



Agile Governance in Public Services: A Website Study of Mal Pelayanan Publik in the Special Region of Yogyakarta

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Abstract. The background of this research is the Panrb Ministerial Regulation Number 23 of 2017 concerning the Implementation of Mal Pelayanan Publik (MPP). The Provincial Government of the Special Region of Yogyakarta (DIY) signed a commitment to implement the MPP with PANRB. It is hoped that MPP can make it easier for the people of Jogja to access various kinds of public services on one website. The research method uses a qualitative type with a case study approach. The data in this study was obtained through literature studies through a number of previous studies. The data obtained were analyzed using Qualitative Data Analysis Software with cross tab feature in Nvivo 12 Plus. In addition, it is also analyzed using interactive model techniques through three aspects of analysis, including: data reduction, presentation, and drawing conclusions. The purpose of this study is to review the Public Service Mall website in the theory of Agile Governance which is divided into 6 indicators, including: good enough governance, business-driven, human focused, based on quick wins, systematic and adaptive approach, simple design and continuous refinement. This theory is considered by researchers to be more relevant to what the DIY Provincial Government is pursuing, namely in the implementation of various kinds of public services in one public service, namely MPP. The results showed that MPP public services have not been maximized in the implementation of Agile Governance theory especially in aspects of continuous and refinement due to many services are not yet available on the MPP Kota Jogja website.

Keywords: MPP; Agile Governance; Public Service.

1 Introduction

The rapid development of technology brings the phenomenon of the era of disruption, where people's lives experience significant changes [1]. Advances in information and communication technology (ICT) significantly affect human life in all aspects, one of which is the aspect of public services [2]. The development of ICT has offered solutions to improve the performance of public services, the transformation of public services is carried out by the use of technology to make it easier for people to access services

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M. Setiyo et al. (eds.), *Proceedings of the 4th Borobudur International Symposium on Science and Technology 2022 (BIS-STE 2022)*, Advances in Engineering Research 225,

https://doi.org/10.2991/978-94-6463-284-2_54

quickly [3]. Digital public services are the solution to conventional service systems that are notoriously slow and wasteful [4]. The change from conventional to digital systems does not actually change the essence of the service itself because it is still implemented in accordance with applicable regulations and mechanisms [5]. The transformation of public services from conventional to digital aims to enable government agencies to provide better public services. Digital transformation can provide quality, easy, fast, and affordable services to the public [6]. This will present services that can adapt to the times and following the expectations and needs of the community.

Several regions in Indonesia have begun to implement digital-based public services, one of which is in Yogyakarta City, in the form of a website at the Public Service Mall (MPP). The MPP was designed by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) as an effort to improve and transform public service governance. MPP combines different types of public services in one place. Based on the Ministerial Regulation of PANRB Number 23 of 2017 concerning the Implementation of MPP, the Provincial Government of the Special Region of Yogyakarta (DIY) signed a commitment to implement MPP with PANRB. The transformation from conventional to digital has made the Yogyakarta City Government innovate to digitize MPP in the form of a website. MPP digitalization aims to provide ease of service and speed for the community. Digital-based MPP can be accessed anywhere and anytime, and the Yogyakarta City Government can always be present in people's lives with the ease and speed available through the digitization of this service. Through MPP, it is hoped that it can make it easier for the people of Yogyakarta to access various kinds of public services on one website. Digitalization of MPP is one of the steps taken by the Yogyakarta City Government to realize agile governance. Agile Governance can be translated as the ability in an organization to be able to respond to a change quickly and precisely [7]. The government must be able to move quickly when it finds new and complex things in a problem experienced by society. This is done in order to meet the changing and diverse needs of society. In the era of digitalization, the agile concept is able to answer all challenges from environmental changes that occur. MPP digitalization is one of the innovations of the Yogyakarta City Government to create fast public services in accordance with the concept of agile governance. The existence of this innovation explains that the Yogyakarta City Government seeks to utilize ICT to become a liaison between the government and the community efficiently and effectively so as to create agile governance.

Previous research that has relevance to the research being studied can be found in a number of existing literatures such as research [8] who researched that MPP is quite effective in providing services to the community. In line with the study, the study [9] assessing that the level of satisfaction of the people of Probolinggo is quite suitable for public services in MPP. Temporary research [10] assessing that the implementation of MPP in Padang City is still experiencing several obstacles. Research [7] Research shows that the implementation of agile governance is good enough to help people get public services, although the performance is still not optimal. While the research [11] Assessing that the use of electronic government still requires strengthening and maturation in terms of quality and innovation of digital-based public services. As in the study

[12] who researched that the Ogan Lopian Application made by the Purwakarta Government still needs maturation and solidification. Contrary to this, research Kartika & Oktariyanda [13] instead, it is stated that the Poedak (Online Service for Registration of Population Administration) application by the Gresik Regency Government has been running well. Temporary research [14] explains that the role of digital government transformation today is crucial. The work process in the government sector will be further helped by utilizing technology and information [15]. From several previous studies, it can be seen that there has been no research that examines the application of agile governance in public services through the MPP website in Yogyakarta City. Analysis using Vos Viewer show in Fig. 1.

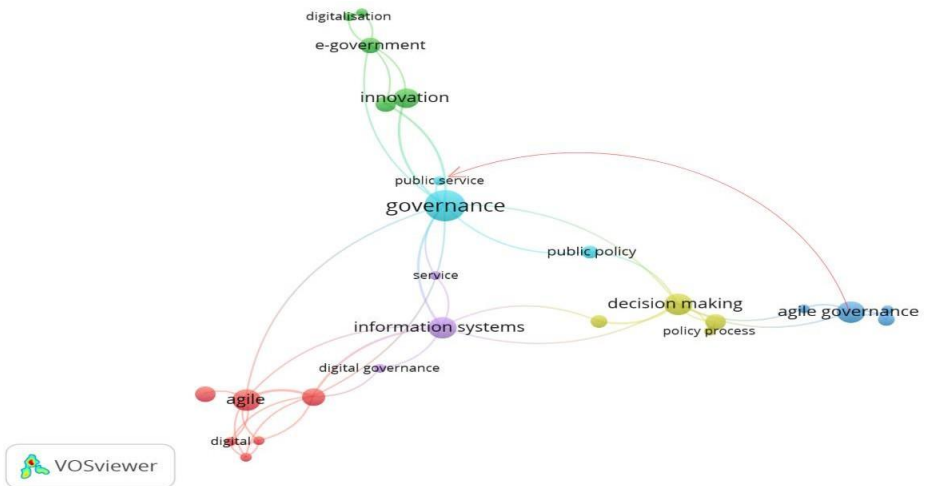


Fig. 1. Bibliometric Analysis using VosViewer (Source: Data processed by Authors, 2022)

Based on the Fig 1, it can be seen that previous research focused on digital- based governance, while research that examined agile governance in public services, especially digital public services, was still limited in number so the novelty of this research is that it will examine the concept of agile governance in public services, namely MPP in Yogyakarta City. This study aims to review the MPP website in the theory of Agile Governance with a research focus on indicators, Based on Quick Wins, S systematic and adaptive Approach, Simple Design, and Continuous Refinement. The benefits of this research are as a reference material for the Yogyakarta City Government to be able to maximize the use of the MPP website based on agile principles.

2 Method

The type of research used in this research is qualitative research with a case study approach. Qualitative research is analysis used to examine the condition of natural objects [16]. Meanwhile, the case study approach according to Creswell in [16] is a type of

approach used to investigate and understand an event or problem that has occurred. The use of qualitative research methods with a case study approach is very relevant to this research because it will provide an in-depth and systematic overview of the problems in this research and can collect various kinds of information, which are then processed to get a solution so that the problems revealed can be solved.

The data collection technique used in this study was a literature study with data sources in the form of secondary data. Data sourced from online media, articles, books, or other sources that have relevance to the research being studied yet is related to the application of agile governance in public services through the MPP website in Yogyakarta City. The data collection technique is a way for researchers to get the data or information needed according to the research topic.

Data analysis in this study uses an interactive model technique consisting of three stages of analysis, namely: 1) Data reduction to map and select data that is adjusted to the research focus, 2) Data presentation to write down the results of mapping and sorting data that focus on research problems, 3) Drawing conclusions by outlining conclusions from the research findings obtained. This research also utilizes the NVIVO 12 Plus software to make it easier to analyze the data results obtained. The feature used to analyze data results is using the Crosstab feature, with stages: 1) Secondary data results are mapped according to research indicators, 2) Data that has been mapped is reviewed and in coding according to the needs of research data, 3) Coding results will bring up a percentage of numbers in accordance with research indicators.

3 Result and Discussion

3.1 Based on Quick Wins

In indicators based on quick wins, researchers analyzed several aspects, namely speed, success, accuracy, and efficiency in public service innovations based on the Public Service Mall (MPP) website in an effort to provide services to the community related to recording Identity Cards (KTP) or e-KTP, loss reports, renewal of Vehicle Number Certificates (STNK), regional taxes, Jamkesda in the DIY area. As is known that in terms of paying or extending STNK offline, it is considered that it is still burdensome for the community. Many people are still negligent about this, but the negligence of the community is influenced by several factors, namely uncertain income factors, officer services to the community are considered unfair, lack of socialization from related parties, the level of community understanding is still lacking [17]. In addition, there are still obstacles in recording KTP or e-KTP offline, such as people not wanting to take care of e-KTP because of the location of the house far from the Dukcapil office, civil servants who are unable to reach remote areas, nomadic communities who do not have a permanent place to live so they cannot fill in the column of residence [18].

In addition, the MPP website in Jogja City also provides services related to business licensing, such as meat milling entrepreneurs' permits, meat storage entrepreneurs' permits, meat sellers' permits, building permits, in-alley permits, land use change permits, convenience store business permits, field work practice permits, absolute work lecture

permits, private TPU management permits, research certificates, billboard implementation permits, rainwater channel connection permits, sewerage permits, building ownership letters, warehouse listing mark permits. And also services in the environmental sector such as Statement of Ability to Manage and Monitor the Environment (SPPL), Environmental Management Efforts and Environmental Monitoring Efforts (UKL-UPL), Environmental Management Documents (DPLH), Environmental Evaluation Documents (DELH), TreeFelling Permits and Park Transfers.

This analysis attempts to analyze related Based on Quick Wins on public services MPP-based website. This analysis uses Crosstab analysis with indicators on Quick Wins, namely: Efficiency, Speed, Accuracy, and Success. The analysis divides into one case, namely: Based on Quick Wins. Details can be seen in Fig 2.

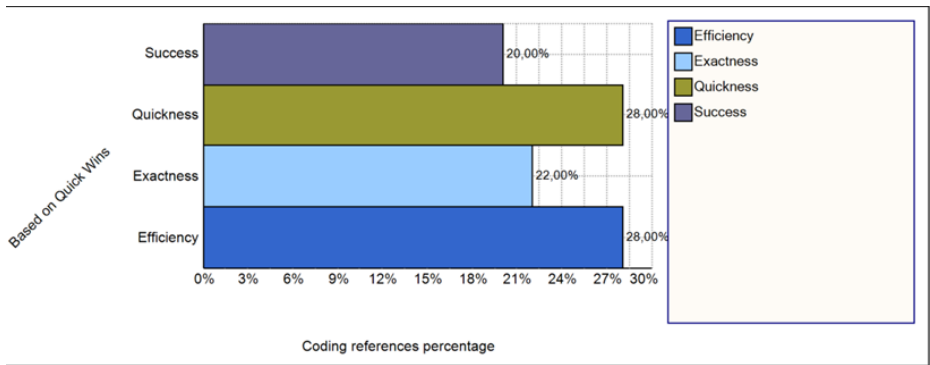


Fig. 2. Cross tab analysis using Nvivo 12 Plus (Data processed by Authors, 2022)

Based on the Figure 2, it can be seen that the most indicators of Based on Quick Wins are in the aspects of efficiency and speed, with a percentage of 28%. This is evidenced by the user only needing to fill out the NIK form, Owner's Name, Address, Active Mobile Number, and Active Email to apply for a Birth Certificate on the MPP Jogja City website. In the aspect of accuracy, with a percentage of 22%, this is evidenced by the statement of the Minister of Civil Apparatus Empowerment and Bureaucratic Reform (Menpan-RB) Abdullah Azwar Anas "Bureaucratic reform is not a pile of papers, not just a matter of presentation. But these bureaucratic reforms must have an impact and be felt by society. One of the bureaucratic reforms that the people can feel is public service [19] [20] [21] [22]. In the aspect of success in obtaining results with a percentage of 20%, this is evidenced by the success of DPMPTSP in combining various public services such as Dukcapil, Polres, PTSP, Pajak, City Government, BPJS into one website [23] [24].

3.2 Systematic and Adaptive Approach

In the systematic and adaptive approach indicators, researchers analyzed systematic and adaptive aspects of public services based on the MPP Jogja website. In this indicator,

an organization must be able to adjust to the direction or goal to the situation or condition at hand [25]. In the systematic aspect, the researcher considers that MPP's public services have been made systematically. This can be proven on the official MPP Kota Jogja website that by simply sliding the page down, website users already know what services are provided by the MPP Kota Jogja website, such as services provided by Dukcapil, Polres, BPJS, taxes, city government, PTSP, government provide the logo of the agency concerned on the MPP website. Apart from that, there is also a location menu that shows where the MPP Kota Jogja office is located, its customer service number, and its e-mail address. This makes it easier for the public to choose the public services to be used. Fig 3 shows the view of the MPP Kota Jogja website system.



Fig. 3. Display of MPP Jogja website system (Source: <https://mpp.jogjakota.go.id/web>)

On the adaptive principle, researchers can judge that the Government of the City of Yogyakarta, in this case, the One-Stop Investment and Integrated Services Service (DPMPTSP), has been able to adapt to the era of digitalization of public services through the inauguration of the MPP Kota Jogja website. This is evidenced by the inauguration of the Yogyakarta City MPP website-based public service, which was created specifically to improve the quality of public services and integrate various services, including Central Agencies, Regional Agencies, BUMN, BUMD, Private and other supporting services in the exact locations so that they can provide public services. Become faster, easier, safer, and more comfortable [26] [27] [28] [29] [30].

Based on the description above, the researcher concludes that the Investment Service and One-Stop Integrated Service (DPMPTSP) through the Public Service Mall (MPP) website-based public service is a breakthrough that maximizes technology to provide fast and efficient services to the community. In addition, the Jogja City MPP website has been designed systematically.

3.3 Simple Design and Continuous Refinement

This last indicator focuses more on the ability to make simple designs and must continue to improve. As already explained, the Yogyakarta City MPP public service is under the Investment and One-Stop Integrated Service Office (DPMPTSP) of the Yogyakarta City Government. This is a challenge for DPMPTSP to present a website that is attractive, simple, and easy for the public to understand. Fig 4 shows the appearance of the Jogja City MPP website.

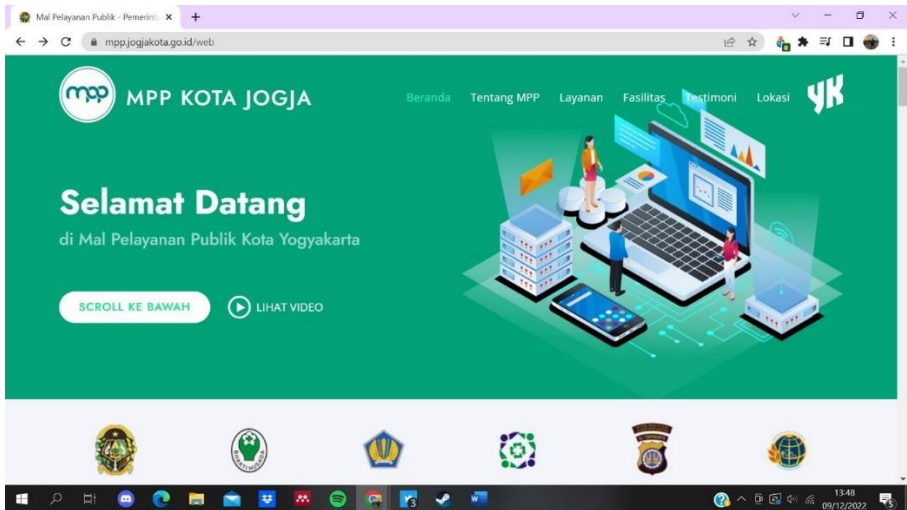


Fig. 4. The homepage of MPP Kota Jogja website (Source: <https://mpp.jogjakota.go.id/web>)

In the image displayed above, DPMPTSP has shown a simple, futuristic, and easily understood appearance by the wider community. In addition, the color combinations on the MPP Kota Jogja website do not saturate the public when accessing this website. Apart from that, this website also displays a little information about MPP public services in Jogja. Another thing that needs to be considered in the simple design and continuous improvement indicators is whether this website-based public service is packaged continuously so that this website has a sustainable nature that can still be used in the future. Based on the results of observations on the website, the researcher considers that the Jogja City MPP website is always responsive when moving the service menu. However, there are things that researchers need to learn about website resilience, whether the Jogja City MPP website has ever experienced downtime when accessed by many users. In addition, many services are still unavailable on the MPP Kota Jogja website, such as death certificates, marriage certificates, divorce certificates, loss certificates, KTP or e-KTP recording, loss reports, vehicle registration extensions, regional taxes, and JAMKESDA. In Fig 5, the researcher displays public services that are not yet available on the Yogyakarta MPP website.

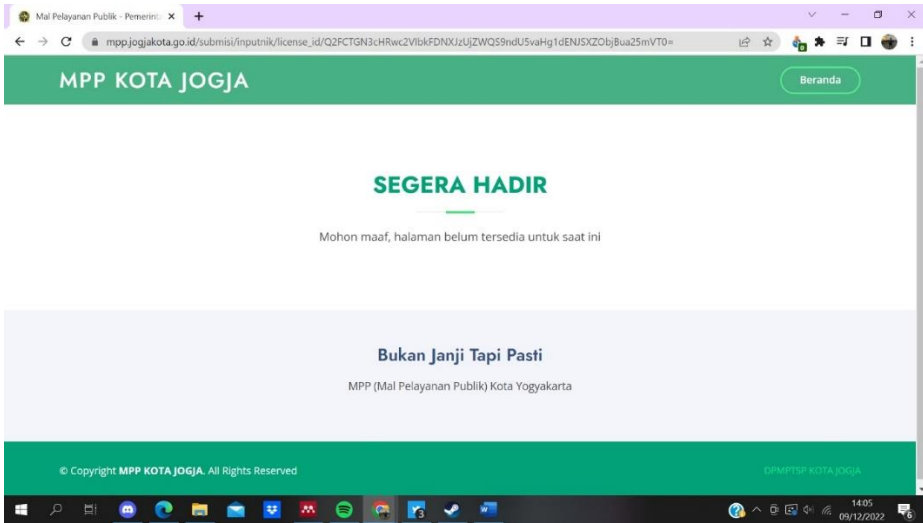


Fig. 5. Display of public services that are not yet available on the MPP Jogja City website (Source: <https://mpp.jogjakota.go.id/web>)

Based on the description above, the researcher considers that in terms of simple design and continuous improvement indicators, MPP Jogja City public services have not fulfilled the constant improvement aspect because many services are not yet available on the website. Therefore, the researchers advised DPMPST so that services that were not yet available were immediately refreshed to make it easier for the community. The researcher considers that the MPP Kota Jogja public service website development team was able to show that this website is designed attractively and can be enjoyed by users. Apart from that, the website development team also managed to choose simple and luxurious color combinations.

4 Conclusion

In implementing agile governance through the website-based public service MPP Jogja City launched by the Ministry of PAN-RB and under the supervision of the Yogyakarta City DPMPST, researchers can judge that DPMPST still needs to fulfill the three indicators of agile governance. This is because the Jogja City MPP website still needs improvement, such as the continuous improvement aspect.

Researchers provide several recommendations that can be made by DPMPST Yogyakarta City, including adding a testimonial feature for users. Adding the testimonial feature for MPP Jogja City website users is needed to measure the community satisfaction index on the success of DPMPST in launching MPP Jogja City website-based public services. For now, the testimonial feature only contains testimonials from the Head of the Yogyakarta City DPMPST. In addition, it optimizes online services that still need to be made available. After one year of website operation, many services are still

unavailable, such as Death Certificates, Marriage Certificates, Divorce Certificates, Loss Reports, KTP or e-KTP Recording, Loss Reports, STNK Extensions, Regional Taxes, and Jamkesda. This is very important to simplify and speed up services and supports bureaucratic reform.

Acknowledgement. Researchers would like to thank the Government Science Study Program of the University of Muhammadiyah Yogyakarta for funding this activity and accommodating article writing from start to finish. The researcher also thanked Satria Iman Prasetyo as a mentor in writing this article.

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