

INNOVATIONS IN THE ICIREBON APP SERVICE AT THE CIREBON CITY LIBRARY AND ARCHIVES DEPARTMENT

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ABSTRACT

Rapid technological advancements demand that public services become increasingly effective and efficient. One of the government's efforts to leverage technology is through the implementation of e-government, which has spurred the emergence of public service innovations. In this context, the Cirebon City Library and Archives Office (Dispusip) developed the iCirebon application, driven by the commitment of the Cirebon City Government and Dispusip to enhance efficient public services and improve human resources through literacy. The objective of this study is to analyze the implementation of the iCirebon application service innovation at the Cirebon City Library and Archives Office using the theory of innovation success factors in the public sector, with indicators including governance and innovation, sources of ideas for innovation, innovation culture, capabilities and tools, objectives, outcomes, drivers, and barriers, as well as to collect data on the innovation itself. The research method used is qualitative, with data collection techniques including documentation, literature review, and in-depth interviews with key informants. The results of the discussion indicate that the iCirebon application innovation has been supported by regulations regarding SPBE, Smart City policies and cooperation with third parties. Additionally, the innovation culture has been driven by visionary leadership. However, the actual innovation outcomes have not aligned with the initial objectives, as evidenced by the significantly low number of active application users. This stagnation is fundamentally caused by severe budget constraints, which have hindered system updates and rendered socialization efforts suboptimal.

Keywords: E-Government, iCirebon App, Public Services, Public Service Innovation, Smart City.

INTRODUCTION

Public service to the community is a fundamental aspect of government bureaucracy. Therefore, the government was not established to serve itself, but rather has a responsibility to provide services to the community (Kurniawan, 2017). As stipulated in Law of the Republic of Indonesia No. 25 of (2009). The Law on Public Services defines public services as activities or a series of activities aimed at meeting the needs of citizens and residents for goods and services, and/or administrative services provided by public service providers in accordance with applicable laws and regulations.

According to (Sholicha & Oktariyanda, 2023). The government's commitment as a provider of public services faces many challenges. This is due to the public's high demand for services, as well as an increasingly critical public attitude toward the government in this era of reform. Therefore, the government is required to come up with new ideas to improve the quality of services provided to the public. These efforts to improve service quality are an important part of bureaucratic reform aimed at achieving good governance

One way to improve the quality of public services is to adapt to technological advancements by implementing digitalization. Digitalization can be defined as the process of adopting and using digital technology in the lives of individuals, organizations, and society (Trischler & Westman Trischler, 2022). In the public

sector, digitization is referred to as digital government

The Organization for Economic Cooperation and Development (OECD) explains that the strategy of modernizing government through digital technology—or digital government—aims to create public value. However, the OECD emphasizes that the success of this strategy cannot stand alone. Therefore, a comprehensive digital government environment involves collaboration among the government, non-governmental actors, the private sector, and the public (Bahtiar et al., 2021).

Regulations regarding digital government are set forth in Presidential Regulation No. 95 of (2018) regarding the Electronic-Based Government System (SPBE). SPBE is defined as the use of information and communication technology in the government sector to achieve effective, high-quality, transparent, clean, and accountable governance and public services (Pangerapan et al., 2022). One way in which the SPBE policy is implemented at the local level is through the development of the Smart City concept. This Smart City concept has been adopted as a framework for integrating information and communication technologies with the aim of improving efficient governance, enhancing public services, and increasing the well-being of citizens.

The Cirebon City Government is one of the local governments that has adopted the Smart City concept. As stipulated in Cirebon City Regional Regulation No. 14 of (2021) regarding the Implementation of Smart Cities, which states that the Smart City concept has given rise to a master plan focused on six main pillars: Smart Governance, Smart Branding, Smart Economy, Smart Living, Smart Society, and Smart Environment. Consequently, this local regulation mandates Regional Government Agencies (OPDs) to develop innovative public services.

Public service innovation is undoubtedly driven by the slow pace of improvement in public service quality, which is a manifestation of bureaucratic reform itself. Thus, public service innovation represents a new breakthrough in generating creative ideas within public institutions or government agencies, introduced as part of efforts to enhance public services (Wardani & Rahayu, 2021). Therefore, public service innovations within the government must be developed to improve the quality of public services and to achieve Smart Governance through digital transformation, making it more accessible to the public.

As part of the implementation of Presidential Regulation No. 95 of 2018 In line with the Electronic Service System (SPBE) and to achieve the Smart Governance goals in Cirebon City by improving public services through digital transformation, the Cirebon City Library and Archives Department has introduced a new form of public service innovation: the iCirebon app. Specifically, this innovation is a service innovation, as the application represents a new method of delivering library services through digitization. This digital library innovation at the Cirebon City Library and Archives Department supports community literacy with various features such as e-book borrowing, an e-reader feature that allows the public to read books both online and offline, and social media features that provide the public with an experience to interact with one another.

Based on the author's initial investigation, the implementation of the iCirebon app in practice still faces a number of challenges, indicating that the service is not yet optimal. Users often complain that the app crashes when opened. Additionally, a review of the iCirebon app's review section on the Google Play Store reveals negative reviews from users, who complain about an outdated collection of digital

books and several features that are not yet functioning optimally. These findings are consistent with research by (Batari & Munajat, 2025) the research findings indicate that the implementation of the iCirebon application has not yet fully achieved optimal public acceptance. This condition is reflected in the low level of user participation, alongside the continued presence of various negative reviews and feedback regarding the application's usage. Furthermore, a study conducted by (Naila et al., 2024) regarding the regional library application, namely iTangKab, indicates that the dissemination of information and the socialization of the application have not been carried out optimally. This condition results in a low level of public adoption and utilization of the application.

However, previous studies have focused solely on user acceptance, and thus have not examined service innovations from the internal perspective of the Cirebon City Library and Archives Office. Yet, within the internal organizational sector, an understanding of the innovation process is crucial for assessing the success of public service innovations. Given these issues, the author became interested and conducted a deeper analysis of service innovation through the iCirebon app, titled “Innovations in the iCirebon app service at the Cirebon City Library and Archives Department.”.

RESEARCH METHODS

This study employs a qualitative approach because it aims to gain an in-depth understanding of social phenomena within the natural context of the research. The qualitative approach yields descriptive data in the form of words or narratives, rather than numerical data (Moleong, 2017), making it suitable for analyzing the qualitative innovations of the iCirebon app. In this paradigm, the researcher serves as the primary instrument, directly interacting with the field situation and collecting and interpreting data inductively.

Data collection was conducted through observation, interviews, and documentation. Moving beyond general theoretical definitions, this study utilizes an operational framework to determine the data sources and informants. Furthermore, to ensure the interview focus strictly align with the theoretical framework, the interview focus were systematically derived from the innovation indicator proposed by (Arundel et al., 2019). The comprehensive operational matrix and interview focus are detailed in Table 1.

Table 1 Operational Matrix and Interview Focus

Indicators (Arundel et al., 2019)	Operational Description	Informants	Interview Focus
1. Governance and Innovation	The role of the government and governance in implementing innovation	Head or Secretary of the Library and Archives Department (Dispusip), Policy Documents	Regulations and the innovation management system
2. Sources of Ideas for Innovation	The origin and process of the emergence of the app innovation idea	Employees, External Partners (PT Woolu Aksara Maya).	The origin and mechanism of the innovation idea.
3. Innovation Culture	Organizational attitudes and support towards innovation and risks	Employees, Head of Human Resources Sub-division.	Organizational attitudes towards innovation and risks
4. Capabilities and Tools	Apparatus capabilities and innovation	Technical Documents, Staff,	Apparatus competencies and

Indicators (Arundel et al., 2019)	Operational Description	Informants	Interview Focus
	support facilities.		training.
5. Objectives, Outcomes, Drivers, and Obstacles	Objectives, results, drivers, and barriers to innovation.	Service Users.	The main objectives, results, drivers, and barriers to innovation.
6. Collecting Innovation Data for Single Innovations	How the organization collects and utilizes innovation data.	Employees, Evaluation Documents.	The process of collecting and utilizing innovation data.

After the data collection process is complete, the gathered qualitative data from interviews, observations, and documentation are systematically analyzed using the interactive model framework proposed by (Miles et al., 2014) This analysis consists of three concurrent activities:

1. **Data Condensation:** The researcher selects, focuses, simplifies, and abstracts the raw data from interview transcripts and field notes. In this stage, irrelevant data are omitted, and information regarding the iCirebon app is strictly categorized based on the interview focus and Arundel's innovation dimensions (as mapped in Table 1).
2. **Data Display:** The condensed data are organized and presented systematically in the form of narrative text and the operational matrix (Table 1). This display allows the researcher to easily map the findings and see the correlation between the indicators and the data sources
3. **Conclusion Drawing and Verification:** The researcher interprets the displayed data to identify patterns, meanings, and explanations regarding the innovations and governance challenges of the iCirebon service. These initial conclusions are then verified for validity and credibility through the previously mentioned triangulation technique before reaching the final conclusion.

To assess the credibility of the data in this study, the triangulation technique was used. According to (Moleong, 2017) Triangulation is a data validation technique that examines and utilizes external sources to verify or compare existing data.

RESULTS AND DISCUSSION

As a local government agency, the Cirebon City Library and Archives Office must strive to provide quality services to the public. One way to achieve this is by innovating and creating new initiatives that the public can utilize, thereby improving public services and achieving the agency's objectives.

The emergence of e-government is a result of rapid technological advancements, which means that the government sector must also be able to make new breakthroughs by leveraging technology. The existence of e-government also drives efforts to improve public services and serves as a means to resolve issues that arise in the delivery of public services (Oktariyanda & Rahaju, 2018)

In an effort to improve public services, the Cirebon City Library and Archives Office has introduced an innovative public service through the iCirebon app, which was launched on February 8, 2018. This app is a digital library platform accessible via smartphone, designed to serve as an efficient hub for community literacy.

To describe service innovations at the Cirebon City Library and Archives Office

through the iCirebon app, the author uses the theory of success factors from (Anthony Arundel et al., 2019) with indicator: 1. Governance and innovation, 2. Sources of ideas for innovation, 3. Innovation culture, 4. Capabilities and tools, 5. Objective, outcomes, drivers, and obstacles (Tujuan, hasil, pendorong dan hambatan), 6. Collecting innovation data for single innovations. The following is an explanation of these indicators.

1. Governance and innovation

The Governance and Innovation indicator explains the government's role in supporting the development of the iCirebon app, as effective government governance inherently fosters innovation. The iCirebon application was initially a commitment by the Cirebon city government to achieve effective, high-quality, transparent, and accountable governance and public services. One way to achieve this is for the government to transform itself in line with technological advancements by implementing digitalization within the organization.

The iCirebon app is an innovation developed by the Cirebon City Library and Archives Office. The regulatory basis for this innovation is Government Regulation No. 95 of 2018 on SPBE (Electronic-Based Government System). This regulation was subsequently implemented at the local level by realizing the Smart City concept, with one of its objectives being to improve the efficiency of public services as outlined in Cirebon City Regional Regulation (PERDA) No. 14 of 2021 on the Implementation of a Smart City.

The launch of the iCirebon app is a digital innovation that benefits the community by improving digital services. Based on an interview with one of the iCirebon app users, Yohana Ersi, it was mentioned that the iCirebon app is very helpful in supporting her academic needs, particularly in accessing reading materials for course content, especially since there are no fees for using the app. This finding indicates that the iCirebon app contributes to improving the quality of digital services, making them more responsive in meeting the needs of the community.

However, this singular positive testimonial cannot simply be generalized as an indicator of overall service success. A broader observation of public user feedback on the Google Play Store reveals a contrasting reality, showing a timeline of persistent and unaddressed issues. Negative feedback has been evident since the applications initial launch year. For instance, a user review in November 2018 explicitly criticized the severe lack of book collections, noting that the available ones were mostly outdated school textbooks, which made the application unappealing.

This dissatisfaction was further corroborated by subsequent complaints, such as a 2021 review reporting that the application was not functioning properly due to technical glitches, and a 2022 review reiterating the issue of a severely limited book collection and warning that users might switch to other regional library applications. The persistence of these unaddressed complaints—spanning from 2018 to recent years, largely due to budget constraints preventing system updates—directly correlates with the aggregate data showing an extremely low user adoption rate. This clearly demonstrates a significant gap between the government's initial digital innovation euphoria and the actual, long-term user experience in the field.

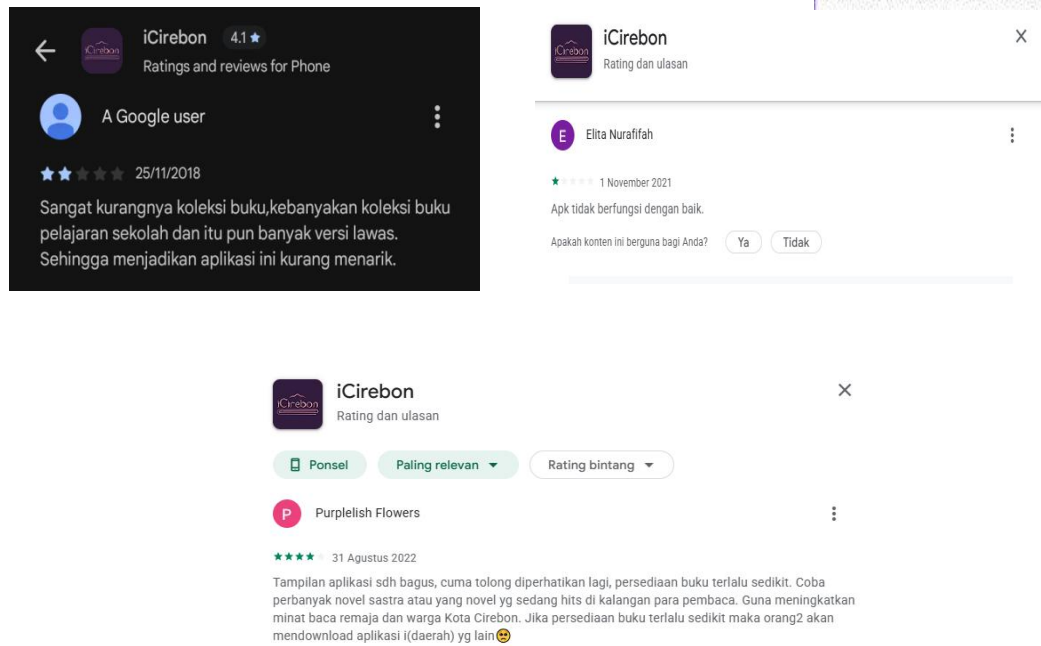


Figure 1 User complaints regarding technical issues and limited collections on the Google Play Store
 (Source: Google Play Store Application iCirebon)



Figure 2 Standard Operating Procedure for Using the iCirebon App
 (Source: Official Instagram Account of the Cirebon City Library and Archives Office @dispusipkotacirebon)

The iCirebon application essentially has a clear regulatory framework and is supported by standard operating procedures (SOPs) and mechanisms for collaboration with third parties. However, in its implementation, the governance of this innovation still needs to be strengthened. One area of concern is the extent to which these regulations and SOPs are actually implemented consistently in the management of the application. The existence of SOPs as operational guidelines has not yet been fully accompanied by structured evaluation and oversight mechanisms, so the potential for discrepancies between established procedures and on-the-ground implementation remains possible.

Measures that the Cirebon City Library and Archives Office can take to strengthen governance and innovation indicators include clarifying the division of roles and responsibilities between the office and PT Woolu Aksara Maya in the cooperation agreement, particularly regarding decision-making authority and

oversight of the application's management. Additionally, the department needs to establish mechanisms for periodic evaluation and reporting on the management of the iCirebon application, so that every innovation initiative can be monitored and accounted for in a more systematic manner. Strengthening the implementation of Standard Operating Procedures (SOPs) is also crucial to ensure that all application management processes have clear, documented workflows that can serve as guidelines for decision-making

2. Sources of ideas for innovation

As Suwarno has stated in (Maulana & Yulianti, 2018). It is important to note that in order to bring about innovation in public services, there must be a strategy—that is, a method or approach—for implementing new ideas or breakthroughs created by service providers to achieve the desired goals and meet the needs of service recipients. In government organizations, the source of these ideas or concepts can stem from internal or external factors. Internal factors typically involve the organization's existing commitment to providing new breakthroughs for the public, while external factors usually involve engaging the public in determining an organization's ideas and concepts.

In this case, the innovation developed by the Cirebon City Library and Archives Office stems from an internal factor: the Cirebon City Government's "Smart City" program. The Smart City concept is designed to support various community activities, particularly in terms of efficiently managing existing resources and facilitating public access to information through the use of information and communication technology.

This Smart City has a master plan centered on six key pillars: Smart Governance, Smart Branding, Smart Economy, Smart Living, Smart Society, and Smart Environment. One of these pillars is Smart Governance, which promotes technology-driven government administration with the aim of enhancing effectiveness, efficiency, transparency, and public participation.

Based on this concept, the Cirebon City government is striving to create an innovation that can be utilized by the public. Therefore, the Cirebon City Library and Archives Office has launched an innovation—the iCirebon app—which serves to expand digital library services for the public. The launch of this app aligns with the Cirebon City Library and Archives Office's objectives: to expand library reach and enhance human resource quality through literacy using a digital library app. The app features tools that make it easier for the public to access desired reading materials and interact with other users via the provided features



Figure 3 iCirebon Application Features

(Source: Official Document from the Cirebon City Library and Archives Office regarding the iCirebon App)

The features of the iCirebon app include:

- a. **Book Collection:** This is the main feature, which contains the book collection available in the iCirebon app
- b. **ePustaka:** This feature includes various digital libraries, each with its own collection. Each eLibrary has its own membership requirements.
- c. **Feeds:** This feature allows app users to interact with other users
- d. **Rak Buku:** This feature serves as a personal library for iCirebon app users; books that have been borrowed will be neatly organized here.
- e. **Notifications/Messages:** This feature allows you to send messages to other iCirebon app users who are your friends

The various features available in the iCirebon app reflect the commitment of the Cirebon City Government and the Library and Archives Department to create innovations that benefit the community. As a result, the new ideas and breakthroughs developed by service providers will be of practical use to the public. This indicates that the iCirebon innovation did not emerge spontaneously but is a result of the local government's strategic planning to drive technology-based public service transformation. Consequently, the concept behind the iCirebon app's development can be said to have strong relevance to organizational needs and aligns with the vision of the Cirebon City Library and Archives Department to enhance public literacy and access to information.

The sources of ideas for the iCirebon app innovation tend to remain top-down in nature—that is, they stem from government policies and organizational objectives—while the direct involvement of the community as a source of innovative ideas has not yet been fully realized. The development of the app is driven more by institutional needs to align with the Smart City concept rather than by the results of a systematic mapping of user needs.

The Cirebon City Library and Archives Office can work toward this indicator by establishing a structured mechanism for gathering ideas and feedback from the public, such as through user needs surveys, user discussion forums for the app, or complaint and feature suggestion channels within the iCirebon app. Additionally, the department can involve other stakeholders, such as schools, literacy

communities, and universities, as sources of new innovative ideas for the development of digital library services. Equally important is conducting periodic evaluations of the alignment of app features with the original Smart City objectives and community needs, ensuring that future development ideas not only follow policy directions but are also grounded in data and user experience.

3. Innovation culture

A culture of innovation is part of an organizational culture whose purpose is to develop new ideas that emerge from the behaviors or values practiced within the organization. An innovation culture implemented in government agencies will foster a creative mindset, enabling the generation of new ideas to improve public services within those agencies. The first measure of a successful innovation culture hinges on the role of visionary leaders, who play a crucial role in fostering an innovation culture (Ismail & Abdmajid, 2007).

In the development of the iCirebon app, the head of the Cirebon City Smart City implementation team, Mr. Iing Daiman, S.Ip, M.Ssi, who conceived the Smart City concept, has been committed to realizing Smart Governance, and thus the development of the iCirebon application at the Cirebon City Library and Archives Office is intended as an effort to provide digital-based services to the public, with the aim of improving public services at government agencies in Cirebon City



Figure 4 Launch of the iCirebon App in 2018

(Source: Official Website of the Department of Communication, Information Technology, and Statistics)

In addition to the support from the head of the Cirebon Smart City implementation team, the head of the Cirebon City Library and Archives Department also played a key role in the launch of the iCirebon app. The head of the department at the time of the iCirebon app launch was Mr. Drs. H. Mochamad Komeli, M.Si. Mr. Komeli is a leader who strongly supports this innovation, as it aims to enhance library services by leveraging technology, thereby making it much easier for the public to access local library services. The roles of the chair of the Cirebon City Smart City implementation team and the head of the Cirebon City Library and Archives Department in driving the creation of the iCirebon app reflect an organizational orientation that is open to change and renewal. This serves as a crucial foundation for building a culture of innovation, as the success of an

innovation is determined not only by technical aspects but also by the values, attitudes, and behaviors of the actors within the organization.

In addition to the role of leaders in fostering a culture of innovation at the Cirebon City Library, the attitudes of management and organizational members in addressing challenges and changes are crucial to ensuring that these innovations succeed (Arundel et al., 2019). The staff at the Cirebon City Library and Archives Office demonstrate a fairly adaptable approach to addressing public complaints; however, the process of handling these complaints through the iCirebon app takes a long time, due to insufficient funding for the app's development. This situation indicates that the culture of innovation that has been established is not yet fully supported by an organizational climate that is responsive and proactive in resolving issues. Budget constraints for application development also affect the organization's response speed, meaning that the innovative spirit fostered by leadership has not yet been fully internalized into daily work practices.

The Cirebon City Library and Archives Department can strengthen this indicator by instilling values of innovation more systematically among all staff, for example through training, idea-sharing forums, and providing opportunities for staff to propose new breakthroughs in the development of digital library services. Additionally, the department needs to foster a more responsive and collaborative work environment, so that every complaint and suggestion from the public can be addressed more quickly and in a coordinated manner.

4. Capabilities and tools

According to Said in (Ronnyta, 2020) Any innovation in public services will inevitably involve the use of technology. This technology serves to make public services more effective. Therefore, public service providers must have human resources capable of handling managerial, coordination, and supervisory tasks, as well as the infrastructure needed to support the iCirebon application.

In the development of the iCirebon app, technical management of the app is not handled directly by the Cirebon City Library and Archives Office, but rather in collaboration with PT Woolu Aksara Maya, the official developer of the iCirebon app. Although the department does not manage the technical aspects, it still fully oversees the development of this application by conducting monthly monitoring. This demonstrates that the department's capabilities are reflected in the oversight and coordination it performs with third parties.

The department has routinely monitored and coordinated the iCirebon app, but in reality, it has not provided a quick solution to the app's issues. This is because some users are still complaining about the iCirebon app, such as outdated book categories and app errors that prevent access. According to Mr. Warsita, head of the working team at the Library and Archives Department, the slow resolution of these issues is due to an inadequate budget, which has prevented them from being properly addressed.

Regarding the technical aspects of the iCirebon app, PT Woolu Aksara Maya serves as the third-party provider responsible for the system's technical management. The Cirebon City Library and Archives Department is not directly involved in managing the app's technical infrastructure but continues to play a role in supporting the development of this innovation. The department's role is realized through the provision and addition of features needed by users, the enrichment of the e-book collection, and ongoing coordination with the developers regarding the

development and improvement of the iCirebon application. Through this collaborative model, the department ensures that the iCirebon application evolves in line with community needs and public service objectives, even though the technical aspects are fully managed by a third party.

In terms of security, this application uses a Digital Rights Management (DRM) system, which is a digital rights management system designed to protect electronic content from unauthorized access and distribution. This security mechanism is technology-based and regulates the management of digital content so that it can be used by users in accordance with predetermined rights. Fundamentally, Digital Rights Management (DRM) aims to safeguard copyright and prevent the misuse of digital content. Therefore, the implementation of the Digital Rights Management (DRM) security system in the iCirebon app serves to protect the collection of e-books and other reading materials so that they remain secure and can be accessed in accordance with applicable regulations.

The agency's capacity to support innovation in the iCirebon app still faces a number of limitations. Although the agency conducts routine monitoring, this oversight has not yet been able to produce quick solutions to various technical issues reported by users, such as outdated book categories and app errors. This situation indicates that the agency's coordination and oversight capabilities are not yet fully effective in driving the acceleration of app improvements. Budget constraints cited by the agency also serve as a major obstacle, preventing optimal and sustainable efforts to address issues and develop new features.

The Cirebon City Library and Archives Office can strengthen the "Capabilities and Tools" indicator by enhancing its staff's internal capacity in information technology, so that the office does not have to rely solely on third parties to address application issues. Additionally, the department needs to secure a more adequate and sustainable budget allocation for the development and maintenance of the iCirebon application, so that various technical challenges can be addressed more quickly.

In addition, efforts can be made to strengthen coordination mechanisms with PT Woolu Aksara Maya, for example by establishing service level agreements and conducting regular performance evaluations of partners. Through these measures, it is hoped that the capabilities and tools supporting the iCirebon application will function more effectively in improving the quality of public services in the field of digital libraries.

5. Objective, outcomes, drivers, and obstacles

One of the goals of public service innovation is to enhance and improve services to the public, making them better and more aligned with community needs. The purpose and outcome of the iCirebon app innovation are to improve human resources through literacy and expand library services in order to enhance public services at the Cirebon City Library and Archives Office through the use of technology, thereby enabling the public to easily utilize this app.

The results of the iCirebon app innovation do not align with the expected goals. The figure below shows data on the use of the iCirebon app. The number of registered users remains relatively low; it is noted that in 2025, there were only 91 users of the iCirebon app and only 71 book borrowers. Yet this app was designed as a tool to improve the quality of public services and support human resource development through digital literacy. The low number of iCirebon app users

indicates that the innovation created by the Cirebon City Library and Archives Office has not yet fully achieved its goals. Therefore, several solutions are needed to address this issue.

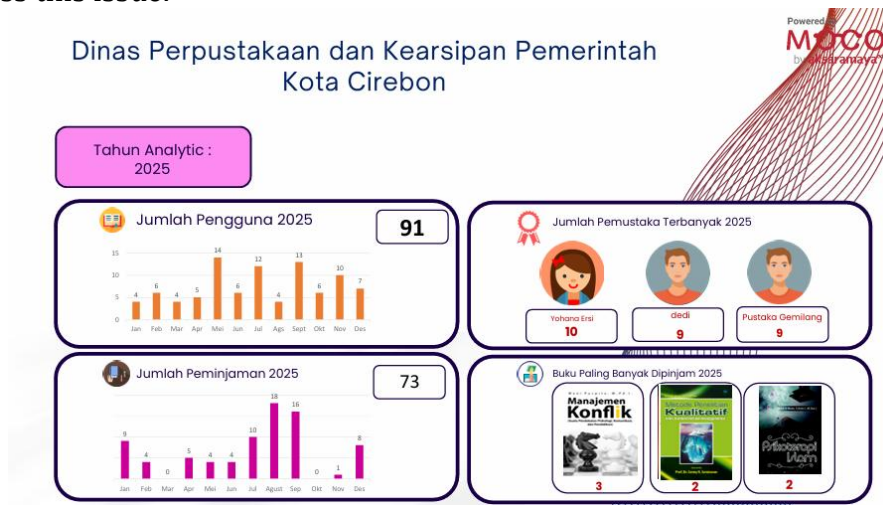


Figure 5 iCirebon App User Data for 2025

(Source: Data Analysis by the Cirebon City Library and Archives Office, 2025)



Figure 6 Cumulative Data on iCirebon App Usage

(Source: Data Analysis by the Cirebon City Library and Archives Office, 2025)

The results of the cross-analysis indicate that the leadership of the Cirebon City Library and Archives Agency can indeed be categorized as visionary, as it successfully introduced a digital library application innovation through a top-down approach. This innovation demonstrates an orientation toward the modernization of public services and an effort to adapt to advancements in information technology. However, this innovative vision does not align linearly with the rate of public adoption; in reality, the utilization of the iCirebon application remains relatively low and has not shown significant growth. This condition highlights that the success of an innovation is determined not only by the leadership's ability to create programs but also by the readiness of the public as end-users. The low utilization rate may be influenced by inadequate socialization, low public digital literacy, limited service promotion, and suboptimal application features or user-friendliness. Consequently, there is a gap between the innovation culture built at the organizational level and the reality of public acceptance on the ground.

The driving factor behind the development of the iCirebon app was the need to

improve library services, which were previously conventional and limited by operating hours. These conditions prevented the public from accessing library services flexibly. With the introduction of the iCirebon app, library services are expected to become more efficient and easily accessible anytime and anywhere. Furthermore, the development of this app aligns with the City of Cirebon's efforts to realize the Smart City concept through the use of information technology to improve the quality of public services.

The primary obstacle to the implementation of innovations in the iCirebon app is the limited development budget. This limitation directly hinders the system update and feature development processes, preventing the iCirebon app from evolving optimally. Mr. Warsita emphasized that the main challenge in this innovation lies in the scarcity of available funds. In line with this, Mr. Aang Asep, a representative from PT Woolu Aksaramaya, stated that the iCirebon application has not yet been updated to the latest version because the update process requires funding to update all existing features. This situation indicates that budget constraints are a structural factor hindering the sustainability and improvement of the iCirebon application's quality.

The Cirebon City Library and Archives Office can strengthen the indicators for objectives, outcomes, drivers, and obstacles by collaboration between the government and PT Woolu Aksara Maya can be optimized through a more collaborative, flexible, and sustainable partnership governance, thereby reducing complete reliance on local government budgets. The government can achieve this optimization by implementing a mutually beneficial partnership framework, ensuring that both parties acquire specific advantages, such as enhanced public service quality for the government and an elevated corporate image for the private sector. Additionally, the government should diversify its funding sources through grants or collaborations with external stakeholders so that the program is not hindered by regional fiscal constraints. Furthermore, periodic communication and regular evaluation are necessary to identify obstacles and formulate collective solutions, ensuring the partnership remains effective, transparent, and sustainable in supporting the implementation of the Smart City program

6. Collecting innovation data for single innovations

For this indicator, the efforts made by the Cirebon City Library and Archives Office to collect data on a single successful innovation involved collaborating with PT Woolu Aksara Maya as a third-party partner. This collaboration encompassed the technical management of the application, the provision of a digital library system, and the development of features for the iCirebon application. PT Woolu Aksara Maya was selected as a partner because the company specializes in digital library development and has experience managing similar platforms in various regions.

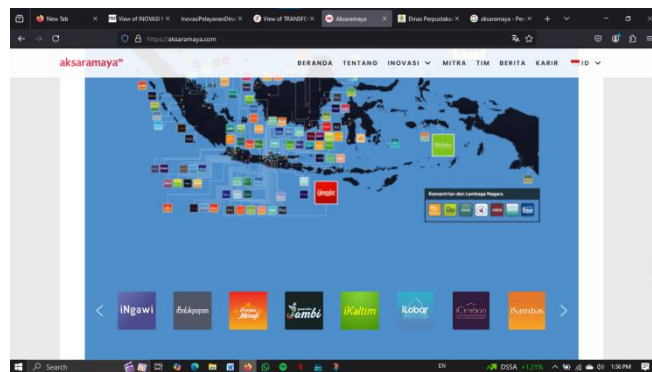


Figure 7 Look at the Partners of PT Woolu Aksara Maya
(Source: PT Woolu Aksara Maya’s Official Website)

In addition to this collaboration, the department has also made efforts to raise public awareness about the digital library. This outreach is carried out by promoting the iCirebon app through the official Instagram account of the Cirebon City Library and Archives Department. As shown in the image below, posts about the iCirebon app on the department’s Instagram account have been pinned, making it easier for the public to access information about the app.

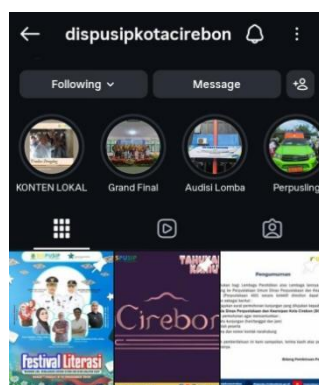


Figure 8 Promoting the iCirebon App on Instagram
(Source: Cirebon City Library Instagram Account @dispusipkotacirebon)

The outreach efforts conducted by the Cirebon City Library and Archives Office to promote the iCirebon app appear to be suboptimal, as the promotion relies solely on Instagram. This situation has resulted in the information about the iCirebon app not reaching all segments of the community evenly. If outreach is not conducted more broadly and diversely, the number of app users will likely remain low, preventing the primary objective of developing the iCirebon app from being fully achieved. This situation indicates that the process of collecting innovation data has not been accompanied by systematic analysis and follow-up mechanisms, meaning the available data has not fully contributed to the continuous improvement of the iCirebon innovation.

For this indicator, efforts can be made to establish a more systematic and sustainable data evaluation mechanism, whether through user monitoring dashboards or regular reports from partners. In addition, the agency needs to utilize app usage data as the basis for formulating policies on feature development and service quality improvement.

Strategies to expand outreach can be implemented through various communication channels, such as the agency’s official website, local print media,

literacy programs in schools and communities, and collaborations with other agencies, thereby ensuring that the collected user data is more representative. Through these measures, it is hoped that the collection of innovation data via the iCirebon app will not only serve administrative purposes but will also support continuous improvement and the more effective achievement of innovation goals.

CONCLUSION

The innovation of the iCirebon application is a strategic effort undertaken by the Cirebon City Library and Archives Agency to encourage the digitalization of public services as part of implementing the Smart City concept. The research findings indicate a significant gap between the bureaucratic vision at the planning stage and the reality of long-term implementation. Although this innovation possesses an adequate regulatory foundation and was supported by a top-down commitment from visionary leadership during its initial launch phase, its implementation has not yet fully garnered optimal acceptance and participation from the public.

The main issue does not lie solely in the technological aspect, but rather in weak structural governance and suboptimal post-implementation maintenance mechanisms. The most crucial problem in the development of the iCirebon application relates to limited sustainable funding support and the suboptimal management of partnerships with private developers. These structural conditions result in a low organizational capacity to handle recurring technical disruptions, conduct system updates, and expand the digital book collection, which has remained limited over a long period. Consequently, the application's implementation has stagnated in user growth and generated continuous public dissatisfaction, as reflected in various negative feedback that has yet to be optimally addressed. Thus, this innovation tends to be oriented more toward fulfilling institutional administrative targets than adopting a bottom-up approach based on the actual needs of the community.

Ultimately, the iCirebon application has not been able to fully realize the objectives of public service innovation initiated by the Cirebon City Library and Archives Agency in supporting the Smart City program. Therefore, it is necessary to optimize collaborative governance between the local government and the private sector through a mutually beneficial partnership framework, ensuring that both parties achieve balanced advantages, namely improved public service quality and an enhanced corporate image for the private partner. Furthermore, the local government must diversify its funding sources, for instance, through grants or cross-sector collaboration, so that the program's sustainability does not rely entirely on the regional budget capacity. The development of innovation must also be directed toward establishing a structured and participatory feedback system to ensure that future application development is genuinely based on public needs, rather than merely fulfilling bureaucratic administrative demands

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