


Realization Strategy for BOTRAM : Identifying Critical Success Factors in Bekasi Inovation

Kariena Febriantini¹ 

¹Universitas Singaperbangsa Karawang, Indonesia

Corresponding Author: kariena.febriantini@fisip.unsika.ac.id

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Abstract: This research aims to identify the factors that contribute to the effectiveness of public service innovation within the BOTRAM (Collaborate to Serve) program at the Bekasi Regency Population and Civil Registration Office. The analysis is based on Doley's theory, which includes various indicators such as leadership, strategy, performance, empowerment, group dynamics, innovation, learning, and communication that align with the factors facilitating successful service innovation. The key question guiding this research is: What factors influence the effectiveness of public service innovation in the BOTRAM (Collaborate to Serve) initiative at the Bekasi Regency Population and Civil Registration Office? This study employs a qualitative research approach. It features primary respondents from the Bekasi Regency Population and Civil Registration Office as well as residents of Bekasi Regency who utilize the services. Data for this study is gathered through interviews and direct observations as primary sources, while secondary data is obtained from documentation and other relevant materials. The analysis findings indicate that public service innovation via BOTRAM (Collaborate to Serve) has been largely successful, though not to its fullest potential. Challenges persist, particularly with some individuals lacking a complete understanding of service time standards and community engagement not reaching desired levels.

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INTRODUCTION

Innovation in public services signifies a major development, marked by original and creative ideas or modifications that provide either direct or indirect benefits to the community (Osborne, Brown, & Walker, 2014). It is essential to foster innovation to enhance the effectiveness of government officials. Moreover Innovation is essential for driving economic development, strengthening regional competitiveness, and elevating the quality of life for citizens (Androniceanu, Kinnunen, Georgescu, & Androniceanu, 2020). Innovation acts as a vital tool in advancing Indonesia's global competitiveness. Every sector of the nation—government institutions, the private sector, and civil society—is encouraged to embrace innovation. Within the public sector, including ministries, autonomous agencies, and local

governments at both provincial and district/city levels, innovation plays a crucial role in accelerating progress in both the private sector and society, ultimately improving public service delivery.

The implementation of Law No. 23 of 2014 regarding Regional Government in Article 386 clearly opens up avenues for regional administrations to find new solutions (Barlow, 2017). In accordance with Government Regulation of the Republic of Indonesia No. 38 of 2017 on Regional Innovation, Article 2 explicitly states that the purpose of regional innovation is to improve the functioning of regional governments, with one of its key objectives being the enhancement of public service delivery. Regional innovation is further supported by the Minister of Home Affairs Regulation of the Republic of Indonesia Number 19 of 2018, which focuses on enhancing the quality of Population Administration Services (Naibaho, 2021). This regulation allows regional governments to create innovative services, including integrated and mobile options. The role of mobile services is crucial in backing the governmental initiatives stated in the Ministerial Regulation of the Ministry of Home Affairs of the Republic of Indonesia No. 470/837/SJ of 2018 concerning the Movement for Indonesia's Awareness of Population Administration (GISA), which highlights the importance of raising public understanding of appropriate A major driver behind innovation in government institutions is the evolving demand for improved service quality from external parties and stakeholders, largely influenced by central government initiatives aimed at accelerating bureaucratic reform population administration practices.

A significant factor motivating innovative actions in government organizations is the shifting demands for service quality improvement from external entities and stakeholders, driven by initiatives imposed by the central government as part of the bureaucratic reform acceleration program (Fountain, 2008). One specific initiative under this bureaucratic reform involves the public service innovation program. The goal of this program is to achieve world-class governance, with aspirations for realization by the year 2025. Enhanced and more efficient services in the public sector are also crucial for fostering innovation throughout other economic sectors and within society at large (Bekkers, Edelenbos, & Steijn, 2011). It is imperative for innovation to take place in public sector institutions so they can accomplish their objectives more effectively; additionally, it influences and drives innovation throughout society and the economy, as recognized by the (America, 2022) Clearly, innovation is not confined to the central government alone, but also extends to local authorities, which must diligently leverage available potential and resources to improve community welfare.

Regional innovation employs a normative and descriptive framework aimed at capturing technological advancements within a specific area (Camagni & Capello, 2017). This framework has gained popularity to emphasize the importance of the region as a model of organization for reflecting policies and initiatives aimed at enhancing the innovation capabilities of that area, as noted by (Arnold & Thuriaux, 1997). The concept of regional innovation is not a recent development, even predating the enactment of Law No. 23/2014 on Regional Government and the Joint Regulation No. 3/2012 and No. 36/2012 by the Indonesian Minister of State for Research and Technology and the Minister of Home Affairs regarding the Strengthening of Regional Innovation Systems. Within the regional framework, innovation is also crucial for determining competitive advantage, as outlined by (Albury, 2005).

In an attempt to enhance services in population management, the Bekasi District Population and Civil Registration Office has launched an innovative ball pick-up service named BOTRAM, which was first introduced in 2023. Overall, the BOTRAM Program emphasizes teamwork among various stakeholders to deliver integrated services by uniting offerings from different regional agencies of the Bekasi Regency Government and private organizations.

The Bekasi District Population and Civil Registration Office offers six different services as part of the District BOTRAM Innovation, including the printing of electronic ID cards (KTP-el), applications for Family Cards, Kids Identity Cards (KIA), requests for Birth Certificates, applications for Death Certificates, as well as the activation of Digital Population Identity (IKD). It is hoped that these service innovations within the Sub-district BOTRAM Program will enhance public services, particularly in the realm of population administration and civil registration across Bekasi Regency. The standards and varieties of administrative services

related to civil registration provided by the Bekasi Regency Population and Civil Registration Office are as follows:



Figure 1. Service Standards and Types of Administrative Services Provided by the Population and Civil Registration Office of Bekasi Regency

Source: Bekasi Regency Population and Civil Registration Office, 2025.

Service Innovation in the BOTRAM Program has received significant enthusiasm and positive feedback from the local community, particularly regarding the population administration services provided by the Bekasi District Disdukcapil. The introduction of innovations in the BOTRAM Program during weekends has brought a notable change in public services, offering substantial support to the community, particularly for workers who struggle to take time off during weekdays. This effectively addresses the time limitations that many individuals face when trying to access services. Additionally, population administration services are among the most sought-after by the public. Consequently, various government initiatives aim to innovate and enhance public services in response to contemporary demands that favor the use of information technology. Whether these innovations are deemed successful or not can be examined through the research question: What factors influence the success of public service innovations within the BOTRAM (Collaborate to Serve) Services at the Population and Civil Registration Office of Bekasi Regency?

RESEARCH METHOD

For this study, the researchers employed descriptive methods coupled with a qualitative approach (Haboddin, 2016). The goal of descriptive qualitative research is to thoroughly outline, illustrate, and clarify the issue being investigated. Observations, interviews, and documentation serve as the methods for gathering data (Tracy, 2024). During the observation phase, data collection took place, focusing on the analysis of the factors contributing to the success of public service innovation in BOTRAM (Collaborate to Serve) Services at the Population and Civil Registration Office of Bekasi Regency, with attention to the preparation, development, and application of innovations in population administration services. The interview phase involved direct, face-to-face discussions centered on the questionnaire related to the factors contributing to the success of public service innovation at the same office. Following this, the documentation stage constituted the collection and documentation of information pertinent to the research topics. For the data, the researchers utilized both primary and secondary data relevant to the issues central to this study. This research was carried out at the Bekasi Regency Population and Civil Registration Office, located within the Bekasi Regency Government Office Complex, in Sukamahi, Central Cikarang, Bekasi, West Java 17530, Indonesia.

RESULT AND DISCUSSION

Public service innovation represents a significant advancement in the nature of services, replacing older systems with improved and more effective alternatives (Omachonu & Einspruch, 2010). According to (Emery et al., 2016), public service innovation can be described as progress in achieving, refining, and boosting the efficiency, efficacy, and accountability of public services, which results from employing new strategies, methods, and/or tools in community outreach.

The application of innovation within the BOTRAM Program at the sub-district level, especially in the realm of administrative services related to population management conducted by the Population and Civil Registration Office of Bekasi Regency, aims to facilitate access to services for the community, allowing individuals to more easily handle their population-related documents such as identification cards, birth certificates, family cards, and death certificates, along with digital population identification.

For public service innovation to be successful, several key factors play a role in influencing government organizational innovation (Nurmandi, 2014). outlines these factors as follows:

1. Leadership;
2. Strategy and performance;
3. Empowerment and Groups;
4. Engineering and Improvement/Renewal;
5. Learning and Communication.

What elements are essential for the successful implementation of the BOTRAM (Collaborate to Serve) public service innovation in Bekasi Regency? As stated by (Osborne & Brown, 2011), the evolution of innovation today encompasses not only service delivery methods but also includes strategies and policies. Innovations in service delivery indicate changes in how the community interacts and introduces novel methods for accessing services. On the other hand, innovations in policy and strategy are based on establishing a vision and mission, alongside objectives and tactics that are designed to address the actual circumstances encountered. A current trend in innovation is the development of system interactions, which presents new alternatives or enhancements for engaging with various stakeholders or signifies shifts in governmental management (Ashford, 2000).

The categorization of innovation within the public sector associated with the BOTRAM Program is identified as innovation in service delivery methods. This classification arises due to the modifications being limited to how services are rendered. With the advent of BOTRAM innovation, individuals no longer need to visit the Bekasi Regency Population and Civil Registration Office in person to manage their population documents; instead, officials actively go to sub-districts to offer population administration services.

1. Leadership

Effective leadership plays a crucial role in reaching the objectives of an organization. According to Doley (Nurmandi, 2014), both the organization and its leaders are vital for fostering innovation. Visionary leaders are essential to promote innovation within the organization; they provide guidance from a higher level and direct their staff, instilling a sense of obligation towards their leadership. A leader's character often revolves around sharing the vision, motivating others, and driving change. Leadership significantly impacts organizational innovation, demonstrated by various key traits that contribute to successful innovation. These leadership indicators include:

- a) Guiding and teaching skills to team members or groups;
- b) Working towards realizing the vision in their role;

- c) Delegating responsibilities and collaborating with team members and groups;
- d) Monitoring and evaluating progress in work.

It is crucial to continuously support organizational innovation by guiding team members or groups to align with shared goals. The Regent of Bekasi Regency, alongside the Head of the Bekasi Regency Population and Civil Registration Office, has initiated efforts to direct and enhance skills to ensure the success of the BOTRAM public service innovation. This collaboration allows all Regional Apparatus Organizations to contribute ideas related to the BOTRAM innovation, enhancing the overall effectiveness of the initiative.

The leader of the Bekasi Regency Population and Civil Registration Office has taken steps to guide and support the skills development of his staff. BOTRAM emerged from an internal initiative within the Population and Civil Registration Office of Bekasi Regency that incorporated the concept of communal dining, evolving into a shared service model for the sub-district area. The unique and creative service concept of the BOTRAM Program at the sub-district level legally traces back to an idea from the Population and Civil Registration Office of Bekasi Regency that had not been implemented before, particularly in West Java Province. The distinctiveness of the innovation in the BOTRAM Program at the sub-district level can also be validated by a statement from the Secretary of the Population and Civil Registration Office of Bekasi Regency.

According to observations and documentation, this letter of recognition for Intellectual Property Rights (IPR) was officially registered by Mr. H. Carwinda, the Head of the Population and Civil Registration Office of Bekasi Regency, with the Directorate General of Intellectual Property at the Ministry of Law and Human Rights on July 18, 2024, under Registration Number: 000643381 (Directorate General of Intellectual Property, 2024). Additionally, the certificate recognizing Intellectual Property Rights (IPR) is illustrated in Figure 2 below.



Figure 2. Letter of Registration of Service Innovation Creation Collaborate to Serve (BOTRAM)

Source: Bekasi Regency Population and Civil Registration Office, 2024.

In terms of organization and system, BOTRAM is designed for collaboration across various sectors, engaging SKPD, vertical agencies, BUMN, BUMD, and private entities to deliver services simultaneously at a single site. The range of services offered is quite broad, encompassing administrative, advisory, and informational functions, along with entertainment

and cultural events that encourage community involvement. The anticipated outcomes of this initiative aim to bring population administration services from the Bekasi District Population and Civil Registration Office closer to residents, making it easier for them to manage documents like KTP, KIA, family identification cards, birth certificates, death certificates, and digital population ID.

To achieve the goal of transforming into a Smart City, an innovative public service program known as BOTRAM was developed, with a call for Local Government to contribute to service innovation. The Regent of Bekasi Regency has also initiated efforts to implement Integrated BOTRAM Services.

From the researcher's observations, the leadership demonstrated by the Regent of Bekasi Regency in ensuring the success of BOTRAM meets the standards of effective leadership. The Regent actively engages in all phases, including planning, execution, and supervision alongside the Local Government of Bekasi Regency, showing commitment to fulfilling the objective of making BOTRAM a successful public service innovation, which is a key part of the initiative to develop Bekasi into a Smart City.

2. Strategy and Performance

Strategies for enhancing performance involve methods used to boost employee effectiveness and find ways to accomplish objectives. As Quinn notes (1999: 10), a strategy should combine an organization's core goals, policies, and action plans into a cohesive framework. (Obuba, 2022) further explains that strategy involves defining leaders' intentions centered on organizational aims while organizing efforts to achieve these aims. There are several indicators related to strategy and performance, including:

- a) Execution of strategic management and planning;
- b) Enhancing performance;
- c) Involving all employees in the strategic planning process;
- d) Creating and assessing a robust strategic plan.

The Bekasi Regency Population and Civil Registration Office has effectively implemented innovations in the Sub-district BOTRAM Program through the Data Utilization and Service Innovation Division in a comprehensive, systematic, and structured manner. This is evident in three key phases: scheduling the implementation, coordinating among various agencies, and developing socialization strategies. The implementation schedule is arranged to rotate through all sub-districts over the course of a year.

Table 1. Schedule for the Implementation of the BOTRAM Program in the Subdistrict in 2024

Number	Day	Date	Place
1	Saturday	24-02-2024	Cibarusah
2	Saturday	09-03-2024	Cikarang Barat
3	Saturday	16-03-2024	Karangbahagia
4	Saturday	20-04-2024	Kedungwaringin
5	Saturday	27-04-2024	Sukakarya
6	Saturday	11-05-2024	Cabangbungin
7	Saturday	18-05-2024	Serang Baru
8	Saturday	29-06-2024	Pebayuran
9	Saturday	06-07-2024	Sukatani
10	Saturday	13-07-2024	Tarumajaya
11	Saturday	20-07-2024	Muara Gembong
12	Saturday	27-07-2024	Setu
13	Saturday	03-08-2024	Cibitung
14	Saturday	24-08-2024	Cikarang Pusat

15	Saturday	31-08-2024	Cikarang Timur
16	Saturday	07-09-2024	Cikarang Utara
17	Saturday	21-09-2024	Sukawangi
18	Saturday	12-10-2024	Tambun Utara
19	Saturday	19-10-2024	Babelan
20	Saturday	26-10-2024	Tambun Selatan
21	Saturday	02-11-2024	Bojongmangu
22	Saturday	07-11-2024	Tambelang
23	Saturday	30-12-2024	Cikarang Selatan

Source: Bekasi Regency Population and Civil Registration Office, 2024.

Coordination is done with the Local Government that will be available to offer services, along with sub-districts, to guarantee that locations and infrastructure are prepared. Awareness is raised online via social media and in-person at minggon meetings. The records concerning the coordination meeting with all Local Government can be found in Figure 3 below.



Figure 3. Preparatory Meeting with Local Government

Source: Bekasi Regency Population and Civil Registration Office, 2024.

This organized approach demonstrates the comprehensive preparedness of the program, ensuring that its execution in the community is efficient and benefits every social stratum. The record of innovation application within the BOTRAM Program at the sub-district level has been executed through a concept of inter-departmental collaboration, involving all local agencies in Bekasi Regency gathering in a single place at the same time. This can be illustrated in Figure 4 as displayed below.



Figure 4. Implementation of Innovation in the BOTRAM Program

Source: Population and Civil Registration Agency of Bekasi Regency, 2024.

In regards to promptness of service, the procedure for issuing population documents like KTPs, KKs, and birth certificates can generally be finalized rapidly, sometimes within just a few hours, provided all necessary requirements are met and the community arrives during the designated service hours. Nonetheless, there are instances of delays in document issuance, particularly when applicants arrive just before the closing time. This indicates that the efficiency of service timing is significantly influenced by the punctuality of the applicant as well as by the limited operating hours, which end at 12:00 PM WIB. Concerning service quality, the execution of the BOTRAM Program continues to adhere to the service benchmarks established by the Bekasi District Population and Civil Registration Office, which allows for a maximum of three working days for all kinds of population documents. Observations in practice reveal that most services can be completed in less time than this guideline. However, some individuals do not have a complete understanding of the service time standards.

3. Empowerment and Groups

Empowerment involves giving individuals access to tools, skills, knowledge, opportunities, and creativity that enhance their ability to shape their futures. Corresponding to this, Widyanti (2016: 7031) defines employee empowerment as a method where individuals are equipped to address challenges within the organization, encouraging them to engage in roles and activities that influence their work by granting them trust and authority, which fosters a sense of accountability (Coleman, 1996). Government employees who receive empowerment can enhance their competencies and skills, leading to improved services. Thus, a key factor in achieving the success of BOTRAM's public service innovation is empowering all Local Government to boost their creativity in addressing public service challenges. Employees also require training and mentorship to develop their knowledge and skills, benefiting both themselves and the organization.

Service innovation in the BOTRAM Program at the sub-district level in terms of ideas and programs is an initiative of the Population and Civil Registration Office of Bekasi Regency, which initially only provided direct population administration services to the public, followed by a communal meal. However, it has now evolved into a cross-sectoral collaboration involving 45 public service counters by 2025, participated in by all SKPDs, Vertical Agencies, State-Owned Enterprises (BUMN), Regional-Owned Enterprises (BUMD), and Private Sector entities in Bekasi Regency. This initiative originated from the term "BOTRAM" which means eating together in one place, and later became an acronym for providing services together in one place, namely the sub-district.

Employee participation in work activities can enhance performance or outcomes, making such involvement crucial for the success of service innovations. Additionally, the engagement of external parties can also be advantageous to the organization. Employees need training and support to refine their skills and knowledge, which will be beneficial for both them and the organization.

4. Engineering and Renewal

Renewal refers to the generation of new concepts, techniques, or products by an individual or a community to tackle challenges and attain specific objectives. (Arif, 2019) explains that renewal encompasses two interpretations: as an adjective, it represents the introduction of novelties, while as a noun, it indicates new thoughts, approaches, practices, or inventions. Enhancements in public services are aimed at improving effectiveness and delivering high-quality services to the community. This can be achieved through adopting innovative technologies, developing applications, and fostering partnerships and

collaborations. This aligns with the Bekasi Regency Government's strategy for cultivating new advancements in public services, such as BOTRAM, which is developed through cooperation with various DPOs and leverages technology for its optimal implementation. Several factors contribute to the successful application of engineering and renewal in public service innovations, which include:

- a) Introducing new ideas;
- b) Developing new products;
- c) Leveraging advancements in technology;
- d) Observing and analyzing the implementation of engineering and renewal.

Innovation in the BOTRAM Program at the sub-district level is a clear reflection of the basic idea implemented in the form of structured and systematic activities. A program can be said to have uniqueness if it contains distinguishing elements that are not commonly found in previous service practices, whether in terms of substance, approach, or the involvement of implementing actors. Innovation in the BOTRAM Program at the sub-district level has introduced its own distinctiveness in public service patterns in Bekasi Regency. One of its main characteristics is the implementation of integrated cross-departmental services conducted directly in the sub-district area. This clearly distinguishes it from conventional service patterns, which are typically carried out in a sectoral manner at each agency's respective locations.

There has been a revival of the BOTRAM public service innovation and its application, driven by the fact that the relevant agencies and all Local Government are utilizing technology in the delivery of BOTRAM services. The advancement of public service offerings through a technological development framework has been effectively executed, resulting in improved public service products. There is a new aspect regarding the timing of service delivery, as it differs from the usual service schedule. The implementation of innovations in the BOTRAM District Program occurs on weekends, specifically on Saturdays. This change in service timing has been well-received and has provided advantages to various community members.

The Sub-district BOTRAM Program features an innovative approach concerning the timing of service provision. This new development is noticeable in the execution of population administration services, which are offered on Saturdays, unlike the standard service schedule that typically operates from Monday to Friday. Weekend services have proven to be extremely advantageous for the community, particularly for individuals who have constrained schedules due to work commitments during the week.

5. Learning and Communication

Learning and communication involve the exchange of information and knowledge to reach specific objectives. In line with this definition, public communication entails sharing messages and catering to the needs of those interested, all while adhering to established guidelines and protocols (Rice & Atkin, 2009). Informing the public about innovations in public services can greatly contribute to the success of BOTRAM's service improvements. The government can engage with the community through offering education, guidance, outreach, and training. Information serves as a means to discover valuable insights, helping individuals acquire wisdom and understanding. It is the government's duty to share information with the public. By supplying information, the government can better achieve its goals and support the decision-making process.

To ensure the effectiveness of the BOTRAM public service innovation, the Bekasi Regency Government needs to make efforts in informing the public to encourage the use of these services. As noted, the community is a vital component in city dynamics; the

organization of a city is reflected in how well its people are managed, making it crucial to understand that community from various angles (Silk, 1999). The Bekasi Regency Government is committed to achieving effective service innovations, one being the BOTRAM public service initiative. To promote the success of BOTRAM in Bekasi Regency, the community should receive education and outreach to utilize these services effectively, allowing the government to fulfill its service role. There are a few key indicators in learning and communication required for successful public service innovation, which include:

- a) Informing the public about newly developed products;
- b) Providing accessible information to encourage community engagement with innovative offerings;
- c) Offering explanations or outreach related to the innovations.

The distribution of information to the community regarding BOTRAM public service advancements is an initiative taken by the Bekasi Regency Government aimed at informing citizens and fostering awareness about the application and advantages of BOTRAM service offerings. The method of outreach that has been conducted by the Bekasi Regency Population and Civil Registration Office through social media channels is illustrated in Figure 5 below.



Figure 5. Socialization by the Bekasi Regency Population and Civil Registration Office through Instagram and Facebook social media.

Source: Instagram and Facebook social media @disdukcapilkabbekasi, 2025.

Based on observations, interviews, and documentation provided by the researchers, socialization within the sub-district occurs in person through weekly gatherings that are directly presented to the village head, who acts as the primary representative of the village administration. The village heads have the duty to relay this information to the RT/RW and the wider community. For those who engage more frequently with digital platforms, the sub-district's Instagram account serves as a quick and convenient means to share information.

The communication phase of the BOTRAM Program innovation has effectively reached the community. This phase utilized two different approaches: online and in-person. Online communication involved using social media platforms like Instagram and Facebook through posts consisting of flyers or video content on the accounts @disdukcapilkab. bekasi. In-person communication regarding the BOTRAM Program innovation occurred through formal governmental channels, starting from the sub-district level, moving to the village heads during their weekly meetings, and subsequently being conveyed by the village heads to the RT/RW and community members in their localities.

The execution of innovations related to the BOTRAM Program at the sub-district level by the Bekasi Regency Population and Civil Registration Office, specifically through the Data Utilization and Service Innovation Division, has been carried out in a thorough, systematic, and organized manner. This is evident in three crucial phases: scheduling, inter-agency collaboration, and socialization tactics. The implementation schedule is designed to rotate and

cover every sub-district throughout the year. Coordination takes place with pertinent government bodies involved in service provision and with sub-district officials to ensure that locations and infrastructure are prepared. Socialization efforts are made both online via social media and offline through weekly meetings. The organized planning indicates the program's overall preparedness to ensure successful execution on the ground and engage all community segments.

From this discussion, it can be seen that the key factors for the success of the Botram implementation are found in the leadership factor; strategy and performance factors; empowerment and group factors; factor of engineering and improvement/renewal; and learning and communication factors. These factors are important factors that support the optimal implementation of Botram. This accomplishment stems from evaluating leadership roles, strategic frameworks, and performance metrics, along with engineering advancements where the Mayor, along with the relevant Departments and Local Government, has guided and trained their teams and groups, delegated tasks, monitored operations, and reviewed results. All team members collaborate in devising strategies. They formulate and reevaluate successful strategic plans while also promoting the creation and execution of new products by leveraging technological progress. However, specific areas require attention, particularly empowerment and team dynamics, as well as learning and communication. In the context of strategy and performance, as well as empowerment and teamwork, the innovation in the sub-district Botram initiative has integrated the local belief of "Botram," which translates to communal dining, into a joint service concept. Furthermore, the sub-district Botram fosters cross-sector collaboration that includes SKPD, vertical agencies, BUMN, BUMD, and private entities. Additionally, regarding potential outcomes, efforts aim to bring services closer to the community, lessen access challenges, and enhance efficiency in managing population records. Concerning engineering and innovation, the sub-district Botram program, initiated by the Department of Population and Civil Registration of Bekasi Regency, has met the indicators for novelty characteristics. This innovation showcases strong originality evidenced by the formal registration of intellectual property rights (IPR). The aspect of novelty is also evident from the implementation schedule occurring on Saturdays (weekends), contrasting with standard services and thereby extending access for the working population. Moreover, the use of a service method that delivers assistance directly to the community represents a new, adaptive, and responsive approach to public services, particularly regarding population administrative services. Additionally, in terms of learning and communication, the Botram program innovation is a well-structured initiative, demonstrated through scheduling, coordination, and inter-agency communication, alongside targeted outreach. The innovation in the District Botram Program aims to bring all public services directly to the community. Moreover, it seeks to enhance community awareness and participation in the independent management of population records, free from intermediary practices. This objective is realized through a thorough and organized ball shuttle strategy across 23 sub-districts, achieving a total of 12,628 service requests throughout 2024. Thus, Botram innovation signifies a well-directed policy focus, aimed at enhancing the quality of public services delivered directly to the community.

CONCLUSION

In achieving effective public service innovation via Botram in Bekasi Regency, the success can be attributed to an examination of leadership traits, strategies, and outcomes, along with processes of engineering and renewal. The regent and associated agencies, as well as Local Government, have guided and instructed their teams in skill development, assigned responsibilities, and monitored and assessed their progress. All personnel are

involved in implementing new products by taking advantage of advancements in technology. However, the areas requiring focus are empowerment and groups, along with learning and communication. According to the findings from interviews, observations, and records of empowerment initiatives and groups, as well as learning and communication, these aspects have not been fully utilized, particularly concerning efforts to enhance understanding, socialize, and guide the Local Government to think creatively to generate ideas for public service innovations related to Botram and the Bekasi Regency community about the usage and advantages of the Botram public service innovation.

According to insights gathered from interviews, observations, and documentation regarding empowerment initiatives and group activities, as well as learning and communication efforts, the initiatives aimed at educating, promoting, and guiding the Local Government in creative thinking and generating innovative public service ideas relevant to BOTRAM and the community of Bekasi Regency concerning the advantages and applications of BOTRAM are not fully optimized. The effectiveness of the BOTRAM public service innovation in Bekasi District is evident in the renewal aspect, where the Sub-district BOTRAM Program showcases a novel element in service delivery timing. This innovation is demonstrated through population administration services being offered on Saturdays, differing from the conventional service hours that typically take place on weekdays, specifically from Monday to Friday.

To resolve the obstacles that occur, the Department of Population and Civil Registration of Bekasi Regency must conduct regular novelty evaluations, including from the aspect of time, methods, and accessibility, so that Botram is not only considered as an initial innovation, but also as an innovation that continues to be updated according to the development of the needs of the community and the dynamics of public services. And the Department of Population and Civil Registration of Bekasi Regency, especially in population administration services, must increase the intensity of socialization related to service standards to the community. Broader socialization, both offline and online so that it is expected to provide public understanding of their procedures, requirements, and rights in Adminduk services. Thus, this not only encourages active community participation, but also increases service efficiency and reduces technical errors that often occur due to public ignorance.

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