sukabumi, 2020). According to Linzi Hong's research, digital communication during a disaster is a response to crisis communication (Hong et al., 2017).

Sukabumi City Open Data. The managed Open Data is a follow-up to Presidential Regulation Number 39 of 2019 concerning Indonesia's One Data as well as efforts to realize mission 4 of the Regional Medium Term Development Plan (RPJMD), namely realizing good governance. The public can access various open data through addresses opendata.sukabumikota.go.id.

The Spirit of Technology: The Vision and Mission Implemented by the Government of Sukabumi

The enthusiasm of the Sukabumi city government in using communication technology in realizing a smart city is in accordance with the vision and mission of the mayor of Sukabumi. Technological innovation in city growth is carried out by all parties. The Vision and Mission of the Mayor and Deputy Mayor of Sukabumi for 2018 – 2023 are in line with the 6 Pillars of Smartcity.

The first vision is to create a society that is ethical, healthy, intelligent, creative and cultured and has social solidarity. It is a pillar of smart society, creativity, and social capital. Development always requires economic, business, and social capital, while Smart Living (Smart Living or Quality of Life); Cultured means that humans have a measurable quality of life (culture). The quality of life is dynamic, in the sense that it always tries to improve itself. Then the next vision is Realizing quality and environmentally sound spatial planning and infrastructure, including the Smart Environment pillar; Sustainability and resources. Smart environment means an environment that can provide comfort, and resource sustainability.

Furthermore, there is the vision of Realizing an advanced regional economy that is based on the trade, creative economy, and tourism sectors through the principle of partnership with the business world, the world of education, and the surrounding area. This is the embodiment of the Smart Economy. Quality that produces an innovation and is able to face competition. The higher the new innovations that are improved, the more new business opportunities will be created, and the business/capital market competition will increase. The fourth vision is realizing good and innovative governance (pillars of smart governance). The main key to the success of governance is Good Governance, which is a paradigm, system, and process of governance and development that respects the principles of the rule of law, humanity, justice, democracy, participation, transparency, professionalism, and accountability coupled with a commitment to upholding values and principles of decentralization, efficiency, clean government, responsibility, and competitiveness (Khairul Anam et al., 2021).

The Sukabumi City Long Term Development Plan (RPJPD) 2005 - 2025 is Creating a Smart City Sukabumi. The readiness of the apparatus in anticipating democratization needs to be increased in order to be able to improve services that are easier, cheaper, and faster. Apparatus resources need to be thoroughly prepared and qualified to face democratic challenges and globalization through the use of information technology, including e-government, e-procurement, e-budgeting, e-controlling, e-business, and cyber law (Perda Kota Sukabumi No. 7 Tahun 2008). The planning document and leadership commitment, in this case, the Mayor and Deputy Mayor, are very supportive of implementing digital acceleration within the Sukabumi City Government.

Communication Technology Development Management

Communication technology management for the city of Sukabumi is a city government policy, in this case, led by the mayor of Sukabumi. The implementation of this program in a government structure is carried out from the sub-district level to the sub-district level. The application of Smart City as a form of implementing the use of communication technology is carried out by all lines. The smart city council and implementation team were formed according to the chairman of the council, namely the Mayor of Sukabumi while the Sukabumi city implementation team included: the Office of Communication and Informatics; Development Planning Agency at the Sub-National Level; Department of Population and Civil Registration; Department of Youth, Sports and Tourism;

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Investment Service and One Stop Integrated Service; Office of Cooperatives, Micro Enterprises, Industry and Trade; Service for Food Security, Agriculture, and Fisheries; Public Works and Spatial Planning Service; Department of Transportation; Civil Service Police Unit and Fire Department Service; Education and Culture Department and Social Department.

With the development of internet technology and its devices, placing the right human resources is a wise choice for institutions in managing digital communications. For the realization of institutional achievements, there is a need for digital capital, namely capital in addition to knowledge of technological devices and internet applications, attitudes and abilities in planning, carrying out activities, and making evaluations of digital communication programs, but also personality that is oriented to excellent service in managing digital communication with digital interactions with new audiences.

The government needs to disseminate information using communication technology to reach a fragmented society due to both increasing and decreasing human resources. Reshaping the organizational structure and culture, especially in implementing the smart city program, and learning and sharing intelligence is necessary. So that the government routinely conducts training and socialization on the use of digital platforms for civil servants and the public. Governments are also forced to be more open and transparent with data. Changing social values related to information, confidentiality, transparency, and privacy in government organizations (Heath, 2013).

To measure the performance (maturity level) of ICT Utilization, Sukabumi City follows the existing guidelines, namely: 1) For Electronic-Based Government Systems using Standards from the National SPBE Team consisting of several Ministries and Academics, an evaluation is carried out once a year; 2) For Smart City, Sukasbumi City follows the size of the Movement Team Towards 100 Smart Cities in Indonesia from the Ministry of Communication and Information, Office of the Presidential Secretariat (KSP), etc. as well as from the Academics team, evaluation is carried out two times a year; 3) Information Security is supervised by the West Java Province Diskominfo and the National Cyber and Crypto Agency BSSN. During the Covid-19 pandemic, the SPBE service was very useful by the community, business actors and employees within the Sukabumi City Government.

Digital Communication of Communication Technology Users

Based on the Adaptive structuration theory, the government of Sukabumi adapts to developments in government communication technology. In practice, AST can be described in three levels of analysis: microlevel, global, and institutional. This micro-level analysis is concerned with appropriation, how technology is brought into human interaction, and the attitudes of group members as applied to technological structures, for instance, communication technology users for internal agency implementation (G to G) in institutional analysis by integrating e-planning, e-budgeting and e-monev (SIPD). The interaction between groups is integrated into a digital platform to facilitate government administration's internal and external processes. Implementation of the use of communication technology is mandatory in accordance with government policy. The public as users of communication technology interact with the government in the form of digital communication. In the implementation of the FGD on the people of Sukabumi City, interactive digital communication in social media platforms provide a dialogue mechanism. Basically, interactivity allows organizations to communicate in two directions with constituents. The negative side of this trend can be biased feedback or word of mouth that has the potential to damage the organization itself. PBE services facilitate administrative processes. Basically, interactivity allows organizations to communicate in two directions with constituents. The negative side of this trend can be biased feedback or word of mouth that has the potential to damage the organization itself. PBE services facilitate administrative processes, do not make people to stand in line, simplify filing, save time, be more transparent, avoid scalpers, save time, and fast.
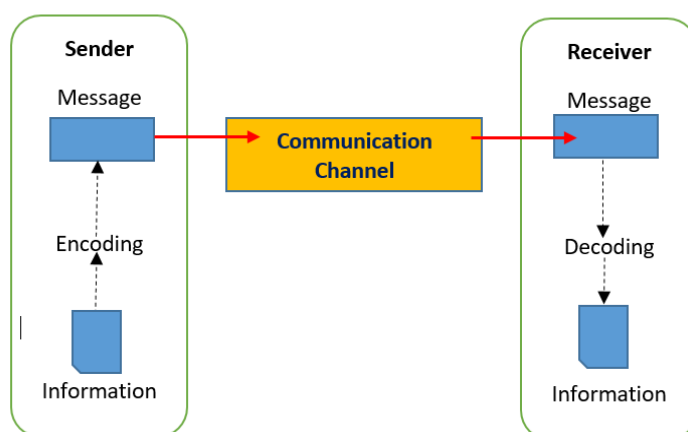
Picture 2. Digital Communication Model (Meinel & Sack, 2019)

Based on the Meinel & Sack digital communication model, the communication process between the Sukabumi city government and the community occurs through the digital media platforms that have been used. Information from the government is then decoded (encoded) from the original analogue source which is transmitted via digital communication channels into a digital message format. In the form of text, images, sound, and video which will be translated procedurally, and how the form of data from the media is used. It also depends on communication channels including websites, applications and social media. This will control the presentation of communication content in a certain format and as a place to process the communication itself. For websites, applications and social media reports, and public complaints, the communication process is carried out from the community to the government. The application used is the SUPER application. Complaints include infrastructure, PJU (Public Street Lighting), and PDAM services. Public protests will be served by attaching a photo, identity, and domain in the City of Sukabumi. Then the complaint will be processed by the city government based on the community's information. Apart from the SUPER application, public information messages regarding complaints can be via social media Instagram account @diskominfo_sukabumikota, Diskominfo City Sukabumi Facebook account, Twitter account @pemkot_sukabumi and comments on the Sukabumi City Government Youtube channel. Adaptive social media behavior by the government can be found by following the logic of social media as part of implementing digital governance (Kartikawangi, 2020). The transition to digital communication is necessary to achieve the expected economic and efficiency benefits of E-Based Government Services (Berger et al., 2016).

The implementation of communication technology experienced by the people of the city of Sukabumi, in particular, experienced several obstacles. In digital communication, this constraint becomes noise. Based on the results of the FGDs in this research, the obstacles encountered were technical, including: application errors or problems when used, unstable network connections, and several cases of lost data. In facing this obstacle, the community tries independently by refreshing applications, looking for the best connection network, and even upgrading their mobile phones. In addition, they follow-up efforts if the problem cannot be resolved by e-mail, go directly to the place assisted by the officer concerned, and contact the office directly. As for the cultural constraints, people are still used to going directly to the village office even though the process is done digitally. The obstacle from the side of government officials is the skill of human resources who must continue to receive training in information and communication technology. The rapid development of technology requires officials and the public to adapt quickly. Obstacles to implementing e-government can be grouped into seven categories, namely IT Infrastructure, Human Resources, Policy/Legislation, Politics, Economics, Geographical, and Cultural (Arief & Yunus Abbas, 2021). Krotel's research explains that not all people find it easy to rely on digital communication in government services. Some others consider digital solutions as challenges and obstacles when receiving important information (Krøtel, 2019).

The Sukabumi City Government has utilized information and communication technology (ICT) to support city development, improve urban services, and increase stakeholder access to information in realizing the smart city program. Smart cities are rapidly emerging worldwide with city-wide ICT

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investments to drive technological innovation, support the development of new industries, spur stronger economies, maintain a sustainable environment, and improve citizens' lives. E-government increases the possibility of achieving sustainable development especially in developing countries and transition economies (Castro & Lopes, 2022). Digital transformation is organizational change triggered and shaped by the widespread deployment of digital technologies. The content of this change consists of a move towards malleable organizational designs embedded in and driven by digital ecosystems (Hanelt et al., 2021). In the end, it will be able to realize the goal of providing multi-channel public services to the public and business actors as one of the paths to a developed country (Shin et al., 2020).

CONCLUSION

Digital communication transformation within the Sukabumi City Government has accelerated during the Covid19 pandemic. Changes occur because of the adaptation of communication technology carried out in the management of government organizations, the community, to business people as an integration of digital services. The vision and mission of the city government support this communication process in the form of policies for using digital platforms for smart cities. In the Sukabumi city government, this communication transformation can be seen in public services, complaint applications, and population administration applications as government and community media in communicating. Meanwhile, business actors are facilitated by the city government in implementing permits and digital marketing communications presented through government social media, which help increase consumer engagement. In future research, it is hoped that it will focus on media literacy owned by the people and government officials of the City of Sukabumi.

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