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| RESEARCH ARTICLE

Local Government Acceleration towards Agile Governance

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| ABSTRACT
This study examined a pattern of acceleration models towards agile governance in the Banyuwangi Regency Government. One of the important concerns in creating regional independence and competitiveness is the acceleration carried out by government administrators. This study presents a systematic review of phenomena and academic literature relating to the specific issues addressed by the study of this field. Search and collection of research databases were carried out with several keywords to identify phenomena in the field, which were analyzed and identified according to the following criteria: innovation, manager, networked autonomy, structured coordination, transparency, open and egalitarian communication and other supporting tools, namely software engineering, enterprise, manufacturing and multidisciplinary (holistic) tailored through literature perspectives, methodologies, specific themes and field data. This study used descriptive qualitative research methods. The result of this research is the discovery of a government acceleration model design pattern which is a tangible manifestation of the achievement of the concept of agile governance. This study is certainly a contribution of new knowledge to the performance of local government administrators so that they are more organized. Analysis of the various problems discussed in this study can build the foundation for future research. This can serve as a literature roadmap for academics and practitioners, thereby fostering further interest in research on agile governance.

| KEYWORDS

Acceleration, agile, governance

| ARTICLE INFORMATION

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1. Introduction

In a dynamic environment, especially in local governments, governance still plays an important step in responding, managing, and making decisions related to environmental changes that occur. The response given by the organization must be fast and precise because the longer the organization takes action, it will experience the challenges of other environmental changes (Vernanda, 2018). The term good governance, when adapted in Indonesian, has various meanings. I Gusti Ngurah Wairocana's dissertation in (Pietersz, 2017), states that there are 7 (seven) terms used by scholars, namely Decent Governance System, Governance, Good Governance, Good Management, Good Governance, and Good Governance. In another book (Klaus, 2018), he explained future changes in the shape of the industrial revolution 4.0, as well as provided instructions for building a better world. Associated with the world of government, they explained that the various advantages of the new technology were initially coming from business organizations and needed to be managed and used properly by public organizations. Thus, governance is not just about governing or a formal structure that creates laws and regulations. Governance should include the development and use of standards, the emergence of social norms that may inhibit or control use, private incentive schemes, certification and review by professional institutions, industrial agreements and policies adopted by the organization voluntarily or by contract in their working relationships with competitors, providers, co-workers and customers.

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In various studies, agile governance appears in the organizational area and encourages people to apply agile (fast) organizational governance to improve organizational performance and productivity processes (J.H.de O.Luna et al., 2014). Agile governance is defined as the organization's ability to respond quickly to unexpected changes in meeting the demands and needs of an increasingly changing society (Vernanda, 2009). In addition, agile governance is also defined as the organization's ability to be able to carry out cost efficiency, as well as increase speed and accuracy in exploiting opportunities to make innovative and competitive actions (Tallon et al., 2019).

The concept of agile exists to offer bureaucracy in a new organizational paradigm. Agile Governance is defined as the organization's ability to respond quickly to unexpected changes in meeting the demands and needs of an increasingly changing society. The concept of agile exists to improve the organization's ability to utilize information and communication technology. In the era of digitalization, this concept is able to answer all the challenges of environmental change. Agile is software and requires brainware that is visionary and essentially innovative (easy, fast, superior).

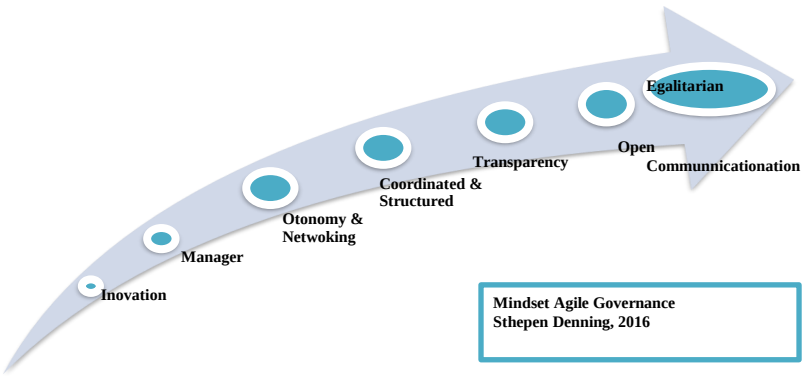
The advantages of this agile concept are simplifying the bureaucracy, focusing on speed and convenience, being unique, and thinking out of the box, which is in line with the innovation concept above, as well as the embodiment of dynamic governance. Indeed, agile is usually more widely used by the private business world. However, in the dialectic of state change, the government is also "forced" to always take part so as not to fall behind. Especially in the current pandemic conditions, according to researchers, public organizations are increasingly aware that the country needs change. The public must be tired of seeing the quality of state public services that are slow to improve, not technology literate and full of irregularities.

Normatively, basically, acceleration is a concept that presents the process of scientifically accelerating performance. This concept is a philosophy of accelerating human work in life that seeks to demechanize and re-humanize the process of human performance and make it an experience for the whole person. In a sense, there is a process of transformation of performance patterns from theoretical problems to real problems (Khoiriyah, 2011) so that the acceleration of goals fully awakens the learning abilities of public organizational devices that make them happy and satisfied for themselves and contribute to human thought as a whole and fully through their intelligence, competence and success as humans in organizational systems.

Seeing the current conditions, where society moves very quickly and requires a fast and accurate flow of information as well as various activities that require the use of information technology, it is a demand for every organization to adopt the use of information technology in various fields of government. Information technology is also proven to be able to provide added value to an organization in various managerial aspects, from planning, implementing, and organizing to evaluating and monitoring aspects of the organization. Therefore, local governments need an acceleration model pattern so that they can be more agile in carrying out their activities towards agile governance.

2. Methodology

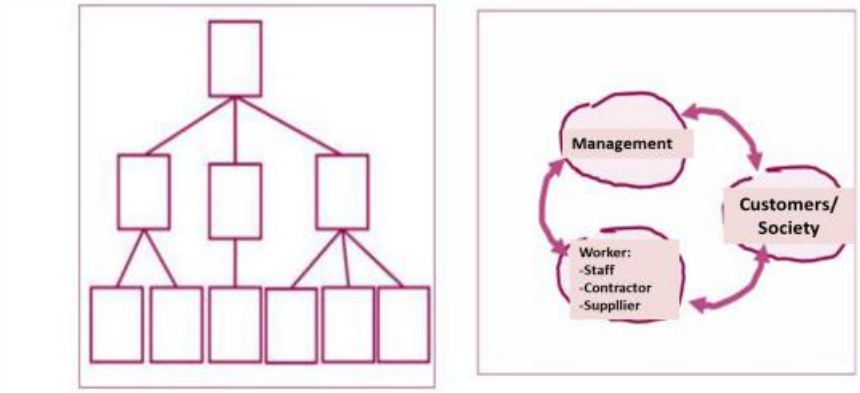
The implementation of an agile approach in an organization has a number of prerequisites, namely the formation of an agile mindset; have agile leadership, and investment in human resources to master new fields of science (Denning, 2016); (Purwanto, 2019). The agile mindset is more important than agile management, processes, systems, platforms or organizational structures. Management methods that are implemented without changing the agile mindset only add little benefit to the organization (Denning, 2016). The agile mindset consists of the following:



Picture 2.1 Agile Governance Mindset

The main focus of the agile governance mindset is the main element of providing increased value to society. As stated by the Agile Manifesto as its first principle, "The highest priority is to satisfy the customer or society" (Peraza-Baeza et al., 2016). Thus, according to researchers, the focus in agile to satisfy customers or society implies that the goals and attitudes of the organization are more inclined and explicitly lie in the talents and abilities of people in the organization to do their jobs.

This belief is based if the organization can provide an adaptive work environment and the right programs and goals, then people in the organization look forward to providing a new idea and creating sustainable innovation for the organization, which in turn, will generate income or profits for the organization itself. In the world of management, providing innovation value to society is the goal of every individual in the organization. Profit is seen as a result or output, not a goal.



Pre Agile Mindset **Agile Mindset**

Picture 2.2 Mindset Changing
Source: Stephen Denning, 2016

From the picture above, according to the researcher, if it is drawn from the perspective of the Pre Agile mindset, the organizational structure of the pyramid box (hierarchical or stratified) organization sees itself as the most important actor so that the model of such a structure, the actors or individuals in it have the position and their respective functions, which in the end the cycle of communication with the community is limited to the position of certain actors. In contrast, the Agile mindset promotes interactive relationships between customers or society, managers, and those (actors/individuals) who do the work in their respective positions. This Agile mindset divides the hierarchical, bureaucratic layers of the organizational structure. The researcher observed that the number of hierarchical, bureaucratic layers in the organization jumped to speed up the work process.

An agile mindset permeates the organization to focus on how to provide more value to society/customers more quickly and whoever the actors/individuals within it can talk to achieve organizational goals. Thus the researcher concludes that without the Agile Mindset, if managers/leaders and staff think or communicate hierarchically, then what happens is only up to a certain level of management layer, so organizational goals are limited to the management of certain groups of positions.

2.1 Research Type

Based on the problems and the researcher's review, this type of research used qualitative research. The qualitative method is more based on phenomenological philosophy that prioritizes deep appreciation. Qualitative research is general and basically used in the world of social sciences and humanities, especially with regard to patterns and human behavior, and human behavior is usually difficult to measure with numbers because what appears to be symptomatic is not always the same as what is in mind and the real desire (Nursapia Harahap, 2020).

Qualitative research, according to (Hasibuan et al., 2022, p. 8688), "is a certain tradition in social science whose foundations fundamentally depend on observations or judgments on humans both within the area and in terms". Meanwhile (Batubara, 2017, p. 97) stated that qualitative research is research that uses a natural setting that intends to interpret phenomena that occur and is carried out by involving various existing methods. The implementation of this research is basic or grounded and natural. In other terms, this kind of research is often called Naturalistic Inquiry, Field Study, or observational study, which cannot be done in the laboratory but in the field.

2.2 Types And Data Sources

1. Primary data sources. It is data obtained directly from the source, namely people who are asked for information on matters relating to research problems (interviews), as well as data obtained from direct observations in the field. The people who were asked for information in this study came from informants, who will be explained further in the determination of informants.

2. Secondary data sources. It is data obtained indirectly and not by their own efforts, such as documentation, literature books, the internet, etc. The secondary data in this study were obtained from the literature and data from parties involved in accelerating local government innovation towards agile governance.

2.3 Determination Of Informants

In order to obtain precise and accurate data, the researcher determines the classification of informants. Several classifications of informants have been determined, namely main informants, key informants, and additional informants. The definitions are as follows:

1. Main Informants

The main informants are individuals or groups who are used as sources of primary data or information in providing technical descriptions related to research problems. The main informant in qualitative research is similar to the "main actor" in a story. Thus the main informant is a person who knows technically and in detail about the research problem to be studied. In this study, the main informant was the Head of the Regency Planning Agency (Kepala Badan Perencanaan Kabupaten or BAPPEKAB) of Banyuwangi Regency, who was in charge of formulating technical policies in the field of regional development planning, research and development of regional innovations.

2. Key Informants

Key informants are informants who have comprehensive information about the problems raised by the researcher. Key informants not only know about conditions/phenomena in the community in general, but they also understand information about key informants. The selection of key informants depends on the unit of analysis to be studied. For example, in a unit of an organization, the key informant is the leader of the organization. In this study, the key informant is the Head of the Banyuwangi Regency Information and Communications Office as, the leading sector for innovation in regional apparatus organizations in Banyuwangi Regency.

3. Additional Informants

Additional informants are individuals or groups that are used as sources of secondary data or information in providing a supporting description of the main data related to research problems. Additional informants are people who can provide additional information as a complement to the analysis and discussion in qualitative research. Additional informants sometimes provide information that is not provided by the main informant or key informants. Additional informants in this study consisted of the Head of the Administration of Development and Procurement of Goods and Services (Bagian Administrasi Pembangunan dan Pengadaan Barang Jasa or PBJ) of the Banyuwangi Regency Government, the Head of the Sub Division of Research and Development of Natural Resources and Technology, the Secretary of the Office of Communication, Information and Encryption, Members of Private Representatives, Traditional Leaders, and Community Leaders.

2.4 Data Collection Technique

Iryana & Kawasati, 2020, p. 4 stated that without knowing the data collection techniques, the researcher would not get data that meets the data standards set. Data collection can be done in various settings, various sources, and various ways. Qualitative data collection uses observational methods that are generally used from the qualitative tradition, such as gradual and in-depth interviews (i-depth interviews), participatory observations (participant observers), focused discussions or Focus Group Discussions (FGD). The use of data collection tools includes observation, interviews, tests, questionnaires, and documentation. In this stage, the steps taken by the researcher are as follows:

a. Observation Technique

It was carried out with the intention of seeing the real acceleration of service innovation carried out by the Banyuwangi Regency Government, as well as observing and recording the symptoms investigated, especially those related to the theme of local government innovation. The observation technique in qualitative research, according to Guba and Lincoln in Moleong (2016:174), allows researchers to record events in situations related to propositional knowledge and knowledge directly obtained from data.

b. Interview Technique

That is collecting data by a direct question and answer with parties related to the research. Interviews were conducted using an interview guide which contained a number of questions. Among them was related to the description of the main tasks and

functions of the stakeholders. Such as district agencies, sub-district agencies, village governments and so on. Description of problems in policy innovation and drawing conclusions in interviews. This interview is a type of structured interview, as in the opinion of Guba and Lincoln in Moleong (2016: 190), which explains that "A structured interview is an interview in which the interviewer sets his own problems and questions to be asked". These questions were addressed to parties who are competent in providing information about this research. The questions in this research were addressed to the informants who have been set above.

c. Documentation Technique
This data collection was done by collecting various documentation that can assist researchers in obtaining knowledge for the preparation of research. So that with the documentation that supports the research, the researcher can solve the problems that become the research theme.

Qualitative data collection uses observation methods that are generally used from the qualitative tradition, such as gradual and in-depth interviews, participatory observations, and Focus Group Discussions (FGD) between related parties as informants whose implementation is led by researchers. Data collection tools used include observation, interviews, tests, questionnaires, and documentation.

2.5 Data Validity Check Technique
The purpose of checking the validity of the data is so that the data obtained has validity and it is in accordance with the existing reality. To determine the validity of the data, an examination technique is needed. According to Moleong (2016: 327) that "the implementation of data checking techniques is based on a number of criteria, including the degree of trust, dependence and certainty. For the technique of checking the degree of confidence, it is necessary to extend participation in the research setting, persistence/consistency of observation, and triangulation." According to Moleong (2016: 327), the extension of participation means that researchers stay in the field conducting research until the saturation of data collection is reached. Meanwhile, according to Moleong (2016: 329), persistence/constancy of observation aims to find the characteristics and elements in a situation that is in accordance with the problem or issue being sought and then focus on these things in detail. Furthermore, data triangulation, according to Moleong (2016: 330), is a data validity technique that utilizes something other than the data for checking purposes or as a comparison against the data. To achieve this trust, the following steps can be taken:

a. Comparing observational data with interview data.
b. Comparing what people say in public with what is said in private.
c. Comparing what people say about the research situation with what they say all the time
d. Comparing the situation and perspective of a person with various opinions and views of society.
e. Comparing the results of interviews with the contents of a related document.

2.6 Data Analysis Method
This research used an analysis consisting of three streams of activities that occurred simultaneously, namely data reduction, data presentation, and conclusion drawing/verification. Sugiyono (2016: 92) also stated that the data obtained from the field is quite large; for that, it needs to be recorded carefully and in detail. The longer the researcher is in the field, the more the amount of data will be complex and complicated. For this reason, it was necessary to immediately conduct data analysis through data reduction. Reducing data means summarizing, choosing the main things, focusing on the things that are important, and looking for themes and patterns. Thus the data that had been reduced provided a clearer picture and made it easier for researchers to conduct further data collection and look for it if needed. The data reduction process was in the form of selecting, focusing, simplifying and transforming rough data that emerged from written notes in the field.

The presentation of data was the next process, which was a set of structured information so that researchers can understand what was going to happen. All of them were designed to combine organized information in a coherent and easily accessible form, meaning that good data presentation is a key way of valid qualitative analysis. The last stage was drawing conclusions/verification. The explanation is the patterns, explanations, causal paths, and propositions that emerge, and then a conclusion is drawn. The conclusion was verified during the research.

Conclusions were drawn based on the data in the field and then analyzed so that finally, the answers were found from the formulation of the problems that had been made. If the answer or conclusion needs to get additional data, then the data collection process is carried out again and so on. While the way to conclude research on the acceleration of local government towards agile governance in Banyuwangi Regency was carried out in the following way:

1. By concluding special phenomena and special events, which are then drawn into general conclusions.

2. Drawing conclusions by comparing 2 (two) or more things and then taking the similarities and differences between the two;
3. Drawing conclusions by using cause and effect, where cause and effect are used as the main concept of thought and become the basis for drawing conclusions.

3. Results and Discussion

3.1 Organizational Agility Acceleration Development Model and Agile Governance

The concept of agile, according to the author, is also intertwined or adrift with other concepts, such as adaptability and flexibility. In simple terms, agile is seen as a strategy, capability, capacity, capability or dynamic capability. While organizational agility is the ability to operate profitably in a competitive environment and a customer environment that is increasingly difficult to predict and can also be seen as an umbrella strategy for all initiatives to increase the organization's responsiveness to changes in its external environment and also includes an entire program of activities that increase the level of flexibility, speed, and ability of the organization to innovate.

Based on the above, to become an agile organization, capabilities needed to be built at two levels, namely the organizational level and the individual level, which the authors described in Table 4.5 below:

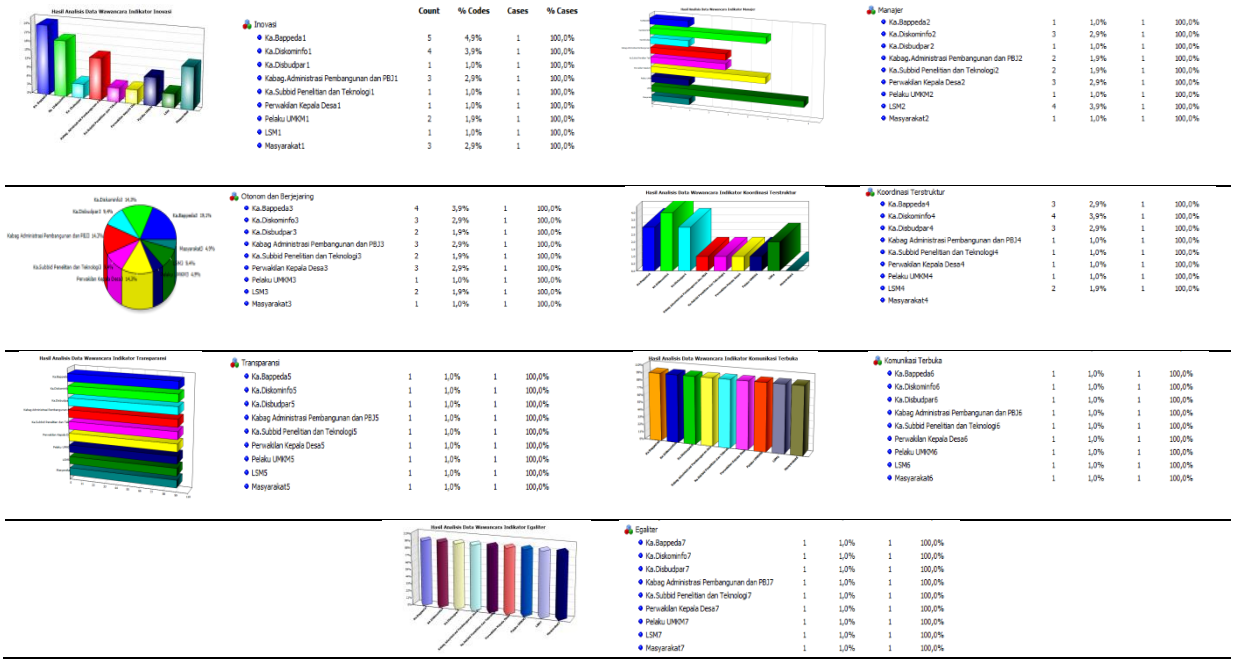
	Sensing	Securing	Shifting
Organization level	**Start-up Effort**	**Experimentation of clear goals and objectives**	**Dynamic Organization**
	- Responsive to the environment - Dedicated time and talent - Connect with internal and external networks	- Provision of resources - Separation of strategy from structure - Freedom to test, learn and develop new ideas	- Neat and simple structure - Diverse functional and cross-competency teams - Modular change architecture and processes
Individual level	**Explorer behavior**	**Leadership agility**	**Entrepreneurial Mindset**
	- Focus on service - Desire to always learn - Sharing experiences	- Delegation of authority - Execution is not postponed due to politics - Bureaucratic reluctance	- Clear vision and mission - Possession mentality - Work as a co-worker

Table 4.1 Characteristics of Dynamic Capabilities of Agile Organizations
Source: Authors, 2022

Based on the description of the characteristics table above, improving the organizational performance of local government institutions is a challenge for a regional head. On the one hand, the central government is aggressively promoting the spirit of bureaucratic reform, while on the other hand, in the regional apparatus organizations such as offices, the old people are already comfortable with what they are used to. This is because the people behind the bureaucratic desk have the mindset that they are the party that has power over others, in this case, the people who need them. No matter how great the vision of a leader is, it will be difficult to realize if the ranks of bureaucrats below him are still trapped in the old mindset.

4.2 Agile Governance As A Form Of Acceleration Of Banyuwangi Regency Government

The agile approach to organizations has a number of prerequisites, namely the formation of an agile mindset; have agile leadership, and investment in human resources to master new fields of knowledge (Denning, 2016). The agile mindset is more important than agile management, processes, systems, platforms, or organizational structures. Related to "Acceleration of Local Government Towards Agile Governance" with a study at the Banyuwangi Regency Communication, Information and Encryption Service if viewed from an agile mindset according to Stephen Denning, 2016 including innovation, manager, networked autonomy, structured coordination, transparency, communication open, and egalitarian are as follows:

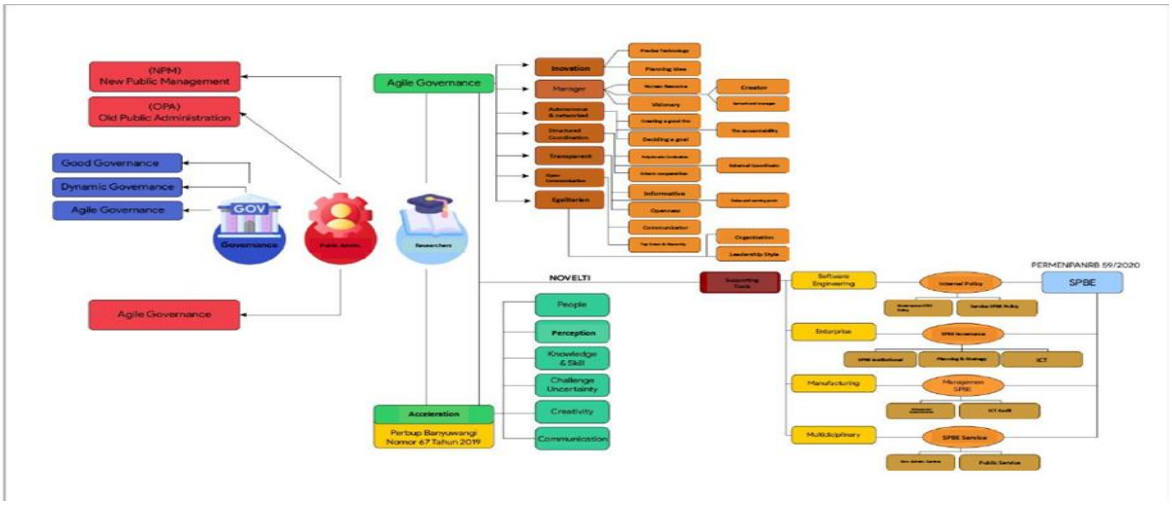


Based on the discussion above, it can be concluded that the local government acceleration model towards agile governance in the Banyuwangi Regency Government can be carried out and achieved by implementing an agile mindset consisting of innovation, managers, networked autonomy, structured coordination, transparency, open and egalitarian coordination. However, according to researchers, the implementation must be balanced with human capabilities and supporting devices. The categories of supporting devices are software engineering, enterprise, manufacturing and multidisciplinary (holistic). Thus, the process of organizational life can prove that the agility of regional apparatus organizations can be carried out properly with the support of abilities at the individual level so that they are able to move towards the concept of agile governance.

3.3 Design Of Agile Governance Acceleration Model In Bayuwangi District Government

To find out the design of the agile governance acceleration model in the Banyuwangi Regency Government as a study of the findings in this study, the researchers saw that the organization's ability to respond quickly to unexpected changes in society needed to be added to supporting tools, namely software engineering, enterprise, manufacturing, and holistic (multidisciplinary). These supporting devices are certainly in accordance with the framework of the researcher's thinking and are important because they must also be supported by quality human resources or human focus. As for the design of the acceleration model between the theory used and the additional supporting devices, the researchers describe it as follows:

Design of Agile Governance Acceleration



Looking at the model, design, and acceleration pattern that the researcher made, the application of agile governance can be made if it is supported by the supporting tools above. In a sense, any pattern of relationships between the needs of innovation development, manager, networked autonomy, structured coordination, transparency, open and egalitarian communication is still felt by researchers to be insufficient to meet the standards of agile needs based on data in the field. Each regional device organization must add four supporting tools, namely software engineering, enterprise, manufacturing, and holistic (multidisciplinary), to be able to combine elements of an agile mindset and implementation in the field so that integration is needed that is systemically connected to one another and can be seen from the design acceleration model above.

4. Conclusion

Based on the discussion above, it can be concluded that the local government acceleration model towards agile governance in the Banyuwangi Regency Government can be carried out and achieved by implementing an agile mindset consisting of innovation, managers, networked autonomy, structured coordination, transparency, open and egalitarian coordination, which then 4 (four) categories of supporting equipment must be added, namely software engineering, enterprise, manufacturing and multidisciplinary (holistic). Thus, the process of organizational life can prove that the agility of regional apparatus organizations can be carried out properly with the support of capabilities at the individual level so that they are able to move towards the concept of agile governance.

With changes in the domain of governance, risk management, and control of service organizations and public policy organizations, the researcher suggests that it is necessary to strengthen the integration of data, infrastructure, and ICT infrastructure in every regional apparatus organization in Banyuwangi Regency to the village government level. The Banyuwangi Regency Government Communication, Information and Encryption Service, as the leading sector, also need to provide policy recommendations or regulations related to the addition of the 4 (four) supporting devices in the organization of the Communication, Information and Encryption Service itself, including other agencies within the local government by referring to on the acceleration model that has been designed by researchers to the Regent of Banyuwangi. Limitations of the Study: The limitation of this research lies in the human focused element because providing opportunities for innovation requires mature knowledge from the state civil apparatus to explore ideas, concepts and the ability to collaborate with other regional apparatus organizations in the Banyuwangi District Government in accordance with the wishes of the regional head. Suggestions for further research: 1. future researchers can deepen the concept of agile governance related to job desk performance and job satisfaction in every state civil apparatus in the Banyuwangi Regency Government so that the theory of agile governance becomes clear in its application, but must be in accordance with the phenomena that occur in the Regional Government. 2. future researchers can develop research objects not only for the Regional Government of Banyuwangi Regency but also for other Regional Governments that are considered capable of implementing electronic or digital-based government systems in government affairs.

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