



Submitted : 16 March 2026

Published : 30 June 2026

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DOI:

<https://doi.org/10.54144/govsci.v7i1.147>

RESEARCH ARTICLE

Agile Governance in Urban Village Level Digital Public Service: A Study of the *SIKECE* Website for the Pangkalan Kerinci Timur

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Abstract: Digital transformation has driven significant changes in public service delivery, including at the urban village level. However, studies on the implementation of agile governance in website-based public services at the local level remain limited. This study aims to analyze the implementation of agile governance principles in digital public services through the *SIKECE* website in Pangkalan Kerinci Timur Urban Village. This research employs a descriptive qualitative approach, with data collected through interviews, observations, questionnaires, and documentation. Informants were purposively selected, comprising website managers and community members as service users. Data were analyzed qualitatively based on the six principles of agile governance. The findings reveal that the *SIKECE* website has successfully implemented agile governance principles, including good-enough governance, business-driven, human-focused, quick-win-oriented, a systematic and adaptive approach, and a simple design with continuous refinement. This implementation enhances efficiency, accuracy, responsiveness, and accessibility of public services, particularly in administrative processes such as certificate issuance. Nevertheless, several challenges remain, including gaps in digital literacy and limitations in technological infrastructure. This study contributes empirically to the literature on agile governance at the grassroots level and highlights the importance of strengthening technological capacity, stakeholder collaboration, and continuous development of digital systems to achieve inclusive and adaptive public service delivery.

Keywords:

Agile Governance, Digital Public Services, E-government, Urban Village, *SIKECE*.

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1. Introduction

The delivery of public services across various government sectors has undergone a transformation in tandem with the rapid advancement of information technology. Technological advancements across various fields, such as public administration and management, collectively constitute digital transformation, signifying a shift in how society utilizes technology (Haug et al., 2024). The public's need for public services necessitates the provision of services that are accurate, prompt, transparent, and easily accessible via digital platforms. This has led government systems to adapt to public needs by using information technology to deliver public services. As stated in (Safira & Febrian, 2026), the digitization of public services is an urgent priority, including at the village level. One form of public service innovation being promoted is the use of administrative service websites by village governments, which aims to make it easier for the public to access public services.

It is mentioned in Tresnawati et al. (2025) that web-based public administration systems can address issues in public services, such as unstructured record-keeping systems and manual processes that are slow and make it difficult to track administrative records. As a result, government agencies have begun adopting digital systems to improve service efficiency and enhance the quality of services provided to the public. The Pangkalan Kerinci Timur Urban village serves as a concrete example of implementing digital public services via a website to support efficiency, responsiveness, and the quality of services provided to the public. This phenomenon warrants in-depth analysis because the successful implementation of digital services via a website reflects the government's swift and adaptive response to governance needs.

Agile Governance Theory (AGT) serves as a model in the organizational accountability chain for both business processes and teams (Luna & Marinho, 2023). According to academic studies in public administration, the concept of agile governance effectively explains how government organizations adapt to environmental changes, particularly those related to digital transformation and public services. Agile governance is essential in today's world, as the pace of change is inextricably linked to information technology. This concept represents an effective form of service transformation that makes it easier for the public (Ferdian et al., 2023). Agile governance is a flexible approach to government administration that can adapt to changing times and societal needs. The word "agile" means flexible, and "governance" refers to government administration. According to Holmqvist and Pessi, this concept refers to the ability of institutions and organizations to respond quickly to change to meet society's ever-changing needs. This concept is considered a smart governance approach because it simplifies bureaucratic systems and facilitates the management of government affairs quickly and easily (Sulastri & Permatasari, 2023). In essence, agile governance is a form of governance that is agile, responsive, and quick to adapt to sudden changes.

There are six principles that can be applied in implementing agile governance. The first principle is good enough governance, which refers to effective governance that must adapt to both the environment and the organization's needs. Second, business-driven, meaning that policy decisions and actions are grounded in business rationale. Third, Human-focused, meaning that policymaking must prioritize human well-being, for example, through recognition and active participation. The next principle is based on Quick Wins, meaning that immediate successes should be acknowledged to foster motivation for achieving better outcomes. Systematic and adaptive approach, indicating that a group must enhance its competencies to become more systematic and adaptable to change. The last principle is simple design and continuous refinement. Simple design and continuous refinement, meaning that a group must act swiftly and effectively to provide sustainable solutions (Luna & Marinho, 2023). An analysis of agile governance in digitally based public services needs to be supported by a review of broader research developments beyond the study. Conceptually, agile governance emerged from the need for public organizations to adapt to rapid changes resulting from digital transformation. Mergel (2016) states that the agile approach in the public sector emphasizes flexibility, cross-sector collaboration, and rapid policy iteration in response to public needs.

Research by Nuno Luna and Philippe Kruchten shows that agile governance is not solely concerned with

technological aspects but also encompasses changes in organizational culture, adaptive decision-making, and the integration of strategy and operations. These findings confirm that the success of agile governance implementation is greatly influenced by the institution's capacity to manage change systematically. In the context of digital government, a study by [Norris and Reddick \(2013\)](#) highlights that e-government development contributes to increased efficiency in public services but often faces challenges related to public technology adoption and government organizational readiness. This study emphasizes that the success of digitalization is determined not only by technological factors but also by social and institutional factors. Research ([Lips, 2019](#)) emphasizes that digital transformation in the public sector must be accompanied by adaptive and user-centered governance changes. This principle aligns with the human-focused approach in agile governance, which demands that public services be designed based on user needs and experiences.

Research by [Gil-Garcia et al. \(2015\)](#) shows that the implementation of digital government systems tends to be more successful at the large organizational level, whereas at the local level, various limitations persist, including resource constraints, technical capacity, and community digital literacy. These findings indicate that local contexts have distinct characteristics and require a more specific approach. Based on these studies, it can be concluded that research on agile governance in digital public services remains dominated by macro-level and large-organization studies, focusing on e-government systems in general. Conversely, studies specifically examining the application of agile governance at the government level closest to the community, such as urban villages, particularly in the context of public service websites, remain very limited. This research differs from previous research by specifically examining the implementation of agile governance at the Urban Village level, using the SIKECE website as a digital public service medium.

The novelty of this research lies in its focus on micro-government units, the use of websites as the primary object, and the application of agile governance principles in the context of public services that interact directly with the community. The implementation of governance principles can support organizational flexibility, streamline decision-making, and improve the quality of technology-based public services. The application of this concept can also significantly enhance organizational agility, making it more responsive to change and enabling it to strategically address public needs by integrating digital tools states ([Prasodjo, 2025; Sulastri & Permatasari, 2023](#)). The Indonesian government has widely adopted the concept of agile governance in its administrative practices. This concept of agile governance is highly relevant to the use of digital websites in public services by the government sector.

Many studies focus on the application of this concept at the central government level or within large-scale organizations; therefore, more specific studies, such as the implementation of agile governance at the local government level, are important to explore in depth. The use of public service websites at the Urban village level remains underexplored, creating a research gap regarding the application of agile governance principles in digital service systems closest to the community, such as the SIKECE website in the Pangkalan Kerinci Timur Urban village. Several previous studies have examined agile governance in public administration to improve the quality of services provided to the public. Research by [Sulastri and Permatasari \(2023\)](#) reveals how the concept of agile governance was applied in the administration of Banyuwangi Regency during the COVID-19 response. The study highlights the government's innovations to support technology-based governance as an implementation of the concept of agile governance.

Other research by [Prasodjo \(2025\)](#) highlights the implementation of agile governance in the digital age, focusing more on its effectiveness and the challenges of its implementation in this era of digital transformation. Meanwhile, other studies have discussed the use of the agile governance concept to address transformation in Indonesia, as evidenced by the development of digital systems in government administration, namely e-governance, which has become a digital or electronic public service system ([Ferdian et al., 2023](#)). Policies regarding agile governance are also implemented in the information technology sector used in public services; for example, the PIKOBAR application implements agile governance as a policy for managing the COVID-19 pandemic in West Java Province ([Halim et al., 2021](#)). Another study reveals that the Bandung City Population and Civil Registration Office has already implemented the principles of agile

governance in public service delivery (Sulastris & Permatasari, 2023). None of these studies has yet explored the agile governance approach in examining the implementation of specific digital public services, such as the use of websites. Discussions on the application of the agile governance concept remain very limited regarding website utilization at the Urban village level; therefore, the researchers aim to fill this gap. This underscores the importance of an in-depth study on the agile governance approach in the practice of public service digitization in Indonesia.

Based on the issues outlined above, this study aims to address the research question, how is the concept of agile governance implemented in public services in the Pangkalan Kerinci Timur Urban village through the SIKECE website. This study seeks to analyze the success of implementing the six principles of agile governance in the use of the website for public services and to assess the extent to which such implementation can support the effectiveness of public services. Thus, this study predicts that the proper implementation of agile governance holds great potential in addressing the public's need for efficient, responsive, and high-quality public services. It is hoped that the research findings will contribute to both academic discourse and public sector governance practices, thereby serving as a practical foundation for local governments to develop more innovative digital-based public services.

2. Methods

This study is a descriptive qualitative study. Qualitative research is conducted to provide a rich and clear description of the research phenomenon, often through interviews and observations of participants or informants in the natural setting of the phenomenon (Kuswandi & Thariq, 2025). This qualitative study will provide a systematic, in-depth description of social phenomena, behaviors, and subject characteristics. The study was conducted in November 2025 at the Kerinci Timur Village Office in Pangkalan Kerinci Urban village, Pelalawan Regency, Riau Province. This location was chosen to examine the implementation of the agile governance concept at the Village Office, specifically the delivery of electronic public services through the Sistem Kerja Cepat (SIKECE) website in the community.

The data in this study consists of primary data obtained through data collection techniques, namely direct observation at the village office and the digital system on the website, and interviews with local government stakeholders in the urban village. The data analysis technique in this study adopts the qualitative data analysis method proposed by Miles and Huberman, which involves processing data to understand meanings, concepts, or social phenomena through several stages: data collection, data reduction, data presentation, and drawing conclusions (Rifa'i, 2024). Data analysis was also conducted specifically using the concept of agile governance as defined by Alexandre J. H. de O. Luna, Philippe Kruchten, Marcello L. G. do E. Pedrosa, Humberto R. de Almeida Neto, and Hermano P. de Moura.

Table 1. Number Of Informant

No.	Informant	Number of Informants
1	Head of Pangkalan Kerinci Timur Urban Village	1
2	Secretary of Pangkalan Kerinci Timur Urban Village	1
3	ICT Team Of Pangkalan Kerinci Timur Urban Village	1
4	Society	5

Source: Processed by the author, 2026

The informants in this study were purposively selected based on the relevance of their roles and involvement with the research object. The purposive sampling technique was used because it enabled researchers to identify informants with the most knowledge and understanding of the issues under study (Arif et al., 2016). The primary informants were individuals directly responsible for website management, who possess a comprehensive understanding of the management and development processes and the technical and administrative challenges encountered. Furthermore, community members, as website users, were also

selected as informants, considering that they directly experience the benefits, convenience, and limitations of the services provided. In qualitative research, selecting informants with direct experience of the phenomenon under study is crucial for obtaining in-depth and relevant data (Creswell & Creswell, 2017; Moleong, 2018). By involving both groups, it is hoped that the data obtained will be more objective and balanced and will provide a comprehensive picture of the effectiveness and quality of the website management under study.

3. Results and Discussion

The implementation of public services by the village-level government is carried out in response to contemporary needs, such as digital transformation. The Pangkalan Kerinci Timur Village Government is also known for working hard to provide digitally based public services as a fast and effective policy in line with the concept of agile governance. One example of implementing this concept is the use of the SIKECE (Sistem Kerja Cepat) website as a public service at the East Kerinci Urban Village Office in Pelalawan Regency. SIKECE is a public service website in the East Kerinci Urban village that has been proven to boost service effectiveness, streamline administrative processes, and make it easier for the public to access services from home (Safira & Febrian, 2026). Here's how SIKECE works: first, log in to the system online; next, fill in your personal information and upload any required documents; then download and print the results; finally, take the documents to the local neighborhood office to have them signed and stamped (Addriani & Handrian, 2025).

Table 2. Implementation of the Agile Governance Concept in Public Services in Pangkalan Kerinci Timur Urban village

Agile Governance Indicators	Definition	Implementation of the concept on the SIKECE website	Practice	Implementation
Good enough governance	Good governance must be adapted to the environment and the needs of the organization	Implementation of digital public service management tailored to the administrative needs of the village level. The SIKECE system is designed to be simple, ensuring that services are delivered quickly and more easily than with manual procedures.	The Pangkalan Kerinci Timur Urban village Office offers 17 online document services (business certificates, MSME permits, certificates of financial hardship, etc.) that can be accessed online without having to visit the Urban village office. Procedures and requirements can be completed through the digital system and verified by Urban Village officials.	Completed
Business driven	Policymaking, decision-making, and actions must be based on sound business reasoning.	The SIKECE website was developed to address the public's primary need for digital administrative services; therefore, the focus of this system's development is on improving the efficiency and effectiveness of digital public services.	The services offered include civil registration and information on Urban village activities that support the performance of the local government. The implementation of an online service system at the Kerinci Timur Urban village office aims to provide effective and efficient services in line with community expectations. In 2024, 1,032 certificates were requested by the public through the SIKECE website.	Completed
Human focused	Policymaking must focus on human emotions,	The system was designed to meet the needs of the community and the	The SIKECE website features a simple, user-friendly interface. The local	Completed

	such as recognition and engagement in participation.	stakeholders in the Urban village, who are the primary users, so that the website is easy to access and understand.	government is actively promoting the website to encourage residents to access and use the digital services available on SIKECE. Online user guides and contact information are also provided.	
Based on quick wins	Success requires recognition that can motivate people to achieve even better results.	The implementation of SIKECE is being carried out in phases, with priority given to services that are frequently needed by the public so that the benefits can be felt as soon as possible.	The initial phase of this website involves providing online correspondence services. The SIKECE website offers 17 services that are frequently requested by the public.	Completed
Systematic and adaptive approach	Within a group, it is essential to enhance competencies so that change can occur in a systematic and adaptive manner.	The system is managed systematically and continuously adapts to changes in community needs as well as developments in digitalization and information technology.	Local government officials conduct regular evaluations of the SIKECE online website service. The existing features are constantly updated and improved based on feedback from the public as users.	Completed
Simple design and continuous refinement	A team must be able to act quickly and effectively to provide sustainable solutions.	The SIKECE website system is designed to be simple and user-friendly. The public can easily access and use the services offered, and the system is continuously being developed and improved based on user feedback.	Website development is ongoing, including updates to the user interface, continuous improvements to digital services, and ongoing system enhancements to address any issues that arise in providing digital services.	Completed

Source: Processed by the author, 2026

In this regard, website development represents a major initiative and innovation by the government to deliver public services effectively and efficiently, in line with the public's need for rapid and flexible adaptation in public services (Yanto, 2025). This concept of agile governance is believed to be the foundation and solution for the Kerinci Timur Urban village. According to Alexandre J. H. de O. Luna, Philippe Kruchten, Marcello L. G. do E. Pedrosa, Humberto R. de Almeida Neto, and Hermano P. de Moura, the implementation of the agile governance concept involves six principles that can be utilized to address issues: good enough governance, business-driven, human-focused, based on quick wins, systematic and adaptive approach, and simple design and continuous refinement. Table 1 below illustrates the implementation of the agile governance concept in public services in the Pangkalan Kerinci Timur Urban village through the SIKECE website.

Good Enough Governance

The delivery of digitized public services using an agile governance approach to address issues can be achieved by supporting good governance (Tomažević et al., 2023). The concept of agile governance promotes efficiency in public service (Kristina et al., 2024). Based on this principle, the Urban village office strives to prioritize proper and effective governance. This governance is tailored to the environment and needs of the community in the Pangkalan Kerinci Timur Urban village. The implementation of digital public service governance is adapted to the administrative structure of the Urban village level. The SIKECE system is

designed to be simple, ensuring that services are delivered quickly and more easily than through manual procedures. The formation of a team to implement the SIKECE (Fast Work System) innovation involved strong collaboration among various stakeholders, including the government, community organizations, the media, the public, and the private sector.

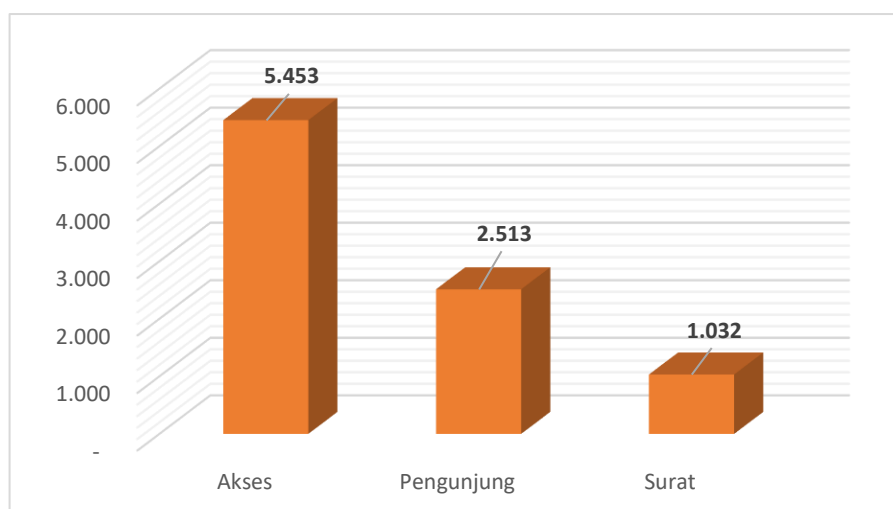
This collaboration is essential to ensure the sustainability and success of the SIKECE program. The Pangkalan Kerinci Timur Urban village Office partnered with the private sector to develop the SIKECE service website. This collaboration is carried out in accordance with the principles of good governance; the local government works with the private sector through Corporate Social Responsibility (CSR) schemes to support the implementation of online-based service programs. From the results of interviews and observations, it can be concluded that the concept of agile governance, within the principle of good-enough governance, can be effectively implemented. Empirical findings indicate that the implementation of good-enough governance principles in SIKECE is reflected in the simplification of administrative service procedures, thereby enabling the public to access various services online. Service usage data demonstrate an increase in access to digital-based administrative services.

Analytically, these findings suggest that the local government has adapted service governance to local conditions through pragmatic and adaptive approaches. Simplifying procedures is a strategy to enhance efficiency, although manual processes remain necessary in the final stages of service delivery. These findings align with [Yasseri et al. \(2016\)](#) perspective, which emphasizes that digital innovation in the public sector is often incremental and contextually adapted. However, in contrast to these studies, implementation at the local government level continues to exhibit limitations in comprehensive system integration. The identified limitations include the persistence of dual systems (online and manual) and unequal public access to digital services due to disparities in technological literacy. There are three indicators used to measure this implementation, namely:

1. Community Participation

The SIKECE website has seen significant participation from the local community as part of their efforts to support online public services. This community participation has shown fluctuating growth. [Figure 1](#) below presents annual statistics on user activity in the SIKECE system for 2024. The data indicates that there were 2,513 visitors, 1,032 successful letter submissions, and a total of 5,453 visits to the SIKECE website throughout 2024.

Figure 1. 2024 Statistics of the FastWorking System Website (SIKECE)



Source: Kerinci Timur Urban Village Office, 2024

The analysis found that many members of the public have already used the SIKECE website to request the necessary certificates. From the data obtained from a total of 1,032 submitted letters, the public most frequently requested certificates of permission for MSMEs, totaling 347 letters, while the least requested were certificates of place of worship data, totaling 5 letters; this indicates that the SIKECE website has assisted the public in the processing of document issuance services. The Urban Village is an institution that stands at the forefront as a coordinator of various types of government affairs, including providing routine services to the community. Pangkalan Kerinci Timur Urban Village is the most densely populated Urban Village in Pelalawan Regency, with a population of 41,458 people with East Kerinci identity, a cumulative population including domiciles totaling approximately 67 thousand, 11,349 heads of family, and an area of 70.3 km². Service at the East Kerinci Urban Village Office, when done manually, seems complicated and takes a long time because it must follow standard operating procedures to collect and fill out the introduction form for the RT and RW. After that, go back to the Urban Village, which seems long and raises anxiety for the community who have a long travel distance from the East Kerinci Urban Village Office. Therefore, online-based service innovation is needed to make it easier for the community (Addriani & Handrian, 2025).

2. Transparency

Transparency is based on the free flow of information, so information must be understandable and accessible to the public (Mukminin & Sedarmayanti, 2024). The SIKECE (Fast-Track System) website provides transparency into document submissions, allowing users to view the latest status updates and monitor the progress of public certificate requests. For submitted certificates, the system displays the application status; if approved, the request is forwarded to the relevant officials at the Urban village office for signing.

3. Strategic Vision

The use of the SIKECE website is driven by a strategic vision to improve the efficiency and effectiveness of public services in the Pangkalan Kerinci Timur Urban village. To support this strategic vision, the Pangkalan Kerinci Timur Urban village government provides 17 online document services (business certificates, MSME permits, certificates of financial hardship, etc.) that can be accessed without visiting the Urban village office. Procedures and requirements can be fulfilled through the digital system and verified by Urban Village officials. Broadly speaking, the steps to be followed start with the first stage of selecting the type of service, followed by the second stage of filling out personal data and requirements—which, of course, correspond to the selected service type— followed by the third stage of submitting the application until the document is issued—which can be downloaded and printed anywhere—and the final stage of visiting the East Kerinci Village Office to bring the downloaded document for manual signing by the Village Head. With this workflow, it is hoped that services will be more structured, effective, efficient, and beneficial to the community.

Based on these results, it can be concluded that, according to the principle of good enough governance, the concept of agile governance has been successfully implemented in the use of the SIKECE website as a digital public service at the Pangkalan Kerinci Timur Urban village Office. This is evidenced by community participation, transparency, and the strategic vision upheld in the use of the SIKECE website. These implementation indicators are consistent with research (Sulastri & Permatasari, 2023), which demonstrates that the successful implementation of the principle of good enough governance is characterized by active community participation, transparent information, and a clear vision. which states that implementing the principle of good enough governance, with positive outcomes, is demonstrated through active community participation and transparent information.

Business Driven

The governance system implementing agile governance in the Pangkalan Kerinci Timur Urban village has been found to meet the *business-driven* indicators. This is evidenced by the development of a public service website tailored to the needs of the community that uses the services, rather than being driven solely by the demands of digitalization. Digital service processes are also designed based on public needs analysis to

support service effectiveness. This is certainly relevant to the website development in Pangkalan Kerinci Timur Urban village, which aims to address the community's need for digitalization in public services. This business-driven approach assesses whether the implemented system truly provides value and benefits to the community. The SIKECE website has delivered significant value to the community by providing efficient, effective services. The community can handle various needs, particularly correspondence, through the 17 services available on the SIKECE website, while the Urban Village Office can improve service efficiency and achieve its objectives. Value (benefit or worth); this refers to the added value generated by the SIKECE program, yielding benefits derived from the use of technology as an online service system to enhance service quality. This concept of agile governance must primarily aim to increase value or worth within government. (Neumann et al., 2024). Residents and the Village Office can benefit from online services that make things easier for both service providers and recipients

The SIKECE website was developed to address the community's primary need for digital administrative services; therefore, the focus of this system's development is on improving the efficiency and effectiveness of digital public services. The services offered include civil registration and information on village activities that support the government's performance at the village level. The implementation of the online service system at the Kerinci Timur Village Office aims to provide effective and efficient services in line with community expectations. In 2024, there were 1,032 certificates requested by the public through the website

SIKECE. Thus, it can be concluded that, in accordance with the business-driven principle, the implementation indicators have been achieved with positive results, namely, that the Urban village has developed a website that makes it easier for the public to access administrative services, particularly when applying for certificates. In [Sulastri & Permatasari \(2023\)](#), it is stated that the "business-driven" principle is considered successfully implemented if government programs provide added value and benefits to the community. Field findings indicate that the development of SIKECE is based on the community's primary needs, particularly those related to the most frequently used administrative processes. The predominance of certain types of services reflects this orientation. This analysis shows that policy orientation has shifted to meeting user needs (demand-driven governance), rather than simply implementing technology. This system provides added value through greater time efficiency and easier access to service. According to a study by [Goldsmith & Crawford \(2014\)](#), the digitalization of public services should ideally focus on creating public value rather than simply administrative efficiency. In the context of SIKECE, indications of public value creation are emerging, although comprehensive measurement has not yet been conducted. An identified limitation is that success assessments still rely on the number of service users, without considering service quality or user satisfaction in depth. This situation has the potential to introduce bias in the evaluation.

Human Focused

The policy-making process must focus on human emotions, such as recognition and participation ([Maulana et al., 2023](#)). The system was designed to meet the needs of the community and stakeholders in the Urban village the primary users so that the website is easy to access and understand. The SIKECE website features a simple interface that facilitates access. The Urban village office has intensified outreach efforts to encourage the community to access and use the digital services on the SIKECE website. This outreach is also evident through banners and posters displayed at the Urban village office, as well as via the office's social media channels. Online service guides and contact information are also available. The Kerinci Timur Village Office has introduced an innovation by leveraging technology in collaboration with both the public and private sectors. This includes the Communication and Information Technology Department, which facilitates internet connectivity at the Kerinci Timur Village Office, and the Pangkalan Kerinci Urban village Head, who serves as the regional innovation coordinator at the Kerinci Timur Village Office.

Additionally, the Regional Research and Development Agency serves as the innovation coordinator at the Kerinci Timur Village Office, alongside the Population and Civil Registration Office, the Social Affairs Office, and

the Head of the ICT Infrastructure Division, who acts as the representative coordinator for regional government agencies. The office has also partnered with the private sector—specifically the RAPP IT Expert Team—to develop the SIKECE website platform as part of a corporate social responsibility (CSR) initiative. We also collaborate with neighborhood associations (RT and RW) as members in implementing the SIKECE website. Furthermore, we partner with media outlets as media coordinators to introduce SIKECE through online news articles. The participation of these various stakeholders demonstrates the implementation of the human-centered principle, as outlined in Almira & Rostyaningsih (2024), which provides opportunities for the public to participate in the governance process. Based on the human-centered principle, this demonstrates successful implementation with positive results, as the local government, in developing the website as a digital public service, strives to strengthen cooperation and collaboration among various stakeholders. The Pangkalan Kerinci Baru Urban village office actively works to increase community participation through outreach efforts, thereby increasing the number of website users. This reflects the human-centered principle of agile governance, as applied to public services by the Pangkalan Kerinci Timur Urban village office. This principle supports efficiency in public services and addresses issues while meeting the community's need for digitally based services.

The findings indicate that the local government has engaged in outreach activities and included multiple stakeholders in both the development and implementation of SIKECE. Additionally, the system features a straightforward interface to enhance user accessibility. These findings demonstrate the implementation of a user-oriented approach, which is essential for digital transformation in the public sector. However, the effectiveness of this strategy depends on the community's access to technology. These findings align with Noveck's (2015) thinking, which emphasizes the importance of public participation in digital government innovation. However, in practice, this participation is not evenly distributed. A significant limitation is the presence of community groups that remain unable to access digital services because of limited digital literacy and insufficient technological resources. Consequently, the principle of inclusivity has not been fully realized.

Based on Quick Wins

Based on quick wins is an indicator of agile governance, when success is achieved, recognition is necessary to boost motivation and achieve even better results. The implementation of SIKECE is a phased process that prioritizes services frequently needed by the community so that the benefits can be felt as soon as possible. In Yanto & Sirajuddin (2025), it is noted that the iterative and adaptive nature of the agile approach allows the government to gradually address the various challenges encountered in delivering public services. The initial phase of this website involves providing online correspondence services. The SIKECE website offers 17 services, which are frequently requested by the public. The success of this approach is demonstrated by the increase in user count and website traffic on SIKECE. To provide a clearer picture of the monthly fluctuations in user activity in 2024, Figure 2 is a bar chart illustrating the number of SIKECE website visitors, the number of successful document submissions, and the number of users accessing the SIKECE website.

The chart above shows data on page views, visitors, and letter submissions for the year 2024, from January through December. As shown in the chart, page views increased by 962 in May, visitors increased by 494 in May, and letter submissions increased by 460 in March. Thus, it can be concluded that the “quick wins”-based indicators within the “agile governance” concept have been effectively implemented, as evidenced by the increase in SIKECE statistics. This provides motivation for the website to develop further and be utilized more widely by the local community.

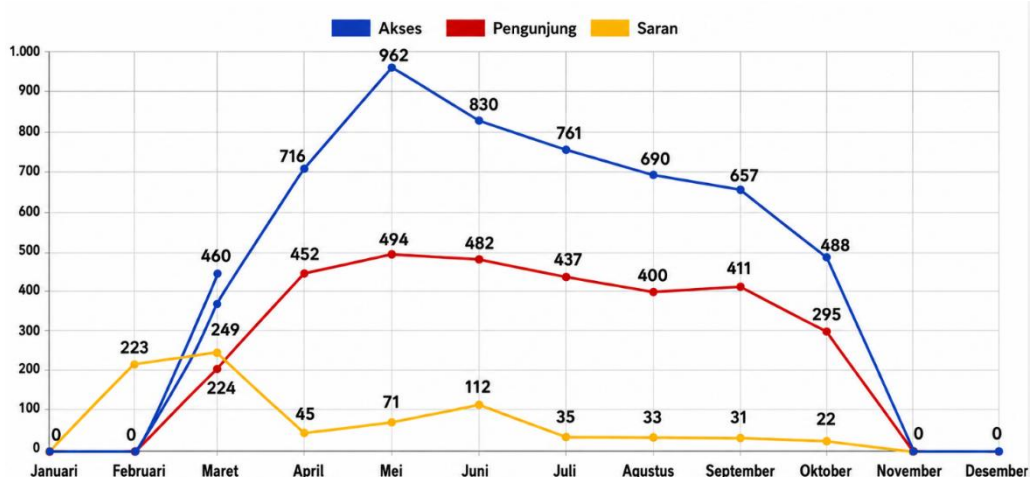
Systematic and Adaptive Approach

Within a group, it is essential to enhance competencies to enable change to occur in a systematic and adaptive manner. The system is managed systematically and continuously adapts to changes in community needs and

developments in digitalization and information technology. Village officials conduct periodic evaluations of the online SIKECE website service. Existing features are constantly adjusted and improved based on feedback from the community as users. Policy evaluation phase: In this phase, implemented policies are assessed to determine the extent to which they have achieved their intended impact—namely, resolving the community's challenges. It can be concluded that the development of the website in Kerinci Timur Urban village, as a form of public service, has met the criteria for a systematic and adaptive approach. This is demonstrated by the evaluations conducted to improve and further develop the website. There is room for the community to analyze and provide constructive feedback to improve the SIKECE website in the future. Website development can be structured by applying the principles of agile governance, which support good, clean, and adaptive governance that meets the needs of the times (Yanto & Sirajuddin, 2025).

Empirical findings indicate that the implementation of SIKECE has been carried out in stages, prioritizing services most needed by the community. This approach has resulted in increased service utilization during specific periods. Analytically, this approach reflects a pragmatic policy implementation strategy in which initial success serves as a foundation for expanding innovation. This strategy has proven effective in fostering public trust in digital systems. Consistent with Mulgan's (2014) concept of public innovation, early success can serve as a primary driver for sustaining innovation. However, in the context of SIKECE, such initial achievements do not yet fully guarantee long-term sustainability. A key limitation is the lack of a comprehensive evaluation of service usage patterns, including the factors driving fluctuations in utilization, making it difficult to ensure the sustainability of implementation

Figure 2. 2024 Chart from the SIKECE Website



Source: Kerinci Timur Village Office, 2024

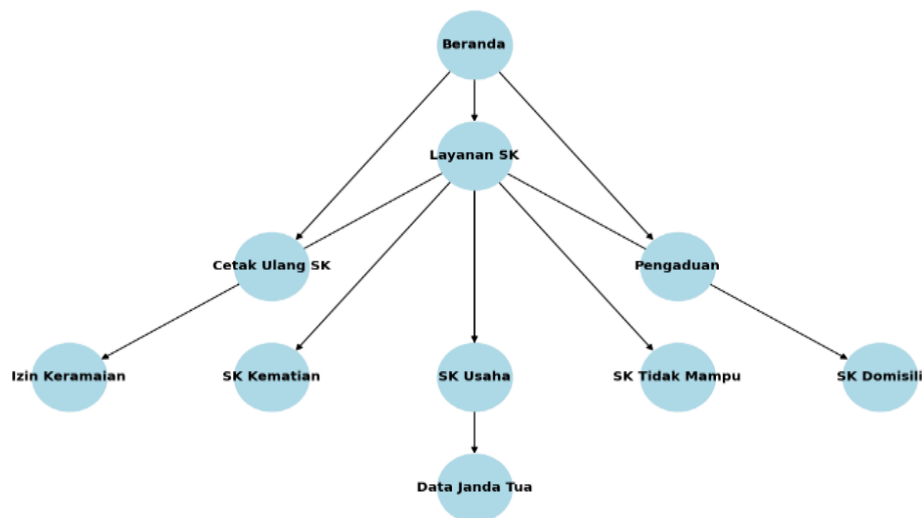
Simple Design and Continuous Refinement

A group must be able to take swift and appropriate action to provide sustainable solutions. The SIKECE website system is designed to be simple and user-friendly. The public can easily access and use the services, and the system is continuously developed and improved based on user feedback. As mentioned in Addriani & Handrian (2025), the SIKECE website features an attractive design, is easy to understand, and offers a variety of services that the public can choose from according to their needs. Based on the results of questionnaires, interviews, observations, and documentation, there is sufficient financial readiness to support the implementation of SIKECE. The availability of the SIKECE website's information technology infrastructure, including its features, design, and form-filling capabilities, is already quite good; however, data security has not yet been confirmed to be 100% secure in the long term, as village offices are not yet prepared to manage their own servers.

Sustainability is demonstrated through website development, including interface updates, continuously improved digital service features, and a system that is continually refined to address challenges in delivering

digital services. The community still faces several challenges, including a digital literacy gap, which means some residents find it difficult to access the SIKECE website. Some residents also report difficulties accessing the site on their devices, resulting in the website not being used to its full potential or reaching all segments of the community. Therefore, improvements are needed, prioritizing sustainability and design simplicity to reach a broader audience. The findings indicate that the SIKECE system is continuously evaluated and developed in line with community needs and technological developments. This analysis indicates adaptation efforts in public service governance, although these adaptation processes still occur informally. Adaptations are often carried out in response to user needs rather than through structured strategic planning. According to Colom (2020), the success of digital systems is greatly influenced by an organization's capacity to manage change systematically. In this context, SIKECE's adaptability remains limited at the operational level. An identified limitation is the lack of a standardized and systematically documented evaluation mechanism, resulting in a reactive adaptation process.

Figure 3. Application For A Certificate (SIKECE)



Source: Processed by the author, 2026

Figure 3 shows the SIKECE website interface, which features a simple, white design. The website can be accessed at <http://kerincitimur.online>. The interface appears simple, with icons representing different types of services, making it easier for users to select the specific service they need to obtain a certificate. The interface also features distinctive visual elements, with each icon representing a type of service available to the public. There are several menus to choose from: Bernada, SK Services, SK Reprint, and Complaints. There are several menus to choose from: Bernada, Certificate Services, Reprint Certificate, and Complaints. In Ryandra et al. (2025), it is noted that a simple background does not interfere with the readability of the content. It can be concluded that the simple design and continuous refinement indicator is being implemented in the agile governance concept applied by the Kerinci Timur Urban village in providing digital-based public services.

The development of the SIKECE website is designed to be simple and support sustainability. This is also supported by Yanto & Sirajuddin (2025), who argue that agile governance serves as a foundation for policy design essential to implementing in the context of local government, particularly in addressing social dynamics and the ever-evolving advancements in technology. The research results show that SIKECE is designed with a simple, easy-to-use interface and is continuously developed based on user needs. Analytically, a simple design is a key advantage in increasing service accessibility, especially for communities with limited digital capabilities. However, this simplicity can also limit the development of more complex features. This finding is consistent with Heeks' (2005) view that the success of e-government in developing countries is often determined by the appropriateness of technology to users'

capacity. In the context of SIKECE, this appropriateness has been achieved, although security and infrastructure aspects still require strengthening. Identified limitations include a suboptimal data security system and limited technological infrastructure, including dependence on external parties for system management.

4. Conclusion

Agile governance is a concept in public administration that supports digital transformation through a fast and flexible approach. In the public services provided by the Pangkalan Kerinci Timur Urban village government, it is noted that they have implemented the six principles of agile governance in the development of the SIKECE website. The development of the SIKECE website as a digital-based public service to meet the community's needs for public administrative services has been successfully implemented with positive outcomes on agile governance indicators, specifically aligning with the principles of good enough governance, business-driven, human-focused, based on quick wins, systematic and adaptive approach, and simple design and continuous refinement. From this, it can be understood that the Pangkalan Kerinci Timur village government has applied the principles of agile governance in a fast, responsive, agile, and precise manner to address the challenges of digitalization specifically, by striving to provide online-based services to meet the community's need for digital document submissions. The SIKECE website is known to deliver services efficiently and adaptively to community needs based on the principles of agile governance. The SIKECE website can effectively improve services, streamline administrative processes, and make it easier for the public to access public services from home.

The development of this website still faces challenges and obstacles, such as the digital literacy gap, but it has proven its efficiency and effectiveness in driving digital transformation in public services through good governance. It is hoped that local governments will further refine the website's development, such as by updating features in line with the needs and feedback from the public. This system also requires support from various stakeholders through technological enhancements so that the website can be widely and sustainably adopted.

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