Agile Governance Public Information Management at the Communication, Informatics, and Statistics Service of Riau Province

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KEYWORDS	ABSTRACT
Agile Governance; Public Information Management; Human Resource Management	This study aims to analyze the implementation of agile governance in public information management at the Riau Province Communication, Informatics and Statistics Service (Diskominfotik). Agile governance is a governance approach that emphasizes flexibility, responsiveness, and rapid collaboration in providing public services. The research method used is qualitative descriptive with an explanatory approach. Data collection was carried out through observation, interviews, and document studies analyzed using Nvivo 14 software. The results of the study indicate that the implementation of agile governance at Diskominfotik Riau is still faced with a number of obstacles, including limited knowledge and capacity of human resources (HR) in understanding the concept and a bureaucratic structure that does not fully support flexibility. In addition, performance evaluations that are not yet based on quick wins slow down the adaptation process. Nevertheless, Diskominfotik Riau has utilized various digital platforms to provide access to public information, although improvements need to be made in terms of responsiveness and timeliness of service. Recommendations from this study include increasing training for HR, implementing a more flexible governance model, and periodic evaluations based on short-term results. The implementation of agile governance is expected to improve the quality of public services and strengthen public trust in government transparency.

Introduction

The phenomenon of Information and Communication Technology Development has brought significant changes in the way local governments, especially the Riau Provincial Government in this case the Riau Diskominfotik, interact with the community. In Riau Province, as part of an effort to achieve a more agile, efficient, and responsive government, a special agency called the Information and Documentation Management Officer (PPID) was created to manage information comprehensively.

In Law Number 14 of 2008 concerning Public Information Disclosure, Article 13, paragraph 1 explains that to realize fast, accurate, and simple services, each Public Agency needs to appoint an

Information and Documentation Management Officer and create and develop a system for providing information services quickly, easily, and fairly by the technical instructions for the Public Information service standards that apply nationally (Halim et al., 2021).

The philosophical foundation of Agile Governance includes six main aspects. First is flexibility, namely the ability of an organization to adapt to changing needs and conditions efficiently quickly. Second is collaboration, which emphasizes the importance of close cooperation between stakeholders to achieve organizational goals. Third is responsiveness, where the organization must be responsive to feedback and strategic situations that require immediate action. Fourth is iteration and learning, an iterative approach that focuses on continuous improvement through evaluation and learning from each process. Fifth, is team empowerment, which means giving trust and authority to the team to make important decisions, encouraging innovation and creativity. Finally, transparency is achieved by opening communication and providing high visibility of problems and progress to all stakeholders. This philosophy as a whole supports more adaptive, innovative, and effective management.

The phenomenon of Information and Communication Technology Development has brought significant changes in the way local governments, especially the Riau Provincial Government in this case the Riau Diskominfotik, interact with the community. In Riau Province, as part of an effort to Achieve a More Agile, Efficient, and Responsive Government, a Special Agency was created to manage Information Comprehensively called the Information and Documentation Management Officer (PPID) (Kurniawan et al., 2021).

Public organizations are expected to have a more efficient management system with broader use of information technology such as big data analytics and anticipation of a disruptive business environment. Several countries now want to create a public service system that is efficient, cheap, and fast but also remains humane and centered on the welfare of citizens (Kumorotomo, 2021). Agile organizations are a way to facilitate timely responses to environmental changes, such as changing customer needs and technological developments. Agile governance has its roots in the field of software development, which was then developed and adopted more widely, initially only in the business sector and then expanded to the level of government organizations (Ferreira & Janssen, 2023)

The existence of agile governance in human resources must be used as a benchmark for an organization or the survival of the organization because the human factor is the most determining asset of the organization. The phenomenon causes many serious problems faced by the organization, for example, the lack of agility of human resources in providing services to the public so that the organization becomes less productive; as a result, much work is delayed, and many losses are incurred.

This is due to the fact that employees are not adequate and do not get enough attention to be developed through development channels such as education and training. This means that the human resources in the organization must be given the best possible education and training professionally, even as perfect as possible.

Agile Governance as a basis for changing governance that follows rapid developments and provides the best of society's demands and needs is a collaboration of Industrial Revolution 4.0 and Society 5.0, which is expected to create instant innovation that can be accessed by all groups and agencies so that good public services are achieved according to community expectations (Elkha & Wahidawati, 2020).

In Indonesia itself, in realizing agile governance, there are challenges in practice, especially in terms of the capacity and capability of Information and Communication Technology (ICT) and the level of development in several regions in Indonesia, which is still low. The International Telecommunication Union (ITU) in 2017 revealed the results of a survey related to the Information and Communication Technology Development Index (IP-ICT) for 2016. The results showed that Indonesia's IP-ICT value was ranked 111 with a value of 4.43. This proves that the development of information and communication technology in Indonesia is still low. Information and Communication Technology (ICT) is used to provide agile public services to the public (Dewanti, 2014).

In essence, the agile concept is not only the concept of building leaders but also how to create a new bureaucratic culture that is alert, agile, and intelligent. Competent human resources, as well as compiling effective and fast work programs to obtain maximum results. Suppose we describe it in the public service complaint process. In that case, the agile concept not only has the reliability of fast response to public complaints/reports, but the complaint management officers are also experts/professionals. They can follow up on reports effectively and completely so that the public is satisfied (Luna et al., 2020).

The development of information and communication technology has brought significant changes in the way the government interacts with the public. Riau Province is included in the Information and Communication Technology (ICT) development index due to the increasingly complex demands of development today. This is based on the many digital-based services that can be accessed by the public today, and the public is also required to be able to utilize ICT as part of an effort to achieve a more efficient and responsive government (Bourton et al., 2018)t.

One of the public service agencies that often uses Information and Communication Technology (ICT) and is managed by the Riau Provincial Government is the Riau Provincial Communication, Informatics and Statistics Service (Diskominfotik), specifically in charge of communication and informatics affairs, in terms of providing public services openly and efficiently to the public. Public Information Services are carried out by two fields in the Riau Provincial Communication, Informatics, and Statistics Service, namely the Public Communication Information Field (IKP) and the Information and Documentation Management Officer Field (PPID). The IKP Field handles daily public information in the form of Website News, Social Media, Video, and Radio. The PPID Field is the manager of Public Information, which is included in the Public Agency. Every citizen or community group that needs detailed information in depth must follow several stages of the procedure to receive the information. PPID under the Communication, Informatics, and Statistics Service (Diskominfotik) has a crucial role in providing accurate public information (Ramadyah et al., 2022).

Public organizations are currently faced with increasingly complex demands and fast service. This requires the speed of adaptation and innovation to be the key to success in public management and service. Tight competition and rapid technological changes require a new approach, namely Agile Governance in organizations (Sakitri, 2021). Researchers see the phenomenon of public satisfaction that gets good and fast service as the key to public satisfaction and trust in public institutions. In the Regional Apparatus Organization (OPD) of the Riau Provincial Government, the Riau Province Communication, Informatics, and Statistics Service acts as the eyes and ears of the community in knowing the Riau Provincial Government Work Program and the policies taken by the Government in Providing Public Services and Implementing Public Policy and Implementation of Public Policy in Riau Province. This study aims to describe agile governance or (Agile Governance) Public Information

Management carried out by the Riau Province Communication, Informatics and Statistics Service. The research method used by the researcher is qualitative explanatory research with data collection through observation, interviews, and document studies (Systematic Literature Review), which are then analyzed and visualized with Nvivo 14 Software (Humas Menpan RB, 2019).

In facing the challenges of an increasingly changing and dynamic environment, the traditional model of human resource management is no longer appropriate. Based on the results of research from the Indonesian Ombudsman, it is said that the portrait of our public services is characterized by long-windedness (delaying service), expensive (service is not on time), and incompetent officers. Public services themselves are the real face of the government's presence, and they can be felt directly by the community. Therefore, fast and agile movement is needed to provide services. The Agile Governance model emphasizes flexibility, collaboration, and adaptation so that it becomes increasingly relevant in responding to these new challenges.

Some of the problems that are highlighted in Public Information Management under the Information and Documentation Management Officer include:

1. The community needs public information and development information related to its livelihoods and the direction of development of Riau Province.
2. The community needs evaluation, correction, and input on the development that has been implemented
3. Differences in perspective on the value of transparency in managing public funds and regional budgets for infrastructure development and supporting facilities published on the website paid.riau.go.id

Based on the problems described above, the researcher is interested in researching "Agile Governance in Managing Public Information at the Communication, Informatics, and Statistics Office of Riau Province."

Materials and Methods

The type of research in this study is qualitative research with a descriptive explanatory method. The reason the researcher chose this method is because it is considered effective and appropriate in completing and answering the researcher's questions, and it can also obtain accurate information related to the focus of this research. The research location used by the researcher is the Riau Province Communication, Informatics, and Statistics Service, especially in the field of Public Information Management Officers and the Riau Province Public Communication Information Sector. The reason for the research at this location is the existence of interesting problems, such as residents who often have to follow up many times to get information, as well as services that are not on time and less than optimal utilization of human resources. In addition, there has been no previous research on human resource management related to agile governance at the Riau Diskominfotik. This research is also supported by the availability of relevant secondary data, such as documents and archives related to the management of public information at the PPID and IKP of the Riau Province Diskominfotik. The researcher used the Snowball Sampling method, which started with a small sample and then developed by recruiting other informants who knew more to complete the data. In this study, informants related to HR management in the implementation of Agile Governance at PPID Diskominfotik of Riau Province include:

1. Head of Diskominfotik of Riau
2. Secretary of Diskominfotik of Riau Province
3. Staff of PPID Diskominfotik of Riau Province
4. Head of Public Communication Information Division of Diskominfotik of Riau Province
5. Head of Multimedia and Documentation Sub-Division of IKP Diskominfotik of Riau Province
6. Head of Information Dissemination Sub-Division of Diskominfotik of Riau Province
7. Head of Communication and Information Sub-Division of Diskominfotik of Riau Province
8. Head of DPMPTSP of Riau Province
9. Head of BPSDM of Riau Province
10. Community users of PPID Diskominfotik of Riau Province services.

The types and sources of data in this study include primary and secondary data. Primary data is data obtained directly from the research object through interviews and observations in the field, according to the definitions of Bungin (2007); Sugiono (2005). The primary data required includes the condition of human resource management and public satisfaction with the quality of service at the PPID and IKP Division of the Riau Province Communication and Information Technology Office in supporting agile governance. Meanwhile, secondary data is data obtained from indirect sources, such as supporting documents, institutional profiles, and relevant regulations. The secondary data required includes HR performance, institutional structure, and regulations such as Law No. 25 of 2009 concerning Public Services, Permenkominfo No. 14 of 2016, and PermenPAN-RB No. 59 of 2020. In addition, academic literature such as theses, dissertations, and related articles are also used as secondary data sources.

Data collection techniques in this study include observation, interviews, and documentation.
1. The observation is carried out by directly observing the condition of human resource management at the PPID of the Riau Province Communication and Information Technology Office and the services provided to support agile governance. This observation covers the real situation at the PPID.
2. Interviews are direct communication between researchers and respondents. They aim to explore opinions, feelings, and experiences related to HR management at the PPID and IKP of the Riau Province Communication and Information Technology Office. Interviews were conducted with the head of PPID, staff, interns, and community service users.
3. Documentation involves collecting written data, images, and documents that support the research results. Researchers use sources from online media, journals, and documents related to agile governance at Diskominfotik Riau.

The data analysis technique in this study involves four main steps: data collection, data reduction, data presentation, and conclusion. Data collection was carried out through interviews, observations, and documentation related to human resource management (HR) at PPID Diskominfotik Riau Province. After the data was collected, data reduction was carried out, which is the process of summarizing and selecting important information while ignoring irrelevant data, so that researchers can focus more on the important points needed. Furthermore, data presentation is carried out in narrative and visual form, such as charts, to illustrate the quality of HR management that supports Agile Governance. Finally, conclusions are drawn after the data is presented, where

researchers review all information to obtain the right understanding and conclusions regarding the effectiveness of implementing Agile Governance at PPID.

Results and Discussions
Implementation of Agile Governance in Riau Communication and Information Service

Agile governance is implemented by the Riau Communication and Information and Statistics Service (Diskominfotik) to increase responsiveness and flexibility in serving public needs. The fields involved in managing public information include two main units, namely the Public Communication Information Sector (IKP) and the Information and Documentation Management Officer (PPID).

Agile Governance Principles

The implementation of agile governance in Riau Communication and Information Service is based on six main principles:

- Good Enough Governance: Governance that is good enough according to the context of the organization.
- Business-driven: Decisions taken must be oriented towards the business and the main objectives of the organization.
- Human-Focused: The main focus is on humans, which involves empowering human resources.
- Based on Quick Wins: Every quick achievement must be utilized to encourage further innovation.
- Systematic and Adaptive Approach: A systematic and adaptive approach to responding to change.
- Simple Design and Continuous Refinement: Simple design with continuous improvement.

Human Resource Management (HR)

This study found that one of the main challenges in implementing agile governance at Diskominfotik Riau is the limited knowledge of HR related to agile governance principles. Most HR is still focused on the traditional bureaucratic model, which causes a lack of flexibility and adaptation to technological changes.

Public Information Management

Diskominfotik Riau manages various digital platforms such as websites, social media, and public information applications that function to facilitate public access to information. However, this study found that there are still several obstacles related to service delays and the need for improvements in human resource management.

Discussion

The implementation of agile governance at the Riau Province Communication, Informatics, and Statistics Service (Diskominfotik) is a strategic step in responding to challenges in the digital era, where speed of adaptation and innovation are essential in managing public information. Agile governance emphasizes flexibility and the ability of organizations to respond quickly to change, especially in the public service sector. At Diskominfotik Riau, the application of these agile principles is expected to improve service efficiency and increase public trust in government transparency (Rzepka & Bojar, 2020).

One of the challenges faced is the limited human resources who have the knowledge and expertise related to the implementation of the agile governance concept. Many employees in the public sector, especially in Diskominfotik Riau, are still trapped in a traditional bureaucratic mindset

that tends to be rigid and slow. This is contrary to the agile philosophy, which emphasizes rapid decision-making, periodic evaluation, and collaborative teamwork. In the context of public information management, this causes delays in the delivery of information, a lack of responsiveness to public requests, and minimal innovation that can be produced to improve the service system (Humas Menpan RB, 2019).

The principle of good enough governance directs that governance in each organization must be good enough and by the specific context. However, in Diskominfotik Riau, there is still a misalignment between governance objectives and existing HR capabilities. The need to improve employee understanding and capacity to focus more on public satisfaction and speed of decision-making is urgent. Performance evaluation based on quick wins has not been fully implemented. Often, employees only pursue long-term targets without realizing the importance of achieving small results that can have a significant impact on improving services (Faedlulloh et al., 2020).

In addition, information and communication technology (ICT), which is an important component in supporting agile governance, needs to be further optimized. The use of digital platforms such as the PPID website and Diskominfotik social media accounts has enabled the public to gain access to public information (Adyaksana & Alqurani, 2020). However, other challenges arise in terms of timeliness of service and ease of access to information for the public. This shows that there needs to be an improvement in the information management system and an increase in the technical competence of HR to ensure that technology can support more agile and responsive governance (Khoiriyah & Rahayu, 2021).

The recommendation that can be taken from this study is the need to increase HR capacity through continuous training, especially in relation to the concept of agile governance. By improving HR's understanding of the importance of responsiveness and flexibility in information management, Riau Communication and Information Service can be more effective in providing better public services. In addition, periodic evaluations that focus on short-term results or quick wins must be integrated into the governance process so that every step taken can be immediately evaluated and improved (Benawan et al., 2018). This approach will minimize errors and increase the speed of problem-solving. In the long term, strengthening collaboration between various parties, both internal and external, is essential. Agile governance prioritizes openness of information and collaboration between work units, which means that every decision must involve the active participation of various stakeholders. By adopting the principles of transparency and cross-sector collaboration, Riau Communication and Information Service can build greater public trust while increasing efficiency in managing information.

Conclusion

Overall, the implementation of agile governance in Diskominfotik Riau shows the potential to improve the quality of public services, but some challenges need to be overcome. Limited human resources and traditional bureaucratic structures are the main obstacles, but with the implementation of intensive training and changes in governance paradigms, this can be overcome. In the future, agile governance is expected to become the main foundation for managing public information in Riau Province and become an example for other government agencies in Indonesia.

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