Identification of important actions for Musi Rawas Utara Regency to become an agile government

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Abstract

This paper aims to provide a formulation related to implementing the Agile Governance strategies in the management of the Muratara Regency Government during the COVID-19 pandemic towards the Era of Society 5.0. This study uses a qualitative content analysis method. This method emphasizes the analysis, synthesis, and providing recommendations based on a scientific understanding of academic writing. The results of the paper concluded that the implementation of agile governance strategies during the COVID-19 pandemic towards the Era of Society 5.0 in the Muratara Regency Government is: (a) the need to share goals and visions with all members of the organization, seek opportunities and measure the existing options, flexible use of resources, and instructions on strategies that can be implemented. (b). The need for a leader of change who is a catalyst and strengthens the team's network (c). The need for organizations that carry out constant learning. (d). The need for implementing an open communication style. (e). The need for a clean organization that follows good governance. (g). The need to develop employee competency (individual).

Keywords: Agile governance, COVID-19 pandemic, The era of society 5.0

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1. Introduction

The Government's performance in dealing with the pandemic has been tested transparently in public since the confirmation of the first coronavirus cases (COVID-19) in Indonesia on March 2, 2020. The coronavirus (COVID-19) appeared globally in December 2019. The coronavirus disease began in the Chinese city of Wuhan (Yuliana, 2020). Initially, the coronavirus cases were thought to have been caused by exposure to the Huanan seafood wholesale market, which sells many species of living animals and the outbreak spread quickly across China. World Health Organization (WHO) declared Covid-19 a

public health emergency of international concern (PHEIC) on January 30, 2020 (Dong et al., 2020).

According to Worldometer (2020) as of December 4, 2020, the total reported positive for COVID-19 worldwide has reached 65,527,498, the cumulative death toll reaching 1,511,719 where cases were reported in 220 countries/regions. The United States, India, and Brazil have become the top three countries with the highest number of COVID-19 cases.

The COVID-19 coronavirus can cause symptoms ranging from the common cold to the more severe influenza. Coronaviruses are transmitted by vectors (between animals and humans). Animals capable of transmitting COVID-19 have not been identified. The cough and sneeze droplets are hypothesized to be the vector for the dissemination of COVID-19. Coronavirus (COVID-19) offers the highest risk to the general public through close contact with infected people (Kemenkes, 2020).

On March 2, 2020, the first confirmed cases of COVID-19 infection were reported in Indonesia. It was determined that COVID-19 patients in Indonesia caught the new coronavirus through direct contact with a Japanese individual residing in Malaysia at a gathering in Jakarta. Shortly after the scheduled appointment, the patient develops a fever, cough, and breathing difficulty (WHO, 2020). The WHO proclaimed COVID-19 a pandemic on March 12, 2020. In Indonesia, the number of reported cases has increased dramatically. As of December 4, 2020, there have been 557,877 confirmed cases of COVID-19 in Indonesia; 17,355 have died and 462,553 have been treated, ranking the country twenty-first globally (WHO, 2020).

Since the first coronavirus cases were reported in Indonesia, there has been complete openness and transparency surrounding the government's reaction to the pandemic. Recent government efforts to limit the global spread of the COVID-19 virus have been extensive. Juaningsih et al. (2020) report that policy differences between Jakarta and the provinces hampered Indonesia's response to the COVID-19 pandemic. Several cities went into lockdown at the same time that the federal government implemented substantial social restrictions, causing discord. Since local appeals are not legally enforceable, the general populace continues to find central government decisions peculiar.

According to Azhar (2020), the global COVID-19 pandemic provides both lessons and direct practice for adopting good governance and government-specified policies when making decisions for the community. Therefore, it is needed to do an in-depth examination of the opportunities for subnational governments to make the regency government mobile and adaptable. According to Rohmadin & Wasistiono (2020), the COVID-19 outbreak may pave the way for the swift creation of a more responsive government. Schwab & Davis (2018) developed Agile Government Governance Instructions on how to make the world a better place. To strengthen the good governance paradigm developed by the World Bank and the UNDP, they propose that the government adopt the notion of "agile governance," also known as "better governance." As the COVID-19 epidemic continues to spread, the Muratara Regency faces increasing pressure to develop a strategy for implementing agile governance inside the Government. The goal is to prepare Muratara Regency for the Internet of Things, which will play a crucial role in the forthcoming Society 5.0 industrial revolution (Internet of Things). Civilization 5.0 presents the possibility of a human-centered society with a balanced economy and the resolution of social difficulties, thanks to a system that firmly connects the digital and physical spheres. The Japanese government revealed Society 5.0 officially in the year 2019 Society 5.0, a result of the Fourth Industrial Revolution, places a premium on human resources with more advanced cognitive qualities, such as the capacity to reason, be creative, communicate effectively, work well with others, and solve issues, in addition to those traditionally valued.

The presence of the era of Society 5.0 also introduces the methods and procedures for an all-digital work system that has been proven to become a trend across the world. The all-online work system, economic sharing, data integration,

and the use of technologically advanced application systems and the like have changed the behavior of public services.

Governance through the existing bureaucracy indeed must reposition itself to remain up to date in responding to increasing public demands. The implementation of agile governance is a concept that meets public demands amid the COVID-19 pandemic. In the era of society 5.0, the implementation of an agile governance strategy has become a necessity that cannot be negotiated

Hence, the Muratara Regency Government must indeed change the paradigm of concepts and policies in carrying out their primary duties and functions as public servants during the pandemic to welcome the Era of Society 5.0. The goal is to make its performance more effective, efficient, and fair. Research on agile government during a pandemic has been carried out several times before with various perspectives. Janssen & van der Voort (2020) is one of them, analyzed how the Netherlands government implemented a variety of agile governance strategies to overcome the government crisis during the pandemic. Then, there is Hanida et al. (2021) focus on local government capacities in establishing regional budget policies during a pandemic or after the COVID-19 outbreak stops, so that an agile bureaucracy may be constructed in the future in the next fiscal year. Also, Seftia & Meiwanda (2022) focuses on the implementation of public services at the Pekanbaru City Public Service Mall. Meanwhile, other research looks at how agile government is carried out by the Health Office in Tulungagung (Kusumawati & Kriswibowo, 2021), and Kampar (Ramadyah et al., 2022). Previous research on agile government during a pandemic is still fragmented. Thus this research looks more thoroughly at how local governments implement agile governance during the pandemic and provides lessons for the future in the era of society 5.0.

2. Literature Review

To improve governance during the Fourth Industrial Revolution, Schwab & Davis (2018) assert that "agile governance is a fundamental strategy for revolutionizing how policies are generated, negotiated, implemented, and enforced". To satisfy the demands of a society whose expectations and requirements are in a perpetual state of flux, organizations require a governance strategy that allows for rapid responsiveness to change (Bradley et al., 2012). Another definition of agile governance is an organization's capacity to reduce expenses while boosting the speed and accuracy with which it seizes creative and competitive action opportunities (Liang et al., 2017).

Agile governance, also known as better governance in Schwab & Davis (2018) and Rohmadin & Wasistiono (2020) defined it is about making the world a better place. In addition to the good governance paradigm proposed by the World Bank and UNDP, they recommend to the government "agile governance," also known as "better governance". Schwab & Davis`s (2018) concept is aligned with the model of efficient government proposed by the World Bank and UN Development Program. "good governance" can mean anything like "effective administration" (Gunawan, 2000) or "trustworthy government" (Bintoro, 2001) and others.

Numerous organizational studies advocate for the use of an agile governance structure to enhance efficiency and effectiveness (Luna et al., 2014). Agile enterprises employ "Agile Governance" to adapt to the ever-evolving requirements of contemporary society (Kurniawan et al., 2021). Another definition of Agile Governance is a company's capacity to seize innovative, market-driving possibilities with greater speed and precision (Vernanda & Negar, 2009).

According to Luna et al. (2014), the six principles of Agile governance are as follows: the company's history must be continuously evaluated and used as a reference to maintain effective governance; business objectives must be the driving force behind all decisions and activities. Giving individuals a voice in government and treating them with respect is humane. Rapid triumphs should be celebrated and used as motivation for further achievement. Strategy that is both

methodical and adaptive; in the face of rapid and predictable changes, requires a team with the capacity to increase its abilities, particularly its inherent ones; and the team's ability to generate basic designs to give quick results.

During the COVID-19 pandemic, a good and agile government is needed to anticipate the rapid changes, which are often difficult to predict. The bottom line is that it requires policies that are adaptive to change. About organizational theory, agile governance encourages the development of the concept of agile organizations. Aghina et al. (2018) in the web-seminar material organized by McKinsey, provide directions for change towards an agile organization as Figure 1.

In reaction to environmental changes and difficulties, "agile" organizations can rapidly modify and apply their ideas throughout the entire supply chain (Gligor et al., 2013). Hormozi (2001) defines an agile company as one that can adjust quickly to market changes based on what has been stated, it is acceptable to assume that

agile businesses are those that quickly adjust to changing situations.

Society 5.0

As Society 5.0 advances, research and development in the fields of the Internet of Things (IoT), Big Data, and artificial intelligence are being performed to improve the lives of individuals. In stark contrast, the Fourth Industrial Revolution is predicated on the application of new technology to streamline business processes (Setiawan & Lenawati, 2020).

Society 5.0 was conceived by the Japanese government in preparation for global tendencies brought about by the Fourth Industrial Revolution. Society 5.0 will arise directly as a result of the Industrial Revolution 4.0. The industrial revolution 4.0 has altered business and daily life in several ways. The tremendous unhappiness, complexity, and ambiguity caused by the 4.0 revolution have necessitated a solution, and Society 5.0 is that solution. The inhabitants of "Society 5.0"
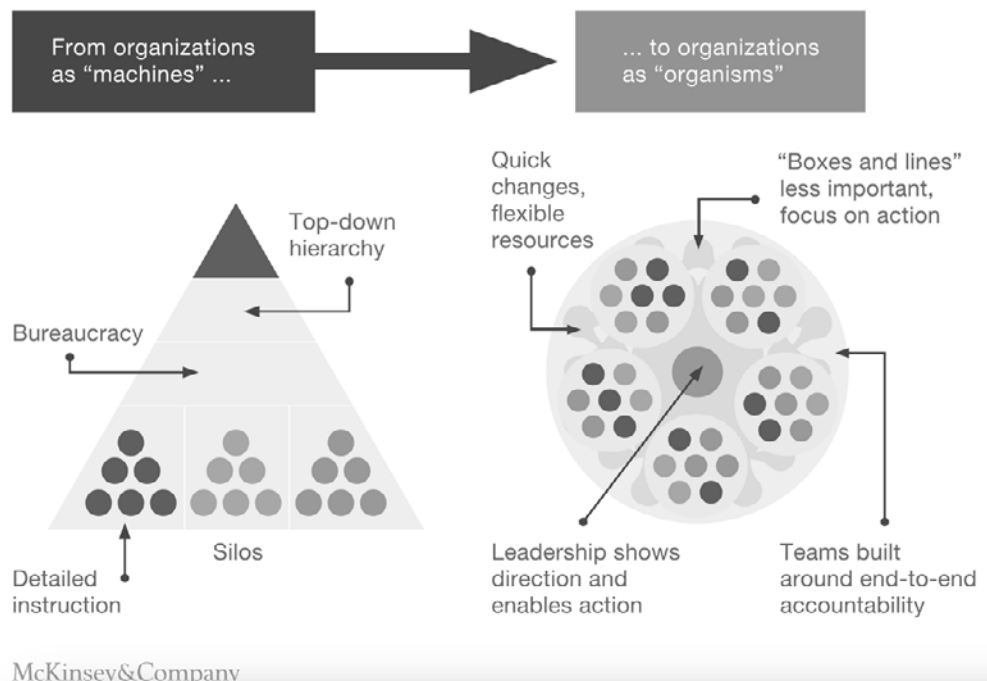

Figure 1. Agile Organizations

utilize the technological advancements gained during the Industrial Revolution to overcome obstacles and solve societal concerns (Umro, 2020).

3.   Research Method

This study uses a qualitative content analysis method. This method emphasizes the analysis, synthesis, and providing recommendations based on a scientific understanding of academic writing. The limitation of this study is that this study is theoretical academic writing for certain contexts based on the nature of the qualitative content analysis, namely the context of the study of agile governance, the era of society 5.0, and the COVID-19 pandemic. The analytical method of this study includes the explanation of the theory of agile governance, the era of society 5.0, and insights about the COVID-19 pandemic, which were then used as a basis for identifying strategies for implementing agile governance during the COVID-19 pandemic to welcome the era of society 5.0 in the Muratara Regency Government.

4.   Results and Discussion

Agile governance is the coordinated integration of agile and lean capabilities with governance capabilities to deliver faster, better, and more cost-effective value to a company's core business (J.H. de O Luna et al., 2014). The new phenomenon of agile governance in corporate settings advocates the application of agile skills to governance skills to increase corporate agility (Luna et al., 2014). Their key objective is to increase the rate at which they provide value to organizations at a lower price. Good organizational governance is essential because it promotes the participation of all organizational units, enhances corporate agility, and supports the company's main objective". Luna et al. (2014) assert, "To create a "Super Intelligent Society, "the Japanese Cabinet set the paradigm for the era of society 5.0 in The Fifth Science and Technology Basic Plan. Any restructuring of local government entities must take into account this paradigm. The

Super Intelligent Society is the evolution of human civilization after the Stone Age, Bronze Age, Iron Age, and Information Age. The term "Super Intelligent Society" is used to imagine a future society that is self-sufficient, digitally connected, and meets the needs of all of its members. Super Intelligent Society gives equitable access to high-quality services to all of its residents, regardless of age, gender, ethnicity, nationality, language, etc. This ensures that everyone in the community has the chance to live the greatest life possible (Narvaez Rojas et al., 2021). Transforming the government sector through digitization will encourage the following changes: a) improving public services; b) automating business processes; c) making smarter operational decisions (Rohmadin & Wasistiono, 2020; Stern et al., 2018). One example of the concept of society 5.0 is utilizing technology in the health sector. For example, technology helps surgery can be carried out remotely for the sake of equal distribution of health for everyone. This is different from the era of Industrial Revolution 4.0, where humans are becoming more modern because they have access to technology. The era of society 5.0 is a time when technology becomes part of humans.

During the COVID-19 pandemic, the current reality shows that most local government state civil apparatus work from home due to COVID-19. The state civil apparatus is getting familiar with the Zoom or Google Meet apps to hold meetings. While previously, they generally also knew about the existence of an effective and inexpensive teleconference meeting model. However, they did not want to move to a new system. Instinctively, humans resist change because change interferes with comfort. Therefore, to become an agile organization during the COVID-19 pandemic to meet the era of society 5.0, some strategies are needed, the following things are:

Understanding the system as a whole

Understanding the system as a whole, also means that the responsibility for the success of an organization is not only on management but

also the responsibility of all employees. An organization is an individual or group of people who collaborate to achieve certain goals with a clear membership structure. The definition of the system is a network of procedures that are interconnected and gathered together to perform an activity or to complete certain goals (Suryadharma et al., 2019). Organization as a system means that the organization becomes a complex overall platform joining a group of people to work together to achieve certain goals in a guided and systematic way supported by integrated, organized, interrelated elements. In its practical form, an agile organization will share its goals and visions with all members of the organization, seek opportunities and measure existing opportunities, flexible use of resources, and instructions on strategies that can be implemented (Aghina et al., 2018).

The Muratara Regency Government has the vision to realize the CITRA (Fast, Innovative, Transparent, Responsive, and Accountable) of Musi Rawas Utara with guidance. The missions include 1). Increasing competitiveness through quality and sustainable economic growth based on the potential of natural resources with environmental insight and local wisdom; 2). Improving the quality of human resources with character, tolerance, and harmony; 3). Improving smart, innovative, transparent, responsive, and accountable governance. Vision and mission are important things for a public organization, both of which will be the basis and reference for how the Government will develop and what goals it wants to achieve. Therefore, the Muratara government needs to disseminate information or educate all government employees. This is so that all levels of government organizations can absorb and work based on the vision and mission of the Muratara Regency Government.

In terms of realizing an agile organization and understanding the vision and mission, the Muratara Regency government must pay attention to opportunities. The organization must focus on the external and internal conditions of the organization so that the strategies implemented are by environmental conditions. Opportunity is a condition that can be used to achieve goals. Seek opportunities and measure the existing opportunities through resources. Resources are something that is seen as having economic value. Flexible use of resources is a characteristic of agile organizations.

Leaders of change can act as catalysts

In any organization, the caliber of its leadership is directly correlated with the success with which its objectives are pursued. Having a leader who can inspire and motivate others to achieve great things is crucial for any organization or major change. Having a reliable change leader in place improves an organization's adaptability. Leaders are responsible for influencing the mindsets and actions of their teams, as well as for measuring and reporting on progress. An agile company is led by a CEO who promotes collaborative decision-making and a culture of service. Leaders, in their catalytic role, are tasked with inspiring their followers to deepen their levels of self-awareness and awareness. The first step in finding a solution to an issue is recognizing that there is a problem worth solving. The network is strengthened by the team's open and accessible physical and digital surrounds, flat structure, clear and accountable responsibilities, well-understood governance, passionate and eager-to-implement community, developed active partnerships and ecosystems, and accessibility.

Leaders who practice servant leadership put their subordinates' needs, interests, and ambitions ahead of their own. A leader's influence extends beyond the behavior of those under them; they must also be skilled in areas such as management, which is crucial for tackling complexity through the creation of rules in the form of formal plans, the establishment of a hierarchical structure, and the subsequent monitoring of results by comparison with the predetermined plan. Moreover, there is the approach taken by management, which entails leading and serving together, and finally, there is the connection with the outside world. Leaders that excel at provid-

ing for their followers are the most effective. It is vital to develop methods by which the two can support one another. In the Era of Society 5.0, leaders are also required to be good at taking advantage of opportunities. Leaders must be good at influencing their subordinates through direct communication by emphasizing the importance of values and other things that are needed as time goes by. For example, in the era of society 5.0 in the world of health, leaders must understand the current conditions. Before creating innovation in a health system, leaders must first understand the conditions under them and see the needs from below, such as involving other stakeholders in the health system in preparing the vision, mission, goals, strategic health plans, and work programs planned for the health system. Leaders must also encourage followers to explore new approaches to doing things and new opportunities for learning. In the era of society 5.0, leaders are required to create new values through technological developments in the organizational world.

Organizations that apply continuous learning

Organizations need to apply a continuous learning process to become thriving and agile organizations. This is due to their willingness to learn and to learn new and contemporary things in their environment. The dynamic type of people who always have a passion for work, drive to create new things, and moving roles. One thing to learn is technology. In its actual form, agile organizations carry out continuous learning to develop technology architecture, systems, and supporting equipment and develop and implement next-generation technologies in real terms.

By using the paradigm of the society 5.0 era, local governments are required to encourage the development of the digital economy, which in the current coronavirus pandemic era is growing very rapidly due to compulsion. The momentum for this change must continue to be maintained and developed because the changes are in line with the era of society 5.0. Local gov-

ernments need to invest a budget in educating state civil apparatus to be more proficient in using information technology, change various local regulations that hinder the emergence of start-up businesses, and provide incentives for innovations developed by the IT-based community.

The implementation of an open communication style

Each level within an organization must be able to communicate both horizontally and vertically. When a team is successful as a whole, it is due to the members' capacity for good communication. People are more willing to express their opinions and beliefs in a setting where they do not feel threatened.

To implement agile governance during the COVID-19 pandemic towards the era of society 5.0 in Muratara Regency, everyone is encouraged to create open communication in a team so that they can feel the benefits. The following are some of the benefits of open communication, especially in a team with a diverse collection of individuals and backgrounds:

Build trust with each other

A high level of trust in each other can reduce work-related conflicts. As a result, harmony in the team is maintained and also ensures good team productivity.

Creates a sense of ownership

When everyone can provide feedback to each other, this also encourages a sense of responsibility and motivation to produce the best.

Minimize stress

With this form of communication, everyone will not be afraid to take the initiative in their work. In addition, open communication can help a person achieve satisfaction in their work because the uncertainty of what to do can be avoided.

Better collaboration

Open communication makes it possible to form effective and promising collaboration because each team member will not be afraid to express their opinions or ideas. Whether during discussions, meetings, or daily activities.

Reduce cultural differences

Every culture has a different style of communication. Thus, this can trigger conflict in the workplace. These cultural differences can be bridged with open communication because everyone will be more accepting of each other's views for the sake of work.

Respect each other

Being respectful, especially when co-workers express opinions, is also a way to encourage open communication.

A clean organization that follows good governance

Gaining adaptability requires competent leadership and adequate resources. To maintain a pleasant and efficient workplace, however, compliance with all policies and laws is of the highest importance. According to Haslam et al. (2020), "work climate" refers to employees' subjective evaluations of their company's culture and support for its policies, practices, and procedures. When workers are confident in their safety, they are more likely to apply their knowledge and skills to the fullest degree, resulting in superior outcomes.

To realize a clean government, the efforts that the Muratara Regency Government can make are: (1) Optimizing internal, external, and community supervision and accelerating follow-up on monitoring results. (2) Develop indicators for the implementation of good governance principles. (3) A survey was conducted on the understanding of government officials on the principles of good public governance in several agencies of Muratara Regency

Development of employee competency (individual)

Employees are important assets in the organization. Therefore, employees need to be empowered and developed. During the pandemic and towards the era of society 5.0 as it is now, the Government must provide fast and appropriate services, which needs intelligent, nimble, and agile human resources. The program that is no less important is to provide opportunities and training for civil state apparatus to work in the types of future jobs, such as collaboration with private parties who have used advanced information technologies (IT) in the form of an internship program. There is no need for local governments to be ashamed to learn from the more advanced private sector. Ingraham & Romzek (1994) have reminded us of this thing in Rohmadin & Wasistiono (2020) Disclosure of information requires taking special security precautions to protect against hackers so that the information is not misused. The credo promoted by the government 4.0 paradigm is: "The Fast Eat the Slow."20 This credo replaced the old credo, which reads "Smart Eats Stupid." The new credo reminds us that time is an essential and non-renewable commodity. Those who are quick to make decisions and act quickly will win the competition in a rapidly changing and often unpredictable world.

Agile governance provides lessons related to competitiveness that people can face competitively. However, many challenges must be faced in carrying out agile governance. Among these challenges, as it is happening now, is starting from public services, which were initially carried out offline and had to run online. The Government is also not ready to implement it but like it or not, for change to succeed, a quick move must be made so that it can be balanced with the changes that occur. Van der Voort advises the Government always to make adaptations so that good governance occurs later. Agile governance is a theory that can develop government optimally, which is not only limited to technological progress but related to all things. Agile has the potential to

create success, especially in public management, because, in theory, it adheres to good principles such as constantly innovating in carrying out policies without being limited or hindered by hierarchies and without failure is equal to 0 (zero). Therefore, it doesn't matter if you fail because failure gives you valuable lessons. Then the existence of a culture of collaboration or participation is certainly very good in implementing agile governance because everything cannot be done alone, both with creative ideas and in implementation.

Agile governance and its implications for public management can maintain and face challenges and are oriented towards services of technology to produce good, transparent services, as well as effective and efficient outputs. Agile governance greatly impacts the future, especially with increasing progress and change. However, this must also be balanced with adequate infrastructure development to support its implementation.

In facing the era of society 5.0, human resources in Muratara Regency must develop main individual abilities. According to Umro (2020), the main abilities that individuals must possess to face the era of society 5.0 are as follows: (1) Problem-solving skills: Individuals and components of society must be able to solve various problems they face. The problem-solving process certainly requires an appropriate or suitable strategy to solve the issues or problems encountered. (2) Critical thinking skills: The way of thinking that must always be introduced and accustomed is how to adapt in the future, including analytical, critical, and creative. That way of thinking is called higher-order thinking skills (HOTS). Higher-order thinking skills (HOTS) style of thinking is not mediocre thinking. It is complex, step-by-step, and systematic thinking. (3) Creativity skills: Creativity is the ability to think about something in a new and unusual way and produce unique solutions to various problems. Creative people will be able to think independently, have the power of imagination, and be able to make decisions so that they will have confidence and are not easily influenced by others.

5. Conclusion

One definition of an agile organization can swiftly respond to and overcome environmental changes, as well as any potential dangers or obstacles. The Internet of Things (IoT), Big Data, and artificial intelligence (AI) are all components of the vision for a future society referred to as "Society 5.0," which aspires to improve the quality of life for individuals. As the COVID-19 pandemic continues to spread, the Muratara Regency is under growing pressure to formulate a strategy for implementing agile governance inside the government. Since the research on agile governance in the context of local government in the era of Society 5.0 is still limited, therefore it is needed for Muratara Regency to prepare strategic innovation in the era of linked gadgets that will define Society 5.0 (The Internet of Things). To overcome the challenges on the way to agility, companies require action plans. Goals and visions must be conveyed to all personnel, study, and evaluation of options conducted, resources employed flexibly, and execution methods adhered to. There should be a leader of change on the team who can act as a catalyst and strengthen the team's relationships with external stakeholders. There must be businesses that are always learning. The benefit of open avenues of communication. The importance of conducting business with integrity and honesty. Improving staff abilities is critical (individual).

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