



Implementing Agile Governance in Public Administration: A Case Study of the Integrated Population Queue System in Bandung Regency

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Abstract: Since early 2021, the population administration service in Bandung Regency has been supported by service innovations implementation through an online service system, with the presence of the SAKEDAP application. Hence, the Population and Civil Registration Office of Bandung Regency makes use of Information and Communication Technology as an application of Agile Governance in order to deal with the dynamics of the environment. Nevertheless, at the implementation level of the newest version of SAKEDAP application, the limit of the Q-Ban is only 150 queues a day from 4,000 applicants per day. To tackle these problems, outreach should be tailored through a broad range of accessible media platforms, the recruitment of IT specialists to assure the strength of the system and the ability to increase capacity when necessary. Such measures, which, will enhance public understanding and easier access to services, are consistent with the ideals of the good governance which espouses efficiency and responsiveness. The objective of this study is to discover and analyze Agile Governance based Integrated Population Queue System Service in the Population and Civil Registration Office of Bandung Regency. Observer-participant, in-depth interviews and document review were the main data collection techniques used. In addition to Good Enough Governance, business-driven, Human Focused, Based on Quick Wins, Systematic and Adaptive Approach, Simple design and Continuous Responsiveness, based on the research conducted, the researcher found the responsiveness factor or the ability factor, which is intended to help and provide fast service to customers with clear information and can support the successful implementation of Agile Governance.

Keywords: Agile Governance, Digital Transformation, Integrated Queuing System, Public Administration Service, Service Efficiency

1. INTRODUCTION

In today's rapidly changing environment, governance is still the key to responding, managing and producing decisions related to environmental changes. Governance plays a crucial role in increasing and maintaining competitiveness. Governance is related to the ability to steer elements in a country (Bloom, 1991). In the 1990s, an integrated quality assurance system in business organizations was implemented in public organizations with the concept of bureaucratic entrepreneurship. The literature that emerged at that time was written by Osborne and Gaebler (1993), namely Entrepreneurship of Bureaucracy.

Agile Governance is very important and relevant for the field of government science because, in this day and age, the concept of agile governance is needed to realize an effective, efficient, responsive and dexterous bureaucracy with professional and integrity bureaucrats in realizing good and clean government. Agile governance is the ability of human society to feel, adapt and respond quickly and sustainably to changes in its environment, through a coordinated combination of agile capabilities with governance capabilities to provide faster, better, and cheaper value for the business processes of a bureaucracy (Luna, A. J. H. de O et al., 2015).

Bandung Regency is one of the regencies in West Java, where in 2023 the population of Bandung Regency occupies the 2nd (two) highest position in West Java. It was recorded as many as 3,770,991 million people, a population growth rate of 1.28%. (Source: Population and Civil Registration Office in 2023). With an increase in the number of people every year, the need for population administration services will continue to increase. And is urgently needed by the people of Bandung Regency. The high integrity and commitment of the Bandung Regency government to provide maximum and good service requires an alternative service that makes it easier for administrative managers in government agencies. With the growth of the population every year, the needs of the people of Bandung Regency for population administration services will also continue to increase.

Population problems that often occur in Bandung Regency in the Management of Population Documents felt by the community are constrained by the impression of being complicated, requiring a long time is considered a waste of time for people who have a busy life and people who have a long distance from the Population and Civil Registration Office. As well as the challenge of accommodating Population services with the population of Bandung Regency spread across 31 sub-districts, 280 villages/sub-districts.

The Bandung Regency Population and Civil Registration Office is a regional apparatus organization responsible for providing population administration services in the Bandung Regency area. With the advancement of Information and Communication Technology, at the beginning of 2021 population administration services in Bandung Regency have been supported by service innovations that are realized through an online service system, namely with the presence of the SAKEDAP (Integrated Population Service System) application.

The presence of this application is a benchmark for the ability of the Bandung Regency Population and Civil Registration Office to utilize Information and Communication Technology as a fulfilment of Agile Governance principles to adapt to a dynamic environment. Presidential Regulation No. 95 of 2018 concerning Digital-Based Government Systems (SPBE) and Bandung Regent Regulation No. 69 of 2021 concerning the Implementation of Electronic- Based Government Systems. The integrated SPBE of Bandung Regency is an inseparable part of the Smart City development concept that requires the involvement of all stakeholders of Bandung Regency in the development and provision of information and communication technology-based systems.

The SAKEDAP application is one of the web-based applications that functions as a bridge that connects the government and the community in accessing population administration services before the data is input into the Population Administration Information System (SIAK). Furthermore, this application is also able to facilitate the public to be able to track the status of the services submitted, print population documents independently, and facilitate other services. The SAKEDAP application can be accessed through the <http://sakedap.bandungkab.go.id/> website and applications on the Play Store and App Store.

After running for 1 (one) year starting from May 2022, the SAKEDAP application was converted into an Integrated Population Queue System Service. For now, the SAKEDAP application only serves online queues because population administration services have become conventional again where people still have to come face-to-face with service officers, but first make a queue number through the new SAKEDAP application.

However, in reality, there are still many people who do not know about the change in the function of the population administration service application through the queue system. This is due to the limitations of the community in accessing the SAKEDAP application. In the implementation of the old version of the application, in 1 (one) day the Bandung Regency Population and Civil Registration Office can serve around 300 applicants, while in the implementation of the new version of the SAKEDAP application, the service queue is limited to 150 queues only in 1 (one) day from the number of applicants who want to apply for services through the SAKEDAP application can reach 4000 applicants per day. With service restrictions through the queue system of 150 queues in one day, 1,782 people in Bandung Regency complained that they flooded the rating and review features of the SAKEDAP application on the Play Store by giving a one-star rating against the background of a bad server.

Some of the problems that have not been optimal in the implementation of Agile Governance for Integrated Population Queue System Services in Bandung Regency are as follows:

1. The socialization of the change function of SAKEDAP application to the Integrated Population Queue System is not delivered in other interesting media such as through Twitter and Facebook. Currently, the Population office delivers the news only via Instagram social media, leaflets and banners, which are only put up at the Population and Civil Registration office of Bandung Regency.

2. There is a lack of cooperation with technology companies or IT contractors with the skills for application development, as well as a lack of partnership with the private sector or non-profit sector to fully leverage needed resources and expertise.
3. Digital platforms are not yet available for the public to complain such as community reporting applications for complaints, information, suggestions, criticisms and complaints about the SAKEDAP application service.
4. Because they are getting a 'full queue' that won't disappear, and have to wait days or even weeks, the Play Store's rating and review features can also serve as a way to complain publicly -- as many people essentially do.
5. Non-response to complaints and public complaints against SAKEDAP application service.
6. It is said because service officers could not develop improvements sustainably, causing the features in the application not to run optimally and complained by the community.

The author becomes aware that a relevant comparison is needed, in order to find out those differences and similarities, from different perspectives, to develop and expand the researcher's knowledge about this research theme. Based on this, as a literature in this research the researcher took some of the studies that will be used as a differentiator in the study. As in Halim, et. The purpose of this paper - based on studies by Sofyan, Skibi, & al (2021) - is to investigate the implementation of 3 (three) principles of Agile Governance in the local government of West Java Province through the launch of the Pikobar application during the Covid-19 pandemic. In line with that, Zahra et. According to al (2022) in their writing about the implementation of Agile Governance at the Bandung City Population and Civil Registration Office, it is required to take a careful approach.

Meanwhile, the differences from this research to previous research in terms of locus and problems and the emphasis is more on the Population and Civil Registration Service of Bandung Regency.

From some of this background of the research, researcher formulate the problem "How To Implement Agile Governance At The Integrated Population Queue System Service In Bandung Regency Population And Civil Registration Office" In-depth writing style research to find out how Agile Governance applied in a study in Integrated Population Queue System Service at Bandung Regency Population and Civil Registration Office.

2. METHODS

This research uses a qualitative approach, qualitative research according to Creswell (2019: 29) is: "The research process to understand is based on a research tradition with a typical method of researching human or societal problems. Researchers build complex and holistic images, analyze words, report informants' views in detail and conduct research in a natural setting".

According to Mulyana (2018:150), "Qualitative research methods in the sense of qualitative research do not rely on evidence-based mathematical logic, numerical principles, or statistical methods. Qualitative research aims to preserve the form and content of human behaviour and analyze its qualities, rather than transforming them into quantitative entities."

Adopting a comprehensive qualitative research design is pivotal. This research can be enhanced by employing a triangulation method, which includes a combination of in-depth interviews, participant observation, and thorough document analysis. These techniques provide multiple data sources that enrich the validity and reliability of findings, offering a nuanced understanding of Agile Governance in public service contexts. Emphasizing participant observer roles allows the researcher to engage directly with administrative staff and community members, ensuring that firsthand interactions illuminate real-time challenges and practices. Additionally, deepening the analysis with systematic coding of qualitative data supports identifying recurring themes and patterns, facilitating the derivation of meaningful insights. These methodological strategies collectively ensure that the research not only explores but robustly corroborates the dynamics of Agile Governance, particularly in how it interfaces with public service delivery and technological adaptation.

Data Collection Techniques

Creswell proposed three main data collection techniques that can be used in qualitative descriptive studies, namely: observer participants, interviews

Data Analysis Methods

Miles and Huberman (1992) proposed three stages that must be done in analyzing qualitative research data, namely: (1) data reduction; (2) data display; and (3) conclusion drawing and verification. Qualitative data analysis is carried out simultaneously with the data collection process, meaning that these activities are also carried out during and after

data collection. (Gunawan, 2018: 211). The next step is to present the data, according to Miles and Huberman: "Presenting the data as a collection of information is compiled, and gives the possibility of drawing conclusions and taking action. The presentation of data is used to further improve the understanding of the case and as a reference for taking action based on the understanding and analysis of the data presentation. The data of this study is presented in the form of a description supported by a work network matrix." (Gunawan, 2018: 211)

Concluding is the result of research that answers the focus of research based on the results of data analysis. The conclusion is presented in the form of a descriptive form of the research object guided by the research study.

Based on interactive model analysis, data collection, data reduction, data exposure, and conclusion or verification activities are cyclical and interactive processes. Qualitative data analysis is a continuous, repetitive, and continuous effort. Data reduction, data presentation, and conclusion drawing became a sequential picture of success as a series of analysis activities that followed each other.

Data Validity Check Techniques

In the technique of checking the validity of data, validity, reliability, and objectivity tests are carried out, (Creswell, 2019: 285-286) namely:

1. Validity is an effort to check the accuracy of research results by applying certain procedures. The researcher triangulation of data both in terms of data sources and triangulation. The use of triangulation reflects an attempt to secure an in-depth understanding of the content. The unit of analysis in this study is Agile Governance in the Service of the Integrated Population Queue System at the Population and Civil Registration Office of Bandung Regency.
2. Reliability indicates that the approach used by researchers is consistent when applied by other researchers (and) for different projects.
3. Objectivity (confirmability) is carried out to show consistency or give consistent results or similarity of results in research.

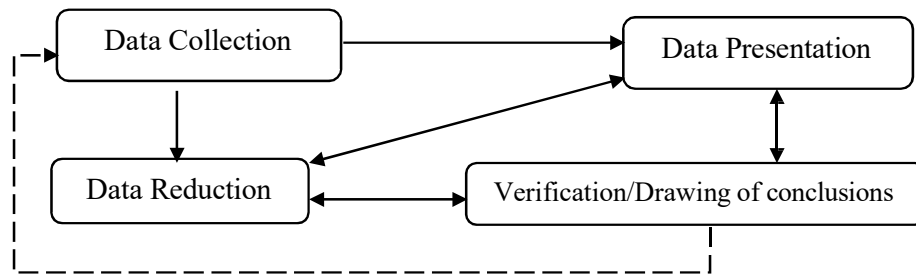


Figure 3.1 Data Analysis Techniques

Source: Miles and Huberman in Gunawan, 2018: 211)

3. FINDINGS AND DISCUSSION

The results of the study can conclude that the Agile Governance in the Integrated Population Queue System Service at the Bandung Regency Population and Civil Registration Office in its implementation —specifically within the integrated population queue system (SAKEDAP) in Kabupaten Bandung—reveal significant insights into both the strengths and areas needing improvement. Initial observations indicated that while the system aims to introduce efficient and streamlined digital service mechanisms, challenges persist that limit its optimal impact. Issues identified include insufficient public outreach on the transition to the new SAKEDAP system, constrained daily service quotas due to technical limitations, and server issues leading to user dissatisfaction.

Feedback from the community, especially through digital platforms such as app ratings, highlighted common complaints related to limited access to service queues, long waiting times, and server performance failures. This suggests that the existing technological infrastructure and communication strategies are insufficient to meet the growing administrative needs of the population.

The discussion also brings to light the importance of agile principles such as quick adaptation and systematic refinement. The implementation of Agile Governance requires not only technological investment but also effective collaboration with technology experts and the integration of adaptive feedback mechanisms. Addressing these issues through more comprehensive public communication, expanding digital literacy initiatives, and investing in server capacity can enhance the system's resilience and efficiency, better aligning with the principles of agile governance and public service expectations.

Thus, we can conclude, there are still inhibiting factors in its implementation, including There are still many people who are not responsive to the use of applications, poor coordination with the private sector is shown by the locking of the database so that

the Bandung Regency Population and Civil Registration Office has difficulty getting back the database they have, Limited availability of ID card blanks, Blind spots or locations that are difficult to reach and the absence of signals or networks that support the use of the SAKEDAP application.

Based on the results of the study, the researcher found other factors besides Good Enough Governance, Business Driven, Human Focused, Based On Quick Wins, Systematic and Adaptive Approach, Simple Design and Continuous Responsiveness, namely the Responsiveness factor. (responsiveness) is intended to help and provide fast (responsive) service to customers with clear information. The Responsiveness factor can support the successful implementation of Agile Governance.

This reflection underscores the need for continuous improvement, cross-sector collaboration, and more robust digital platforms that not only serve immediate administrative functions but are also capable of scaling up to handle future demands effectively.

4. CONCLUSION

Based on the results of analysis and observations in the field, it can be concluded that the implementation of Agile Governance in the Integrated Population Queue System Service at the Bandung Regency Population and Civil Registration Office has not been optimal. This is because, in the field, Agile Governance implementers are faced with various obstacles. This can be seen through the six principles of Agile Governance put forward by Luna, Kruchten and Moura (2015), which are as follows:

1. Good Enough Governance in the implementation of Agile Governance in the service of the integrated population queue system at the Bandung Regency Population and Civil Registration Office is still not optimal, this is because, in the parameters of the availability of integrated public service access, the community still faces obstacles due to lack of socialization.
2. Business Driven in the implementation of Agile Governance in the service of the integrated population queue system at the Population and Civil Registration Office of Bandung Regency can be said to be quite good.
3. Human Focused on the implementation of Agile Governance in the service of the integrated population queue system at the Bandung Regency Population and Civil Registration Office can be said to be not optimal judging from the fact that there are still people who do not understand how to book queues in the SAKEDAP

- application.
4. Based On Quick Wins in the implementation of Agile Governance in the service of the integrated population queue system at the Bandung Regency Population and Civil Registration Office, which is not completely good because it can be seen from the timeliness of services, there are still many obstacles that are felt both by the Bandung Regency Population and Civil Registration Office and the community.
 5. The Systematic and Adaptive Approach in the implementation of Agile Governance in the service of the integrated population queue system at the Bandung Regency Population and Civil Registration Office is also felt to be still not optimal, this can be seen from the speed in responding to public complaints is still lacking because many public messages are not open so that they cannot be read.
 6. Simple Design and Continuous Responsiveness in the implementation of Agile Governance in the service of the integrated population queue system at the Bandung Regency Population and Civil Registration Office can be said to be quite good.

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