

## Agile Governance in the Disruptive Era at the Government of West Java Province

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### Abstract

This study aims to formulate a strategic model for optimizing *agile governance* within the Provincial Government of West Java, focusing on the Department of Communication and Informatics (Diskominfo) as a strategic unit in the digital transformation of bureaucracy. The research employed a qualitative case study approach using in-depth interviews, document analysis, participatory observation, and model validation through expert judgment. The findings reveal that Diskominfo possesses strong readiness to implement *agile governance*, supported by progressive leadership, the presence of Jabar Digital Service (JDS), adequate technological infrastructure, and active partnerships with external stakeholders. However, its implementation is constrained by hierarchical bureaucracy, conventional work culture, limited adaptive SOPs, and unequal levels of digital literacy and agile mindset among civil servants. Key enablers include transformational leadership, external collaboration, and organizational digital readiness. The study proposes a contextual strategic model consisting of eight components across three layers: organizational foundation (leadership, structure, culture), supporting instruments (technology, performance, human resources), and implementation catalysts (strategic partnerships and adaptive deregulation). This model provides both theoretical and practical contributions as one of the first empirically developed *agile governance* frameworks for local governments in Indonesia, offering replicable insights for other regional agencies.

**Keywords:** *Agile Governance, Digital Bureaucracy, Organizational Strategy, Local Government, West Java.*

### INTRODUCTION

Agile governance is defined as an organization's ability to rapidly adapt to sudden changes in order to achieve goals that meet the evolving needs of society (Holmqvist & Pessi, 2016). This approach offers several advantages, including reducing bureaucracy, accelerating processes, promoting innovative thinking, and fostering a more dynamic and responsive government system. In the digital era, governments worldwide are confronted with disruptive technological, social, and economic changes that demand new approaches to public management and service delivery.

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Globally, the adoption of agile governance has shown promising results. Scandinavian countries, for example, have successfully utilized digital technologies to improve citizen government interactions, while Singapore has developed innovative mechanisms such as the Citizen Jury system to enhance participatory decision-making (Malik et al., 2023). These practices highlight how agile governance can strengthen accountability, responsiveness, and efficiency in the public sector. However, in many developing countries, including Indonesia, implementation is often constrained by limited infrastructure, resources, and digital literacy.

Indonesia continues to face challenges in public service delivery, reflected in its global competitiveness ranking, which remains relatively low. Despite ongoing reforms, public services are often hindered by rigid bureaucratic structures and hierarchical organizational culture. While digital governance initiatives such as e-government programs and the development of smart cities have been introduced in several provinces, the adoption of agile principles remains uneven. Resistance to change, limited training, and resource constraints further weaken the transformation process (PMI, 2021; Zulyani, 2020).

West Java Province represents an important case for examining the potential of agile governance in Indonesia. As one of the most innovative provinces recognized through the *Innovative Government Award (IGA) 2022*, West Java has pioneered various digital initiatives such as *Jabar Cyber Province* and smart region programs. Nevertheless, challenges persist, particularly in aligning organizational structures, human resources, and governance practices with agile principles such as good enough governance, business-driven, human-focused, based on quick wins, systematic and adaptive approach, and simple design with continuous refinement (Luna et al., 2015).

Considering these conditions, this study focuses on analyzing the implementation of agile governance in West Java's provincial government. Specifically, it seeks to: (1) examine how agile governance is applied in the era of disruption, (2) identify factors that hinder its optimal implementation, and (3) formulate strategies to enhance the effectiveness of agile governance in regional bureaucracy. The findings are expected to contribute both theoretically, by extending the discourse on agile governance in the public sector, and practically, by offering insights for policymakers and practitioners in Indonesia and beyond.

## LITERATURE REVIEW

The concept of agile governance has emerged as a critical response to the increasing demands of rapid change in the digital era. Holmqvist and Pessi (2016) define agile governance as the organizational ability to adjust and respond effectively to sudden changes in order to meet the evolving needs of society. Unlike traditional bureaucratic systems that emphasize rigid hierarchies and standardized procedures, agile governance advocates for a more flexible, adaptive, and citizen-centered model of governance. This approach

provides significant benefits, such as reducing bureaucratic red tape, accelerating decision-making processes, enhancing public trust, and ensuring accountability in governance.

Luna, Kruchten, and Moura (2015) advance the theoretical foundation of agile governance by identifying six core principles that differentiate it from conventional public management: good enough governance, business-driven orientation, human-focused perspective, based on quick wins, systematic and adaptive approach, and simple design with continuous refinement. These principles are designed to dismantle rigid administrative structures and replace them with iterative processes that allow governments to respond dynamically to uncertainty, disruption, and citizen expectations. Such a framework highlights a paradigm shift from rule-based bureaucracies to governance systems that emphasize outcomes, participation, and responsiveness.

The global implementation of agile governance demonstrates varying degrees of success. For example, Singapore has been internationally recognized as a pioneer in embedding participatory systems such as the *Citizen Jury*, which integrates citizen perspectives into policymaking (Malik, Tan, & Ong, 2023). This participatory mechanism not only accelerates decision-making but also legitimizes public policy through social inclusion. Similarly, Scandinavian countries have leveraged digital platforms to enhance government-citizen interaction, thereby fostering transparency, trust, and accountability in public services (Barlow, 2015; Stimmel, 2016). These cases illustrate that agile governance can succeed when technological innovation is supported by participatory mechanisms and inclusive governance cultures. However, research also indicates that challenges persist in many developing countries, where limited resources, inadequate infrastructure, and deeply rooted bureaucratic cultures hinder the adoption of agile practices (Kotter, 1996; PMI, 2021).

In the Indonesian context, agile governance has been progressively introduced through initiatives such as smart city development and bureaucratic digitalization. Studies by Mayangsari and Novani (2015) and Utomo (2016) underline that *smart governance* is a cornerstone of smart city projects, as the integration of information and communication technologies (ICTs) enhances coordination, efficiency, and inclusivity in local governance. Purnomo, Meyliana, and Prabowo (2016) further emphasize that the success of smart cities in Indonesia heavily depends on the government's ability to integrate data across institutions, develop interoperable public service platforms, and promote cross-sectoral collaboration.

West Java Province stands as one of the leading regions in adopting digital transformation for public administration. Initiatives such as the Jabar Digital Service (JDS) and the Jabar Cyber Province program (Budhirianto, 2014; Abdurrahman, 2016) illustrate proactive attempts to modernize bureaucratic processes and align them with agile principles. These initiatives aim to establish a more transparent,

responsive, and accountable system of governance, while also promoting citizen engagement through technology-enabled platforms. Nevertheless, challenges remain. Zulyani (2020) notes that while digital infrastructure has been strengthened, the mindset of civil servants (ASN) continues to reflect conventional bureaucratic habits, characterized by procedural rigidity and reluctance to embrace agile practices.

Conceptually, agile governance requires more than technological advancement; it demands a holistic transformation within public bureaucracy. Several scholars argue that visionary leadership, supportive organizational culture, adaptive use of ICTs, and active stakeholder participation are essential conditions for success (Holmqvist & Pessi, 2016; Luna et al., 2015). In this sense, agile governance is not merely a technical reform but a structural and cultural reorientation of governance processes. The integration of agile principles into the public sector requires not only infrastructure upgrades but also mindset shifts, skill development, and cross-sectoral collaborations to ensure sustainable implementation.

In conclusion, the literature highlights that agile governance is a multifaceted approach that promises to enhance public sector performance and resilience in the face of disruption. While examples from developed countries demonstrate the potential of agile governance to improve transparency, inclusivity, and responsiveness, developing nations like Indonesia face unique challenges related to bureaucratic culture, resource allocation, and digital literacy. The case of West Java shows both progress and limitations: while initiatives such as JDS and Jabar Cyber Province represent significant strides toward agility, structural and cultural constraints continue to hinder full implementation. Thus, the success of agile governance ultimately depends on the alignment of its six core principles with the local bureaucratic context and the readiness of human resources to adopt new ways of working.

## **METHOD**

This study employed a qualitative descriptive case study approach focusing on the Department of Communication and Informatics (Diskominfo) of West Java Province as a strategic unit in the implementation of agile governance. The qualitative paradigm was chosen to capture social phenomena in their natural context, allowing for an in-depth understanding of organizational dynamics, leadership, and governance practices (Creswell, 2014; Denzin & Lincoln, 2018).

Data were collected through literature review, documentation, direct observation, in-depth interviews, and focus group discussions with key informants such as the Regional Secretary, the Head of Diskominfo, representatives from Bappeda and DPRD, as well as community stakeholders. Informants were selected purposively based on their authority, expertise, and involvement in governance reforms.

(Patton, 2015). Both primary and secondary data were utilized to strengthen the validity of findings.

The operational framework referred to agile governance principles proposed by Luna et al. (2015), including *good enough governance, business-driven, human-focused, based on quick wins, systematic and adaptive approach, and simple design with continuous refinement*. Data analysis followed the interactive model of Miles and Huberman (1994), which consists of data collection, reduction, display, and conclusion drawing. The credibility of findings was ensured through triangulation of sources and methods, member checking, and trustworthiness tests covering credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1985; Sugiyono, 2014).

## RESULTS AND DISCUSSION

### Implementation of Agile Governance

The findings of this study highlight that the implementation of agile governance within the West Java Provincial Government can be examined from two main perspectives: regulatory foundations and practical implementation at the level of local government agencies (*Organisasi Perangkat Daerah/OPD*). Both perspectives reveal important dynamics that explain the opportunities and challenges of adopting agile governance in the Indonesian public sector.

The implementation of agile governance in West Java is strongly shaped by a framework of laws, presidential regulations, and gubernatorial decrees that provide legitimacy and direction for digital transformation. The analysis identified several critical regulatory instruments. Law No. 23 of 2014 on Regional Government provides a foundation for innovation in local governance, explicitly encouraging regions to adopt adaptive and citizen-oriented systems. Complementary frameworks, such as the Law on Electronic Information and Transactions (ITE Law), the Law on Public Information Disclosure, and Presidential Regulation No. 95 of 2018 on Electronic-Based Government Systems (SPBE), reinforce the principles of transparency, digitalization, and data-driven decision-making.

At the provincial level, the West Java Governor Regulation No. 60 of 2020 on Digital Governance represents a strong policy commitment to agile governance. This regulation promotes digital integration across agencies, the development of civil servant digital capacity, and the expansion of electronic public services. Collectively, these regulatory instruments form a legal and institutional ecosystem supportive of agile governance. However, the analysis also shows that the existence of regulations alone is not sufficient. Implementation remains uneven, and many policies are hindered by rigid bureaucratic mechanisms that prevent quick adaptation.

At the practical level, agile governance initiatives in West Java demonstrate promising but partial progress. Field findings indicate that cross-functional collaboration between OPDs, particularly in planning, information technology, and public services, is emerging as a new



governance practice. Such collaboration reflects the principles of *human focus* and *systematic adaptive approaches* (Luna et al., 2015). Yet, differences in organizational subcultures (Schein, 2010) often create barriers to effective coordination, with some agencies lacking the same level of digital or agile-oriented mindset.

The implementation of *quick wins*—flagship programs initiated by local leaders—provides evidence of early agile practices. However, these initiatives are frequently delayed by bureaucratic procedures that emphasize compliance over speed. As one informant noted, the execution of quick programs often clashes with rigid regulations that require lengthy approval processes. This finding resonates with Kotter's (1996) argument that organizational change requires the removal of structural barriers and the establishment of cross-sectoral coalitions.

Data-driven decision-making is another emerging practice, particularly through digital dashboards and monitoring systems developed by the West Java Digital Service (JDS). While these tools demonstrate progress toward business-driven governance, the lack of full data integration across OPDs and limited responsiveness to monitoring outcomes indicate that the principle of *continuous refinement* is not yet fully institutionalized.

Overall, the implementation of agile governance in West Java can be described as transitional. On one hand, regulatory frameworks and digital initiatives show strong political commitment and awareness of the need for agility in governance. On the other hand, the practical application remains fragmented and constrained by hierarchical structures, rigid bureaucratic culture, and limited adaptive capacity within government agencies.

This transitional state highlights the importance of aligning regulatory frameworks with organizational culture and practice. The findings suggest that achieving effective agile governance in Indonesia requires not only robust legal foundations and technological infrastructure but also a cultural transformation among civil servants. A shift toward collaborative governance, decentralized decision-making, and iterative processes is essential to bridge the gap between formal regulations and practical implementation.

Thus, West Java's experience provides both lessons and challenges for other provinces in Indonesia. It illustrates that the path toward agile governance involves balancing regulatory compliance with organizational adaptability, and leveraging both political leadership and cultural change to institutionalize agile principles.

### **Barriers and Supporting Factors in the Implementation of Agile Governance**

The study identifies a range of barriers and supporting factors that shape the implementation of agile governance in the West Java Provincial Government. Although several initiatives demonstrate progress toward agility, persistent structural, regulatory, and cultural challenges hinder its full adoption.

#### **1. Structural Barriers**

One of the most pressing obstacles is the persistence of hierarchical and centralized bureaucratic structures. Decision-making processes are highly layered, requiring approvals through lengthy chains of authority. As reported by an informant from Bappeda, “If we have to wait for dispositions from one superior to another, we lose momentum. Many decisions could be made directly in the field” (Interview, 3/2/2025). This illustrates how traditional bureaucratic mechanisms, such as “disposition” processes, delay responses and contradict the agile principle of decentralized authority.

## 2. Regulatory Barriers

The regulatory environment does not yet provide sufficient space for experimentation or iterative policymaking. Unlike the regulatory sandbox model adopted in some innovative governments, regional regulations in West Java remain rigid and risk-averse. Additionally, the absence of internal Standard Operating Procedures (SOPs) tailored to agile practices leaves implementation fragmented and heavily dependent on individual interpretations. As the Secretary of the West Java Communications and Informatics Agency emphasized, developing agile-oriented SOPs is crucial to ensure consistent application across agencies (Interview, 4/2/2025).

## 3. Implementation Barriers

Agile governance demands strong cross-functional collaboration. However, coordination between agencies (OPDs) remains weak, with programs often implemented in isolation. Legislative informants highlighted the lack of synergy as a key issue, stressing that “collaboration and cross-sectoral coordination are needed to optimize agile governance in the disruptive era” (Interview, 6/2/2025). Fragmented implementation reduces the potential impact of digital initiatives and undermines integration efforts.

## 4. Human Resource Barriers

Civil servants (ASN) often lack the digital literacy, teamwork skills, and adaptive capacities required for agile methods. Competence in agile practices is limited to specialized IT units, leaving most staff reliant on traditional bureaucratic procedures. This gap in human resource capacity reduces the responsiveness of teams and their ability to adapt to rapid changes.

## 5. Cultural Barriers

Bureaucratic culture remains one of the most difficult challenges. Many civil servants continue to prioritize procedural compliance over results, creating resistance to collaborative and flexible work. An informant noted: “We are used to waiting for orders, not taking initiative. If asked to form cross-unit teams, many hesitate because it is not directed by their direct supervisor” (Interview, 11/2/2025). This indicates that entrenched patterns of top-down control undermine bottom-up innovation and the agile emphasis on initiative and adaptability.

While the barriers are significant, the research also highlights enabling factors that provide opportunities for progress. Leadership commitment, especially through gubernatorial initiatives such as the Digital Governance Regulation of 2020, reflects strong political will. Digital infrastructure, including the development of Jabar Digital

Service (JDS) and monitoring dashboards, has created a foundation for data-driven governance. Moreover, partnerships with universities, private sector actors, and civil society organizations enhance collaborative governance and innovation.

These enablers indicate that West Java possesses both structural and external resources to advance agile governance. However, the alignment between regulatory frameworks, human resource development, and cultural change remains essential for sustained transformation. The interplay of barriers and enablers reveals that West Java is in a transitional stage of adopting agile governance. While the regulatory and technological foundations have been established, cultural resistance, weak coordination, and limited adaptive capacity constrain the pace of change. The findings support Schein's (2010) theory of organizational subcultures, showing that misaligned values across units hinder integration. They also echo Kotter's (1996) argument that structural barriers must be dismantled to enable rapid and collaborative decision-making. In practice, West Java's experience suggests that achieving agile governance requires not only technical reforms but also deeper cultural and behavioral shifts among civil servants. Overcoming structural rigidity and fostering a results-oriented, collaborative work culture are critical to bridging the gap between regulatory frameworks and practical implementation.

While the implementation of agile governance in West Java has encountered significant structural, regulatory, and cultural challenges, the research also identifies a set of enabling factors that provide strong potential for advancing the reform agenda. These factors—both internal and external—create a supportive ecosystem for building a more adaptive, collaborative, and citizen-centered model of governance.

1. Progressive Leadership

Leadership has emerged as a decisive factor in driving reform. Informants consistently emphasized the Governor's openness to innovation and change. As one respondent stated, "*The Governor is actually very open to change. It is up to us, as implementers, to translate that into operational policy*" (Interview, 3/2/2025). This aligns with Bass and Riggio's (2006) theory of transformational leadership, where visionary leaders inspire cultural change and provide strategic direction. In the context of agile governance, progressive leadership is essential for fostering an organizational climate that is adaptive and innovation-oriented.

2. Strategic Partnerships with Universities and Technology Actors

West Java's collaboration with external stakeholders, including universities and technology partners, represents another key enabler. Such partnerships have facilitated digital dashboard development and training programs. This reflects principles of *open innovation* and *collaborative governance* (Ansell & Gash, 2008), where public institutions draw upon external expertise to enhance internal capacity. The *Triple Helix Model* (Etzkowitz & Leydesdorff, 2000)—involving



synergy between government, academia, and industry—provides a useful framework to understand these collaborative dynamics.

3. **Innovative Unit: Jabar Digital Service (JDS)**  
The establishment of JDS as a non-structural unit under the West Java Communication and Informatics Agency has been transformative. Operating with agile methodologies such as sprint cycles and user-centric design, JDS serves as a catalyst for cross-functional collaboration and rapid service delivery. By modeling agile practices within a government setting, JDS demonstrates the feasibility of flexible and iterative approaches in a traditionally rigid bureaucracy (Highsmith, 2002).
4. **Digital Infrastructure and Systems**  
The availability of robust digital infrastructure provides a technological backbone for agile governance. Tools such as the West Java One Data Portal, SPBE and RKPD dashboards, digital public service applications, and online reporting systems enable data-driven decision-making and continuous feedback loops. These tools not only improve efficiency but also embody the agile principle of iterative improvement through accessible and real-time data.
5. **Young and Adaptive Civil Servants (ASN)**  
Recruitment through competency-based systems has brought in a younger cohort of civil servants who are digitally literate and open to collaboration. This new generation of ASN tends to exhibit a *growth mindset* (Senge, 1990), embracing flexibility, cross-unit teamwork, and learning from iterative processes. Their adaptability enhances the cultural readiness of the organization to move toward agile governance.
6. **Supporting Regional Regulations**  
Provincial regulations, such as the Governor's Regulation No. 60 of 2020 on Digital Governance and policies promoting SPBE, provide a legal framework for experimentation and digital innovation. These instruments legitimize iterative program design, regulatory simplification, and policy experimentation—all essential components of agile governance.

Taken together, these factors illustrate that West Java is not starting from scratch in its pursuit of agile governance. Progressive leadership and innovative units such as JDS provide strong institutional anchors. Strategic partnerships extend government capacity beyond its traditional boundaries, while digital infrastructure creates a technical foundation for iterative decision-making. Furthermore, the rise of digitally adept and adaptive ASN signals a cultural shift that can potentially overcome entrenched bureaucratic traditions.

However, the presence of enabling factors alone does not guarantee success. Their effectiveness depends on alignment with regulatory flexibility, institutional coordination, and sustained leadership commitment. The findings echo Senge's (1990) concept of a learning organization, where leadership, culture, and infrastructure must interact dynamically to support ongoing adaptation. They also reinforce the importance of collaborative governance as argued by Ansell and Gash (2008), suggesting that West Java's path to agile governance requires not only internal reform but also continuous

engagement with external partners. Thus, while barriers remain significant, these enabling factors provide strategic leverage points for West Java to transition from fragmented initiatives to a more systemic and institutionalized model of agile governance.

The juxtaposition of barriers and enablers highlights a paradox: while structural, cultural, and regulatory inertia slow the institutionalization of agile governance, progressive leadership, technological innovation, and cultural shifts among younger civil servants create momentum for change. The persistence of hierarchical structures and rigid procedures reflects Kotter's (1996) observation that bureaucratic inertia often undermines reform efforts. Yet, the presence of enabling factors—particularly innovative units like JDS and strong external partnerships—indicates that agile governance is not only feasible but already taking root in certain pockets of the organization.

Moving forward, the challenge lies in bridging these opposing forces. To achieve systemic transformation, West Java must (a) institutionalize regulatory flexibility, (b) strengthen cross-OPD collaboration, and (c) leverage progressive leadership and digital infrastructure as accelerators of change. This balance between overcoming barriers and amplifying enablers will determine whether agile governance in West Java remains a fragmented initiative or evolves into a sustained, institutionalized model of public administration.

### **Agile Governance Optimization Strategy Model**

The findings of this study culminate in the formulation of a Strategic Model for Optimizing Agile Governance within the Department of Communication and Informatics (Diskominfo) of West Java Province. This model responds to the identified imbalance between the institution's strong technological and organizational potential and the partial implementation of agile principles observed in practice.

Diskominfo occupies a central role in the province's digital transformation agenda, particularly in the domains of data management, electronic governance systems (SPBE), and digital public services. However, despite these strategic resources, its adoption of agile governance has remained fragmented. The proposed model provides a comprehensive framework to bridge this gap by consolidating existing strengths while addressing persistent barriers.

The model consists of eight interconnected components, grouped into three layers of strategy:

1. Strategic Foundation
  - a. Transformational Leadership: Leaders serve as drivers of change by promoting flexibility, trust, and experimentation. Visionary leadership is essential for embedding collaborative and adaptive practices.
  - b. Adaptive Organizational Structure: Hierarchical rigidity must be replaced with cross-functional teams, project-based units, and mission-oriented workflows to enable rapid iteration.

- c. Iterative and Collaborative Culture: Embedding sprint cycles, design thinking, feedback loops, and retrospectives cultivates an environment that embraces continuous improvement.
- 2. Supporting Instruments
  - a. Technology and Data Integration: Real-time performance dashboards, one-data governance, and automation of reporting processes are central to accelerating decision-making and transparency.
  - b. Agile Performance Management: Shifting from annual, output-focused assessments to outcome-based evaluations, including recognition of innovation and team performance, supports agile accountability.
  - c. Capacity Building and ASN Mindset: Training on agile methods, design thinking, and digital literacy, combined with coaching and rotational assignments, strengthens human resources for adaptive governance.
- 3. Implementation Catalysts

- a. Strategic External Partnerships: Collaboration with universities, private technology firms, startups, and civil society supports co-creation, knowledge transfer, and open innovation.
- b. Regulatory and Incentive Frameworks: Flexible SOPs, adaptive regulations, and agile-based incentive systems create enabling conditions for innovation while maintaining accountability.

The model is designed as a three-layered system that reflects a dynamic, iterative process of transformation:

1. The foundation layer anchors leadership, organizational design, and culture as the primary drivers of agile adoption.
2. The middle layer integrates technology, performance management, and human capital as instruments that translate agile values into practice.
3. The top layer emphasizes partnerships and regulatory innovation as catalysts that sustain and expand agile governance across the bureaucracy.

This layered framework demonstrates how structural reforms, cultural change, and external collaboration must work together to institutionalize agile governance at the local government level.

The proposed model represents a novel contribution in several ways:

1. Contextual Relevance – Unlike normative frameworks, the model is grounded in empirical fieldwork, making it directly applicable to local government contexts in Indonesia.
2. Theoretical Expansion – It extends the agile governance framework of Luna et al. (2015) by adding adaptive deregulation and agile-based incentives as new components tailored to bureaucratic realities.
3. Integration with Performance Systems – The model demonstrates compatibility between agile practices and Indonesia's formal

performance management systems (e.g., SAKIP and performance contracts).

4. Practical Utility – It offers a replicable framework for other OPDs seeking to accelerate digital transformation and collaborative governance in the age of disruption.

The results suggest that agile governance at Diskominfo West Java is feasible but requires a holistic strategy that addresses both organizational culture and institutional design. The model bridges the gap between bureaucratic rigidity and agile adaptability by proposing a phased, integrative approach.

In line with Kotter's (1996) change management framework, transformational leadership emerges as the most critical enabler, supported by adaptive structures and digital infrastructure. Furthermore, the synergy between internal resources (e.g., Jabar Digital Service, young adaptive ASN) and external partnerships reinforces the collaborative essence of agile governance.

By embedding agile practices into both the operational (day-to-day workflows) and systemic (regulatory and performance management) dimensions, the model provides a blueprint for sustainable transformation. If consistently implemented, it positions Diskominfo West Java as a pioneering example of agile bureaucracy in Indonesia, offering lessons for broader public sector reform.

## CONCLUSION

This study demonstrates that the Department of Communication and Informatics (Diskominfo) of West Java Province possesses strong readiness to implement *agile governance*, supported by progressive leadership, the innovative role of Jabar Digital Service (JDS), adequate technological infrastructure, and strategic partnerships with universities and external stakeholders. Nevertheless, the implementation process still faces major challenges, including hierarchical bureaucratic structures, conventional work culture, limited adaptive SOPs, and uneven levels of digital literacy and agile mindset among civil servants.

Key enabling factors identified in this study are transformational leadership, collaboration with external actors, and organizational digital readiness. Reflection on agile governance principles such as *good enough governance*, *context-driven*, *adaptive* and *quick* reveals that these principles are partially evident in current initiatives, but remain fragmented and have yet to be fully institutionalized.

The main contribution of this study is the development of a contextual strategic model for optimizing *agile governance*. The model consists of eight core components structured across three layers: (1) organizational foundation (leadership, structure, culture), (2) supporting instruments (technology, performance, human resources), and (3) implementation catalysts (strategic partnerships and adaptive deregulation). This model not only enriches theoretical discourse but also provides practical novelty, as it represents one of the first

empirically developed *agile governance* models for local governments in Indonesia and offers replicable insights for other regional agencies.

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