

Reflections of agile governance in public services in the digital age

Luh Putu Regita Septa Dewi*, Ida Bagus Raka Suardana

Department of Public Administration, Universitas Pendidikan Nasional
Jl. Bedugul No 39, Denpasar, 80225, Indonesia

*Correspondence: regita.reregita@gmail.com

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Abstract

The Covid-19 pandemic has prohibited us a lot in terms of bureaucratic governance where the bureaucracy must remain at the forefront in providing public services, such as optimization of ICT. The transformation of public services in e-government is directed at the implementation of flexible governance, so in this era of disruption, agile governance is needed and is a necessity in facing a crisis of existence for a country. This study aims to analyze how prepared the Disdikpora Bali Province is for Agile governance by upgrading public service quality, and services transformation and analyzing the obstacles or challenges that occur. Research using a qualitative-descriptive and inductive approach. Data was obtained using in-depth interviews and then analyzed using triangulation. Results show the level of readiness of the Bali Province Disdikpora in realizing Agile governance in upgrading public service quality during the Digital Age can be said to be quite ready. The transformation of services from conventional to digitalization has been implemented and Bali Province Disdikpora can respond and make adjustments to the changes that occur. The transformations carried out include the implementation of *e-kepegawaian*, *e-aset*, and *e-DUPAK* services. The lack of human capability in using ICT, inadequate infrastructure, and unstable internet connections are challenges in realizing Agile Governance.

Keyword: Agile Governance, Digital age, Public services

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1. Introduction

The Covid-19 pandemic has become a global pandemic facing the whole world which has had an impact on health and a downturn in the economy (Shangguan *et al.*, 2020) The government

is making a series of efforts to prevent the spread of the coronavirus, from implementing social distancing, large-scale social restrictions, and Work From Home (WFH) to restructuring and reallocating the budget for handling Covid-19.

The pandemic has given many changes to bureaucratic management (Taufik & Warsono, 2020). Amid the existing conditions, the bureaucracy is the front guard in serving its public. The Covid-19 era requires the bureaucracy to use more of its information and communication technology in all parts of government authority (Shangguan *et al.*, 2020). The development of e-gov is supported by the issuance of Indonesia Presidential Instruction Number 13 of 2003 which regulates the Indonesia National Policy and Strategy for E-government Development which focuses serious action and the attention of government authorities to carry out its functions, namely in making use of Information Technology (IT) (Adam, 2020).

Public services in practice experience many obstacles, especially in terms of service quality. The government, in this case, must respond quickly to the Covid-19 pandemic, otherwise, Indonesia will be faced with a worsening situation due to the massive spread of the virus. In a dynamic society, the important role of government is needed in terms of responding managing, and providing the right decisions to adapt to the changes and conditions that are happening in a country (Halim *et al.*, 2021). Providing an appropriate and fast response needs to be given by an organization to avoid difficulties in dealing with changes in its environment. The transformation of public services in e-government is directed at the implementation of flexible governance, so during the disruption period, agile governance is needed and is a necessity in facing a crisis of existence for a country. Not relying on central government authorities, regional government authorities also need to implement agile government management (Dewi & Jayanti, 2017).

The agile concept aims at increasing capabilities in the use of information and communication technology within an organization. Agile Governance encourages implementation of improvements to organizational performance and productivity processes (Luna *et al.*, 2015). The application of Agile Governance requires government authorities to be responsive to changes that arise and are unexpected. ICT is the main key because it is used as a means of connecting orga-

nizational capabilities in decision-making, providing a strategic position for an organization, and the ability to apply agile governance (Sari & Aftrisia, 2020).

Transformation of public services in the digital era can be achieved in various ways, one of which is by applying the principles of Agile Governance, which is important for organizations in improving public services. (Dewi & Jayanti, 2017). The Education, Youth, and Sports Office of Bali Province is a provincial regional agency that provides public services to its people, especially in the education sector.

The Education, Youth, and Sports Office of Bali Province has been implementing e-government since 2019 using a hybrid work pattern through the use of ICT. The use of ICT in providing services to the public alone is not enough, the Education, Youth, and Sports Office of Bali Province is deemed it necessary to improve and make improvements in providing services to be able to face challenges that continue to grow, one of the efforts is to apply the concept of Agile Governance.

The scope of the problem in this research is to examine how prepared the Education, Youth, and Sports Office of Bali Province is in realizing Agile Governance to improve the quality of public services in the Digital Age, how the service transformation implemented by the Education, Youth, and Sports Office of Bali Province in realizing Agile Governance in the Digital Era and what are the obstacles or challenges faced by the Education, Youth, and Sports Office of Bali Province in realizing Agile Governance in the Digital Age. Thus, the purpose of this research is to find out how the readiness of the Education, Youth, and Sports Office of Bali Province is in realizing Agile Governance in improving the quality of public services in the Digital Age, transforming by implementing services and analyzing the obstacles or challenges that occur.

2. Literature Review

A review of the literature is carried out to assist in compiling a framework of thinking that

is by the theory, findings, and results of previous studies in solving the research problem formulation. Gaffar (2022) conducted research related to the principles of Agile Governance during the Covid-19 pandemic in the Muratara Regency Government showing that the principles of Agile Governance have been applied but the realization of vaccinations is still at a low level in South Kalimantan due to the resistance of the community and rejection of vaccines. Kiahno (2021) examines the use of the Teko-Cak Apps to implement Agile Governance and its strategies when managing cases in its five stages of strategic management. The results of the research provide an understanding that Teko-Cak has implemented Agile Governance to increase the compliance and work order of civil servants during the pandemic.

Kusumawati & Kriswibowo (2021) shows that the Education, Youth, and Sports Office of Tulungagung Regency can respond quickly to the handling of the COVID-19 pandemic by implementing Agile Governance. Besides that, Kurniawan *et al.* (2021) found that the Government of Banyuwangi Regency implements Agile Governance through Smart City with the involvement of the Office of Communication, Informatics, and Encryption which is the leading sector in the development of innovation in ICT.

Janssen & Voort (2020) found Agile Governance to be influential with response speed within certain structures and adaptively to system-level changes within governance. Amalia (2020) demonstrates the strong application of Agile Governance is carried out by placing its vision with a focus on the latest trends and strategic organizational goals. Whereas Vernanda (2020) shows that the implementation of Agile Governance in Indonesia has not reached its optimal level, especially in Technology, Information, and Communication.

Based on the previous research that has been described, this research examines the application of Agile governance in improving the quality of public agency services in the Digital Age which is carried out in the Education, Youth, and Sports Office of Bali Province.

3. Research Method

The research design used was descriptive qualitative with an inductive approach and was then carried out at the Education, Youth, and Sports Office of Bali Province. The data used is in the form of qualitative. Data was obtained through the depth interview. The selection of informants was carried out through purposive sampling. Informants in this study namely 1) Head of the Education, Youth, and Sports Office of Bali Province 2) Head of the High School Development Division at the Education, Youth, and Sports Office of Bali Province, 3) Head of the General and Personnel Subdivision of the Education, Youth, and Sports Office of Bali Province, 4) IT staffs at the Education, Youth, and Sports Office of Bali Province and 5) Head of Public and Personnel Subdivision at SMKN 1 South Kuta as service recipient communities. The data is then processed by triangulation, namely the data reduction method, data presentation, and drawing conclusions or the verification process.

4. Results and Discussion

The results of the interviews in the study summarize information regarding the service transformation carried out by the Education, Youth, and Sports Office of Bali Province in realizing Agile Governance and regarding the readiness of the Education, Youth, and Sports Office of Bali Province in realizing Agile Governance in public services in the digital era.

The Head of the General and Personnel Subdivision of the Education, Youth and Sports Office of Bali Province said that the Education, Youth, and Sports Office of Bali Province continues to strive to keep up with the dynamics of technology in the current digital era to provide and improve public services.

The Head of the High School Development Division at the Education, Youth, and Sports Office of Bali Province stated that The Education, Youth, and Sports Office of Bali Province provides services to the community with an online system.

Reflections of agile governance in public services in the digital age

Luh Putu Regita Septa Dewi, Ida Bagus Raka Suardana

The Admin of Basic Education Data stated that the transformation of public services within the Education, Youth, and Sports Office of Bali Province was carried out by digitizing the working mechanism. Regarding the transformation of services that have been used by the Education, Youth, and Sports Office of Bali Province in public services in the digital era, the head of the Education, Youth, and Sports Office of Bali Province said digitalization follows the legal basis of electronic-based government. The Head of the Public and Personnel Subdivision at SMKN 1 South Kuta said that service transformation resulted in more effective services. The Head of General Affairs and Personnel Subdivision for the Education, Youth, and Sports Office of Bali Province stated that the service transformation received good feedback from the public.

IT staff at the Education, Youth, and Sports Office of Bali Province revealed that there are still several problems related to the transformation of services being carried out, even though they have received very good responses from the public. The same thing was conveyed by the Head of the General Affairs and Personnel Subdivision of the Education, Youth, and Sports Office of Bali Province that there is still a need to increase digital literacy by implementing digital-based services. Apart from this, the head of the Education, Youth, and Sports Office of Bali Province added that service transformation can realize Agile Governance.

Observations of Agile governance at the Education, Youth, and Sports Office of Bali Province are measured by 6 Agile governance principles by Luna *et al.* (2015). The first principle, namely good enough governance, is reflected in the Education, Youth, and Sports Office of Bali Province in providing services to the public by the organization's mission and in implementing service transformation in the digital era. It is guided by existing regulations, especially regarding electronic-based government. As for capability, the Education, Youth, and Sports Office of Bali Province's human resources are sufficient for proficiency in the use of technology and carrying out the transformation of the services carried out.

The second principle of agile governance, namely business-driven, is reflected in the transformation of public services at the Education, Youth, and Sports Office of Bali Province, which strongly supports existing business processes in the implementation of civil servant capacity-building training in the use of service transformation used such as socialization related to service use, as well as providing video tutorials on how to use the service.

The third principle of agile governance, namely human-focused, is reflected in the Education, Youth, and Sports Office of Bali Province, which has provided active freedom for its employees in providing services to the public, as seen from the enthusiasm of the public in using the services that have been created and developed. With the transformation of the services used, employees of the Education, Youth, and Sports Office of Bali Province can provide services to the public in an agile manner, for example, employees can provide 24-hour service anywhere and anytime.

The fourth Agile Governance principle is based on quick wins, where the transformation of services from conventional to digitalization gets a positive response from the public. The service transformation is a combination of new service innovations and existing services and has been implemented. The active response from the public as recipients of public services can be seen from the results of the Google rating survey which reached 4.7 on a scale of 5.

The fifth principle of agile governance is the systematic and adaptive approach. In The Education, Youth, and Sports Office of Bali Province a systematic and adaptive aspect has transformed into Agile Governance, where digital service transformation has been carried out so that public services carried out can be fast and responsive as implementing *e-kepegawaian*, *e-aset* and *e-DUPAK*.

The sixth principle of Agile governance is that simple design and continuous refinement are reflected in the Education, Youth, and Sports Office of Bali Province's efforts continuously to make developments for the digital services created,

because these services refer to the current legal basis, so that if there is a change in the legal basis, then the services used must be sustainable and develop by existing changes. So that this can be a factor in agile governance.

Good governance is reflected in the transformation of services carried out by the Education, Youth, and Sports Office of Bali Province, which can be seen in terms of capability and organizational context. Gaghman (2020) argues that focusing on achieving its vision, mission, goals, and objectives which have an orientation to results adjusted to the input used is a criterion that needs to be met in realizing a public service-oriented bureaucracy.

The business-driven reflected in the Education, Youth, and Sports Office of Bali Province when carrying out public service transformation strongly supports existing business processes in system training used and also provides video tutorials on service use. The agile approach according to Wijayanti *et al.* (2020), is carried out by implementing business values continuously, giving trust to all employees in implementing these business processes, and improving communication between team members and the work environment has the task of managing programs within the organization to increase benefits, relevance, quality and society.

The focused indicator is reflected in the public service transformation process carried out by The Education, Youth, and Sports Office of Bali Province which is oriented towards the people served, as well as employees of The Education, Youth, and Sports Office of Bali Province can provide services to the public 24 hours a day so that service is fast and responsive. In this case, the role of the community is involved as much as possible in the bureaucracy that applies the Agile Governance approach (Padmaningrum, 2021). Agile and innovative management of bureaucratic work requires adaptive and capable human resources in integrating decision-making (Purwanto, 2019).

The Based on Quick Wins indicator is reflected in the Education, Youth, and Sports Of-

fice of Bali Province in providing services to the public getting a positive response as seen from the Google rating survey reaching 4.7 on a scale of 5. Bureaucratic management is carried out by focusing more on innovative processes in realizing evidence-based policy which is not only limited to traditional systems but can also come from other sources so that the information can be more dynamic and actual (Purwanto, 2019)

Systematic and adaptive approach indicators are reflected in the transformation of the Education, Youth, and Sports Office of Bali Province services which have been running systematically and can adapt especially during the Covid-19 pandemic. Adaptive planning carries out development and changes in a sustainable manner and can respond flexibly and quickly to the needs of consumers in the organization will be encouraged by an agile approach (Denning, 2015). Dhir & Sushil (2018) said that formulating the value of the benefits of the agile method by changing the bureaucracy from the old way of working to the newest one which is more transparent, adaptable, and responsive is one way to create a bureaucracy with an agile method in responding to rapid environmental changes.

The simple design and continuous improvement indicators are reflected in the service transformation carried out by The Education, Youth, and Sports Office of Bali Province, which continues to strive to develop and improve existing services through developments in existing regulations. Within the organization, work management will prioritize the process of cultural and innovative change so that bureaucratic performance will become more responsive and collaborative when it has decided to implement Agile Governance (Purwanto, 2019).

5. Conclusion

The readiness of the Education, Youth, and Sports Office of Bali Province in realizing Agile Governance to improve the quality of public services in the digital era can be said to be quite ready. The transformation of services from con-

Reflections of agile governance in public services in the digital age

Luh Putu Regita Septa Dewi, Ida Bagus Raka Suardana

ventional to digitalization has been implemented and this transformation shows that The Education, Youth, and Sports Office of Bali Province can respond and make adjustments to the changes that occur. The service transformation that has been carried out is by creating and developing *e-Kepegawaian*, *e-Aset*, and *e-DUPAK* which are used for public services within the Education, Youth,

and Sports Office of Bali Province. The challenges faced are that there is still a lack of human resource capacity in using ICT, the infrastructure used in service transformation needs to be studied further and not all regions of Indonesia can be connected to the internet which can hinder the process of services being provided.

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