

Formulation of E-Participation Design in Realizing Agile Government Based on Technology and Information: A Case Study in Indonesia

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ABSTRACT

In the current era of disruption, competitiveness plays an essential role in conducting sustainable development and maintaining the organization's existence. Therefore, responsive governance (agile governance) is necessary to make the organization's performance more rapid, precise, accurate, productive, and efficient. This study aimed to formulate the E-participation design in the information technology-based Agile Government model. This study used a descriptive qualitative approach with the Nvivo-12 software tool in the data processing. The results indicate that E-participation in the technology-based and information-based agile government might help governance be accessible, create transparency, space for decision making. The formulation of e-participation design also designed people to realize fast, precise, accurate, productive, and efficient governance.

Keywords: *E-Participation, Agile Government, Technology, Indonesia.*

1. INTRODUCTION

Technological developments in government include the use of online-based government administration. Many advantages can be obtained from the use of online-based government administration, such as speed of access, time efficiency, and services being much more effective. The utilization of technology accommodates government services to be more accessible. Initially, the parties concerned visited public service offices, but currently, they only need to access online-based services from home. Thus, government bureaucracy, which was initially considered long-winded because it had to go to many places and took a long time, has been transformed into an agile government. The spirit of change in the responsiveness of the bureaucracy in government is called Agile Government. Agile government is a

paradigm that the Indonesian bureaucracy relies on as a public servant. This is also emphasized in Law Number 5 of 2014 concerning State Civil Apparatus, which states that the state civil apparatus must uphold high ethical standards, fulfill the code of ethics and employee code of conduct, including carrying out their duties carefully and with discipline, serving with respect, being polite and without pressure, as well as maintaining confidentiality regarding state policy [1].

In various studies, agile governance appears in the organizational area and encourages people to apply agile organizational governance to improve organizational performance and production processes [2]. Agile governance is defined as the ability of both organizations, countries, and communities to respond to all changes that occur, especially regarding the community's needs, which have changed over time.

Referring to previous studies that [3] agile governance is also defined as the organization's ability to be able to perform cost efficiency, as well as increase speed and accuracy in exploiting opportunities to make actions innovative and competitive. One of the efforts to increase speed and accuracy, as referred to in the definition of agile governance, is using online services in line with technological developments. This has started with the formation of various online applications, both those launched by the central and local governments.

With the formation of various online-based government administration applications, participation from the community is also very much needed as a target for governance. The development of information technology also drives the importance of public participation. Thus, technology plays an essential role in communication processes and practices during an industrial society transforming into an information society [4]. The same thing was also stated [5] that the rapid development of information technology enables more efficient production, distribution, and consumption of goods and services. In short, Information technology is a technology that has a considerable influence on all aspects of life today because it is a necessity to facilitate a job for humans [6].

According to [7] digital society conveys various forms when conveying narratives of openness, inclusion, and collaboration. However, the digital society has changed from an audience to an active participant (from an audience to participation). Technological developments have a significant influence today. This development cannot be separated from technological progress itself. In this case, technology becomes a tool used in participating or aspiration of voices. Technology itself is based on the culture of the people who are close to technology. Technology is used to frame from bad things to good things, from lies to reality. In this case, technology is the object to be played with. The use of internet technology by the public has become a requirement in developing electronic-based government (e-government) and, on the one hand, the increasing number of internet users because accessing online-based public services is an instrument that strengthens and provides innovation in the use of the internet.

Internet user participation, namely community participation to raise awareness, becomes a construction process that will lead to two-way

communication between the government and the community. The government here acts as a public servant and the community as a service target. The relationship that arises should have a very constructive impact because all the limitations felt by the community will immediately be solved. In this case, the community will participate more in various policies or programs launched by the government because they feel that the government processes their concerns and complaints. Referring to [8] Government communication is a reciprocal relationship in conveying information and messages between the government and the governed (community), one party uses the 'frame of reference' of the other party in a particular position and role so that the behavior and attitude of the other party. They were formed, modified, or maintained based on mutual understanding, as well as mutual trust between the two parties.

To foster community participation, the government must produce pro policies for the community, not the other way around. Thus, people will have more confidence in the government's performance. Community participation is closely related to realizing a democratic system. Participatory democracy is the community's involvement in making a policy, whether in the form of political, economic, or social policies. [9]. The existence of a forum presented by the government to conduct two-way communication with the community aims to exchange thoughts or ideas, evaluate policies produced by the government, and discuss future planning involving the community. The role of the community or the use of active public involvement in the planning process, decision-making to implement policies is to ensure that the results obtained are following the needs and conditions experienced by the community. Participation to achieve democracy is a process where the community must always be involved in all government decision-making activities at all levels. The hope is that continuing to involve the community will encourage the community to be active and responsible for all policies or developments around them.

The researchers consider the importance of the government's readiness to create an agile government, an agile bureaucracy, especially in terms of the use of information technology. Furthermore, to find out more about the design of community participation in realizing the agile government model, it is essential to do further research with the aim that this initiation is not only an ideal discourse and theory or only applied in some

areas, but can also be implemented comprehensively in everyday life.

2. METHOD

This study employed a descriptive qualitative method, in which the findings of which were not obtained through statistical procedures or other forms of calculation but social analysis procedures [10]. The social analysis was conducted to understand and interpret the meaning of a phenomenon of human behavior in certain situations [11]. This study qualitatively analyzed the design of information technology-based E-Participation in realizing the agile government model.

The data from this study were obtained from interviews and internet analysis based on community participation in internet use. This study utilized the N Vivo application with crosstab query analysis features, coding similarity, and group queries in processing the obtained data [12].

3. THEORETICAL FRAMEWORK

3.1 *E-participation*

According to scientific literature in journals [12], a list of factors influencing the development of e-participation is formed: [1] drivers of global change [2], social capital behavior [3], the scale of technological change [4], degree of democracy, type of participation [4], decision-making procedures and legal frameworks [5], political and institutional resistance [6], digital technology gap [3], expected benefits for the public interest [7], autonomy and privacy issues [8], trust in electronic participation [9], income level [10], demand-side and evaluation [11]. The phenomenon of e-participation correlates with the concepts of E-governance and open government. The government has the principle of cooperation, transparency, and community involvement. Accordingly, this development is facilitated by the existence of technology and information. Thus, the disclosure of information is more easily accessible and known. This development was initially identified by A. Meijer and M Hille Brandt, in which citizens are free to access government information while the government provides data on the activities of authorities and implements citizen participation in decision making and the manufacturing process [13].

E-participation has been adopted into E-

democracy previously proposed by Anderson and then adopted by stakeholders on the supply and demand sides. Macintosh defines the supply and demand side as a knowledge-intensive, interactive, collaborative, incremental, and dynamic process with messages to extract through big data generated by stakeholders over time. Good e-service design and e-participation complement each other. One of the goals of e-participation is to motivate and involve more citizens through various modes of technical and communicative skills to ensure more involvement in the policy process, qualitative and accessible information in real-time, transparent, and accountable governance [14].

Participation comes from the words *pars* and *capere*; *pars* means part, while *capere* means taking. In English, participation means taking part or participating [15]. Supported by definition put forward [16], community participation is the participation of a group of community members in self-development, life, and the environment. The establishment of a new scheme of relations between the government and the community is reflected in the implementation of development during the Regional Autonomy period. The space for community involvement in the development process at the regional level is quite wide open. Community involvement in the planning process is in the general formulation process, where the community is allowed to submit basic hopes, needs, and interests. The planning framework can be a vehicle to change the old political scheme into a participatory one [17].

According to Adisasmita, community participation is community empowerment, its participation in the planning and implementation of development programs/projects, and is the actualization and willingness and willingness of the community to sacrifice and contribute to the implementation of development programs. [18]. The community was identified as the most critical factor in the construction process; it must be understood that development must start from the bottom up, with community empowerment playing an essential role in advancing development. The active presence of citizens is the focal point of progress. Two valuable assets for empowering culture are the willingness to develop and the desire to improve. According to Adisasmita (2006), there are many explanations why citizens should be welcomed and supported to participate:

- a. The community pays attention to the social and economic situation;
- b. The community can analyze the triggers and consequences of social events;

- c. The community can formulate responses to community challenges and problems;
- d. Communities can use development tools (SDA, HR, and funds)

Rowe and Freyer [19] explain that community participation is a process of consultation and community involvement in setting agendas, making decisions, and forming policy activities of institutions responsible for policy development. Furthermore, according to Sihombing, community participation is a fundamental human right to plan, implement, and control development that presents its hope of independence [20].

The concept of participation in public administration is essential in realizing democratic values. Osborne and Gaebler revealed it when they include the principle of reinventing government, namely the principle of "community-owned government: empowering rather than serving," which shows how meaningful public participation is in public administration. Moreover, a new public service perspective develops, which further strengthens the position of community participation. Citizen identity is not seen as self-interest but also involves values, beliefs, and concern for others. Citizens and the government consider the government as common property, thus decision-making can be achieved properly. Finally, the public interest is no longer seen as a private interest but based on common interests [21].

3.2 Information Technology

With the rapid advancement of communication technology, many communication experts have shifted their focus to it. Everett M. Rogers (1986: 2) [22] considers communication technology as a database server in an organizational structure that contains their respective social values. People collect, process, and exchange information. According to Rogers's concept, communication technology is innovative. First, there is the network infrastructure in terms of hardware or software. Second, information technology is embedded in specific global, social, and political frameworks. Third, the basic principle of the information infrastructure structure of the latter. Fourth, in the network area, communication infrastructure is similar to hardware. Communication technology, as a system, is often said to condition its consumers to reduce the power of messages, adapt to technological requirements for the use of communication technologies, and increase contact with several other individuals without understanding distance barriers [23].

Information technology (IT) is described as a collection of policies, procedures, and techniques aimed at cost, risk, and protection management. As a result, IT increases the efficiency of processes that require technical capital. Inefficient administrative planning, inefficient structures to handle IT facilities, software services, information management, and IT investments are among the triggers for IT governance failures. Managing IT artifacts (public records, technical records, software systems, software modules, architectural templates, project requirements, and output reports, among others) is one part of IT governance. Part of the importance of IT to organizations is concentrated in such artifacts.[24].

Information Technology or IT is used in government to assist key management processes and establishment requirements [25]. Information technology is introduced in various organizations to develop or improve operational performance and services (e.g. financial transactions, front-end operations) generally to increase overall government productivity. With the invention of the internet in the 1990s, government organizations could help drive technology acceptance at the individual level. E-government, or government electronic services, refers to the provision of government programs over the internet. Through shared Internet technology, people can communicate and access e-government resources through government portals. Currently, citizens commonly use government enterprise e-government facilities (human services, banking services, school services, facility services, and emergency management). Not only people who use e-government services but also the government's desire to get e-government services is also increasing. Thus, technology and information also develop

3.3 Agile Government

An agile government is a government that can react to public problems in a flexible, adaptive, and timely manner. Information Technology (IT) has used an agile approach to organizations for more than two decades. Budget bloat, missed deadlines, low production performance, and consumer frustration are common problems in the IT sector, and agile approaches and practices are used to address them.[26]. 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. In addition, Agile Governance is also defined as the organization's ability to perform cost-efficiently and

increase the speed and accuracy in exploiting opportunities to make innovative and competitive actions.

1. Good governance must fit the context of the organization;
2. Business should be the reason for every decision and action;
3. Society should be given space to participate in government;
4. Success achieved quickly should be celebrated and used as motivation for more stimulation and results;
5. Teams must be able to develop the intrinsic ability to respond to change quickly and systematically;
6. The team must deliver fast results and keep improving [2].

4. FINDINGS AND DISCUSSION

The government's public policy, which is derived in the form of a program with the main challenge, is to achieve maximum public participation and active involvement of policy targets that are difficult to achieve if one of the causes is stagnation of communication or even lack of communication. [6]. In this case, community participation is an essential element supporting all programs made by the government to increase the effectiveness of programs and public services. In addition, it is hoped that through increased community participation, problems can be reduced and as a forum for complaints about the community to provide suggestions and criticisms of the government regarding government performance. The current e-Participation implemented by the government is far from inclusive, which means that the program that is being implemented has not been massive in the community. For example, the website of the South Sulawesi Provincial Government, namely the E-RKPD of South Sulawesi Province.



Figure 1: e-RKPD Website of South Sulawesi Province

Along with developing an increasingly technologically literate era, the government has also developed services such as online-based tax payments, e-musrembang, et cetera. In this case, to increase community participation by utilizing technology, e-RKPD is a breakthrough. Increasing public participation by maximizing advances in information technology is expected to provide a consultation room for the community in formulating government agendas. The existence of open space and two-way communication opportunities for the community is expected to increase policy effectiveness. Community involvement is the initial milestone in changing policy services towards a better direction. The community will be more active in providing suggestions and opinions that are expected to align policies and community desires. The South Sulawesi Provincial Government has provided a forum for expression by procuring e-RKPD website.

e-RKPD website of South Sulawesi Province has been created and used since 2015. The planning of the creation and use of this website has been long enough, for five years. However, there are still many shortcomings on the website. One of which is that the use of the website has not been massive for all groups. Currently, only government bureaucrats are active and continue to use the website. People don't have access to it yet. This is justified by the website manager with additional information that only two people have applied for e-RKPD access in 2020 and 1 person in 2021. e-RKPD design for South Sulawesi Province is still not wholly inclusive. There is no space for the community to be involved in formulating, discussing, reviewing, and arriving at the stage of policy ratification.

The RKPD is the result of discussions at the musrembang level, which is then given to the

district/city government. In terms of decision-making at the district/city level, the community is no longer involved. As seen from the portal created by the government, there is no option to create a personal account. Thus, if people want to access the e-RKPD, they must contact the account manager whose number is listed on the website. On the right side of the website, it says, "QUICK CONTACT e-RKPD. If you have difficulty using the e-RKPD application, you can ask Bappeda of South Sulawesi Province, or you can ask Us Putu Wahyu WA: 0812 4218 4013. Thank you.' In short, you need to contact the manager in advance and create an account to log in and access it. The data presented in the e-RKPD is also the form of final data that the government has agreed upon. The display after entering the username and password is visualized in Figure 2 below:

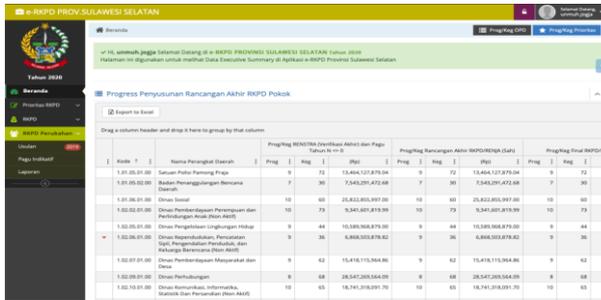


Figure 2: The display of e-RKPD

The display of the e-RKPD page is divided into several sections. There are options for the homepage, priority RKPD, RKPD, RKPD Changes, and each sub is filled by several selected pages. The homepage view is the main view and can be seen as shown in Figure 1.2. Furthermore, in the RKPD priority options, five sub-priorities cover national priorities, national programs, national activities, RKPD priorities, and RKPD priority activities. This is different from the RKPD option, which consists of a final draft, final RKPD, and report. And the last option is the revised RKPD which consists of 3 subs, including proposals, indicative ceilings, and reports.

e-RKPD page only contains the results of policy decisions and options, such as submitting questions or chatting with customer service. Currently, the government has only made the website a page that bureaucrats can use if they want to know about the amount of the budget disbursed for each government agency and the policies made. E-Government which later developed into e-Public service, e-Musrebang, e-Democracy, is a breakthrough made to adapt services to increasingly

rapid technological developments and increase public participation. To support this, e-RKPD website must also pay attention to the role of the community in determining policies. The community is an important element of service because it is located as a service target, whose increasing awareness can be expressed on <https://www.labor.go.id/instansi/governmental-provinsi-sulawesi-selatan>. Reports submitted can be in the form of complaints, information, or request for information



Figure 3. Report

The public can convey their aspirations and criticisms of the government's work performance through the report website. This is one of the facilities that the community can maximize to ask for their rights as service targets to be involved in the decision-making process. This is also very useful because people no longer need to come to the office when they want to report. After all, it can be done virtually. It will be easier for the community to be involved in the policy-making process if the community also shows their activeness regarding programs established by the government. With this, public trust can also increase because it is given an open space to channel aspirations.

5. CONCLUSION

Based on the writings that the researchers have presented, the researchers conclude several things related to e-participation in realizing information technology-based agile government in South Sulawesi Province:

1. Bureaucrats only access the current e-RKPD page of South Sulawesi Province for specific purposes. The community has not been able to access it in its entirety.
2. The government has not provided

opportunities for the community to be actively involved in making up to the determination of policies related to development plans.

3. The level of public awareness of policies and programs formed by the government is still low because there is no public trust in the government and vice versa.
4. Efforts to increase public awareness of participation in all government programs must continue considering that information technology is currently very sophisticated, so it is not very good if it is not maximized as well as possible.

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