Optimization of Government Management in the Implementation of Smart Governance to Enhance the Efficiency of Public Services in Bekasi City

Sudarmo Dwi Saputro[1]*, Satria Kadir Muda[2], Firlannang Triambodo[3], Inggil Gumilang[4], Neneng Widya Amelia[5]

[1] Universitas Jenderal Achmad Yani, Cimahi, Jawa Barat, Indonesia, sudarmodwi3@gmail.com
[2] Universitas Jenderal Achmad Yani, Cimahi, Jawa Barat, Indonesia, satriakadir876@gmail.com
[3] Universitas Jenderal Achmad Yani, Cimahi, Jawa Barat, Indonesia, triambodoqfirlannang@gmail.com
[4] Universitas Jenderal Achmad Yani, Cimahi, Jawa Barat, Indonesia, inggil12@gmail.com
[5] Universitas Jenderal Achmad Yani, Cimahi, Jawa Barat, Indonesia, nenengwidyaamellia@gmail.com

Corresponding Author: sudarmodwi3@gmail.com

Abstract: This study aims to analyze the optimization of government management in the implementation of smart governance to enhance the efficiency of public services in Bekasi City. As the public demand for fast, transparent, and accountable services continues to increase, local governments are required to adopt technology- and data-based governance systems. This research employs a qualitative approach using semi-structured interviews, observations, and document studies involving government officials and public service users. The findings indicate that the implementation of smart governance in Bekasi City has shown significant progress through the development of the Public Service Mall (MPP), online complaint channels, and the digitalization of administrative services. However, the efficiency of public services remains hindered by weak inter-agency coordination, limited information system integration, and the low digital competency of government personnel. Optimal implementation of smart governance requires strengthening government management aspects, particularly in data-driven strategic planning, cross-unit integration, and human resource capacity building. Thus, the success of the transformation toward smart governance in Bekasi City depends on the synergy between technological innovation, effective governance, and public participation in delivering efficient and sustainable services.

Keyword: Government Management, Smart Governance, Public Services.

INTRODUCTION

Public service is a tangible manifestation of the government's responsibility to fulfill the administrative, social, and economic needs of society. Along with advances in information technology and the growing expectations of citizens, the demand for public services that are fast, accessible, transparent, and efficient has also increased significantly. To address these challenges, the concept of smart governance has emerged as a modern strategy in public administration that emphasizes the use of technology, data, inter-agency collaboration, and

adaptive as well as innovative government management.

In Indonesia, including in Bekasi City, various bureaucratic reform and public service digitalization initiatives have been undertaken through programs such as the establishment of the Bekasi City Public Service Mall (MPP) and the implementation of a city dashboard within the framework of Smart Governance (Rahmayanti et al., 2022). However, several studies indicate that its implementation still faces numerous challenges, particularly in terms of inter-unit integration, infrastructure quality, and community participation levels. For instance, a study by Maesarini et al. (2021) on the Bekasi City MPP found that the location and infrastructure were not yet fully strategic, and service quality had not reached an optimal level.

Furthermore, Indrijantoro & Irwansyah (2025) identified weak coordination among service units, leading to overlapping tasks, bureaucratic bottlenecks, and inefficiency in service processes. Meanwhile, Familiawati et al. (2025) found that digital systems remain only partially integrated, especially in population administration services, which have not yet operated in an end-to-end manner. The Performance Accountability Report (Laporan Kinerja Instansi Pemerintah or LKIP) of the Bekasi City Secretariat further supports these findings, showing that although the average Public Satisfaction Index (IKM) reached 87.42 in 2024, there were still variations in service quality among different local government units.

If these issues are not promptly addressed, they may result in several negative impacts, such as reduced efficiency in public services, which in turn burdens citizens with long waiting times, complicated procedures, and excessive requirements declining public trust in local government, and budget inefficiency due to process duplication and poor coordination. Additionally, disparities in service quality between regions and government units may widen service gaps and hinder performance evaluation due to limited data integration.

Therefore, this study is crucial for deepening academic understanding of how government management can be optimized through the implementation of smart governance to enhance the efficiency of public services. Practically, it aims to provide empirical insights based on the case of Bekasi City an urban buffer area facing challenges of urbanization and bureaucratic complexity and to generate policy recommendations in the fields of government management, service digitalization, and effective bureaucracy governance. Furthermore, the findings are expected to support Indonesia's bureaucratic reform agenda and smart city development through empirical evidence and comprehensive managerial analysis.

Public service represents one of the most concrete forms of government responsibility to citizens in meeting their basic and administrative needs. According to the Republic of Indonesia Law No. 25 of 2009 on Public Services, public service is defined as activities carried out by public administrators to meet the service needs of every citizen in a proper manner, with attention to ease, security, and comfort. In this context, public service is not merely an administrative activity but also a manifestation of the state's presence in ensuring fair and equitable service delivery for all citizens.

The quality of public service serves as an important indicator of government performance. Key dimensions commonly used to assess service quality include accessibility, service speed, transparent and affordable costs, the professionalism of public officials, and the availability of adequate facilities and infrastructure. Dwiyanto (2018) argues that high-quality public service reflects the level of public trust in the government and forms the foundation for building governmental legitimacy that is responsive to citizens' needs.

Government management encompasses a series of processes including planning, organizing, implementation, coordination, and supervision carried out by public officials in performing their functions (Goraph, 2020). In other words, government management is a system of managing public resources effectively and efficiently to achieve governance objectives. In the era of modern administration, government management is not solely oriented toward administrative functions but also emphasizes efficiency, effectiveness, accountability,

and public participation. This new paradigm is driven by the development of New Public Management (NPM) theory, which incorporates managerial principles from the private sector into public administration. Hood (1991) explains that NPM emphasizes result-oriented management, efficient resource utilization, innovation in service delivery, and customer satisfaction. Through this approach, governments are expected to operate professionally, transparently, and adaptively to meet the dynamic needs of society.

The concept of smart governance has emerged as an evolution of governance practices, integrating information technology, open data, cross-sector collaboration, and adaptive management systems in public decision-making. Margetts (2008) defines smart governance as a governance framework that leverages digital technologies to enhance transparency, efficiency, and accountability in government operations while strengthening citizen participation. The main components of smart governance include Digital infrastructure (availability of technological infrastructure that supports digitalization of administrative processes); Data analytics (Utilization of data and evidence-based analysis for more accurate decision-making); Interoperability (Integration and synchronization among government agencies to avoid duplication of work); Public participation (Strengthening citizen engagement through digital channels in policy planning and evaluation); Performance management (Outcome-based governance for measurable bureaucratic performance).

Conceptually, there is a strong relationship between government management, smart governance, and public service efficiency. Government management serves as the foundation for designing, implementing, and evaluating smart governance strategies, while smart governance functions as a transformative tool that enhances the effectiveness of government management through technology and data utilization. From the perspective of New Public Management theory (Hood, 1991), efficiency and result orientation are key to improving public service quality. Meanwhile, the Good Governance framework emphasizes transparency, accountability, participation, effectiveness, and responsiveness in good governance practices (UNDP, 1997). When these two approaches are integrated into the smart governance framework, they form a governance model that is result-oriented, transparent, and technology-driven.

METHOD

This study employs a qualitative approach aimed at gaining an in-depth understanding of the implementation of smart governance in optimizing government management to improve the efficiency of public services in Bekasi City. This approach was chosen because it is suitable for exploring the meanings, processes, and social dynamics that occur in the practice of governance administration (Creswell & Creswell, 2017; Moleong, 2018). The data sources consist of both primary and secondary data. Primary data were obtained through semi-structured interviews and field observations involving two groups of informants: key informants, including officials or units managing public services such as the Head of the Service Unit, the Head of the Bureaucratic Reform Division, and the Head of the Smart City Desk; and public service users, namely citizens who have utilized digital or integrated services such as the Public Service Mall (Mall Pelayanan Publik) and population administration services. Meanwhile, secondary data were collected from official documents such as the Public Satisfaction Survey (SKM/IKM), city dashboard reports, and Bekasi City's smart governance policy documents (Sugiyono, 2018). The data collection techniques included semi-structured interviews, service process observations, and document analysis. Data analysis was conducted interactively through stages of coding, thematic categorization, and interpretation, guided by the theoretical framework of government management and the concept of smart governance.

RESULTS AND DISCUSSION

Bekasi City is one of the major satellite cities of DKI Jakarta, characterized by a high level of administrative and governance complexity. With a population exceeding 2.54 million people and a rapidly increasing rate of urbanization, the demand for public services that are fast, efficient, and transparent has become increasingly urgent (dpmptsp.bekasikota.go.id, 2024). In recent years, the Bekasi City Government has developed a range of digital government initiatives within the smart city framework, particularly in the dimension of smart governance.

One of the key implementations of smart governance is the Bekasi City Public Service Mall (MPP), which integrates 27 types of public services into a single unified system. Based on the Public Satisfaction Survey (SKM) conducted by the Bekasi City BKPSDM in the third quarter of 2025, the SKM score reached 97.25, categorized as "Very Good" (dpmptsp.bekasikota.go.id, 2025). However, several studies suggest that these quantitative achievements do not fully reflect the actual efficiency of the public service system

The findings of this qualitative research reveal several key insights regarding government management and the implementation of smart governance in Bekasi City's public services. First, despite high quantitative indicators such as the Public Satisfaction Index (IKM/SKM) in several service units, there are clear disparities in the underlying aspects of government management. Research by Alfian et al. (2025) found that in West Bekasi District, the implementation of service digitalization through the Lean Six Sigma approach received positive responses, with 100% of civil servants (ASN) agreeing that inter-agency information system integration could improve public service quality. However, service speed (88%) and information availability (87%) remained areas requiring improvement.

The integration of complaint channels and public service transparency in Bekasi City has shown significant progress. For instance, the city government has established citizen complaint platforms through Call Center 1500444 and the LAPOR SP4N system, managed via social media and the official Diskominfostandi website (Bekasikota.go.id, 2021). This indicates that government management has successfully implemented a key pillar of smart governance responsiveness and openness.

Nevertheless, internal challenges persist, such as weak coordination between service units, the lack of fully integrated end-to-end systems, and uneven digital management competencies among civil servants. Indrijantoro & Irwansyah (2025) identified major obstacles in improving public services in Bekasi, including "lack of coordination between agencies, limited human resources, and low levels of public participation." Similarly, in the context of smart city–based public transportation, Kristanto (2023) found that system integration, human resource capability, and technological accessibility remain key challenges.

Based on these findings, it is evident that the implementation of smart governance in Bekasi City is on the right track but has not yet reached the optimal level required to ensure comprehensive efficiency in public services. This highlights that government management, including planning, organization, coordination, supervision, and evaluation plays a crucial role in achieving service efficiency through smart governance.

Overall, the study reveals a close relationship between government management, smart governance implementation, and public service efficiency in Bekasi City. The efforts of the city government to establish intelligent governance have shown progress through service digitalization, the establishment of the MPP, and the provision of online complaint channels. However, deeper analysis shows that managerial and institutional challenges remain the key determining factors for the success of smart governance implementation in the region

Although there has been improvement in digital public service delivery and more responsive complaint mechanisms, inter-unit coordination continues to be the main obstacle to effective public service provision in Bekasi City. This indicates that the existence of

information technology alone has not yet been supported by robust and integrated government management. Coordination structures between agencies remain weak, cross-unit Standard Operating Procedures (SOPs) are not standardized, and performance measurement systems are not fully interconnected. These findings align with those of Indrijantoro & Irwansyah (2025), who stated that "lack of coordination between agencies" is a dominant factor causing inefficiencies in public services in Bekasi. Hence, the role of government management is essential in organizing coordination mechanisms, cross-sectoral synergy, and inter-unit communication to ensure that technological adoption yields tangible impacts on service efficiency.

The implementation of smart governance requires strong digital infrastructure, integrated data systems, and technological coordination among agencies. In Bekasi City, various digital platforms, such as online complaint applications and electronic administrative services have been developed. However, research shows that system integration across units remains uneven, particularly in transportation and population administration services. Alfian et al. (2025) emphasize that although service digitalization is underway, it is necessary to further strengthen civil servant capacity and inter-agency information system integration to ensure comprehensive digital transformation. Thus, the success of smart governance depends not only on technological installations but also on the capacity of government management to ensure interoperability and consistent system governance.

The concept of efficiency in public services goes beyond speed and accessibility; it also encompasses outcome-oriented performance management. Bekasi City has made notable progress through initiatives such as the Quick Response Unit (URC), which addresses citizen complaints online (Bekasikota.go.id, 2024). This demonstrates a concrete step toward more responsive and efficient services. However, genuine efficiency cannot be achieved without a government management system capable of assessing the real impact of services on citizens. In this regard, smart governance emphasizes outcome-based evaluations, such as public satisfaction levels, reduction in complaints, and service time improvements, rather than merely focusing on administrative outputs (Togala et al., 2025). Therefore, the Bekasi City Government needs to develop a comprehensive performance management framework that evaluates the effectiveness of services holistically and promotes continuous improvement through iterative processes.

CONCLUSION

Based on the research findings, optimizing smart governance in Bekasi City requires strengthening government management that is well-planned, integrated, and result-oriented. The Bekasi City Government needs to develop data-driven strategic planning to ensure that every policy and public service innovation is grounded in clear empirical evidence and includes measurable efficiency targets evaluated periodically.

Cross-unit coordination must also be reinforced through the establishment of inter-departmental (SKPD) teams tasked with integrating services, clarifying workflow processes, and preventing duplication of tasks among agencies. In addition, enhancing the competencies of civil servants (ASN) is a crucial factor in supporting digital transformation. Public officials should be equipped with training focused on digital governance, data analysis, and the cultivation of a responsive and innovative work culture.

Integration between digital and physical infrastructure must be realized to ensure that public services are more inclusive. Digital portals and applications should be optimized alongside comprehensive evaluations of the Public Service Mall (MPP) in terms of facilities, location, and process efficiency. Furthermore, the government management system must include continuous monitoring and evaluation mechanisms based on real-time data and incorporate community feedback to promote ongoing innovation.

Public participation and transparency are also vital elements. The Bekasi City Government should open dialogue spaces with citizens in the planning and evaluation stages of policymaking, while also providing open data through the smart city dashboard so that the public can monitor service performance transparently. Through these measures, an intelligent and efficient governance system can be established to support adaptive, citizen-oriented public services that respond effectively to community needs.

REFERENCE

Alfian, A. N., Priyadi, W., Muis, S., Akmal, M., & Ramadhan, F. M. (2025). Peningkatan Layanan Publik Kota Bekasi Melalui Pelatihan Six Sigma dan Digitalisasi Menuju Smart City. *Jurnal Abdimas Ilmiah Citra Bakti*, 6(3), 950-963.

Bekasikota.go.id. (2021). Dialog Interaktif Keterbukaan Informasi Publik di Kota Bekasi. Retrievied from https://www.bekasikota.go.id/detail/dialog-interaktif-keterbukaan-informasi-publik-di-kota-bekasi

Dpmptsp Kota Bekasi. (2024). Demografi. Retrievied from https://dpmptsp.bekasikota.go.id/mengapa-kota-bekasi/demografi

Creswell, J. W., & Creswell, J. D. (2017). *Research Design: Qualitative, Quantitative, And Mixed Methods Approaches*. Sage publications.

Dwiyanto, A. (2018). Manajemen Pelayanan Publik: Peduli Inklusif dan Kolaborasi. *UGM Press*.

Familiawati, R., Sugianto, H., & Apriza, T. (2025). Efektivitas Pelayanan Publik di Era Digital: Studi Pada Pelayanan Administrasi Kependudukan di Kota Bekasi. *Innovative: Journal of Social Science Research*, 5(3), 7692-7699.

Goraph, F. A. (2020). *Organisasi dan Manajemen Pemerintahan*. CV. Pilar Nusantara.

Hood, C. (1991). A Public Management for All Seasons? *Public Administration*, 69(1), 3-19.

Indrijantoro, W., & Irwansyah, I. (2025). Strategi Peningkatan Pelayanan Publik di Kota Bekasi dalam Rangka Meningkatkan Kesejahteraan Masyarakat. *Jurnal Ilmu Administrasi Publik*, 5(1), 021-026.

Kristanto, R. (2023). Transformasi Pelayanan Publik Bidang Transportasi Berbasis Smart City (Studi Kasus Kota Bekasi). *Reformasi Administrasi*, 10(2), 112-117.

LKIP. (2024). Laporan Kinerja Instansi Pemerintah Sekretariat Daerah Kota Bekasi. Retrivied from https://sakip.bekasikota.go.id/2025/public/uploads/tujuan/1756179880_2daf300a0e9ea9ce3e87.pdf

Maesarini, I. W., Setiawan, D. R., & Prihandini, D. (2021). Analisis Indeks Kepuasan Masyarakat Pada Mall Pelayanan Publik Kota Bekasi Tahun 2020. *Reformasi Administrasi*, *8*(2), 165-171.

Margetts, H. (2008). *Public Management Change and E-Government: The Emergence of Digital-Era Governance*. In Routledge Handbook of Internet Politics (pp. 114-127). Routledge.

Moleong, L. J. (2018). *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosdakarya

Undang-Undang Republik Indonesia Nomor 25 Tahun 2009 tentang Pelayanan Publik.

United Nations Development Programme (UNDP). (1997). *Governance for Sustainable Human Development*. New York: UNDP.

Ramahyanti, I. R., Hakim, L. H., & Febriantin, K. F. (2022). Implementasi Mal Pelayanan Publik (MPP) di Kota Bekasi. *Jurnal Pemerintahan Dan Politik*, *7*(2).

Sugiyono. (2018). *Metode Penelitian Kualitatif, Kuantitatif, dan R&D*. Bandung: Alfabeta.

Togala, R., Arsalim, A., & Parisu, C. Z. L. (2025). Smart Governance: Integrasi Teknologi dan Teori Pemerintahan dalam Pelayanan Publik. *Innovative: Journal of Social Science Research*, 5(2), 4116-4123.