

PRINCIPLES OF AGILE GOVERNANCE IN DIGITALIZATION AT THE KALURAHAN LEVEL: A STUDY OF THE SIMPELDESA APPLICATION IN SAMBIREJO KALURAHAN

Kevin Arya Pranaja

Departement of Government Affairs and Administration, Faculty of Social and Political Science, Universitas Muhammadiyah Yogyakarta,
Special Region of Yogyakarta, 55183, Indonesia
Email: kevin.pranaja@gmail.com

ABSTRAK

Penelitian ini bertujuan untuk mengkaji implementasi prinsip *agile governance* pada pelayanan public di tingkat kalurahan, yaitu aplikasi Simpeldesa di Desa Samabirejo. Penelitian ini mengambil studi kasus pada aplikasi Simpeldesa Sambirejo, sebab aplikasi ini merupakan aplikasi yang diluncurkan oleh Pemerintah Desa Sambirejo untuk memudahkan masyarakat dalam mengurus berbagai macam keperluan administrasi. Metode yang digunakan dalam penelitian ini adalah metode penelitian kualitatif dengan pendekatan studi kasus. Teknik analisis data menggunakan model analisis interaktif yang meliputi empat tahap diantaranya: pengolahan data, reduksi data, penyajian data dan penarikan kesimpulan. Teori yang digunakan pada penelitian ini adalah teori *agile governance* milik Luna, Krutchen de Moura dengan beberapa prinsip diantaranya: *based on quick wins*, *human focused* dan *simple design and continuous refinement*. Sehingga hasil penelitian dapat mengetahui prinsip *agile governance* pada aplikasi SempelDesa.

Kata kunci: Aplikasi SimpleDesa, *Agile governance*, *Based on quick wins*, *Human focused* dan *Simple design and continuous refinement*.

ABSTRACT

This research aims to examine the implementation of agile governance principles in public services at the sub-district level, namely the Simpeldesa application in Samabirejo Village. This research takes a case study of the Simpeldesa Sambirejo application, because this application is an application launched by the Sambirejo Village Government to make it easier for the community to take care of various administrative needs. The method used in this research is a qualitative research method with a case study approach. The data analysis technique uses an interactive analysis model which includes four stages including: data processing, data reduction, data presentation and drawing conclusions. The theory used in this research is Luna, Krutchen de Moura's agile governance theory with several principles including: *based on quick wins*, *human focused* and *simple design and continuous refinement*. So that the research results can determine the principles of agile governance in the SempelDesa application.

Keywords: SempelDesa application, *agile governance*, *Based on quick wins*, *Human focused* and *Simple design and continuous refinement*.

Introduction

The Covid pandemic that has hit over the last four years has taught us many things. One of them is the use of digital technology to facilitate everyone's activities in communicating and increase accessibility. This is what underlies the government's demands to be more innovative in providing services that suit people's needs. Apart from that, the government also needs to provide faster services by adopting digital technology to adapt to current developments. In this way, all forms of service become more practical and efficient. Digitalization of public services will certainly make it easier for the public to access digital-based services through applications listed on each user's cellphone, where the data upload process is minimized by data integration (Kominfo, 2023). According to (Daub et al., 2020) digitalization in public services is not only beneficial for society, but also for internal public service providers. Digitalization can save up to 50 percent of service time and 50 percent of the budget spent afterwards.

Based on a survey conducted by the United Nations Department of Economic and Social Affairs (UNDESA), Indonesia is ranked 77th among 193 UN member countries regarding the implementation of the Electronic Based Government (SPBE) system. This refers to the 2022 E-Government Survey with the theme The Future of Digital Government which was announced by the UN deputy secretary general for policy coordination and inter-institutional relations which was held in New York on September 28 2022. In addition, Indonesia rose 11 places compared to with the previous survey in 2020. In the 2020 E-Government Survey, UNDESA placed Indonesia at number 88 in the world. This shows positive efforts in the development and implementation of SPBE which have gone well (Setiawan, 2023). These results are a strong sign that digitalization must continue. Now, the launch of digital systems in public services has spread widely to various regions in Indonesia, one of which is Sambirejo Village, Sleman Regency.

This district, which is located in the Special Region of Yogyakarta, has implemented digitalization of public services in serving village communities in the fields of administration, service and economics. The form of digitalization of Sambirejo

Village is by launching an application called SimpelDesa. The Village Management and Service Information System (SimpelDesa) is a web-based application that is integrated with mobile phones. This application provides solutions for improving administration, public services, digital-based basic social services and improving the village economy through participative business with the *Padat Karya Digital* (PKD) pattern to increase *Pendapatan Asli Desa* (PADesa) through *Badan Usaha Milik Desa* (BUMDesa). The main aim of launching this application is to form an ecosystem in rural areas through Village Government policies and participation of village communities so that the circulation of money is within the Village/Regency Area (Sambirejo, 2021). The background for making this application includes the long queues of people in sub-districts to make documents such as domicile certificates, different identity certificates, institutional domicile certificates, and business certificates. So with the SimpelDesa application, people don't need to queue and wait long because simply through the application listed on each smartphone, letters can be made anywhere and at any time.

Based on the description above, it can be seen that the presence of the SimpleDesa application provides quite large benefits and impacts for the Sambirejo Village government. Apart from that, the launch of this application makes public services in Sambirejo Village faster and more efficient, because it has adopted technology in its implementation. It is these benefits that have attracted the attention of researchers to study further the speed and accuracy of application-based public services. Therefore, to find out more about the speed and accuracy of application-based public services, this research will conduct a search for previous research related to the topic under study. Like research from (Susanto et al., 2021) assessing the quality of public services through the implementation of an information technology-based population administration system in Semampir Village. Research from (Setiawan & Ikbal, 2019) focuses on studying application-based agricultural public service innovation in Batu City. Research from (Anggela Putri, 2022) research related to optimizing the quality of program-based public services through applications in Nginden Jangkungan Village. Research from (Anggraeni & Purnamasari, 2022) focuses on studying e-Government-based public service innovation. Research from (Kartika Febi & Oktariyanda Aktiva, 2022) examining public service innovation through the online population administration

registration service application at the population and civil registration service in Gresik Regency.

Next there is research from (Angguna & Gani, 2015) whose research focuses on efforts to develop e-Government in public services at the Malang City cooperative and MSME department. Research from (Nazli, 2019) reviewing mobile application modeling for cloud computing-based village public services. Research from (Maysara & Asari, 2021) related to public service innovation through the application of investment potential in investment services and one-stop integrated services in Dumai City. Research from (Junirianto & Fadhlina, 2019) focused his study on developing public services based on online queuing applications at shopping centers in Samarinda. Proprietary study (Rahmi et al., 2020) reviewing the implementation of Mataram City government public service communications.

Research from (Asri, 2020) focuses on studies related to the implementation of application-based public service policies in the Covid-19 era in Cimahi City, West Java. Research from (Sari et al., 2021) focuses on studying public service applications in web-based one-stop integrated service units. Research from (Alawiah, 2017) reviewing the design of mobile-based smart city applications to improve the quality of public services in the Bogor City Government. Research from (Atthahara, 2019) examining e-Government-based public service innovations in the ogan lopian application of the Purwakarta Regency Communication and Information Service. Therefore, researchers will explore several previous studies that are similar to the topic under study. The search was carried out to see how many studies had the same topic and to find novelty from previous studies that had not been researched. Researchers used Vosviewer bibliometric analysis to search for previous research. The search results can be seen in Figure 1 below.

Principles of Agile Governance in Digitalization at The Kalurahan Level: A Study of The Simpledesa Application in Sambirejo Kalurahan

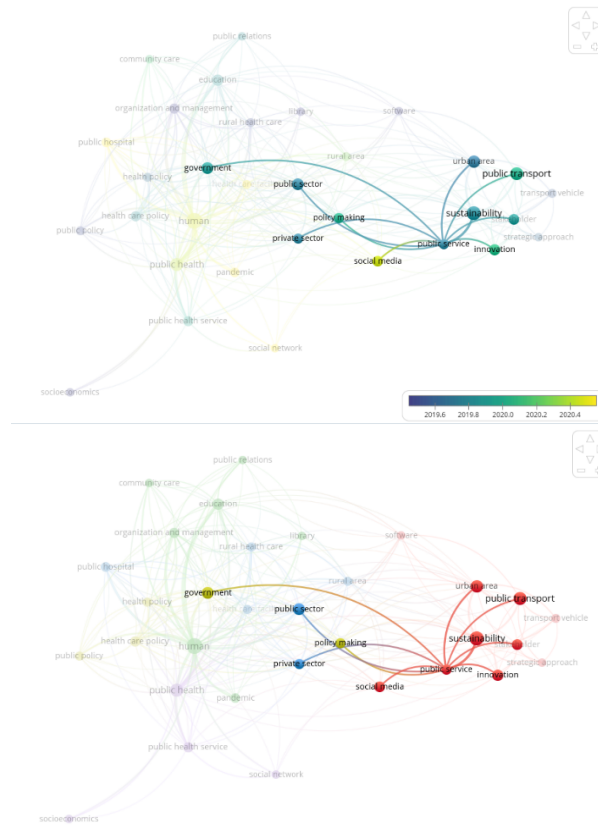


Figure 1. Bibliometric Analysis of Vosviewer
Source: Vosviewer

Based on searches of previous research analyzed using the Vosviewer bibliometric analysis above, researchers searched for several studies related to public services where the search results showed that previous studies related to public services tended to focus on studies of the public sector, government, private sector, policy making, social media, innovation and public transportation. There is a lack of studies that only focus on speed and accuracy in public services. In addition, previous research has been carried out for a long time and requires updating. Therefore, this research aims to fill the research gap which focuses on studies only on speed in public services so that it becomes new research related to public services. To facilitate the analysis process, this research uses agile governance theory. Where this theory is in accordance with the needs that examine speed and accuracy in the digitalization of public services.

Theory and Methodology

Agile governance theory

This research uses (Luna et al., 2015) agile governance theory. Luna, Kruchten and Moura define Agile Governance as the ability of individuals or communities to respond to rapid changes that occur at any time. Or "Agile government is the ability of human society 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". Another study states that agile governance is a theory that encourages someone to implement an agile governance system to improve the quality of their performance (Berlinda Putri et al., 2022). Agile governance in the context of government is defined as the ability of an organization to respond quickly to unexpected changes in meeting the increasing and changing needs of society (Kurniawan et al., 2021).

Therefore, the government is required to be careful in dealing with existing and unexpected developments. So that in dealing with various situations that are or will occur, the government is able to adapt and take appropriate and innovative actions according to the changes or situations that occur. Principles are one of the most important things in agile governance. Luna, Krutchen and Moura put forward six principles of agile governance, namely:

1. Good enough governance, This means that the background of the organization must always be a concern and reference at a level of governance.
2. Business-driven, This means that in every decision, a business must remain a consideration.

3. Human focused, This means that there needs to be space in government governance for the community to contribute and every suggestion given needs to be appreciated.
4. Based on quick wins, This means that success that has been achieved quickly must be used as more encouragement to achieve better results than before.
5. Systematic and adaptive approach, This means that rapid and systematic change requires a team that can expand their capabilities, especially their intrinsic abilities.
6. Simple design and continuous refinement, means the team's ability to create simple or modest designs.

Based on the six principles above, this research only uses 3 (three) agile governance principles put forward by Luna, Krutchen and Moura, namely Based on quick wins, Human focused dan Simple design and continuous refinement. These three principles are in accordance with the needs of this research, namely to find out the extent of agile public services in the SimpleDesa Sambirejo application.

Methodology

This research uses a qualitative research method with a case study approach. This method can facilitate research because it focuses more attention on case studies, so that it can focus on identifying cases that are rich in information supported by a number of theories that are relevant to the research being studied. Then the data collection and data analysis techniques are carried out by means of literature analysis or literature study. According to (Denzin & Lincoln, 2005) Qualitative research is research method that uses a natural setting which aims to interpret phenomena that occur and is carried out by involving various existing methods.

The data collection technique used in this research is secondary data, where the data is obtained through articles, news, books, or from other sources (literature review) that have relevance to the research being studied, namely those related to research. Data collection techniques are a way for researchers to obtain the data or information needed according to the research topic.

The data obtained is analyzed using an interactive analysis model which includes four stages, namely: the data analysis process begins with reviewing all the data that has been obtained (data processing stage), data reduction, namely mapping and selecting secondary data that suits research needs, data presentation, namely writing down the results. mapping and selecting data that focuses on research problems and drawing conclusions, namely knowing the results of research related to the application of agile governance principles in public services at the village level, namely the SempelDesa application. The data obtained was also analyzed using NVIVO 12 Plus with the Crosstab analysis feature, this feature helps in reducing some data according to research needs.

Result and Discussion

To find out the extent of public service agility in implementing the SempelDesa application in Sambirejo Village, this research uses an analysis of three principles of agile governance, namely based on quick wins, human focus dan simple design and continuous refinement. The following are the results of the analysis of the three principles of agile governance.

1. Based on quick wins

Luna, Kruchten and Moura said Based on quick wins is that success achieved quickly must be used as motivation to obtain better achievements than before. In the principle based on quick wins, researchers conducted research on several aspects that are relevant to the definition of this principle. These aspects consist of speed, accuracy and implementation of the Simpledesa application in an effort to make it easier for the people of

Sambirejo Village to submit administration issues issued by the Village Government. Therefore, to find out which aspects are more dominant in the SimpleDesa application, researchers analyzed the three aspects above using Nvivo12plus crosstab analysis. The data sources used in this analysis were obtained from mass media in the form of the Sambirejo village website, online news and one of Sambirejo's social media, namely Facebook. The results of the analysis can be seen in the image and description below.

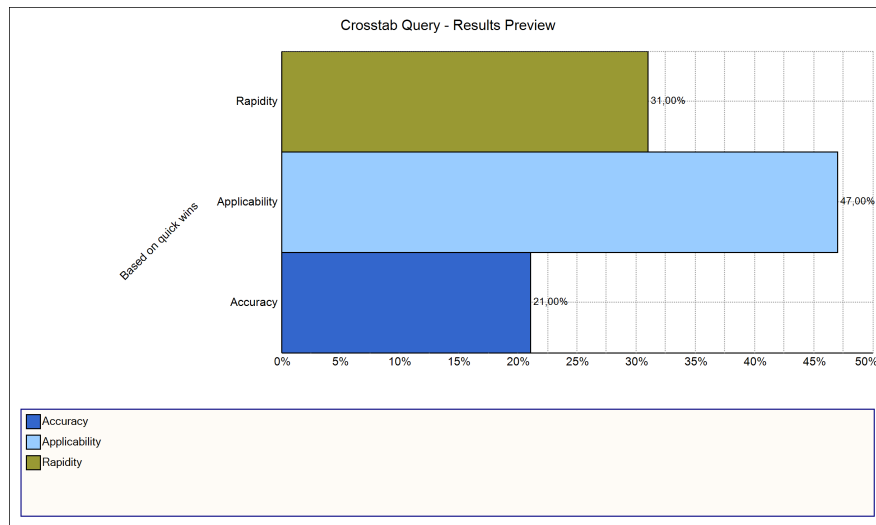


Figure 2. Nvivo 12 plus Crosstab analysis

Source. Nvivo 12 plus

Based on the results of the analysis using the Crosstab technique above, it can be seen that the simpledesa application is more dominant in the applicability aspect, with the highest parameter gain being 47%. The applicability aspect can be interpreted as the aspect of use or implementation. The implementation of the SimpleDesa application is intended as a solution to improve the delivery of public services, digital-based basic social services and improve the village economy through participatory efforts with the *Padat Karya Digital* (PKD) pattern to increase *Pendapatan Asli Desa* (PADes) through *Badan Usaha Milik Desa* (BUMDesa). Apart from that, in the implementation aspect, researchers assess that the launch of the Simpeldesa application is in accordance with

the needs of the village government and community. This is proven by the information contained in the application in the form of user testimonials. Below are some testimonials from several users of this application.

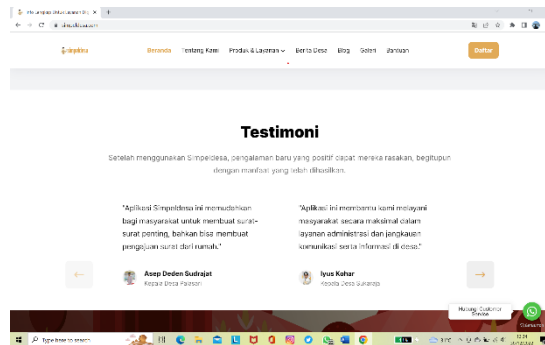


Figure 3. Testimonials from users of the SimpleDesa application
Source: SimpleDesa Website

Based on Figure 3 above, it is the result of several testimonials from various parties who have used this application. The satisfaction of various parties who have used this application can be seen. One user said that the SimpleDesa application helps in providing maximum service to the community, especially in administrative services, communication coverage and village information. This satisfaction can be seen from the ease of access and use of the application because it is supported by simple features so that all levels of society can use it without problems.

2. Human focused

According to Luna, Krutchen and Moura, the human focused principle means that public services launched by the government must focus on humans, humans in this context, namely society. Therefore, in this section we will look more at the human aspect or relate it more to the societal context. The formation of the SimpleDesa application is of course also aimed at the community for the convenience and comfort of the community in managing all forms of administration. This can be seen in the Android feature, namely the letter feature, where this feature makes it easier for people to convey various kinds of letters via Android. The Village

Principles of Agile Governance in Digitalization at The Kalurahan Level: A Study of The SimpleDesa Application in Sambirejo Kalurahan

Government responds to these submissions on the SimpleDesa dashboard automatically based on *Nomor Induk Kependudukan* (NIK). The public will receive notification whether the letter is in progress or has been completed.

Apart from that, an Android feature called forward (village forum) contains community communication between villages in all sub-districts. This forum was created to provide information on development or empowerment among residents. This forum can also be used as a vehicle for gathering all leaders between villages in the sub-district. Based on this description, researchers assess that the SimpleDesa application has so far focused on the community, where it can be seen that this application provides a number of conveniences to consumers, namely the community.

3. Simple design and continuous refinement

Finally, the principle of Simple design and continuous refinement means the ability to create simple systems or designs. This principle is more related to assessing aspects of application design so that it can provide convenience for the community. The following is an image regarding the appearance and features of the SimpleDesa application.

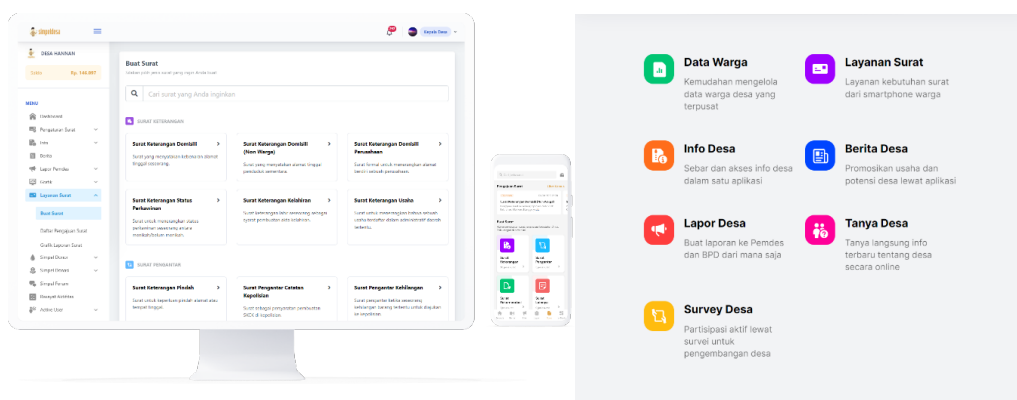


Figure 4. SimpleDesa application features

Source: SimpleDesa Application

Based on Figure 4 above, which displays the SimpleDesa application above, it can be seen that this application has many features ranging from

dashboards to mail services. The dashboard feature contains information about application users. Then in the mail settings feature, users can arrange the letters they want to send according to their needs. The news feature contains news related to the village, village leadership structure, village profile and so on. The village government report feature contains reports that will be submitted by application users or the community if they encounter problems related to technical problems with the application. Finally, the mail service feature contains issues related to creating letters that will be sent by the user. These letters are in the form of a domicile certificate, company domicile certificate, marital status certificate, birth certificate and business certificate. Users can submit the letter to the local government according to their needs.

Based on the Simpeldesa feature, this application has a simple and mobile design. The simple and mobile design referred to is the display of features neatly arranged on the left side of the smartphone screen or other electronic device, so that it is easy for the public to understand. As with the mail service feature, people can choose which letters to submit according to their needs. People simply need to vote from home via their electronic devices to create effectiveness and efficiency of public services at the village level.

Conclusion

Based on the research results above, it can be concluded that agile governance is an effort carried out by the government quickly and precisely by utilizing technology in the current era of digitalization. In implementing agile governance through the launch of the Simpeldesa application in Sambirejo Village, this research is of the view that the Sambirejo Village Government has implemented agile governance principles in meeting community needs and public services. This is proven by the findings from each analysis of the three principles. First, the finding of the principle based on quick wins is in the aspect of speed and accuracy of the Sambirejo Village Government in responding to community needs in administrative management through the Simpeldesa application.

Second, the finding on the human focused principle is that the SimpleDesa application is aimed at the Sambirejo Village Community to fulfill the need for making documents in the form of important letters. Third, based on the principle of Simple design and continuous refinement, the SimpleDesa application already has a simple design and application features, making it easier for people to use it.

References

- Alawiah, E. T. (2017). Rancangan Aplikasi Smart City Berbasis Mobile Untuk Meningkatkan Kualitas Layanan Publik Studi Kasus Pemkot Bogor. *Jurnal Teknik Komputer AMIK BSI*, 3(1), 24–29. <http://ejournal.bsi.ac.id/ejurnal/index.php/jtk/article/view/1339>
- Anggela Putri, S. N. (2022). Optimalisasi Kualitas Pelayanan Publik Dengan Program Kalimasada Melalui Aplikasi Klampid Di Kelurahan Nginden Jangkungan. *Community Development Journal : Jurnal Pengabdian Masyarakat*, 3(2), 1112–1117. <https://doi.org/10.31004/cdj.v3i2.5396>
- Anggraeni, N., & Purnamasari, H. (2022). Inovasi Pelayanan Publik Berbasis E-Government Studi Kasus Pada Aplikasi Sapa Cetar. *NUSANTARA: Jurnal Ilmu Pengetahuan Sosial*, 9(6), 2009–2014. <http://jurnal.um-tapsel.ac.id/index.php/nusantara/index>
- Anggana, Y. P., & Gani, A. Y. A. (2015). Upaya Pengembangan E-Government Dalam Pelayanan Publik Pada Pada Dinas Koperasi Dan Ukm Kota Malang. *Administrasi Publik*, 3(1), 80–88.
- Asri. (2020). Implementasi Kebijakan Pelayanan Publik Berbasis Aplikasi Pada Era Covid-19 Di Kota Cimahi Provinsi Jawa Barat. *VISIONER : Jurnal Pemerintahan Daerah Di Indonesia*, 12(4), 695–712. <https://doi.org/10.54783/jv.v12i4.330>
- Atthahara, H. (2019). *INOVASI PELAYANAN PUBLIK BERBASIS E-GOVERNMENT : STUDI KASUS APLIKASI OGAN LOPIAN DINAS KOMUNIKASI DAN INFORMATIKA DI KABUPATEN PURWAKARTA*. 3(1), 66–77.
- Berlinda Putri, S., Tamrin, M. H., Wahyuni, S., & Rianto, B. (2022). Agile Governance Dalam Pelayanan Publik Di Perusahaan Umum Daerah Giri Tirta Kabupaten Gresik. *Jurnal Administrasi Publik Dan Ilmu Komunikasi*, 9(1), 1–9. <https://doi.org/10.55499/intelektual.v9i1.60>
- Daub, M., Domeyer, A., de Lamaa, A., & Renz, F. (2020). Digital public services: How to achieve fast transformation at scale. *McKinsey Insights*, July, N.PAG-N.PAG. <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/digital-public-services-how-to-achieve-fast-transformation-at-scale>
- Denzin, N., & Lincoln, Y. (2005). 5 The SAGE Hanbook of Qualitative Research. In

SAGE (5th ed., Vol. 5). <https://doi.org/10.1007/s11229-017-1319-x>

- Junirianto, E., & Fadhliana, N. R. (2019). Pengembangan Aplikasi Antrian Online Realtime Samarinda. *Sebatik*, 23(2), 513–516. <https://doi.org/10.46984/sebatik.v23i2.807>
- Kartika Febi, D., & Oktariyanda Aktiva, T. (2022). Inovasi Pelayanan Publik Melalui Aplikasi Poedak (Pelayanan Online Pendaftaran Administrasi Kependudukan) di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Gresik. *Jurnal Publika*, 9(5), 245–260.
- Kominfo. (2023). *Digitalisasi Permudah Masyarakat Akses Berbagai Layanan Publik*. Kominfo.Go.Id. <https://www.kominfo.go.id/content/detail/49668/digitalisasi-permudah-masyarakat-akses-berbagai-layanan-publik/0/berita>
- Kurniawan, D. I., Maulana, A., & Wicaksono, I. (2021). Agile Governance Sebagai Bentuk Transformasi Inovasi Pemerintah Daerah. *Doctoral Dissertation, Universitas Muhammadiyah Jember*, 1–9.
- Luna, A. J. H. de O., Kruchten, P., & de Moura, H. P. (2015). *Agile Governance Theory: conceptual development*. 1–22. <http://arxiv.org/abs/1505.06701>
- Maysara, M., & Asari, H. (2021). Inovasi Pelayanan Publik melalui Sistem Aplikasi Potensi Investasi (Siapi) di Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Dumai. *Jurnal Manajemen Dan Ilmu Administrasi Publik (JMIAP)*, 3(September), 215–226. <https://doi.org/10.24036/jmiap.v3i3.290>
- Nazli, R. (2019). Pemodelan Aplikasi Mobile Pelayanan Publik Desa (Smart Village) Berbasis Cloud Computing. *Jurnal Teknologi Dan Open Source*, 2(2), 87–95. <https://doi.org/10.36378/jtos.v2i2.363>
- Rahmi, H. A., Teluma, R. L., & Hadi, A. P. (2020). Implementasi Komunikasi Pelayanan Publik Pemerintah Kota Mataram Melalui Aplikasi LAPOR! *Journal of Southeast Asian Communication*, 1(2), 2020.
- Sambirejo. (2021). *DIGITALISASI SISTEM KALURAHAN SAMBIREJO MELALUI SIMPELDESA*. Desasambirejo.Smartvillagenusantara.Id. <https://desasambirejo.smartvillagenusantara.id/2021/03/02/digitalisasi-sistem-kalurahan-sambirejo-melalui-simpeldesa/>
- Sari, A. P., Kurnia, D. D., & Rudianto, B. (2021). Aplikasi Pelayanan Publik Pada Unit Pelaksana Pelayanan Terpadu Satu Pintu (Ptsp) Berbasis Web. *Hexagon Jurnal Teknik Dan Sains*, 2(2), 66–70. <https://doi.org/10.36761/hexagon.v2i2.1089>
- Setiawan, A. (2023). *Pemerintah Kebut Digitalisasi Layanan Publik*. Indonesia.Go.Id. <https://www.indonesia.go.id/kategori/editorial/6836/pemerintah-kebut-digitalisasi-layanan-publik?lang=1>

Principles of Agile Governance in Digitalization at The Kalurahan Level: A Study of The Simpledesa Application in Sambirejo Kalurahan

Setiawan, A., & Iqbal, George Towar. (2019). Inovasi Pelayanan Publik di Bidang Pertanian Melalui Aplikasi. *Seminar Nasional Politik Dan Hubungan Internasional*, 1(1), 1–20.

Susanto, D., Pramono, T., & Kristiawan, I. P. (2021). Kualitas Pelayanan Publik Melalui Aplikasi Sistem Administrasi Kependudukan Berbasis Teknologi Informasi (Sakti) Di Kelurahan Semampir. *Jurnal Mediasosian: Jurnal Ilmu Sosial Dan Administrasi Negara*, 5(2), 227. <https://doi.org/10.30737/mediasosian.v5i2.2078>