International Journal of Business and Applied Economics (IJBAE)
Vol. 4, No. 3, 2025: 1023-1036

# Service Innovation for Electronic Identity Cards Based on Digital Population Identity Applications at The Cirebon Regency Population and Civil Registration Office

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A R T I C L E I N F O

*Keywords:* Innovation, Services, Digital Population Identity

*Received : 30, March*
*Revised : 12, April*
*Accepted: 14, May*



A B S T R A C T

This study aims to analyze the innovation of Electronic Identity Card (e-KTP) services based on the Digital Population Identity (IKD) application at the Population and Civil Registration Office of Cirebon Regency. The main issues addressed include the readiness for digitalization, limited availability of e-KTP blanks, low public awareness regarding the importance of e-KTP, and low levels of digital literacy within the community. This research employed a qualitative approach using the analytical framework of Miles, Huberman, and Saldana. Data collection techniques included observation, documentation, interviews, literature review, and Focus Group Discussions (FGD). Data analysis was conducted through the stages of data condensation, data display, and conclusion drawing and verification. The results indicate that the innovation of e-KTP services has been formally regulated; however, its implementation remains suboptimal due to various field-level obstacles. The inhibiting factors include conceptual, delivery, administrative, and organizational dimensions in system interaction.

DOI: https://doi.org/10.55927/ijbae.v4i3.96
ISSN-E: 2963-6124
https://nblormosapublisher.org/index.php/ijbae

## INTRODUCTION

The development of technology is in the spotlight because the progress of the country is often measured by the skills of its use, a situation where people are required to be able to adapt and use technology as well as possible to simplify all processes of social life. In improving the skills of using new technology in the transformation process is crucial to the development of technology, before being able to adapt, readiness is needed to filter all information to various confusions that are the aftermath of technological developments. Transformation in Indonesia is intensively creating a digital ecosystem, especially in the field of public services as service innovation. Public services provide easy access for the community, the government uses several electronic administrations, especially breakthroughs in population administration in the hope of increasing operational efficiency in the service process, and minimizing errors from manual data entry, but it seems that the hope for transformation cannot run smoothly as the initial hope of seeing the limitations that occur in society. Awareness is needed in digital transformation, there is a lot of homework in the community and government, the Ministry of Home Affairs has a breakthrough in population administration that has been introduced nationally, namely Digital Population Identity, according to the Ministry of Home Affairs. (Regulation of the Minister of Home Affairs Number 72 of 2022 concerning Standards and Specifications for Hardware, Software, and Electronic Identity Card Blanks and the Implementation of Digital Population Identity, 2022) on the basis of service standards issued by the Population and Civil Registration Office on the basis of laws in the form of Law Number 24 of 2019 concerning Population Administration, Government Regulation Number 40 of 2019 concerning Population Administration, Presidential Regulation Number 96 of 2018 concerning Requirements and Procedures for Population Registration and Civil Registration, Permendagri Number 108 of 2018 concerning Requirements for Procedures for Population Registration and Civil Registration, and Permendagri Number 109 of 2019 concerning Forms and Books used in Population Administration (Decree of the Head of the Population and Civil Registration Office of Cirebon Regency, 2024). Then a task order letter was issued to the Population and Civil Registration Office of Cirebon Regency Regent Decree No. 400.12/Kep.328: 400.12/Kep.328-Disdukcapil/2024 on the Amendment of Cirebon Regent Decree No. 400.12/kep.187-disdukcapil/2024 on the Appointment of Population Administration Information System Management Administrator, Population Administration System Application Verifier, and Population Administration Information System Application Operator. Service management has a legal basis that makes the implementation of IKD sure to run according to regulations.

In the service policy set in Cirebon Regency in 2022 as a representation of physical documents to digital form. With the geographical location of Cirebon Regency, it has an area of 1,070, 29 km2, has 40 sub-districts over 424 villages with a population of 2,360,441 quoted from (Central Bureau of Statistics of Cirebon Regency, 2022, 2023, 2024). The utilization of technology is the right thing to improve the quality of public services to be more efficient, because every

community can certainly require population administration, with a limited number of employees inversely proportional to the population, it will be very exhausted if there is no service innovation in population administration management.

Noting the limitations by coming up with innovations is a brilliant idea, but it is also necessary to optimize service innovation because the distance between villages and the Cirebon Regency Population and Civil Registration Office, which is located on Sunan Muria Street, Sumber Village, is quite far for several villages, especially the Losari border area, but there seems to be uneven digital literacy education in the community. Efforts made by Cirebon Regency in supporting service innovation have been achieved by 1.68% of the national achievement target of 25%. Seeing the percentage requires a lot of review regarding efforts to optimize services and problem factors in the community. A review of education in the community is needed for the sake of relevance and community response as the recipient of information related to services for the IKD application is very concerned, but unfortunately a field problem was found regarding the low level of digital literacy education related to the IKD application, the lack of review has an impact on people who are reluctant to participate. In addition to providing education in the community, server readiness with adequate storage capacity is needed, not to mention data backup is needed so that people can access services without obstacles. Not to mention the availability of blanks in 2024 is insufficient because the blank quota from the Ministry of Home Affairs has decreased to the need for physical e-KTP, behind the unpreparedness of the community for the adoption of the IKD application with the problems that arise requires encouraging digital literacy education in the community. Overcoming the problem requires several efforts from obstacles by involving inclusive involvement to support digitization in the community as a recipient related to utilization, security, and flexibility which is the goal of service innovation itself.

Digitalization contributes greatly to the innovation of population administration services providing easy access to data presentation, as discussed in research (Amalia & Hartono, 2024; Sapiah et al., 2024) in its optimization, there will be various ease of use amid the underdevelopment of adoption in the user community, which will actually be very beneficial because there is no loss of KTP or misuse of population data which is now happening, there are several obstacles in the community regarding the innovation itself. Amid the various benefits, there are various obstacles and problems in optimizing service innovations carried out by the Ministry of Home Affairs supported by research (Amalia & Hartono, 2024; Amelia Nissya, 2023; Oktaviana et al., 2024; Putra et al., 2023) obstacles that are the aftermath of stalled digitization and government efforts to improve system errors that often occur must be a serious concern not to mention the need for increased socialization in the community. Some studies tend to look at efforts, obstacles to socialization with the backwardness of the internet network or, the complexity of using the IKD application, using the Everett M. Rogers innovation diffusion theory focuses on how the community accepts, the novelty of innovation, compatibility with the innovation that replaces it, the

complexity of innovation from the point of view of the community as a user, whether the innovation is appropriate to replace the previous innovation or actually hinder it, observing innovation paying attention to services, has not described the structural factors influencing the optimization of service innovation adoption. Therefore, the research fills the gap using Halvorsen's (2005) service innovation theory in (Suwarno, 2008).

By using a qualitative approach formulated by Miles, Hubermen and Saldana, the data collection involved observation, documentation, interviews, literature study and Focus Group Discussion (FGD). Research seeks to realize service innovation in increasing awareness of electronic ID cards based on the IKD application looking at structural factors from the influence of increased optimization. Until the results have relevance, official data as a research source comes from supervisory employees. With this problem, the researcher is interested in the title "Service Innovation for Electronic Identity Cards Based on the Digital Population Identity Application at the Population and Civil Registration Office of Cirebon Regency".

## LITERATURE REVIEW

### *Service Innovation*

Innovation According to Rogers (2003) in (Kristian et al., 2022) innovation consists of ideas, practices, or goals that are seen as new by several individuals or communities. Public service innovation has the hope of simplifying services in the community, in terms of digital transformation so that services become simpler, useful for improving optimizing services according to community needs. Innovation in general view means as a change in behavior, indicating that innovation in the public sector is close to the development of technology which is a piece of digital transformation itself (Halvorsen et al., 2005). With this, the IKD application becomes a fitting touch for the community but has several obstacles that arise so that it can become a problem of efficient use of the application. IKD has been adopted since 2022 by Cirebon Regency, there are some people who have the view that IKD is an application that sounds foreign to their ears, the response occurs because of the low understanding of IKD as a form of digitization of population identity. People who are familiar with digitization see things as they should because they follow the times, in contrast to people who are not accustomed to using technology think that IKD is an innovation so it takes time and adjustment to be accepted. IKD as an innovation that is not only new but requires understanding and readiness of the community as service recipients, conditions can also occur where digital literacy education does not run evenly, service innovation requires inclusive involvement to support service optimization in the wider community. Therefore, service innovation is not an easy thing in optimizing it has obstacles in the form of low community participation and limited human resources causing innovation to not run optimally. HR is intended to face changes by mastering the skills and ability to read situations, anticipating risks if they encounter possible problems, and being able to adapt. (Khumayah, 2020)

According to Thoha (2001) in (Maysara & As'ari, 2021) public service is a sequence of service providers in the community by an organization or agency to

meet the needs of the community according to existing rules. The use of rules is intended for services to run according to the purpose of their creation, regulations become part of making standards so that services are not only present in the community but can be felt the quality of service creation. It can be seen from several obstacles and problems in the implementation of service innovations that occur in the field that the limited availability of blanks has caused problems at the Population and Civil Registration Office of Cirebon Regency by allocating it to beginners or people who have just made e-KTP while for complaints of replacing personal data, lost or damaged while using the IKD application (Islahuddin, 2025). Service innovation is intended to reduce the use of blanks on e-KTP but some efforts need to be made to reduce this goal, with insufficient blanks actually hampering public services which of course service innovation is also stalled, will create new obstacles seeing the percentage of IKD users in Cirebon Regency is only 1.68%. By encouraging the transfer of use to IKD for people with complaints of replacing personal data or losing e-KTP, the community will be confused by the transition that is enforced because many services have not been able to use IKD as a substitute for physical e-KTP proof of identity. The digitalization transition should be worked on by ensuring readiness, especially in raising public awareness so that innovation runs optimally.

Meanwhile, according to Bharta (2004) and Agustina (2016) in (Maysara & As'ari, 2021), it is stated that public services have parts of relevance, in the form of:

a. Service providers such as providing services or goods in the community or customers, as a service provider referred to here is the government;
b. Service recipients' consumers or the public as beneficiaries of service availability can be groups, individuals, or an organization that requires the availability of services from providers;
c. Types of services as various forms of services provided;
d. Customer satisfaction refers to the goal of service providers by understanding the quality of goods or services received.

These 4 elements must go hand in hand so that the implementation runs efficiently, transparently, and the community is satisfied with the service. Service sees the response of service recipients to the availability with service expectations that are the desire of service recipients, for the purpose of the service itself which is intended for service recipients from meeting service needs and expectations.

(Amelia Nissya, 2023; Oktaviana et al., 2024; Sapiah et al., 2024) emphasizes population administration innovations intended for the community to improve service quality and increase the effectiveness of services to provide assistance for the public interest, with innovation will shorten the time until the community will feel satisfied with the creation of service innovations. With the underdevelopment of educational problems in the community and the limitations of the inadequate internet network, it is an obstacle to the application of innovation at related research locations.

Based on several researchers, the author concludes that public service innovation seeks to improve existing services developed in such a way as to easily respond to the needs of the community by utilizing technology. Public

service innovation is an idea to encourage the quality of services in the community; its provision focuses on digital transformation to simplify the service process to make it more efficient and easily accessible to the public. Steps in transformation are needed to improve HR services to support various adaptations, read the situation, and take into account various risks when carrying out digital transformation so that innovation runs optimally. The hope of making service innovations facilitates services to increase satisfaction and the desire to use applications, behind it still has to take into account the various problems that arise by paying attention to the readiness of human resources and community readiness because people who are ready to use technology will be able to optimize the benefits of innovation. Therefore, awareness of community participation is needed to determine whether service innovation is truly effective and used as well as possible or not.

***Digitalization***

According to Siregar (2019) in (Wahyuningsih & Prabhata, 2024) digitization is a change in conventional methods to a more synchronized digital system. The conventional to digital transition makes it easier to access data, processing, and using technology to facilitate people's lives, especially in the preparation of population administration, which is very useful in processing data or inputting population data. Digitalization requires the skills of companies or agencies to adapt and respond to changes without experiencing obstacles or problems that hinder their operations (Hensellek, 2020). Adopting digitalization requires adaptation in order to support the service innovations that are carried so that they can run in the direction of the goal of paying attention to the conditions and convenience of the community as users. In adapting the readiness of human resources is very important, therefore the Cirebon Regency Population and Civil Registration Office holds technical guidance for employees every 1 year or once a quarter in order to provide support for skills, understanding, and prepare human resources to welcome system changes. In terms of digital, not just about anyone will easily accept it, therefore activities are needed in the community in order to adapt and improve digital transformation, low digital literacy education in the community has an impact on low awareness because people will find it difficult to understand the benefits and work procedures of technology, making it difficult for people to participate. On the other hand, employee adaptation is not only measured by proficiency in using the system but is related to increasing digital literacy education. The fact that people still do not understand how to use technology shows the need for awareness building so that digital transformation adaptation runs more effectively. In an effort to build awareness, employees are encouraged to adapt to digital transformation in order to improve performance by optimizing digitalization that occurs today. (Zulkarnaen, 2017)

According to Moon (2002: 425) in (Rifdan et al., 2024) the use of technology in the digitalization era makes it easier for stakeholders to respond more quickly to community needs, especially in improving services, operational efficiency, and making it easier to attract community participation. The

government encounters various obstacles to digitalization such as uneven infrastructure, resistance to new technology, and limited human resources. Challenges in digitalization in the form of limited server capacity, which has 4 Terabytes, has been filled with 2.3 Terabytes on February 10, 2025 quoted from Kabar Cirebon (Junaedi, 2025). With the number of people activating IKD of 30,324 from the total number of mandatory ID cards of 1,809,631, a larger server readiness is needed to face digitalization, requiring adequate server backup for smooth service, so that the system can switch automatically without operational obstacles. Facing technological infrastructure limitations such as inadequate server capacity to support digitalization, without supporting infrastructure and adequate human resources digitalization will be hampered and reduce the success of public service innovation.

(Amalia & Hartono, 2024; Putra et al., 2023) Digitalization uses technological developments in various aspects of life to facilitate community life, of course this is used to develop innovations in public services to meet community needs. The use of digitalization is the right step in overcoming the problem of reducing loss or damage to KTPs, updating data, easy access to documents, and data falsification. With service innovation, it will increase service efficiency, there needs to be a review in increasing public awareness to invite participation and need to improve the system for applying innovations at related research locations.

Based on several researchers, the author concludes that digitization in public services is the right step, especially in the administration of population administration, however, in its transformation there are various optimization challenges. The challenges that will be faced before the eyes of welcoming digitalization are server limitations that still need to be improved and the limited number of human resources that are not sufficient to support equitable distribution of digitalization. Infrastructure limitations in server capacity and equal distribution of digitalization will disrupt services that should run efficiently. On the other hand, supporting system readiness requires employee readiness to face system changes that occur against the background of problems in the community, increasing public awareness which tends to be low by increasing digital literacy education in generating community participation to ensure that digitalization runs evenly in each region.

## METHODOLOGY

The research was obtained using descriptive qualitative research methods. Moleong (2013) defines qualitative research in capturing the phenomena that occur by research subjects such as actors, responses, motivations, behaviors and many things descriptively and holistically in accordance with the context of the scientific method in (Fantika et al., 2020). Data collection is carried out by systematic, factual, and accurate analysis related to facts in the field in order to find out the Innovation of Electronic Identity Card Services Based on the Digital Population Identity Application at the Population and Civil Registration Office of Cirebon Regency. This research was conducted in Cirebon Regency, highlighting the lack of socialization in its implementation on November 28, 2024

then further research was carried out after conducting FGDs on February 10, 2025 following data collection, condensation, and conclusion drawing then data verification. The research informants were the Head of the Civil Registration Service Division of Cirebon Regency and the Head of the Population Registration and Civil Registration Service Division of Cirebon Regency and the community as supporting informants.

The type of data use is primary data obtained after conducting observation interviews, documentation and secondary data documents and observations. Data collection techniques consist of observation, documentation, interviews, literature study and Focus Group Discussion (FGD). The research instrument used structured interviews with informants.

Data analysis using the theory of Miles, Huberman, and Saldana (Miles et al., 2014) through 3 steps: data condensation (selecting sorting, focusing, refining, abstraction, and transformation of data that has been obtained); data presentation (combining information in an organized manner so that the data obtained can be drawn conclusions and actions); and conclusion drawing / verification (making conclusions on valid evidence obtained).

## RESEARCH RESULT AND DISCUSSION

### *Conceptual Innovation*

The IKD application accelerates the processing of population administration, increases data security and data duplication. The IKD application is expected to simplify population administration services, improve processing, and encourage equal distribution of digitalization in the community. The population and civil registration office provides facilities in the form of placing operators in sub-districts to assist the recording process during activation, infrastructure support clearly facilitates community mobility. Based on the author's observations, the IKD application has several obstacles related to the application of service innovations in the community. In increasing awareness of the use of public services, counseling will be conducted to encourage digitalization by increasing digital literacy to encourage optimization of digitalization adoption.

It takes encouragement in the community to switch to digital services by providing an understanding of system security involving community leaders to increase trust in digital systems, seeing problems in the field, many people tend not to understand and believe in the system used in the IKD application speculating that the IKD application can spread viruses on users' devices.

### *Delivery Innovation*

The delivery dimension of the application of service innovation has efforts to increase awareness by switching offline service counters to online with applications or websites to be faster and easier to access and much more efficient. In improving service innovation, it is necessary to understand through digital literacy education in the community to increase understanding of the benefits and how safe the system is in the IKD application, it is necessary to improve the productivity performance of the role of the Cirebon Regency Population and Civil Registration Office in raising public awareness to build a proactive attitude

given the low level of digital literacy education with the community not fully trusting the digital system that is carried due to security factors.

Although the Cirebon Regency Population and Civil Registration Office made socialization efforts through the official website and Instagram, it seems that many people are paying attention. It is necessary to implement digital literacy education directly by working with related villages, there is a miss of communication related to understanding or just knowing the IKD application, therefore cooperation with the village is needed inclusively and then a review is carried out.

***System Interaction Innovation***

In system interaction, it collaborates with various parties in an effort to provide population administration services based on the IKD application, seen from interactions between institutions and the community in an effort to increase service innovation. The IKD application is run in association with many other parties in order to maximize the distribution of digitalization to build and increase public awareness through digital literacy education conducted by employees and the kecamaatan, each employee is equipped with the ability to become an operator. Besides the many people who have not made digital e-KTPs, there are limited blanks that require their availability to be accommodated for beginners with this, people who want to make data corrections are diverted to the IKD application, people who have used IKD are 30,324 compared to people with mandatory ID cards 1. 809,632, the availability of blanks reaches 260,000 pieces, cited from Suara Cirebon.

Coordination is needed in disseminating information that recording can be done in the sub-district to support equitable digitization. Blank limitations in situations where people do not fully understand the IKD application will actually hamper services because people tend to be reluctant to register due to lack of utilization in the sense that they still need physical documents in registration or showing proof of identity, in an effort to reduce dependence on physical e-KTP, it is necessary to encourage the use of IKD so that they can accept non-physical forms in showing identity in various agencies.

Administrative and Organizational Innovation

A series of new activities in the context of delivering application-based digital population administration activities support technological developments, switching activities in managing developments to pay attention to community interactions that follow the pace of development. Turning the brain related to improving work procedures by coordinating digitalization efforts with other parties so that the operation runs optimally. For example, the Cirebon Regency Population and Civil Registration Office requires IKD registration for each administrative arrangement and provides operators, namely employees who can assist the community in recording and registration in the sub-district, but unfortunately many people do not know that they can register IKD in the sub-district. The structured arrangement must be in accordance with the obstacles faced for the effectiveness of digitalization in terms of information dissemination or program monitoring.

Coordinate IKD application registration information directly through village officials to check that equalization is effective, work with villages to expand the scope of information dissemination in a simple way to save socialization costs.

Service and Product and Production Process Change Innovation

IKD provides delivery services to the community using a hybrid method, namely by using mass media and picking up the ball, changes in development, use, and technology adaptation are needed, the Cirebon Regency Population and Civil Registration Office adapts quickly using various efforts to equalize digitalization in the community. Based on observations, it was found that the server capacity that needs to be increased has been used 2.3 Terabytes of 4 Terabytes as of February 10, 2025 quoted from Kabar Cirebon. There is still some space in its capacity but supporting digitalization requires capacity readiness and server backup to support digitalization, and the availability of human resources is still lacking compared to the needs of disseminating service information.

Although current storage has used could computing cited (Sari, 2024), it seems that there needs to be an increase in capacity accompanied by a backup server on a different storage allowing direct transfer to the backup server without experiencing interference using load balancing techniques distributing mearta so that the server does not experience problems. Additional human resources are needed in disseminating service information, if it is not possible to add human resources to maximize collaboration with sub-districts or villages to expand the coverage of the education area.

## CONCLUSIONS AND RECOMMENDATIONS

Digital electronic identity cards based on the IKD application are intended to facilitate services to increase satisfaction and the desire to use applications with the right mechanism for service availability, efforts to educate, and empower human resources on the new system. Coordination with sub-districts or villages is needed so that digitization runs evenly, and collaboration with private agencies maximizes the use of the IKD application as a non-physical form of showing identity. The Cirebon Regency Population and Civil Registration Office strives to optimize IKD despite experiencing various obstacles in terms of servers, human resources, and literacy education still needs to be improved.

## ADVANCED RESEARCH

This advanced research explores the optimization of digital electronic identity card (e-KTP) services through the Digital Population Identity (IKD) application as an innovative solution to enhance public service delivery, user satisfaction, and application adoption. The study emphasizes the necessity of implementing a structured mechanism that ensures service availability, ongoing public education, and the strategic empowerment of human resources in adapting to digital systems. Furthermore, effective coordination with sub-district and village-level administrations is essential to ensure equitable digitalization across regions, while partnerships with private institutions are critical to maximizing the utility of IKD as a valid non-physical identity medium. Despite proactive efforts by the Population and Civil Registration Office of Cirebon

Regency, challenges persist—particularly in server infrastructure, limited human resource capacity, and insufficient digital literacy—highlighting the need for comprehensive policy support and capacity-building initiatives to sustain and scale digital identity innovations.

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