

Enhancing public Services through Agile Governance: A case study of the online queue application at RSUD Sawerigading Palopo city

Indah Lestari^{1*}, Muh Tang Abdullah², Hasniati³, Nurdin Nara⁴

^{1,2,3,4}Public Administration, Faculty of social and political sciences, Hasanuddin University, Makassar, Indonesia; lestari.indah.lestari@gmail.com (I.L.).

Abstract: Agile governance has emerged as a crucial approach for public service organizations to enhance their responsiveness to rapidly changing environments and citizen needs. This study examines the application of Agile Governance principles, specifically the Business-Driven and Human-Focused principles, in the implementation of an online queue system at RSUD Sawerigading Palopo City, Indonesia. Employing a qualitative case study design, data were collected through observations, open-ended interviews with nine key informants, and document analysis. The findings reveal that the hospital has successfully aligned its strategic decisions with organizational goals, as demonstrated by the introduction of the queue application to improve service efficiency and patient satisfaction. Moreover, the hospital has actively engaged the community in the development and assessment of the application, fostering a sense of ownership and trust among the public. However, the study also identifies areas for improvement, such as enhancing network stability, expanding application accessibility, and incorporating digital payment options. The successful application of Agile Governance principles at RSUD Sawerigading Palopo City serves as a valuable example for other public service organizations seeking to adapt to the increasingly technology-driven landscape and improve their responsiveness to community needs. Future research should explore the application of Agile Governance principles in different public service contexts, investigate the long-term impact on organizational performance and public trust, and identify effective strategies for overcoming implementation challenges.

Keywords: Agile governance, Citizen engagement, Digital transformation, E-government, Public services.

1. Introduction

In recent years, technological advancements and the increasing digitalization of society have posed new challenges and opportunities for governments and public service organizations [1]. Citizens today expect faster, more efficient, and more responsive public services that can adapt to their evolving needs [2, 3]. To meet these expectations, many institutions are turning to agile approaches to governance that leverage technology, streamline processes, and put citizens at the center [4, 5].

The concept of agile governance emerged from the software development field but has since been adopted more broadly in business and government as a way to deliver value more quickly, effectively and efficiently in the face of rapid change [1, 6]. Agile governance enables organizations to sense, adapt and respond to shifts in their environment by combining agile methodologies with strong governance capabilities [6]. Governments around the world, from Brazil [7] to the Netherlands [1] are experimenting with agile governance to enhance citizen services.

In Indonesia, the need for more agile, tech-driven public services is recognized as crucial for realizing good governance and meeting rising citizen demands [3, 8]. The Indonesian government has pushed for e-government transformation through policies like Presidential Instruction No. 3/2002 and Presidential Regulation No. 95/2018, which mandate public institutions to leverage information and

communications technology to streamline access to public services. In the health sector, hospitals like RSUD Sawerigading Palopo City are expected to deliver high-quality, efficient and satisfactory services as a key aspect of citizens' right to health guaranteed in the 1945 Constitution.

However, implementing agile governance in practice is not without challenges. Research in Indonesia has found uneven readiness for agile governance, especially in terms of technology infrastructure and human resource capabilities [8]. Citizen uptake of new digital services can also be hampered by lack of awareness and comfort with technology, especially among older populations [9, 10]. Public service providers need to build the right capabilities and continually refine their solutions to realize the potential of agile approaches [4].

This research examines the implementation of agile governance principles in public services at RSUD Sawerigading Palopo City, focusing on the hospital's online queue application launched in 2021. Using Luna, et al. [4] framework of six agile governance principles - good enough governance, business-driven, human focused, based on quick wins, systematic and adaptive approach, and simple design and continuous refinement - the study aims to analyze how effectively the queue application has embodied agile governance to enhance citizen services.

Early observations suggest the queue application has faced issues such as lack of public awareness, difficulties for some citizens in using the technology, frequent technical errors, and inadequate responsiveness to citizen feedback - indicating potential gaps in realizing agile governance. Previous studies in Indonesia have found similar challenges. Halim, et al. [11] identified issues in sistemically using user feedback to refine West Jawa's PIKOBAR application. Vernanda [8] national assessment found regions still lacking IT infrastructure and capabilities critical for agile governance. Kurniawan [12] study of agile governance in Banyuwangi's local communication and IT agency underlined the importance of strong systems and change management to sustain agile transformation across leadership transitions. These studies highlight key factors that can enable or undermine the realization of agile governance in different contexts.

Building on this foundation, this research aims to provide a comprehensive assessment of agile governance implementation in RSUD Sawerigading Palopo City's online queue system and identify areas for enhancement. While the six principles of Agile Governance proposed by Luna, et al. [4] provide a comprehensive framework for analyzing the implementation of agile approaches in public services, this research will focus specifically on Business-driven, Examining the Business-driven principle will shed light on how effectively the RSUD Sawerigading Palopo City online queue application aligns with and supports the hospital's objectives of enhancing public services and Human-focused, by investigating the Human-focused principle, this study will provide valuable insights into the application's impact on patient experience, staff workload, and overall satisfaction - crucial factors in assessing the effectiveness of Agile Governance in a hospital setting. Concentrating on these two essential indicators will allow for a targeted and in-depth analysis of the most pertinent aspects of agile governance implementation in this case study.

2. Research Method

This study employs a qualitative approach using a descriptive research method and a case study design. Qualitative research is used to explore and understand the meaning individuals or groups ascribe to a social or human problem [13]. The case study design allows for an in-depth analysis of the application of the six principles of Agile Governance in public services at RSUD Sawerigading Palopo City, focusing on the hospital's online queue system. Data will be collected through a combination of observations, open-ended interviews, and document analysis.

Purposive sampling will be used to select informants who are knowledgeable about the online queue application and play a role in implementing Agile Governance principles at the hospital. A total of 9 informants will participate in the study, including 1 head of non-medical support section, 1 head of hospital management information system, 1 application maintenance staff, 1 service counter staff, and 5 application users from the community. Data analysis will follow the Miles and Huberman [14] model,

involving data reduction, data display, and conclusion drawing/verification. To ensure the validity and reliability of the findings, the study will employ triangulation of sources and techniques, member checking, and use of reference materials. Reliability will be enhanced through prolonged observation and interviews until reaching data saturation.

3. Results and Discussion

3.1. Business-Driven Indicator

The application of the Business-Driven principle in implementing Agile Governance through the online queue system at RSUD Sawerigading Palopo City showcases a robust alignment between strategic decision-making and the hospital's core needs and objectives. This principle underscores the importance of ensuring that governance practices and technological solutions are driven by and closely tied to the organization's business requirements and goals.

In the case of RSUD Sawerigading Palopo City, the decision to introduce the queue application represents a well-considered and effective step towards enhancing service efficiency, reducing patient wait times, and ultimately improving community satisfaction through the strategic deployment of technology. By streamlining the queuing process and providing patients with a more convenient and transparent system, the hospital demonstrates its commitment to delivering high-quality, patient-centric care.

Moreover, this initiative aligns seamlessly with the hospital's overarching service diversification strategy, which places a strong emphasis on customer satisfaction and the efficient utilization of resources. By leveraging technology to optimize critical processes such as patient queuing, the hospital can better allocate its human and material resources, enabling staff to focus on delivering excellent medical care and support services. The successful implementation of the online queue system at RSUD Sawerigading Palopo City serves as a compelling example of how the Business-Driven principle can be effectively applied within the context of Agile Governance in healthcare settings. By ensuring that governance practices and technological investments are closely aligned with the hospital's strategic priorities and the needs of its patients, the organization can drive meaningful improvements in service delivery, patient satisfaction, and overall operational efficiency.

As the healthcare landscape continues to evolve and patient expectations rise, the ability to leverage technology and adapt governance practices to meet changing business needs will be increasingly critical to the success of healthcare providers. The experience of RSUD Sawerigading Palopo City underscores the value of embracing a Business-Driven approach to Agile Governance, and serves as a model for other healthcare organizations seeking to optimize their operations and deliver exceptional patient care in an increasingly complex and dynamic environment.

The queue application is designed to streamline service flow, minimize waiting periods, and boost transparency, in line with RSUD Sawerigading's vision of becoming a trusted healthcare center. The hospital's strategy also encompasses service diversification by leveraging modern technology to deliver optimal patient care. The success of this principle's implementation is further bolstered by strong teamwork, particularly among the SIMRS team, service counter staff, and the public relations department. Coordination is carried out effectively via WhatsApp or Telegram groups, enabling swift resolution of technical issues.

The hospital's focus on enhancing service quality through the implementation of the online queue system is a prime example of how the Business-Driven principle can drive meaningful improvements in healthcare delivery. By recognizing the need to streamline processes, reduce wait times, and provide a more convenient and transparent patient experience, RSUD Sawerigading Palopo City has leveraged technology to address key pain points and optimize service quality. This business-driven approach has not only resulted in increased patient satisfaction but has also enabled the hospital to better allocate its resources and focus on delivering high-quality medical care. By automating and digitizing the queuing process, staff can dedicate more time and energy to providing personalized, attentive care to patients, thus enhancing the overall service experience.

Another crucial aspect of the Business-Driven principle is the emphasis on maintaining responsiveness to patient needs. RSUD Sawerigading Palopo City has demonstrated a strong commitment to this principle by actively seeking and incorporating patient feedback in the development and refinement of its online queue system. By engaging the community and understanding their specific needs and preferences, the hospital has been able to create a solution that is well-aligned with the expectations and requirements of its patient base. This responsive approach not only fosters trust and loyalty among patients but also ensures that the hospital remains agile and adaptable in the face of evolving patient needs and changing market dynamics.

Despite the many benefits of the Business-Driven principle, RSUD Sawerigading Palopo City has also faced challenges in its implementation, such as the less user-friendly JKN Mobile application from BPJS. However, the hospital's commitment to this principle has enabled it to successfully navigate these hurdles through strategic initiatives and targeted solutions. By investing in socialization efforts to educate patients on the use of the JKN Mobile application and developing a more user-friendly internal application, RSUD Sawerigading Palopo City has demonstrated its ability to adapt and overcome obstacles in the pursuit of enhanced service delivery. These initiatives underscore the importance of remaining agile and proactive in addressing challenges and ensuring that the Business-Driven principle remains at the forefront of the hospital's governance approach.

The successful application of the Business-Driven principle at RSUD Sawerigading Palopo City serves as a compelling model for other healthcare organizations seeking to improve service quality, patient satisfaction, and operational efficiency. By prioritizing strategic alignment, community engagement, and continuous improvement, hospitals and healthcare providers can drive meaningful change and create value for the patients they serve. As the healthcare landscape continues to evolve and patient expectations rise, the ability to leverage technology, adapt to changing needs, and remain responsive to community feedback will be increasingly critical to the success and sustainability of healthcare organizations. By embracing the Business-Driven principle and placing it at the core of their governance approach, healthcare providers can position themselves for long-term success and make a lasting, positive impact on the communities they serve.

The result is increased operational efficiency, higher patient satisfaction, and the achievement of the strategic goal of becoming a superior and trusted referral hospital. The Business-Driven principle's successful application at RSUD Sawerigading Palopo City aligns with the findings of Cooke [15] who emphasizes the importance of continuously realizing business value, empowering employees to achieve business processes, and enhancing communication within the work environment and among team members managing the organization's programs.

Moreover, the hospital's approach resonates with the concept of agile governance as defined by Luna, et al. [4] which highlights the ability of organizations to sense, adapt, and respond rapidly to changes in their environment by combining agile capabilities with governance to deliver value more quickly and effectively. The queue application's implementation demonstrates RSUD Sawerigading's capacity to adapt to technological advancements and meet evolving patient needs, ultimately improving public services and achieving the hospital's strategic objectives.

3.2. Human-Focused Indicator

The application of the Human-Focused principle in implementing the online queue system at RSUD Sawerigading Palopo City underscores the crucial role of community participation in driving organizational goals and change. The hospital's creation of the online queue application to reduce patient waiting times and improve service quality reflects a strong responsiveness to the community's needs in an increasingly technology-driven era. The Human-Focused principle emphasizes the importance of involving the community in the application's development to ensure its smooth operation and effectiveness in enhancing public services.

The hospital's decision to develop and introduce the online queue application was driven by a keen understanding of the evolving needs and expectations of the community it serves. In an increasingly

technology-driven era, patients and their families seek more efficient, convenient, and transparent healthcare services. By creating a digital solution to reduce patient waiting times and improve overall service quality, RSUD Sawerigading Palopo City demonstrates a strong commitment to being responsive to the community's needs and preferences.

Community participation in the context of the queue application encompasses the implementation of a user-friendly interface accessible to all and the provision of feedback on the application's performance. The positive response from the community highlights the successful application of the Human-Focused principle, with users expressing satisfaction with the convenience of remotely managing their queue numbers, eliminating the need to arrive early solely for queuing purposes. The active participation of the community in assessing the application also provides valuable feedback for the RSUD Sawerigading SIMRS team, serving as a reference for continuous improvement. One of the primary ways in which the hospital has fostered community participation is through the development of a user-friendly interface that is accessible to all. By ensuring that the application is intuitive, easy to navigate, and compatible with a wide range of devices, RSUD Sawerigading Palopo City has removed barriers to adoption and encouraged widespread use among its patient base. This inclusive approach is essential to realizing the full potential of the online queue system and maximizing its impact on service delivery.

Another crucial aspect of community participation in the queue application is the provision of feedback on its performance. The hospital actively seeks input from users to gauge their satisfaction with the system and identify areas for improvement. The positive response from the community thus far is a testament to the successful application of the Human-Focused principle, with users expressing high levels of satisfaction with the convenience and flexibility offered by the remote queue management feature. The ability to secure a queue number without having to arrive at the hospital early in the morning solely for queuing purposes has been particularly well-received by patients and their families. This feedback underscores the importance of understanding and addressing the specific pain points and challenges faced by the community when designing and implementing technological solutions in healthcare settings.

The active participation of the community in assessing the queue application provides invaluable feedback for the RSUD Sawerigading SIMRS team, serving as a key reference point for continuous improvement efforts. By regularly collecting and analyzing user feedback, the team can identify areas where the application can be refined, optimized, or expanded to better meet the needs of the community. This iterative approach to application development and enhancement ensures that the online queue system remains responsive to the evolving needs and preferences of its users over time. By fostering an ongoing dialogue with the community and demonstrating a commitment to continuous improvement, RSUD Sawerigading Palopo City can build trust, increase user satisfaction, and drive long-term adoption of the queue application.

Several aspects have been identified for optimization to enhance the application's quality based on community feedback. Firstly, network stability and application performance need improvement, as some users have reported errors possibly related to network issues. Secondly, the application is expected to be made available on the App Store to cater to iOS users, as it is currently only accessible on the Play Store for Android users. Thirdly, the community has suggested the inclusion of e-wallet payment options as a more convenient digital payment method, particularly for general patients. Lastly, the application has been deemed highly beneficial for patients residing far from the hospital, simplifying the queuing process without the need for early arrival.

The successful implementation of the online queue system at RSUD Sawerigading Palopo City demonstrates the importance of striking a balance between community needs and organizational goals. By prioritizing user feedback and community participation in the development and refinement of the application, the hospital has ensured that the system is well-aligned with the needs and preferences of its patient base. At the same time, the queue application plays a critical role in advancing the hospital's broader objectives of enhancing service efficiency, reducing wait times, and improving overall patient satisfaction. By leveraging technology to streamline key processes and optimize resource allocation,

RSUD Sawerigading Palopo City is better positioned to deliver high-quality, patient-centric care and meet the evolving demands of the healthcare landscape.

The Human-Focused principle's application in the queue system at RSUD Sawerigading has yielded significant benefits for the community, while still requiring minor technical improvements and additional features to optimize its implementation. This aligns with the concept of agile governance, which emphasizes the importance of involving the community and focusing on their needs to drive organizational change and improve public services [4]. The hospital's approach also resonates with Safroni [16] assertion that organizations should focus on developing policies and programs that facilitate conducive conditions for community activities and services.

Furthermore, the successful implementation of the Human-Focused principle at RSUD Sawerigading Palopo City is consistent with the participatory principle outlined in Law No. 25 of 2009 concerning public services, which encourages the increased role of the community in the delivery of public services by considering their aspirations, needs, and expectations. By actively engaging the community and valuing their input, RSUD Sawerigading has fostered a sense of appreciation and ownership among the public, strengthening trust in the service provider and demonstrating the hospital's commitment to continuously improving public services based on community feedback.

4. Conclusion

This study has examined the application of the Agile Governance principles of Business-Driven and Human-Focused in the implementation of the online queue system at RSUD Sawerigading Palopo City. The findings demonstrate that the hospital has effectively aligned its strategic decisions with its organizational needs and goals, as evidenced by the successful introduction of the queue application to enhance service efficiency, reduce patient wait times, and improve community satisfaction. The Business-Driven principle has been well-integrated into the hospital's service diversification strategy, emphasizing customer satisfaction and efficient resource utilization. Furthermore, the application of the Human-Focused principle has highlighted the crucial role of community participation in driving organizational change and improving public services. RSUD Sawerigading has actively engaged the community in the development and assessment of the queue application, fostering a sense of ownership and trust among the public. The hospital has demonstrated its commitment to continuously improving its services based on community feedback, aligning with the participatory principle outlined in Indonesian public service law.

However, the study has also identified areas for improvement, such as enhancing network stability, expanding application accessibility to iOS users, incorporating e-wallet payment options, and addressing minor technical issues. By addressing these aspects, RSUD Sawerigading can further optimize the implementation of the queue application and enhance the overall quality of its public services. The successful application of Agile Governance principles at RSUD Sawerigading Palopo City serves as a valuable example for other public service organizations seeking to improve their responsiveness to community needs and adapt to the increasingly technology-driven landscape. The hospital's approach aligns with the concept of agile governance, which emphasizes the importance of involving the community, focusing on their needs, and leveraging technology to drive organizational change and enhance public services.

Future research could build upon the findings of this study by exploring the application of other Agile Governance principles in different public service contexts, such as education, transportation, or social welfare. Additionally, researchers could investigate the long-term impact of implementing Agile Governance principles on organizational performance, community satisfaction, and public trust. Comparative studies across different regions or countries could also provide valuable insights into the adaptability and effectiveness of Agile Governance in various cultural and socio-economic contexts.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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