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Agile Governance through the SIKOJA Application: Driving Bureaucratic Reform in Jambi City Government

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Abstract: Public demands for government bureaucracy are increasingly strong in order to create agile, efficient, accountable, and high-quality public services. This study aims to determine how the Jambi City Government applies Agile Governance principles through the SIKOJA application in serving public needs and as an effort to realize bureaucratic reform within the Jambi City government. This study uses a qualitative method with a case study approach. This approach was chosen to gain a deep understanding of the application of Agile Governance principles in public services, particularly through the digital innovation of the SIKOJA (Jambi City Information System) application. This study is grounded in the Agile Governance framework, which emphasizes four main principles: human-focused, based on quick wins, systematic and adaptive approaches, and simple design with continuous refinement. These principles serve as analytical lenses to examine how digital innovations like SIKOJA can transform bureaucratic practices. The results of this study indicate that there are several principles that are considered unsuccessful in being implemented. As with the Human-focused principle, there are several important things that need to be improved, such as minimal socialization to users. The Systematic and Adaptive approach principle also explains that the Jambi City Government through the SIKOJA application has not been successful in implementing this principle. There are several complaints from users such as the system that often experiences errors and there are bugs or technical damage in the application.

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INTRODUCTION

The development of the Industrial Revolution 4.0 has resulted in a disruptive phenomenon, supported by increasingly advanced technological advances. We have felt its impact in various aspects of life, starting with the transition of the technological revolution, which has become fundamental to our daily lives (Rahadian, 2019). Indonesia is currently experiencing significant social change. Societal values are slowly shifting toward modernization. Bureaucratic transformation ensures stability and growth in human life, and

ensures that the government is not swept away by the distortions of changing times (Firdaus et al., 2021). Therefore, there needs to be a response to these changes within the government bureaucracy that can improve services provided to the public (Doramia Lumbanraja, 2020).

The demands from the public for bureaucracy as a public servant are increasingly strong, such as the implementation of transparent, efficient, accountable, and high-quality government (Wiranta, 2015). As an effort to realize a good government bureaucracy, the government is encouraged to implement organizational governance that is agile (Vernanda, 2020). Agile Governance emerged as a new, broad, and multidisciplinary paradigm that focuses on organizational performance and is related to competitiveness, which until now has not been explored in depth (Luna et al., 2020). The application of the principles of Agile Governance. In today's technological era, ICT skills are needed from the government in creating responsive public services that also prioritize efficiency (Mutiarin et al., 2019).

Agility is defined as the capacity of an organization to efficiently and effectively use human resources, both internally and externally, to create value with higher results (Teece et al., 2016). An agile organization must be able to manage and consider the necessary and desired strategic aspects. The concept of agile software development is also gaining attention in governance. As the competitive environment becomes more unpredictable and competition intensifies, this leads to the application of agile software development values in good governance processes (Ylinen, 2021).

Agile Governance is the ability of human resources to sense, adapt, and respond quickly and sustainably to changes in their surroundings. Applying agile capabilities to governance aims to provide faster, better, and more affordable value in the service processes implemented by an organization (Luna et al., 2015). A principle that agile is an important thing in governance. Luna, Kruchten, and Moura (2015) suggest that the six principles of Agile Governance are Good enough governance, Business-driven, Human-focused, based on quick wins, Systematic and Adaptive approach, and Simple design and continuous refinement (Halim et al., 2021).

This research uses four principles of Agile Governance, namely as follows: (1) Human-focused, people must feel valued and given incentives to participate creatively. This means that society is given space to be involved in the running of government; (2) Based on quick wins, a success achieved quickly must be used as motivation as an encouragement to achieve further success; (3) Systematic and Adaptive approach, the need for a team within an organization to be able to expand its intrinsic capabilities to respond to rapid and systematic changes; (4) Simple design and continuous refinement, the team must have the ability to create a simple program design and provide fast and continuously improving results.

In the broader discourse on governance reform, Agile Governance has emerged not only as a theoretical paradigm but also as a practical response to the dynamic challenges faced by public institutions in the digital era. While traditional governance models often rely on rigid structures and lengthy bureaucratic procedures, Agile Governance emphasizes flexibility, responsiveness, and citizen-centered approaches. Scholars argue that agility in governance allows governments to adapt to uncertainty, technological disruptions, and changing public expectations more effectively (Luna et al., 2020).

In the Indonesian context, bureaucratic reform remains one of the central policy agendas, with the government aiming to build institutions that are efficient, transparent, and accountable. However, the gap between policy design and implementation continues to challenge local governments. Previous studies on e-government applications in Indonesia often focus on the technical dimensions of digital transformation, yet few explore how the principles of Agile Governance can be systematically embedded in local governance practices. This research attempts to fill that gap by positioning the SIKOJA application as a case study to understand the intersection between digital innovation and agile bureaucratic reform.

Furthermore, the study contributes to the debate on how municipalities in developing countries can embrace agility without neglecting inclusivity and accountability. Jambi City serves as a unique case because of its early adoption of a comprehensive city-based application that integrates multiple services (from licensing and health information to public complaints). The effectiveness of SIKOJA lies not only in its technological design but also in the extent to which it embodies the principles of Agile Governance. Thus, this research provides both theoretical insights and practical implications, particularly in the context of emerging

economies where digital adoption is uneven, and citizen engagement remains a challenge. Therefore, this study aims to determine how the Jambi City Government applies the principles of Agile Governance through the SIKOJA application in serving the needs of the community and as an effort to realize bureaucratic reform in the Jambi City government environment.

Bureaucratic reform is also a strategic idea that government organizations can implement in facing the Industrial Revolution 4.0 (Amalia, 2018). The desire for bureaucratic reform is understood as a process of major change for the better and aims to create a clean, open, and agile government bureaucracy (Haning, 2018). Every government organization must innovate strategies in every service provided to the public. Thus, through innovation, it is hoped that they can achieve a competitive advantage over other organizations (Nugraha, 2018). Furthermore, human resources or government officials need to adapt to change and develop human resources continuously in an effort to create innovative public services with an orientation towards the use of technology (Wardani, 2019).

Bureaucratic reform is a planned effort to change the structure and procedures of the bureaucracy, such as changes that make the function of government bureaucracy more effective. Bureaucratic reform is expected to change the attitudes and behavior of bureaucrats. This is to increase organizational effectiveness and create healthy administration, as well as raise bureaucratic awareness of their duties as public servants (Zauhar, 2007). Bureaucratic reform 4.0 consists of three main aspects: collaboration, innovation, and the use of information and communication technology. Technology is considered to play a crucial role in human resource management in the future (Bondarouk & Brewster, 2016). Bureaucratic reform is also defined as an effort to understand changes occurring in the paradigm of government management and global changes related to the paradigm of good governance (Faedulloh et al., 2020).

According to Islamy (2000), as cited in Lestari (2019), one of the impacts of the bureaucratic reform process is the emergence of public demands for the government to run the government well. Therefore, old patterns of government administration, such as monopolistic, formal, and exclusive power, are considered no longer relevant to the changing social order. Bureaucratic reform means a government administration that moves towards new patterns, such as a democratic, decentralized, inclusive, participatory, transparent, efficient, and accountable style of government. Creating a fast and agile bureaucracy in the form of public services requires structural improvements (Faedlulloh et al., 2021). Therefore, bureaucratic reform is related to various aspects such as shifts in mindset, developments in technology-based public service structures, and improvements to regulations and leadership (Hartanto, 2019).

Human resource development (government apparatus) is also crucial. This will facilitate government organizations with the necessary workforce and skills, which is expected to assist government organizations in achieving their stated goals and objectives (Yasa et al., 2021). Bureaucratic reform is defined as a change that is closely aligned with the concept of innovation. For bureaucratic reform to be successful, systematic and holistic change is required. The driving factor for bureaucratic reform is rapid changes in the administrative system aimed at improving the efficiency and effectiveness of services. Therefore, reform is a planned and sustainable improvement effort across various aspects of the bureaucracy (Hertati & Arif, 2020).

Obtaining information and public services easily and quickly is a challenge for government organizations in meeting the needs of the community. The Jambi City Government has utilized information technology by launching an application called SIKOJA (Jambi City Information System). This innovation by the Jambi City Government is an effort to create a government organization that is agile. Applications are software that function to perform various specific tasks related to the application, use, and addition of data (Hartati et al., 2017). Through online-based applications, it is hoped that they can provide all the necessary information and provide fast service to the people of Jambi City.

SIKOJA is an application portal created by the Jambi City Government to support various information and services needed by the public. Released on July 22, 2019, the application features a main menu consisting of: website, news menu, public services, internal services,

and browsing (Anita, 2019). There are various application features, such as in the menu. This includes websites from various government agencies in Jambi City. The Public Services menu includes information, population services, job vacancy information, complaint services, health services, social media, and more. The use of digital-based applications in the public service sector is an effort to improve performance and involve the public to achieve transparency (Adinda & Suzianti, 2018).

The government essentially provides services to the community and can create conditions for every member of society to develop their abilities and creativity in achieving goals. Agile Governance is emerging as a new, broad, and multidisciplinary paradigm focused on organizational performance and its relationship to competitiveness, which has not been explored in depth to date (Luna et al., 2020). Therefore, in this sophisticated era, information technology skills are needed from the government to create responsive and efficient public services (Mutiarin et al., 2019). Therefore, this study aims to determine how the Jambi City Government applies the principles of information technology. Agile Governance through the SIKOJA application in serving the needs of the community and as an effort to realize bureaucratic reform in the Jambi City government environment.

RESEARCH METHOD

This research uses a qualitative method with a case study approach. This approach was chosen to gain an in-depth understanding of the application of agile governance principles in public services, particularly through the digital innovation of the SIKOJA (Jambi City Information System) application. The case study allows researchers to conduct a comprehensive exploration of the specific context that occurs in the Jambi City Government, as well as to understand how these principles are internalized in public service practices. The data sources in this study consist of secondary data, which includes various written and digital information related to the implementation of the SIKOJA application (Silalahi, 2017). The types of data used are: (1) Official documents and government publications (Applications), such as annual reports, application profiles, and information on the official websites of related agencies; (2) Scientific articles and academic journals that discuss the concept agile governance and digital public service innovation; (3) Online news from national and local media containing information related to the implementation of SIKOJA; (4) Comments and reviews from users of the SIKOJA application available on the Google Play Store platform, to determine public perceptions of the service. Data were collected through documentation study techniques, namely by exploring various relevant secondary data sources. Then the data obtained through documentation studies will be processed in several stages. There are four stages in data analysis, consisting of data collection and processing, data selection, inter-variable analysis and data verification, and interpretation and concluding (Al-Hamdi et al., 2020).

RESULT AND DICUSSION
General Overview of the Use of the SIKOJA Application

The SIKOJA application is an innovation created by the Jambi City Government. It is hoped that this application will facilitate all public needs, such as information and public services. The SIKOJA application offers a variety of features that can assist the public in various aspects. Examples include the latest news on Jambi City, public complaints services, licensing services, and many other benefits.

The Jambi City Government launched the SIKOJA application as an effort to realize reforms in the government environment. The emergence of the digital revolution has led many government agencies to utilize online-based technology to facilitate the implementation of public services (Abdel-Basset et al., 2019). The SIKOJA application was first launched on July 22, 2019, and can be downloaded through the Google Play Store for users' smartphones with Android. The SIKOJA application continues to be developed to improve the usability of its various features to significantly impact the public. The following is a screenshot of the SIKOJA application's homepage.

Figure 1. Display on SIKOJA App Homepage
Source: Screenshot on the app by the author

The homepage displays various features within the SIKOJA application. The main menu, Jambi City Services, includes several options, including Website, Public Services, Internal Services, and Exploration. Furthermore, the app's homepage also provides references to popular apps like Sikesal, a complaint service, information on COVID-19, CCTV, and many others. There's also a daily news feed to provide the public with the latest updates on Jambi City. The homepage reveals the SIKOJA app to be quite comprehensive and easy to navigate.

Human focused

Luna, Kruchten, and Moura (2015) explain that human-focused. That is, a person must feel appreciated and given incentives to participate creatively. The government provides the public with space to be involved in the running of government. Through the SIKOJA application, the principle is implemented. Human-focused by involving the public in its use. For example, the application features a complaint service called SIKESAL. This service helps the public report problems to Jambi City government agencies. Public complaints received through this application are then distributed to the relevant technical agencies for further action. Reports from the public are handled within a timeframe of 24 hours, 48 hours, and up to 72 hours (Humas Setda Kota Jambi, 2018).

The SIKOJA application is a platform for the community to participate in implementing the principles of Agile Governance. However, the Jambi City Government still faces several challenges in engaging the public through the app. The app, developed by the Jambi City Government, is intended to facilitate public access to information about the city, including public services and health services, as well as emergency information.

Several important areas need improvement, such as minimal user outreach. As evidence, in 2022, the SIKOJA app only had around 10,000 downloads. This is still far from the actual user base of smartphones in Jambi City. Based on research conducted by the Ministry of Communication and Information Technology's Human Resources and Research Development Agency (BPSDMP) in Jakarta, the majority of respondents surveyed were civil servants (ASN) using the SIKOJA app (lampukuning.id, 2021). This means the Jambi City Government must conduct evaluations and conduct ongoing outreach to engage all elements of society. The SIKOJA app is widely used by the public due to its support for various features in areas such as education, health, and others.

Based on quick wins

Principle Based on quick winsIt can be explained that a success achieved quickly should be used as motivation, as an encouragement to achieve further success (Luna et al., 2015). The Jambi City Government continues to develop the usability of the SIKOJA application. Various new features are created to help and serve the community with fast and practical values. The SIKOJA application has a similar way of working to the Google Maps application. So that users can easily search for destination locations such as hotels, gas stations, ATMs, and features that contain information for users who want to explore Jambi City.
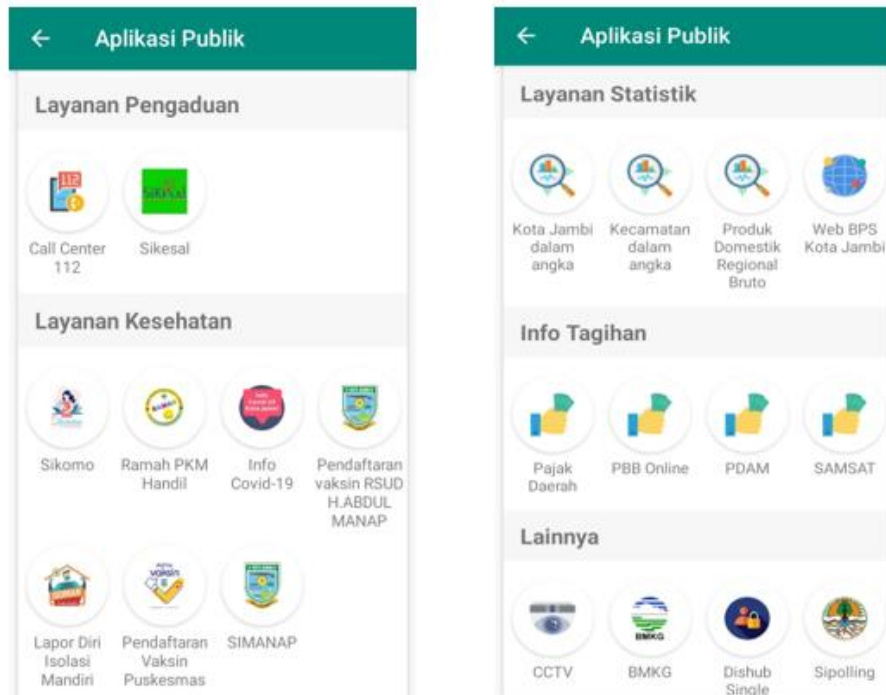

Figure 2. Addition of Several Features to the SIKOJA Application
Source: Screenshot on the app by the author

The Jambi City Government continues to develop the application by adding new features, such as promoting Jambi batik, complete with types and motifs. There is also a new feature in the form of a weather display that can be directly monitored by the Jambi community. Furthermore, the COVID-19 pandemic has caused various government sectors to experience complex problems, such as in the health and economic sectors. The Jambi City Government, through the SIKOJA application, has also added several new features for health services, such as Covid-19 information, vaccine registration at H. Abdul Manap Regional Hospital, and vaccine registration at various community health centers in Jambi City.

In an effort to update the content in the SIKOJA application, the Jambi City Communication and Informatics Office (Diskominfo) collaborates with various related parties. These include the Transportation Office, the Jambi City Police Office for the urban CCTV feature, and the Environment and Forestry Office, among others. Furthermore, to expand the features in the SIKOJA application, collaboration is being carried out with service providers. This allows for online payment systems through features such as electricity bills, PDAM (Water Utility Bills), and PBB (Property Tax) (Haryanto, 2019). In addition to strong support from the Mayor of Jambi, the operational performance of the Jambi City Communication and Informatics Office is also supported by highly dedicated human resources (HR), enabling it to create a highly useful application for the people of Jambi City.

Systematic and adaptive approach

The next principle is a Systematic and adaptive approach, namely, the Jambi City Government, through innovation in the form of the SIKOJA application, is expected to be able to respond quickly and systematically to application updates.

Figure 3. Some Comments from SIKOJA App Users
Source: Screenshot via Google Play Store by the author

Based on the image above, there are various comments from several SIKOJA application users that often appear in the comments column Google Play Store for users' smartphones. Some complaints, such as the system often crasheserrorand bugs, or technical glitches in the application. Furthermore, some feedback regarding CCTV cameras should be increased and placed in areas prone to crime. Several menus, after being updated, often fail to operate, and the process requiring users to download the desired feature has become a complaint from residents of Jambi City. Despite this, many users feel helped and satisfied by the SIKOJA application. The sustainability and freshness of the application system are indeed issues. The Jambi City Government is expected to respond quickly to these issues to ensure good accessibility for public use.

Simple design and continuous refinement

The Jambi City Government, through the SIKOJA application, is required to continue providing fast and continuously improving services. This means that, in principle, Simple design and continuous refinement are related to the application design, which is simple and attractive, and can respond quickly to all complaints from various problems in the community.

Figure 4. Display of Some Features in the SIKOJA Application
Source: Screenshot of the app by the author

Based on the image above, the SIKOJA application's appearance is considered simple and easy to understand. The design is not monotonous, thus providing a sense of comfort for users. The SIKOJA application also provides up-to-date data, such as weather conditions and COVID-19 information, and continues to provide continuous updates to the application's features. Therefore, researchers assess the SIKOJA application as capable of assisting the people of Jambi City with various public service needs.

A comparative reflection with other regions in Indonesia demonstrates that the challenges faced by Jambi City are not isolated. For instance, the West Java Provincial Government implemented the PIKOBAR application during the COVID-19 pandemic, which successfully integrated real-time information and crisis response features. Unlike SIKOJA, however, PIKOBAR benefited from massive public campaigns and strong cross-sectoral collaboration, which enhanced user adoption. This comparison indicates that Jambi City's struggle with low outreach and technical glitches may be less about technological limitations and more about governance strategies in socializing and sustaining the system.

Another dimension that warrants attention is the principle of "based on quick wins." While the Jambi City Government has introduced incremental updates such as weather information and vaccine registration, these features are often reactive responses rather than proactive strategies. Agile Governance literature emphasizes that quick wins should not merely be temporary fixes but should create momentum for broader institutional change (Teece et al., 2016). In this regard, the sustainability of SIKOJA's quick wins remains questionable without stronger integration into long-term policy planning.

Moreover, the systematic and adaptive approach highlights the need for continuous responsiveness to user feedback. Data collected from the Google Play Store reviews reveal recurring complaints, particularly regarding system errors and crashes. These technical issues not only undermine user trust but also contradict the essence of adaptive governance. For Jambi City to fully embrace agility, an institutionalized feedback loop (where user complaints directly inform iterative updates) must be established.

From a governance perspective, the findings underscore the tension between digital innovation and bureaucratic capacity. The reliance on a small group of civil servants for managing the SIKOJA system limits scalability and resilience. Strengthening human resources, especially in terms of digital skills and agile mindsets, is thus critical. Beyond technical capacity, fostering a culture of innovation within the bureaucracy is equally important to ensure that digital transformation efforts are not reduced to symbolic projects.

Ultimately, the case of SIKOJA illustrates both the potential and limitations of Agile Governance at the municipal level. While the application has succeeded in expanding access to services and promoting transparency, it falls short in inclusivity and systematic adaptation. These findings reaffirm the argument that digital governance is not solely about technological platforms but about embedding agility into organizational culture, policy design, and citizen engagement.

CONCLUSION

The creation of the SIKOJA application is an innovation and a form of implementing the principle of Agile Governance as an effort to realize bureaucratic reform within the Jambi City Government. This research shows that several principles have not been optimally applied to public services. First, in principle, human focused on several important areas that need improvement, such as minimal user outreach. As evidence, in 2022, the SIKOJA app only had around 10,000 downloads. This is still far from the percentage of smartphone users in Jambi City. Second, in principle, based on quick wins, the Jambi City Government is considered successful in developing the SIKOJA application by adding several new features, such as Jambi batik promotions complete with types and motifs, current weather conditions, Covid-19 information, vaccine registration at H. Abdul Manap Regional Hospital, and vaccine registration at various community health centers in Jambi City.

The third principle, that is systematic and adaptive approach, researchers believe that the Jambi City Government, through the SIKOJA application, has not been successful in implementing this principle. Several complaints from users have arisen, such as the system frequently experiencing errors, and there are bugs or technical problems with the application.

Despite this, many users have found the SIKOJA application helpful and satisfying. Fourth, on principleSimple design and continuous refinement. The SIKOJA app's appearance is considered simple and easy to understand. The design isn't monotonous, creating a sense of comfort for users.

Theoretically, this research contributes to the growing scholarship on Agile Governance in the public sector. By applying four key principles to the case of SIKOJA, the study demonstrates how digital innovations can act as both enablers and constraints of bureaucratic reform. The findings enrich the discourse on governance agility by highlighting the importance of not only technological infrastructure but also human-centered strategies, adaptive processes, and sustainable institutional frameworks. This case study thus provides an empirical basis for refining the theoretical construct of Agile Governance, particularly in the context of local governments in developing countries.

Practically, the study offers several recommendations for the Jambi City Government. First, enhancing public outreach and digital literacy campaigns is crucial to increasing user adoption and inclusivity. Second, systematic mechanisms for capturing and acting upon user feedback must be institutionalized to strengthen adaptability. Third, investment in human resource development (especially digital competencies and agile mindsets) should be prioritized to ensure sustainable innovation. Finally, fostering cross-sectoral collaboration with private actors and civil society can further expand the scope and resilience of SIKOJA. By adopting these strategies, the Jambi City Government can not only improve the effectiveness of SIKOJA but also serve as a model for other municipalities seeking to implement Agile Governance in the digital era.

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