

Analysis of Agile Governance In Digital-Based Public Service Of The Banten Provincial Government

Kiki Agista ¹, Arenawati²,

^{1,2} Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Sultan Ageng Tirtayasa

*
e-mail: ikiagista14@gmail.com

Abstract / Abstrak

This research aims to explore in greater depth the process of implementing Agile Governance in digital-based complaint services in Banten Province (a case study on the LAPOR service in the Jawara e-Gov application).. The problem addressed by the researcher is the slow response in providing direct feedback to the public in the LAPOR service (People's Online Aspiration and Complaint Service). Additionally, the uneven distribution of internet signal across villages/sub-districts as digital infrastructure for the people of Banten Province is highlighted. The organizational structure of the Provincial Department of Communication, Informatics, Statistics, and Encryption of Banten has also not been effective enough. This study uses qualitative methods through interviews, observations, documentation, and document review. The results show that the implementation of Agile Governance in the LAPOR feature on the Jawara e-Gov application in Banten Province is not yet optimal, as evidenced by issues and challenges in six key indicators.

Penelitian ini bertujuan untuk mengetahui lebih dalam bagaimana proses penerapan Agile Governance dalam pelayanan pengaduan berbasis digital Provinsi Banten (studi kasus pelayanan LAPOR Pada Aplikasi Jawara e-Gov). Permasalahan yang dikaji oleh peneliti adalah masih lambatnya dalam memberikan feedback langsung kepada masyarakat pada layanan LAPOR (Layanan Aspirasi dan Pengaduan Online Rakyat). Dan belum meratanya penyebaran sinyal internet disetiap desa/kelurahan sebagai sarana dan prasarana infrastruktur digital bagi masyarakat Provinsi Banten. Serta Struktur organisasi Dinas Komunikasi, Informatika, Statistika dan Persandian Provinsi Banten belum cukup efektif. Penelitian ini menggunakan metode kualitatif dengan menggunakan hasil wawancara, observasi, dokumentasi dan studi dokumen. Hasil dari penelitian ini menunjukkan bahwa penerapan Agile Governance dalam pelayanan fitur LAPOR pada Aplikasi Jawara e-Gov Provinsi Banten belum optimal hal ini dibuktikan dari 6 indikator yang masih terdapat masalah dan kendala didalamnya.

Keywords / Kata kunci

Agile Governance, Digital Public Services, Banten Province

Agile Governance, Layanan Publik Berbasis Digital Provinsi Banten.

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Introduction

In The rapid progress in the modern era today is an undeniable reality driven by technological advancements. Over the past few decades, digital technology has experienced extraordinary acceleration, opening the door to paradigm-shifting innovations and revolutions across various fields such as industry, society, and especially government. Indonesia is one of

the countries that has integrated the internet into social and governmental life to improve the quality of public services provided by the government to its citizens.

Table 1. Number of Internet Users in 2024

No.	Jumlah Pengguna Internet		Persentase Pengguna Internet		Persentase Pengguna Internet	
	2023	2024	2023	2024	Laki-laki	Perempuan
1.	2023	2024	2023	2024	Laki-laki	Perempuan
2.	215.000 jiwa	221.000 jiwa	78,9 %	79,5 %	50,9 %	49,1% 1

Source: Asosiasi Penyelenggara Jasa Internet Indonesia 2024)

Based on the data, in 2024 there are 221 million internet users in Indonesia, up from 215 million in 2023, with an internet penetration rate of 79.5% in 2024, rising from 78.19% the previous year. This indicates a high level of public openness to information. Agile Governance can be defined as the government's basic ability to withstand and quickly adapt to developments in the modern era, and to respond to the needs of society effectively and efficiently (Nurul Siti et al., 2023). In today's digital era, this concept helps tackle various challenges posed by environmental changes.

The province of Banten has implemented government digitization in line with Presidential Regulation (Perpres) Number 95 of 2018 concerning the Electronic-Based Government System. This regulation mandates that all regions, including Banten Province, develop electronic-based government services. To strengthen these digital services, Banten Province issued Governor Regulation Number 19 of 2021 on the implementation of the Electronic-Based Government System. In 2023, as many as 922 villages/urban neighborhoods in Banten Province had received mobile internet signal access; however, this only covers 59% of the targeted 1,552 villages/urban neighborhoods, falling far short of the target. Secondly, there is still a delay in providing direct feedback to the public on the LAPOR (Online Public Aspirations and Complaints Service) platform. This can be seen from the report data for the period January 1, 2023 – February 15, 2024, issued by the Department of Communication, Informatics, Statistics, and Encryption of Banten Province, which shows that the public in Banten Province submitted several complaints through the LAPOR feature, including 39 aspirations, 100 complaints under supervision, 186 complaints not under supervision, 10 requests for information, and whistleblowing system complaint.

However, out of the total 336 complaints submitted through the LAPOR feature, 268 complaints have been resolved, 58 are still in process, and 10 have not yet been followed up. Therefore, the data above shows that there are still complaints being processed slowly, with 58 complaints in

progress and 10 complaints that have not been addressed.

Figure 1.

Laju Tindak Lanjut

Source: The Department of Communication, Informatics, Statistics, and Encryption of Banten Province 2024)

Based on the diagram above, it is shown that in following up on incoming complaints, the red color represents follow-up times of less than five days, and the green color represents follow-up times exceeding five days. Out of the total 100% of complaints received, 78.8% were followed up on time, while 21.2% were followed up late. This indicates that there are still delays in the verification and follow-up processes, suggesting that the government is still slow in providing feedback to the public who submit complaints through the LAPOR service.

Third, the organizational structure of the Department of Communication, Informatics, Statistics, and Encryption of Banten Province in administering the LAPOR system is not yet effective. The organizational structure of the Jakarta service application unit is now more complete compared to that of Banten's Department of Communication, Informatics, Statistics, and Encryption, indicating that the organizational structure is not effective enough. An incomplete organizational structure can lead to a lack of coordination between departments or teams. Without clear direction, each unit or individual may work in isolation without considering the efforts being made by others in managing the LAPOR (Online Public Aspirations and Complaints Service) feature.

Given the above issues, it seems necessary to further investigate why these problems still occur and what obstacles are being faced, and then measure how adequately the agile governance model is being applied to the LAPOR service in Banten Province. The researcher is also interested in conducting deeper studies using the Agile Governance theory by Luna, Moura, and Kruchten, through six principles

(Luna et al., 2015), namely: Good enough governance, Business driven, Human focused, Based on quick wins, Systematic and Adaptive approach, and Simple design and continuous refinement in its implementation.

Research Methods

The research method used in this study is descriptive qualitative research (Moleong, 2018:4), by describing the findings from interviews, observations, and documentation. The author then uses the Miles and Huberman (2018) analysis model. There are four stages in the data analysis process: Data Collection, Data Condensation, Data Display, and Conclusion Drawing. This aims to gain deeper insights into how Agile Governance is applied in digital complaint services in Banten Province, as well as to review existing theories and knowledge to identify the causes of the problems.

Results and Discussion

In this study, the researcher used the Agile Governance theory by Luna, Moura, and Kruchten, which includes principles (Luna et al., 2015). This theory explains indicators of Agile Governance to analyze agile governance implementation in digital complaint services, specifically the LAPOR feature on the Jawara e-Gov application in Banten Province.

1. Good Enough Governance

This principle emphasizes that organizations should aim for a level of governance that is 'good enough' to be responsive and effective. Research at the Banten Provincial Department of Communication and Informatics shows that while the organizational structure is functioning effectively, there is room for improvement, especially in enhancing capabilities by adding a public communication division.

Research at the KMP LAN Makassar Training and Development Center also highlights the importance of Good Enough Governance in supporting agile governance through organizational structure reform and the addition of reform teams divided into several working groups.

The digital system implemented by the Banten Department of Communication and Informatics has made it easier for the public to submit complaints through the app,

though some Regional Government Organizations (OPD) are still slow in responding. The Department plays a role in reminding OPDs to promptly follow up on complaints received.

Regarding ASN (civil servant) competency, although some do not have relevant backgrounds, regular training has helped improve their skills. Research at KMP LAN Makassar also found that human resources readiness has improved through ongoing training.

2.Business-Driven

The second Agile Governance indicator identified at the Banten Provincial Department of Communication, Informatics, Statistics, and Encryption is 'business- driven,' where every decision is based on business needs. Their main focus is the LAPOR service, aimed at providing value to stakeholders and capitalizing on existing opportunities. The first sub-indicator, ASN responsiveness, emphasizes the importance of quick responses from ASN in achieving organizational agility.

Research at the KMP LAN Makassar shows good technology integration in business processes, unlike in Banten, where OPD responses, such as from the Department of Labor and Transmigration, are often slow, with an average response time of 3.4 days.

The second sub-indicator, technology integration, stresses the importance of digital infrastructure for providing fast and easy services. Although the Jawara e-Gov app has integrated various services, the limitations of digital infrastructure in Banten Province, such as blank spot areas and low digital literacy, hinder the widespread adoption of digital services.

3.Human-Focused

The Human-Focused principle in service-oriented bureaucracy emphasizes the importance of policies that support public services. It includes two sub-indicators: service orientation and public participation.

Research at the Department of Population and Civil Registration of Bandung City shows openness in involving the public, including providing both online and offline complaint counters. A similar effort is found at the Banten Provincial Department of Communication and Informatics, which has prioritized public

service through a quick and transparent complaint system, although there are still challenges in OPD response times.

Public participation is also a crucial aspect. While the Banten Department of Communication and Informatics has conducted outreach through various channels, its effectiveness has not been optimal, as indicated by the low number of downloads for the Jawara e-Gov app and technical issues reported by users, such as lag when using the app. This shows that the app has not yet fully facilitated easy access to public complaint services.

4. Based on Quick Wins

The Based on Quick Wins principle focuses on quick achievements that drive further improvements. This study evaluates two sub-aspects: success and speed. The success sub-indicator highlights achieving significant results in a short time, which can create positive momentum. For example, previous research in Bandung City showed the success of the Pikobar app in handling the COVID-19 pandemic. Similarly, the Banten Provincial Department of Communication and Informatics has achieved key targets such as internet infrastructure improvement, system integration, and higher SPBE scores, which were recognized by awards from the Ministry. These successes motivate further performance improvements.

The speed sub-indicator measures how quickly an action or process is completed. The Banten Department of Communication and Informatics has shown speed in responding to complaints, in line with research in West Java Province, which also responded swiftly to the pandemic through technological innovations like the Pikobar app.

Conclusion

Based on the analysis and discussion above, regarding the implementation of Agile Governance in the digital complaint services of the Banten Provincial Government, with a case study of the LAPOR feature on the Jawara e-Gov application, it can be concluded that the Department of Communication, Informatics, Statistics, and Encryption of Banten Province still requires improvements in organizational capability, including adding more divisions to its structure, even though

the existing service procedures are adequate and striving to be agile amidst external obstacles. The competence of civil servants (ASN) is sufficient due to training, although some do not have relevant educational backgrounds.

However, the implementation of the business-driven principle is still not optimal, with delayed responses from Regional Government Organizations (OPD) and inadequate digital infrastructure, particularly in blank spot areas. Additionally, in the human-focused aspect, the Department has not yet been able to provide easy access through the Jawara e-Gov application, with challenges in OPD response and complaint clarity, as well as ineffective socialization in increasing public participation.

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