AGILE GOVERNANCE AS A FORM OF PUBLIC SERVICE TRANSFORMATION

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Abstract. *Agile governance is a service that is needed today because of the times that utilize IT more. Agile governance without discipline cannot develop, and with discipline without agility, it cannot be competitive. Agile governance is an effective form of service transformation to provide convenience to the community, but in reality, there are still obstacles, especially related to human resources. They tend to slow down services on the grounds that files are piling up and leaders are not yet in place. Therefore, this study aims to analyze the implementation of agile governance at the Palopo City Land Office. The researcher uses a qualitative approach that is descriptive in nature, namely to find out or describe the reality of the events under study. Data collection techniques include interviews, observation, and documentation. The data analysis technique used is the NVIVO 12 application. Based on the research results, agile governance applied in government agencies still faces several obstacles. Agile governance was first implemented in the business world to accelerate services by considering citizens as customers. But the government sector, especially the land agency, is a civil society that must be served without taking into account material benefits. Agile governance still has shortcomings, especially in the application of applications that have not all been accepted by the community. The services provided by staff still cause classic problems such as slow processes, family systems, and the provision of money as a means of accepting files.*

Keywords: *Agile Governance, Transformation, Service*

1. INTRODUCTION

Agile governance is a service that is needed today because of the times that utilize IT more. Thus, services to the community must follow the development of the era by utilizing technology. The application of agile governance forms competitiveness in facilitating citizen service systems (Founoun, 2022) so that the service is more agile, resilient, and effective (Purcell, 2019). Competitiveness is one of the keys to sustainable development and this demands agility at the service and organizational level, Successful agile governance at the organizational level requires a flexible and adaptable Information Technology (IT) environment, as well as effective and responsive governance in order to deliver faster, better and cheaper value to the organization (Jamie Lynn Cooke, 2016) (Cummins, 2016) (Trier, 2021). Agile governance is very important for organizations because its practices control costs, risks, and security (Kasianiuk, 2016; Korhonen et al., 2014). Therefore optimizing processes involving technological resources (Lima, 2017). Agile governance can overcome slow, complicated, and complicated services by utilizing technology. Agile governance without discipline cannot develop, and with discipline without agility, it cannot be competitive (Brown, 2013; Criado, 2020). Currently, public services in Indonesia are still experiencing problems, especially in sectors related to the administrative needs of the community. Public services have been regulated by Law No. 25 of 2009. It can be seen from the data below that the

percentage of compliance with the implementation of the Public Service Law in Indonesian institutions is high.

Table 1.1. Compliance with the implementation of the Public service Law in

| Institutions	Percentage of Compliance with the implementation of the Public Service Law (Percent)								
	Green Zone (High Compliance)			Yellow Zone (Medium Compliance)			Red Zones (Low Compliance)		
	2018	**2019**	**2021**	**2018**	**2019**	**2021**	**2018**	**2019**	**2021**
The Ministry	*55.56*	*50.00*	*70.83*	*44.44*	*50.00*	*29.17*	*0.00*	*0.00*	*0.00*
Institutions	*25.00*	*0.00*	*80.00*	*50.00*	*100.00*	*20.00*	*25.00*	*0.00*	*0.00*
Provincial Governments	*62.50*	*33.33*	*38.24*	*25.00*	*50.00*	*55.88*	*12.50*	*16.67*	*5.88*
District/City Government	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
District Government	*31.66*	*33.02*	*24.76*	*44.22*	*40.47*	*54.33*	*24.12*	*26.51*	*20.91*
City Government	*36.73*	*33.03*	*34.69*	*44.90*	*47.22*	*62.24*	*18.37*	*19.44*	*3.06*

Indonesian Institutions (BPS, 2021)

Source: BPS, 2021

Public services are running well according to the table above for ministries and institutions that are structural in character, but public services still experience some issues. In particular, in city and district governments. Therefore, the application of agile governance is applied in various regions to accelerate public services as a transformation in the public service system. The application of agile governance will run if it has indicators (A. Luna et al., 2015), namely 1). Good enough management, 2). Business-driven, 3). Focused on people, 4). Based on quick wins, 5). Systematic and adaptive approach, 6) Simple design and continuous improvement.

The implementation of agile governance, especially in the Palopo City Land Agency, is still experiencing obstacles to creating effective and efficient services. Although a website-based application has been implemented, it can also be downloaded on the Play Store, namely the Sentuh Tanahku application. This application integrates with land agencies throughout Indonesia. There are several obstacles found in the field by researchers, such as the fact that the completion of certificates for both name changes and separations is very slow and not in accordance with the standard operating procedures applied by land. Based on standard operating procedures, the completion of certificate separation takes only 15 working days. In addition, to support agile governance, the Touch My Land application is still difficult to register, especially when synchronizing photos with the applicant's identity card. However, to check the administrative process, the file has no problems. as seen in the picture below.

Gambar 1.1. Sentuh Tanahku App
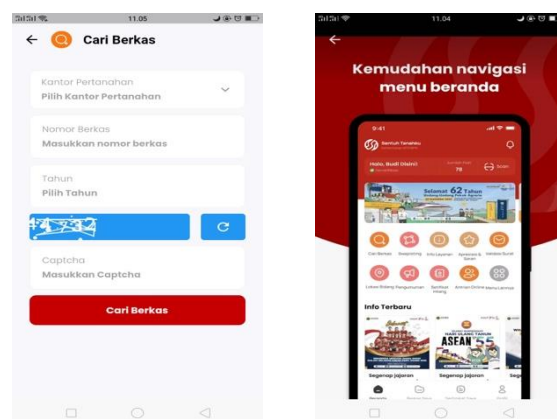
In another case, the approach and services provided by staff were not persuasive enough. By leveraging social media, apps, and new emerging models, organizations implementing agile governance approaches also hope to capitalize on the potential advantages and opportunities they can bring. Determining knowledge gaps about current agile governance methods in various contexts and discussing new applications of agile government approaches is therefore essential. Agile governance is an effective form of service transformation to provide convenience to the community, but in reality, there are still obstacles, especially related to human resources. They tend to slow down services on the grounds that files are piling up and leaders are not yet in place. Therefore, this study aims to analyze the implementation of agile governance at the Palopo City Land Office.

2. LITERATUR REVIEW
2.1. Agile Governance

The implementation of Agile Governance from a corporate or industrial system applied to government is intended to solve the problems of budget overruns, deadlines not met, low-quality output, and customer dissatisfaction (Maulana et al., 2023). The agile governance phenomenon emerges in the context of the organizational environment as a young and new area, eight years old, pushing people to apply agile capacity to governance skills to provide business agility (A. Luna et al., 2014). Over time, the definition of agile governance has undergone a paradigm shift.

Table 2.1. Agile Governance Definitions Over Time

Author, year	Focus	Defining agile governance
(Qumer, 2007)	Agile software development	"*Integrated agile governance involves lightweight, collaborative, communication-oriented, economical and evolving effective accountability framework, controls, processes, structures to maximize agile business value, by the strategic alignment of business-agile goals, performance and risk management*"
(Cheng et al., 2009)	Software development governance	"*The accountability and responsibility of management, adopting agile software development methods, and establishing measurement and control mechanisms in an agile environment*"
(A. J. H. Luna et al., 2010)	IT governance	"*The process of defining and implementing the IT infrastructure that provides support to strategic business objectives of the organization, which is jointly owned by IT and the various business units and instructed to direct all involved in obtaining competitive differential strategies through the values and principles of the Agile Software Development Manifesto*"
(A. Luna et al., 2014)	Multidisciplinary	"*The 'means' by which strategic competitive advantages ought to be achieved and improved on the organizational environment, under an agile approach in order to deliver faster, better, and cheaper value to the business*"

| (A. Luna, 2015) | Broad | *"The ability of human societies to sense, adapt and respond rapidly and sustainably to changes in its environment, by means of the coordinated combination of agile and lean capabilities with governance capabilities, in order to deliver value faster, better, and cheaper to their core business"* |
| (A. J. H. Luna et al., 2019) | Businesslike | *"The capability of an organization to sense, adapt and respond to changes in its environment, in a coordinately and sustainable way, faster than the rate of these changes"* |

Table 2.2. Research on Agile Governance

Source : connected papers, 2023

In an organizational context, governance is a building block for creating the necessary engagement of all organizational units, achieving greater corporate agility, and supporting overall strategy (Luna et al., 2015). We have proposed the following six meta-principles for agile governance to guide future research and, especially, to encourage its practice (Luna et al., 2014), namely 1). Good enough governance, 2) business-driven, 3). Human-focused, 4). Based on quick wins, 5). Systematic and adaptive approach, 6). Simple design and continuous refinement So the difference is very clearly described between agile governance and conventional governance.

Table. 2.2. Differences Between Agile Governance and Conventional Governance

Agile governance	*Conventional governance*
It is more about practice and habit than...	Process and Procedures
It is more about achieve sustainability and competitiveness... Than...	… be audited and be compliant

It is more about transparency and people's engagement to the business... Than...	… monitoring and controling
T is much more about sense, adapt and respond... Than...	Follow a plan

Source : (Beck et al., 2001)

3. RESEARCH METHODS

The researcher uses a qualitative approach that is descriptive in nature, namely to find out or describe the reality of the events under study. Qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. Research location at the Paopo City Land Agency Office The data in the data Observation, namely data collection by making direct observations of the object of research, is carried out systematically and deliberately. 2) Interview, namely data collection techniques through direct interviews with informants. 3) Documents and archives, namely, conducting literature reviews where documents are considered supportive and relevant to the problems to be studied in the form of literature, journals, and scientific papers. The data collected will be analyzed using the Nvivo 12 Plus software application.

4. RESULTS AND DISCUSSION

Agile governance is a transformation of public services in the new era. Agile governance brings change by prioritizing fast and simple services. Agile governance research has been widely researched by academics; this is a very interesting field to study to see whether this concept can be accepted in developing countries. Because basically, the problem in the country is developing the ability to master technology, especially in areas of Indonesia that are still often constrained by networks. While agile governance is closely related to information technology, To make it easy to learn about agile governance, you can see the picture below about agile governance research conducted from year to year using Vosviewer.
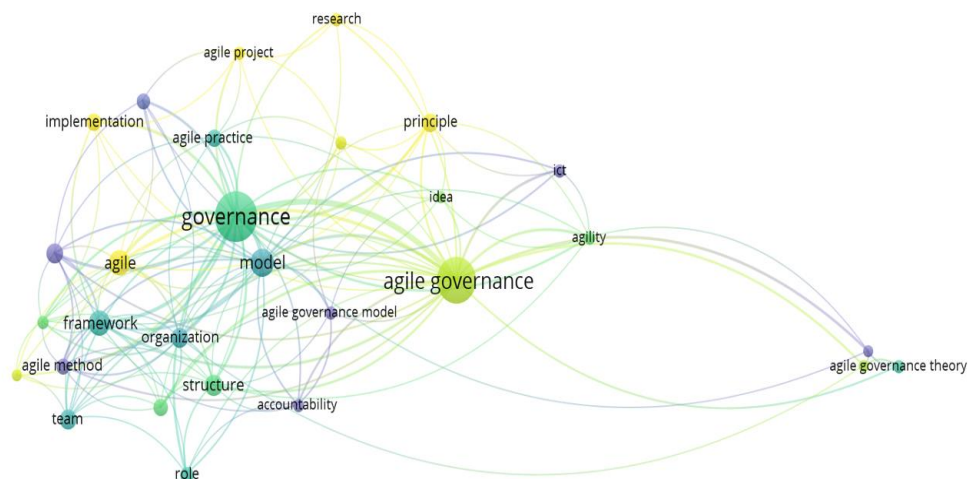

Figure 4.1: Agile Governance Research From Year to Year

Source : Vosviewer, 2023

We can see from the results of data processing using Vospiewer that one of the variables is widely researched by academics. So the references above can help explain the application of agile governance at the Land Agency in Palopo City. The public service desired by implementing agile governance is still experiencing difficulties in its application. This is because there are several things that need to be addressed. However, based on the results of the study, some of the indicators put forward by (A. J. H. Luna et al., 2019) are still not maximally applied in the land agency. Personnel and the public in particular are still not utilizing the application. So that service on land still needs improvement (Ferdian et al., 2022). According to (A. Luna et al., 2014) there are several indicators when applied so that agile governance runs well, namely: 1). Good enough governance, 2).Business-driven, 3). Human Focused, 4). Based on quick wins, 5). Systematic and Adaptive approach, 6). Simple design and continuous refinement.

The results of the study show that agile governance will run well if the community is able to operate applications that facilitate services. can be seen in the picture below the processed results of the Nvivo 12 application.

Figure 4.1: Results of Researcher Data Analysis
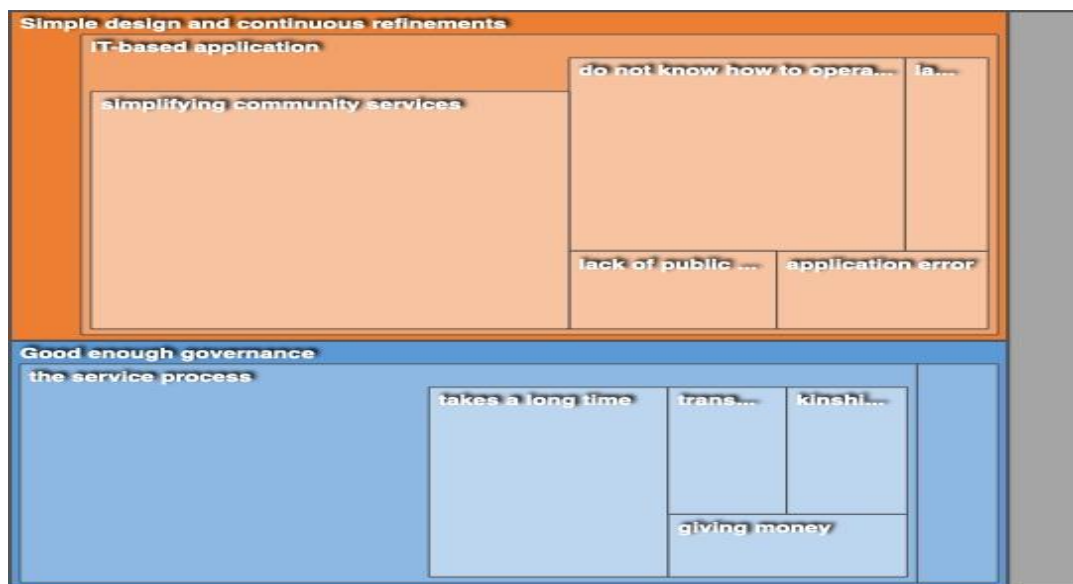


Source : Nvivo 12 aplication

The figure above is the result of Nvivo data processing, illustrating that in the application of agile governance, there are two things that need to be considered: the service process and IT applications. The service process is still a problem at the land agency. Because there is still a service that has not been maximized, as shown in the figure above, there is still a system of giving money and kinship when managing files. On the other hand, the payment system carried out is already transparent because it utilizes banks and post offices.

On the other hand, the design of the application used in the service is quite good. However, what is lacking from this indicator is the community socialization process. That means the community needs to be assisted in using the application. However, the community feels satisfied when served directly. Because they can find out the cause of the slow processing and ask for an explanation about it. Therefore, service will be effective if the service provider and recipient have good communication and a persuasive approach (Runi et al., 2021). The implementation of agile governance has several problems that arise due to service process problems and not knowing how to operate the application.

Gambar 4.2: Results of Mapping Agile Governance indicators of researchers
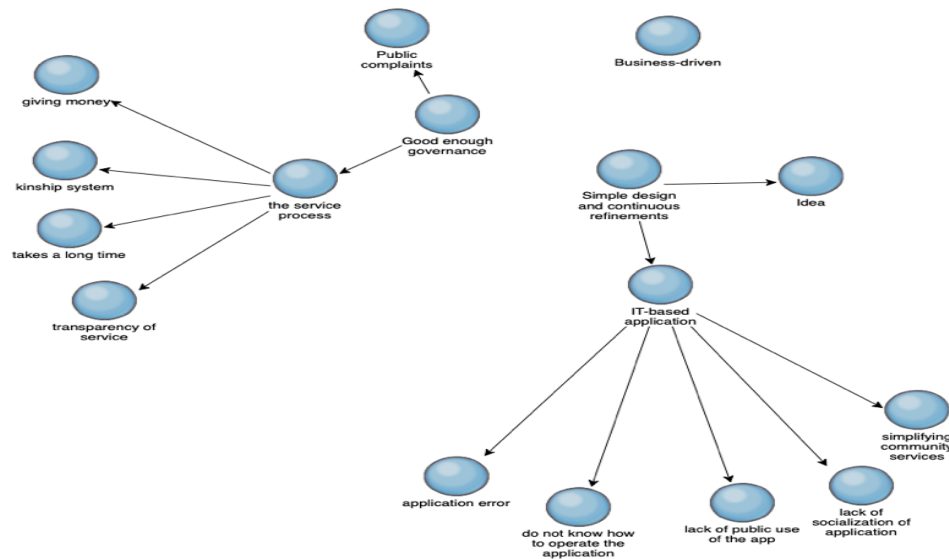
Source : Olah data software Nvivo 12

From the figure above, it can be seen that the service process at the land agency office has several items that are often discussed by informants, including giving money, the kinship system, the completion of the file being quite long, and the service being transparent when making payments. Good enough service becomes a problem when there are informants who complain about the service system carried out by the Palopo City Land Agency. As for IT-based applications, there are several words that often appear in the results of interviews and document reviews, namely application errors, ignorance of operating applications, lack of public use of the app, lack of socialization of applications, and simplifying community service. Meanwhile, in the indicator of simple design and continuous refinements, the benchmark for implementing agile governance is the idea or innovation of the application.

The implementation of agile governance in government institutions will not go well because, in the beginning, the application of agile governance was in the business world. One of the agile governance indicators is business-driven. Meanwhile, government agencies do not prioritize business-driven goals (Kasianiuk, 2016) but serve the community because of their duties as executives (Elmi et al., 2018). For fees for processing certificates, there are already separate rules, and payments are made online so that there is transparency. Based on the table above, the problem is in the service process at the bottom of the organizational structure of the land agency, which is directly related to the community.

CONCLUSION

Based on the research results, agile governance applied in government agencies still faces several obstacles. Agile governance was first implemented in the business world to accelerate services by considering citizens as customers. But the government sector, especially the land agency, is a civil society that must be served without taking into account material benefits. Agile governance still has shortcomings, especially in the application of applications that have not all been accepted by the community. The services provided by staff still cause classic problems such as slow processes, family systems, and the provision of money as a means of accepting files.

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