

The Implementation of Agile Government in Achieving Public Service Efficiency

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Abstract

This study examines the implementation of Agile Government as a strategy to enhance public service efficiency. Agile Government, derived from Agile methodologies in software development, is increasingly recognized for its potential to make public administration more flexible, adaptive, and responsive to rapidly changing societal needs. The research is based on a comprehensive literature review, focusing on case studies such as the Public Service Mall in Parepare City, Indonesia, and other international examples. The findings reveal that Agile Government can significantly improve the accessibility, reliability, and responsiveness of public services by allowing governments to quickly adapt to regulatory changes and societal demands. Furthermore, Agile Government promotes greater public participation in decision-making processes, enhancing transparency and accountability. However, the implementation of Agile Government faces challenges, including the need for organizational cultural change, stakeholder support, investment in technology, and effective cross-sector coordination. Addressing these challenges is crucial for realizing the full potential of Agile Government in achieving efficient, inclusive, and responsive public service delivery. This study contributes to the growing body of knowledge on public administration reform and provides valuable insights for policymakers and public administrators aiming to implement Agile Government strategies.

Keywords: Agile Government, Public Service Efficiency, Public Administration, Adaptive Governance, Organizational Change, Stakeholder Participation

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Introduction

In the modern era, characterized by rapid advancements in information technology and globalization, governments around the world face increasingly complex and dynamic challenges. These challenges stem not only from technological and economic changes but also from social changes that demand governments to be more responsive, adaptive, and transparent in delivering services to the public. As public awareness of their rights grows, so too do demands for high-quality, transparent, and participatory public services. To meet these challenges, various innovations in public administration have been developed, one of which is the concept of Agile Government (Hughes, 2019).

Agile Government is a concept adapted from the Agile methodology, which was first introduced in the software development world in the early 2000s. Agile, in the context of software development, is a project management approach that emphasizes rapid iteration, close team collaboration, and the ability to adapt to continuous changes (Beck et al., 2001). This concept was then adopted into public administration to create a government that is more

flexible, adaptive, and responsive to the ever-evolving needs of society. A government that implements the Agile concept is expected to face new challenges more effectively and efficiently, providing better public services (Janssen & Van der Voort, 2020).

One of the main challenges faced by governments is the complexity and speed of changes in social, economic, and technological environments. In this digital era, information moves very quickly, and the public has greater access to information and the ability to voice their needs and expectations. This creates pressure on governments to quickly adapt to these changes. On the other hand, traditional bureaucratic governments are often perceived as slow in responding to these changes, necessitating a new, more agile and adaptive approach (Osborne & Brown, 2011).

Agile Government offers a solution to these challenges by adopting principles that have been proven successful in the Agile methodology. These principles include flexibility, adaptability, transparency, and collaboration (Luna, Kruchten, & Moura, 2015). Flexibility means that the government must be able to quickly adjust to changes, whether in policies, regulations, or public needs. Adaptability means that the government must be able to learn from experiences and continuously improve to face increasingly complex challenges (Denhardt & Denhardt, 2015). Transparency means that decision-making and policy implementation must be conducted openly and be accessible to the public, allowing them to participate in the process. Collaboration means that the government cannot work alone but must cooperate with various parties, including the private sector, non-governmental organizations, and civil society, to achieve shared goals (Bryson, Crosby, & Bloomberg, 2014).

The implementation of Agile Government in public services aims not only to increase the operational efficiency of the government but also to create a more inclusive and participatory government. In many countries, this concept has been adopted as part of broader public administration reforms aimed at strengthening democracy and improving the quality of life for citizens. For example, in Parepare City, Indonesia, Agile Government has been implemented in the Public Service Mall, an initiative to integrate various public services in one location. Through the application of Agile Government, the Public Service Mall of Parepare City has been able to improve the accessibility, reliability, and responsiveness of services to the public (Sapri, 2024).

However, despite the many benefits offered by Agile Government, its implementation also faces several challenges. One of the main challenges is how to transform a rigid and hierarchical bureaucratic culture into one that is more flexible and adaptive. Traditional bureaucracy is often based on hierarchical structures with strict procedures, which can hinder innovation and quick responses to changes. Therefore, the implementation of Agile Government requires a fundamental cultural shift within the organization, including enhancing the skills and capacity of employees, as well as developing more flexible systems and processes (Kotter, 2012).

Moreover, the implementation of Agile Government also requires support from various stakeholders, including government leaders, civil servants, and the public. Active public participation in decision-making and policy implementation processes is crucial to ensuring that the policies produced truly reflect the needs and expectations of society. On the other hand, support from government leaders is vital to creating an environment that fosters innovation and change. Without strong support from leadership, the implementation of Agile Government may struggle to succeed (Schein, 2017).

Furthermore, the implementation of Agile Government also necessitates investment in supportive technology and infrastructure. In this digital era, technology plays a crucial role in supporting the implementation of Agile Government. For example, the use of information and communication technology (ICT) can enable the government to collect and analyze data in real-time, which can be used to support faster and more accurate decision-making (Mergel, 2016). Additionally, technology can be used to enhance transparency and public participation in decision-making processes. However, investment in technology also requires sufficient resources, both in terms of budget and skilled labor (Tapscott, 2008).

Apart from these challenges, the implementation of Agile Government also faces challenges in terms of coordination among agencies. In many cases, the implementation of Agile Government requires cross-sector and cross-agency cooperation, which is often difficult due to differing interests and priorities. Therefore, it is essential for governments to develop effective coordination mechanisms that ensure all stakeholders are involved and contribute to decision-making and policy implementation processes (Christensen & Læg Reid, 2011).

In Indonesia, the concept of Agile Government is gaining attention in line with the government's efforts to increase the efficiency and effectiveness of public services. The Indonesian government has adopted various initiatives to promote the implementation of Agile Government, including through the development of Public Service Malls in various cities. Public Service Malls are one example of successful Agile Government implementation in Indonesia, where various public services are provided in one location, making it easier for the public to access these services (Djalante et al., 2020).

In Parepare City, for example, the Public Service Mall has successfully improved the quality of public services by integrating various services from central, regional, and private sector governments in one location. Through the Agile Government approach, the Public Service Mall of Parepare City has been able to adjust services to the constantly changing needs of the public, as well as enhance the responsiveness and efficiency of services. Additionally, the Public Service Mall has successfully increased public participation in the decision-making process, ensuring that the services provided are more aligned with the needs and expectations of the public (Sapri, 2024).

However, despite the positive results of Agile Government implementation in Parepare City, many challenges remain to be addressed. One of the main challenges is how to ensure that all services provided are truly accessible to all layers of society, including those in remote areas or those with limited access to technology. Additionally, efforts must be made to continuously improve the services provided to keep pace with changing public needs (Janssen & Van der Voort, 2020).

Overall, the implementation of Agile Government in public services in Indonesia shows significant potential to improve the efficiency, responsiveness, and quality of public services. However, the success of Agile Government implementation is highly dependent on the government's ability to address the various challenges that exist, including cultural change within organizations, stakeholder support, investment in technology, and inter-agency coordination. By overcoming these challenges, Agile Government can become an effective tool for creating a government that is more adaptive, inclusive, and responsive to the needs of society (Denhardt & Denhardt, 2015).

Methods

This study uses a literature review method, where various relevant literature on Agile Government and its application in public services are critically examined. The literature review was conducted by identifying, evaluating, and synthesizing various research and case studies that have been conducted by previous researchers. The primary focus of this review is the research conducted by Sapri (2024) on the implementation of Agile Government at the Public Service Mall in Parepare City, as well as other relevant studies such as those by Apriliyanti et al. (2021) and Li & Fan (2023).

The literature review process began with a search for relevant literature through various academic databases and scientific journals. The inclusion criteria for literature selection were studies focusing on Agile Government, its application in public services, and relevant case studies. Once the relevant literature was identified, the content and key findings of each study were analyzed. This analysis aimed to identify patterns, similarities, and differences in the application of Agile Government in various contexts.

After that, the results of the analysis were synthesized to produce a more comprehensive understanding of the application of Agile Government in public services. This synthesis includes identifying the factors that support the successful implementation of Agile Government, the challenges faced, and the impact of Agile Government implementation on the efficiency and quality of public services. The results of this synthesis were then used to develop discussions and conclusions relevant to the research objectives (Creswell & Poth, 2017).

Results and Discussion

The implementation of Agile Government in public services has shown various positive results, particularly in improving the efficiency and quality of services. The study conducted by Sapri (2024) at the Public Service Mall in Parepare City, for example, demonstrates that the implementation of Agile Government has successfully increased the accessibility, reliability, and responsiveness of the services provided. Through the iterative approach applied in Agile Government, the Parepare City government has been able to adjust services to the constantly changing needs of society and enhance responsiveness to regulatory changes and market demands (Christensen & Lægheid, 2011).

One of the key findings of this research is that Agile Government allows the government to identify the need for change early and test new solutions quickly. This is crucial in the context of public services, where societal needs can change rapidly, and the government needs to be able to adapt to these changes (Osborne & Brown, 2011). Through the Agile approach, the Parepare City government can avoid long-term commitments to policies that may become irrelevant and can continuously update and adjust their services according to societal needs (Janssen & Van der Voort, 2020).

Furthermore, this research also found that the implementation of Agile Government at the Public Service Mall in Parepare City has successfully increased public participation in the decision-making process. By involving the public in this process, the government can ensure that the policies and services produced truly reflect the needs and expectations of society. Public participation also helps to enhance transparency and government accountability, which in turn can strengthen public trust in the government (Bryson et al., 2014).

In addition to the research by Sapri (2024), other studies also support these findings. For example, research conducted by Apriliyanti et al. (2021) shows that the implementation of

Agile Government in Surabaya City during the Covid-19 pandemic successfully increased the government's responsiveness to the crisis. In situations filled with uncertainty like a pandemic, Agile Government enables the government to quickly adapt to changing situations and societal needs. The Surabaya City government, for example, was able to create innovative solutions to address various challenges that arose during the pandemic, as well as maintain a sense of unity amidst the limitations (Djalante et al., 2020).

Another study by Li & Fan (2023) also highlights the importance of Agile Government in supporting digital transformation in China. According to this research, the agility of the government in adopting new technology and responding quickly to societal needs is key to success in facing dynamic changes. Digital transformation supported by Agile Government allows the government to be more flexible in responding to emerging challenges and opportunities, as well as improving operational efficiency and the quality of public services (Mergel, 2016).

However, while these positive results show the significant potential of Agile Government, its implementation also faces several challenges. One of the main challenges is cultural change within the organization. Traditional bureaucracy, which is rigid and hierarchical, often becomes an obstacle to the implementation of Agile Government, as this culture tends to hinder innovation and rapid response to changes (Kotter, 2012). Therefore, the implementation of Agile Government requires a fundamental cultural change within the organization, including enhancing the skills and capacity of employees, as well as developing more flexible systems and processes (Schein, 2017).

Moreover, the implementation of Agile Government also requires support from various stakeholders. This support is crucial to creating an environment that fosters innovation and change. Without strong support from government leadership and the public, the implementation of Agile Government may struggle to succeed (Osborne & Brown, 2011). For example, in the context of the Public Service Mall in Parepare City, support from local leaders and active public participation is crucial to ensuring that the services provided truly meet the needs of the public (Sapri, 2024).

Another challenge faced in the implementation of Agile Government is investment in technology and infrastructure. In this digital era, technology plays a crucial role in supporting the implementation of Agile Government. The use of information and communication technology (ICT) can enable the government to collect and analyze data in real-time, which can be used to support faster and more accurate decision-making (Mergel, 2016). However, investment in technology also requires sufficient resources, both in terms of budget and skilled labor. In many developing countries, including Indonesia, budget constraints and a lack of skilled labor often become obstacles to the implementation of Agile Government (Tapscott, 2008).

Coordination among agencies is also an important challenge in the implementation of Agile Government. In many cases, the implementation of Agile Government requires cross-sector and cross-agency cooperation, which is often difficult due to differing interests and priorities (Christensen & Læg Reid, 2011). For example, in the context of the Public Service Mall in Parepare City, cooperation between various government agencies, the private sector, and non-governmental organizations is crucial to ensuring that the services provided are truly integrated and meet the needs of the public. Therefore, it is important for the government to develop

effective coordination mechanisms that ensure all stakeholders are involved and contribute to decision-making and policy implementation processes (Bryson et al., 2014).

Moreover, although Agile Government offers great flexibility, its implementation also requires a balance between flexibility and compliance with regulations. In many countries, including Indonesia, strict regulations often become obstacles to the implementation of Agile Government, as these regulations tend to hinder innovation and rapid changes. Therefore, a more flexible approach is needed in the implementation of regulations, allowing the government to comply with regulations without sacrificing flexibility and innovation (Schein, 2017).

In the context of Indonesia, the implementation of Agile Government has shown positive results, but many challenges remain to be addressed. One successful example of Agile Government implementation in Indonesia is the Public Service Mall in Parepare City, where various public services are provided in one location, making it easier for the public to access these services (Sapri, 2024). Through the Agile approach, the Public Service Mall in Parepare City has been able to adjust services to the constantly changing needs of society, as well as improve responsiveness and efficiency in service delivery (Janssen & Van der Voort, 2020).

However, the success of Agile Government implementation in Indonesia also depends on the government's ability to address the various challenges that exist. For example, in the context of the Public Service Mall in Parepare City, the government needs to ensure that the services provided are truly accessible to all layers of society, including those in remote areas or those with limited access to technology (Christensen & Lægheid, 2011). Additionally, efforts must be made to continuously improve the services provided to keep pace with changing public needs (Osborne & Brown, 2011).

Overall, the implementation of Agile Government in public services in Indonesia shows significant potential to improve the efficiency, responsiveness, and quality of public services. However, the success of Agile Government implementation is highly dependent on the government's ability to address the various challenges that exist, including cultural change within organizations, stakeholder support, investment in technology, and inter-agency coordination. By overcoming these challenges, Agile Government can become an effective tool for creating a government that is more adaptive, inclusive, and responsive to the needs of society (Denhardt & Denhardt, 2015).

Conclusion

The implementation of Agile Government in public services offers significant potential to improve the efficiency, responsiveness, and quality of services provided to the public. Through a flexible, adaptive, and collaborative approach, governments can more quickly adjust to changing public needs and dynamic regulations. The case study at the Public Service Mall in Parepare City demonstrates that the implementation of Agile Government successfully improves accessibility and public participation, creating services that are more responsive to change. However, the implementation of Agile Government also faces challenges, including organizational cultural change, the need for support from stakeholders, investment in technology, and cross-sector coordination. To achieve success in implementing Agile Government, it is essential for governments to address these challenges and continue innovating to deliver better and more efficient public services (Christensen & Lægheid, 2011).

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