



DEVELOPING A GOVERNMENT HUB FOR SMART GOVERNANCE AND ACCELERATING DIGITAL PUBLIC SERVICE TRANSFORMATION IN BONE REGENCY

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ABSTRACT

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The development of a Government Hub in Bone Regency represents a strategic effort to accelerate digital transformation and strengthen innovation in public service delivery. This study aims to examine the implementation of the Government Hub, identify key indicators of success, and formulate sustainable development strategies to support modern governance. A qualitative approach employing the Simple Research Design (SRD) framework was adopted through literature review, in-depth interviews, and document analysis. Data were analyzed using the Context, Input, Process, Product (CIPP) evaluation model to assess program effectiveness comprehensively, while a system dynamics approach was utilized to understand causal relationships among variables affecting implementation. The findings indicate that the Government Hub contributes significantly to improving administrative efficiency, expanding access to digital public services, strengthening transparency and accountability, and supporting local economic development through the empowerment of micro, small, and medium enterprises and tourism sectors. The study also reveals that the sustainability of the initiative depends on adequate digital infrastructure, adaptive human resources, effective inter-institutional collaboration, and strong data governance. Despite challenges related to technological disparities and organizational resistance, the Government Hub has demonstrated its potential as a catalyst for socio-technical transformation. The study concludes that the Government Hub is not merely a technological innovation but a strategic framework for promoting inclusive, transparent, and sustainable governance in Bone Regency.



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INTRODUCTION

The rapid advancement of digital technology has transformed the way governments deliver public services and manage administrative processes. Digital transformation is no longer merely a technological trend but has become a strategic necessity for improving governance effectiveness, increasing transparency, and strengthening citizen participation. Governments around the world have increasingly adopted digital platforms and integrated information systems to provide more responsive and citizen-centered services (Mergel, Edelman, & Haug, 2019). In this context, local governments are expected to develop adaptive strategies capable of integrating technological innovation with institutional reform to create sustainable public value. For regions with considerable economic and social potential, such as

Bone Regency, digital transformation represents an opportunity to accelerate regional development and enhance competitiveness.

One of the emerging approaches to supporting digital transformation is the development of a Government Hub. A Government Hub refers to an integrated platform that facilitates collaboration among government agencies, businesses, communities, and other stakeholders through interconnected digital services and data-sharing mechanisms (Gil-Garcia, Pardo, & Nam, 2018). Unlike conventional e-government systems that often operate in fragmented structures, a Government Hub promotes interoperability, collaborative governance, and evidence-based decision-making. This approach aligns with the concept of smart governance, which emphasizes the integration of digital technologies with participatory and transparent public administration (Meijer & Bolívar, 2016). Therefore, the Government Hub should be understood not merely as a technological infrastructure but as an institutional mechanism for fostering innovation and improving service quality.

The increasing demand for efficient and accessible public services has reinforced the urgency of digital innovation. Citizens expect administrative procedures to be faster, simpler, and available through online platforms. Digital services are particularly important for business actors and micro, small, and medium enterprises (MSMEs), which require efficient licensing procedures and access to information to enhance their competitiveness. Previous studies indicate that digital government initiatives contribute significantly to reducing transaction costs and improving administrative efficiency (Criado, Sandoval-Almazan, & Gil-Garcia, 2018). In addition, digital platforms create opportunities for expanding economic activities and promoting local products beyond regional boundaries. For Bone Regency, which possesses considerable potential in tourism and MSMEs, the development of an integrated Government Hub could become a catalyst for economic growth and innovation.

The implementation of digital platforms also contributes to transforming public service delivery. Administrative services, such as civil registration, licensing, health, and education, can be provided more effectively through integrated digital systems. Citizens are no longer required to visit multiple offices to complete administrative procedures, thereby reducing time and financial costs. Moreover, digital systems enable governments to monitor service performance and improve accountability through data-driven management (Lips, 2020). Transparency is strengthened as citizens gain access to information concerning budgets, development projects, and public programs. Such openness contributes to enhancing trust between governments and communities and encourages more active public participation in policymaking processes (United Nations, 2022).

The development of Government Hubs also supports local economic resilience. Digital platforms provide opportunities for MSMEs to promote and market local products through online channels, thereby increasing access to broader markets. Previous research has demonstrated that digital transformation contributes positively to entrepreneurship, innovation, and regional economic competitiveness (OECD, 2020). In tourism sectors, digital platforms facilitate information dissemination and destination promotion, enabling local governments to attract more visitors and investment. Consequently, Government Hubs possess the potential to function not only as administrative tools but also as engines of socio-economic development.

Despite these opportunities, the success of digital transformation depends heavily on the availability of supporting infrastructure and institutional readiness. Unequal internet access, technological disparities, and limited digital literacy remain major challenges in many developing regions (World Bank, 2021). Effective digital governance requires reliable communication networks, secure data management systems, and adequate technological facilities. Furthermore, collaboration among local governments, private sectors, and central authorities is essential to ensure the sustainability of digital initiatives. Infrastructure development should therefore be accompanied by policies that promote inclusiveness and equal access to digital services.

Another critical factor is the capacity of human resources. Public sector employees are expected to possess digital competencies that enable them to utilize technologies effectively and manage organizational changes. According to Mergel et al. (2019), digital transformation requires not only technological expertise but also adaptive leadership and organizational learning. Civil servants must be capable of interpreting data, understanding cybersecurity risks, and maintaining ethical standards in managing public information. Continuous training and professional development are therefore indispensable for strengthening institutional readiness and promoting innovative mindsets within government organizations.

Data governance and cybersecurity have become increasingly important in digital government initiatives. As governments collect and process large amounts of information, concerns regarding privacy protection and information security become more prominent. Kitchin (2016) argues that technological innovation should be accompanied by ethical considerations and regulatory frameworks that ensure accountability and citizens' rights. Consequently, the development of Government Hubs must incorporate standards for data protection, cybersecurity, and interoperability to create trustworthy digital ecosystems.

Global experiences have demonstrated the positive impact of digital transformation on government performance. The World Bank (2021) reported that digital technologies contribute to reducing operational costs and improving service efficiency. Likewise, the United Nations (2022) emphasized that countries with higher levels of digital adoption generally exhibit stronger public trust and greater citizen satisfaction. These experiences indicate that digital transformation is no longer optional but represents an essential component of modern governance. The ability to integrate technology into public administration determines the responsiveness and competitiveness of government institutions.

Considering these developments, the establishment of a Government Hub in Bone Regency represents a strategic initiative to strengthen digital governance, improve service delivery, and stimulate regional development. The Government Hub is expected to integrate public services, facilitate stakeholder collaboration, and encourage citizen participation in decision-making processes. More importantly, it symbolizes a socio-technical transformation that combines technological innovation with institutional change and collaborative governance. Through effective coordination among government agencies, communities, and the private sector, the Government Hub can become a foundation for building a more transparent, inclusive, and sustainable governance system in Bone Regency. Consequently, understanding the factors influencing its development and implementation is essential for ensuring the success of digital transformation and maximizing its contribution to regional prosperity.

METHOD

This study employed a qualitative approach using the Simple Research Design (SRD), which emphasizes intensive literature review and contextual understanding to explore complex social phenomena comprehensively and systematically. The qualitative approach was selected because it enables researchers to investigate experiences, perceptions, and interactions among stakeholders involved in the development of the Government Hub in Bone Regency within their natural settings (Creswell & Poth, 2018; Denzin & Lincoln, 2018). Data collection relied on multiple sources, including in-depth interviews, document analysis, and extensive literature review to ensure a holistic understanding of the phenomenon. Primary data were obtained from key informants consisting of officials from the Department of Communication and Informatics of Bone Regency, representatives from the Regional Development Planning Agency (Bappeda), village heads, academics, private sector representatives, and technology communities involved in digital innovation initiatives. Secondary data included policy documents, annual reports, statistical records, and scholarly

publications related to digital transformation and innovation ecosystems. Following the SRD framework, the study proceeded through five stages: identifying the social context and research problem, conducting literature reviews to establish theoretical foundations, determining data collection methods and selecting key informants, analyzing the data to identify themes and patterns, and preparing the final report containing findings and recommendations (Merriam & Tisdell, 2016; Patton, 2015). Data were collected through observations, semi-structured interviews, and documentary analysis, allowing triangulation among multiple sources to enhance credibility and trustworthiness (Bowen, 2009; Yin, 2018).

Data analysis was conducted through three interconnected stages consisting of data collection and interpretation, data reduction, and data presentation to facilitate conclusion drawing (Miles, Huberman, & Saldaña, 2019). The analysis process was iterative and cyclical, enabling continuous refinement of categories and themes emerging from the data. To evaluate the acceleration program of the Government Hub, the Context, Input, Process, Product (CIPP) model was employed because of its ability to assess program environments, resources, implementation processes, and outcomes comprehensively (Stufflebeam & Zhang, 2017). Context evaluation focused on identifying needs, opportunities, and strategic challenges, while input evaluation examined available resources such as budgets, personnel, and infrastructure. Process evaluation investigated implementation activities and stakeholder interactions, whereas product evaluation analyzed effectiveness, outputs, and broader impacts of the program. NVivo software was utilized to organize, classify, and visualize qualitative data and thematic relationships (Bazeley & Jackson, 2019). Furthermore, the study adopted a system dynamics approach to understand causal relationships and feedback mechanisms influencing the sustainability of Government Hub development. System dynamics provides a framework for analyzing complex interactions among technological, organizational, and social variables, thereby supporting strategic decision-making and long-term policy development (Sterman, 2000; Forrester, 1994). Through the integration of the CIPP model and system dynamics analysis, the study offers a comprehensive understanding of the opportunities, challenges, and sustainability strategies associated with the Government Hub initiative in Bone Regency.

RESULT AND DISCUSSION

Acceleration of Innovation through Government Hub in Bone Regency

The findings reveal that the development of the Government Hub in Bone Regency represents a strategic response to the increasing demand for digital transformation and integrated public services. Based on the Context, Input, Process, and Product (CIPP) evaluation model, the Government Hub is positioned not merely as a technological platform but as a socio-technical ecosystem intended to strengthen governance, improve administrative efficiency, and enhance citizen participation. Similar findings have been reported by Mergel et al. (2019), who argue that digital transformation requires institutional adaptation and collaborative governance beyond technological implementation. Interviews with stakeholders from the Department of Communication and Informatics, Bappeda, village governments, academics, and technology communities indicated that the Government Hub is expected to integrate fragmented public services and create a more responsive governance system.

Context Evaluation

The context evaluation demonstrated that the establishment of the Government Hub is driven by the need to improve service quality, strengthen inter-agency coordination, and support regional economic development. Informants emphasized that the growing expectations of citizens for accessible and transparent digital services have become a major driver of innovation. Similar observations were highlighted by the United Nations (2022),

which emphasized that digital government contributes to improving trust, transparency, and citizen engagement. Bone Regency possesses significant local resources, including tourism assets and MSMEs, which provide opportunities for digital ecosystem development. However, disparities in internet access, limited digital literacy, and bureaucratic resistance remain major challenges. These findings support the argument of the World Bank (2021) that infrastructure inequality and organizational readiness are among the principal obstacles to digital transformation in developing regions.

Table 1.
Context Indicators of Government Hub Development in Bone Regency

Dimension	Focus	Indicators
Context	Regional conditions and needs	Availability of digital infrastructure
		Number of citizens requiring digital services
		Local economic potential
		Community participation level
		Strategic opportunities and challenges

Source: research results

Input Evaluation

Input evaluation revealed that successful implementation depends on the availability of resources, collaborative governance, and strategic planning. Budget allocation, digital infrastructure, qualified personnel, and partnerships with universities and private sectors emerged as critical components. The Government Hub model follows a cyclical public policy approach involving stakeholder participation from planning to implementation stages. According to Meijer and Bolívar (2016), smart governance relies heavily on collaborative arrangements and integrated decision-making mechanisms. Informants indicated that participatory forums involving government agencies, communities, academics, and business actors have strengthened policy legitimacy and improved policy responsiveness.

Process Evaluation

The process evaluation highlighted the importance of coordination and adaptive management during implementation. Digital service integration, civil servant training, and stakeholder communication were identified as essential operational activities. Regular monitoring and feedback mechanisms have facilitated continuous improvements in service delivery. Consistent with Criado et al. (2018), digital innovation in government requires iterative processes and inter-organizational cooperation. Respondents also emphasized the importance of digital literacy programs to mitigate resistance to change among public employees and communities.

Table 2.
Process Indicators of Government Hub Implementation

Indicators	Description
Digital service integration	Percentage of integrated services operating digitally
Capacity building	Number of training programs conducted
Coordination intensity	Frequency of stakeholder meetings
User satisfaction	Level of public satisfaction with digital services
Feedback mechanisms	Documentation and follow-up of citizen input

Source: research results

Product Evaluation

Product evaluation indicated that the Government Hub has contributed positively to administrative efficiency, accessibility of public services, and economic empowerment. Online licensing services reduced administrative processing time, while digital platforms facilitated

broader market access for MSMEs and tourism actors. Transparency and accountability also improved through increased public access to information and participatory mechanisms. These findings align with OECD (2020), which reported that digital ecosystems enhance competitiveness and stimulate local economic development. Furthermore, stakeholders observed increasing public trust in government institutions due to greater transparency and responsiveness.

Table 3.
Product Indicators of Government Hub Outcomes

Indicators	Expected Outcomes
Online service availability	Increased accessibility
Administrative processing time	Improved efficiency
MSMEs and tourism participation	Expanded economic opportunities
Citizen satisfaction	Enhanced public trust
Sustainability strategy	Long-term institutional resilience

Source: research results

System Dynamics Perspective and Sustainable Development Strategy

From a system dynamics perspective, the Government Hub functions as an interconnected system characterized by feedback loops among infrastructure, human resources, governance capacity, and citizen participation. Positive feedback mechanisms occur when improvements in digital infrastructure enhance service quality, which in turn increases citizen satisfaction and trust, thereby encouraging greater participation and institutional legitimacy. Sterman (2000) emphasized that understanding such causal relationships is essential for addressing complex public policy problems. The findings suggest that sustainable development of the Government Hub requires continuous investment in digital infrastructure, strengthening data governance, and enhancing human resource competencies.

Furthermore, the interaction among technological capacity, institutional coordination, and community participation illustrates that the Government Hub represents a socio-technical transformation rather than a purely technological intervention. Similar arguments have been proposed by Gil-Garcia et al. (2018), who describe smart governance as an integrated process involving technological, organizational, and social dimensions. Therefore, long-term sustainability depends not only on infrastructure availability but also on adaptive leadership, inter-agency collaboration, and the establishment of a digital culture within public institutions.

Overall, the findings demonstrate that the Government Hub in Bone Regency has the potential to become a catalyst for digital transformation and public sector innovation. Nevertheless, challenges associated with infrastructure inequality, limited digital capabilities, and organizational resistance require strategic interventions, including continuous training programs, collaborative governance mechanisms, and evidence-based policy development. These efforts are expected to strengthen institutional resilience and support the realization of transparent, inclusive, and sustainable governance in Bone Regency.

CONCLUSION

This study demonstrates that the development of the Government Hub in Bone Regency represents a strategic initiative for accelerating digital transformation and strengthening public service innovation. Using the CIPP evaluation model and a system dynamics perspective, the findings reveal that the success of the Government Hub depends on the interaction between digital infrastructure, institutional capacity, stakeholder collaboration, and community participation. The Government Hub contributes to improving administrative

efficiency, expanding access to digital services, enhancing transparency, and supporting the growth of local economic sectors, particularly MSMEs and tourism. However, challenges such as unequal digital infrastructure, limited human resource capabilities, and resistance to organizational change remain significant barriers. Therefore, sustainable development of the Government Hub requires continuous capacity building, adaptive leadership, integrated data governance, and stronger collaboration among government institutions, academia, the private sector, and society. Ultimately, the Government Hub represents a socio-technical transformation that supports transparent, inclusive, and sustainable governance in Bone Regency.

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