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Agile Governance in Optimizing Digital Literacy for MSMEs Actors in the Special Region of Yogyakarta

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ABSTRACT

This study aims to evaluate the effectiveness of the Yogyakarta Government's initiatives in enhancing digital literacy among Micro, Small, and Medium Enterprises (MSMEs) as a means to foster Agile Governance. The importance of improving digital literacy for MSME owners is underscored by its potential to drive economic growth in the Special Region of Yogyakarta. Employing a qualitative research methodology with a case study approach, this research highlights the critical role that MSME owners play in stimulating local economic development. The findings indicate that the Yogyakarta Government must adopt a more proactive stance in implementing Agile Governance through comprehensive digital literacy empowerment programs for MSMEs. Notably, digital marketing training has been initiated based on MSME data available on the Sibakul platform. However, challenges persist, as not all MSME owners are registered on this platform, limiting the program's reach. Additionally, the Yogyakarta Government must enhance the digital capabilities of its bureaucracy to effectively support the development of digital platforms. Addressing both external challenges – such as MSME enthusiasm and infrastructure growth – and internal challenges – like the enhancement of bureaucratic digital skills – is essential for the Yogyakarta Government to realize Agile Governance in its operational framework. This research contributes to the understanding of how digital literacy initiatives can serve as a catalyst for sustainable economic development in local governance contexts.

Keywords: Agile governance, digital literacy, MSME

ABSTRAK

Penelitian ini bertujuan untuk mengevaluasi efektivitas inisiatif Pemerintah Yogyakarta dalam meningkatkan literasi digital di kalangan Usaha Mikro, Kecil, dan Menengah (UMKM) sebagai upaya untuk mendorong Tata Kelola Agil. Pentingnya meningkatkan literasi digital bagi pemilik UMKM ditekankan oleh potensinya untuk mendorong pertumbuhan ekonomi di Daerah Istimewa Yogyakarta. Menggunakan metodologi penelitian kualitatif dengan pendekatan studi kasus, penelitian ini menyoroti peran penting pemilik UMKM dalam merangsang pengembangan ekonomi lokal. Temuan menunjukkan bahwa Pemerintah Yogyakarta harus mengambil sikap yang lebih proaktif dalam menerapkan Tata Kelola Agil melalui program pemberdayaan literasi digital yang komprehensif bagi UMKM. Secara khusus, pelatihan pemasaran digital telah dimulai berdasarkan data UMKM yang tersedia di platform Sibakul. Namun, tantangan masih ada, karena tidak semua pemilik UMKM terdaftar di platform ini, yang membatasi jangkauan program tersebut. Selain itu, Pemerintah Yogyakarta harus meningkatkan kemampuan digital aparaturnya untuk mendukung pengembangan platform digital secara efektif. Mengatasi tantangan eksternal – seperti antusiasme UMKM dan pertumbuhan infrastruktur – serta tantangan internal – seperti peningkatan keterampilan digital

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birokrasi – adalah penting bagi Pemerintah Yogyakarta untuk mewujudkan Tata Kelola Agil dalam kerangka operasionalnya. Penelitian ini berkontribusi pada pemahaman tentang bagaimana inisiatif literasi digital dapat menjadi katalisator untuk pengembangan ekonomi yang berkelanjutan dalam konteks pemerintahan lokal.

Kata Kunci: Agile Governance, Literasi Digital, UMKM

INTRODUCTION

MSMEs make an important contribution to the economic structure of the Special Region of Yogyakarta. According to data from yogyakarta.bps.go.id (2020), the structure of Yogyakarta's Gross Regional Domestic Product (GRDP) is dominated by the agricultural sector (12.27%), industry (11.78%), infocom (10%) and accommodation (9, 73%). Meanwhile, these sectors are mostly occupied by MSMEs, both from the agricultural classification with agricultural products, processing industries and food and beverage products as a complement to tourism accommodation in Yogyakarta (yogyakarta.bps.go.id, 2018). The dominance of MSMEs in various sector classifications places MSMEs as the main support for Yogyakarta's local economic growth, reaching 99.56 percent (Ria, 2023). The presence of MSMEs also has an impact on employment, especially micro businesses reaching 58% and small businesses 18%, while the rest are members of medium businesses.

Even though the Yogyakarta regional economy depends on MSMEs, their existence is threatened by various problems faced in running their businesses. Based on data from the Central Statistics Agency in 2017, it shows that 95.67% of MSEs have not yet incorporated legal entities, 81.66% do not use the internet to develop their business, and 87.22% do not form partnerships with other stakeholders. The low percentage of MSEs with legal entities is downstream from the problems of UMKM data collection in Yogyakarta which is not evenly distributed. Meanwhile, data collection on MSMEs is the main capital in uncovering the problems they face (Ari, 2021). MSMEs that are registered and joined in the business community under the auspices of the government will make it easier for them to obtain information related to business assistance, capital assistance and increasing the capabilities of MSME players.

MSME players in Yogyakarta also still face problems in marketing their products. Conventional product sales techniques are unable to compete with the digital marketing strategies that have been widely used in recent years. Low digital usage, the dominance of MSME actors from generation X and the low educational history of MSME actors influence the digitalization process of MSMEs in Yogyakarta.

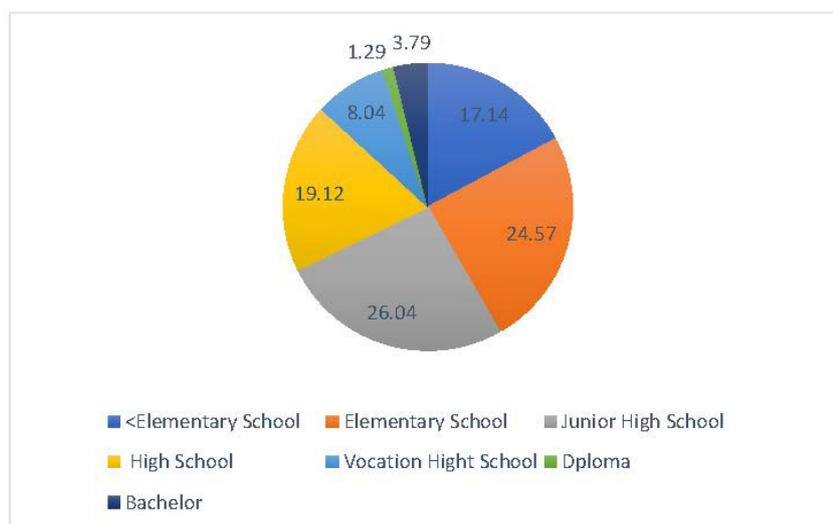


Figure 1. Educational history of MSME actors in Yogyakarta
Source: (Badan Pusat Statistik, 2020)

MSMEs in Yogyakarta are mostly people who have graduated from elementary school (24.57%), middle school (26.04%), high school (19.12%), and even those who have not completed elementary school (17.14%). The condition of human resources for MSMEs in Yogyakarta with limited capabilities makes it difficult for them to adapt to current developments, innovate and develop their businesses to be competitive. Meanwhile, the innovation of the Sibakul Jogja Platform which is proposed as a solution to overcome the problems of data collection and assistance with the digitalization of MSMEs in Yogyakarta has not yet fully reached MSME actors evenly. It was stated in a survey conducted by Hakim et al. (2020) stated that some MSMEs in Yogyakarta have not benefited from using the Sibakul Platform both in terms of capital, assistance and digitalization.

The worst consequences occur if the existence of MSMEs experiences degradation, which will have an impact on local economic growth in Yogyakarta. Yogyakarta Government intervention is very necessary in reviving the existence of MSMEs through policies and programs. The critical analysis in this research will examine the MSME assistance policies and programs implemented by the Yogyakarta Government which are elaborated with the Agility concept. The urgency of this research stems from the anxiety of MSME players in facing threats in developing their business in a disruptive era, while the existence of MSMEs has a big influence on the stability of economic growth and supporting the tourism sector in Yogyakarta.

LITERATURE REVIEW

Agile Governance

The Agile concept is a concept that developed in the fields of business and management which is now trying to be transformed in the fields of government and public management (Mergel, Ganapati, & Whitford, 2021). According to Luna, Kruchten and de Moura in (Halim et al., 2021) agile government is the ability to adapt and respond quickly to dynamic changes combined with the ability to manage to produce better value. Agile government is also defined as the Indonesian bureaucratic paradigm in public services which projects the government to be able to solve public problems adaptively, flexibly, precisely and quickly (Mutiarin et al., 2021; Atmojo et al., 2022). (Joseph, 2017) added that Agile government is a government that is adaptive, responsive and flexible in solving public problems.

Several previous studies discuss Agile, such as (Meiwanda, 2020) discusses Agile government in the smart city concept which places the government to minimize delays in public services by providing faster and more responsive services. (Abiel & Setyowati, 2021) reinforces that Agile government is not just a concept, but needs to be implemented well to improve the quality of public services in central and regional governments that are free from maladministrative practices. This is different from (Jarbandhan, 2021) who views agile as a form of collaboration. His research states that to achieve agile government there needs to be collaboration between government, academics and non-government actors.

Meanwhile, research (Looks, 2022) highlights the agile paradigm in the context of digitalization. His research found that government digital transformation can help it provide excellent, effective and responsive services as this is a form of agile government. Looking at several previous research focuses related to agile government, the author found interests and gaps in the research to be conducted. This research will focus on implementing agile government through digital transformation in increasing the existence of MSMEs after the Covid-19 pandemic.

Digitalisasi Bisnis

Digitalization is implied as the use of digital technology in a business management model that increases the process and value of involving technology itself (Vivek & Chandrasekar, 2019). Digitalization is defined as the involvement of technology in improving business operations, where a company's business model can change through digital integration (Verhoef et al., 2021). Based on this definition, the digitalization of MSMEs is an effort to introduce MSMEs to the use of digital both in production processes and market and financial management (Suliswanto & Rofik, 2019). Digital technology helps MSMEs penetrate national and international markets through an effective and efficient promotion process (Aditya Arie & Muhammad Fikry, 2021). Several studies discuss the digitalization of MSMEs, as (Watini, Latifah, Rudianto, & Santoso, 2022) state

that digital marketing such as social media, online shops, website blogs and online payments make it easier for customers to find and access these businesses.

Digitalization of MSMEs in terms of marketing has also been proven to improve marketing performance (Baharuddin, Oudina, Seppa, Putra, & Iskandar, 2022), which has a positive impact on MSME profitability. (Redjeki & Affandi, 2021) added that digital presence helps MSMEs along with the various types of digital marketing available. His research also maps the obstacles faced by Indonesian MSMEs in applying digital to their businesses, namely low digital literacy, lack of facilities and inadequate infrastructure. This finding is reinforced by (Ramdan, Pramiarsih, Herdhiana, Zahara, & Lisnawati, 2022) who found that the challenge of digitalizing MSMEs is the inability of MSMEs to apply digital technology as a marketing strategy. Some of the research above seems to focus its study from the perspective of digital influence on marketing performance and the challenges faced by MSMEs in implementing it. This is different from this research, where the author will focus on the government's efforts to manifest digital MSMEs in the context of Agile Government.

RESEARCH METHODS

This research uses descriptive qualitative methods with a case study approach in Yogyakarta. The choice of this method is adjusted to the research objective of conducting an in-depth study of the phenomenon being studied (Aspers & Corte, 2019). The data collection technique for this research is based on primary data through in-depth interviews and is complemented by secondary data taken from online mass media, official government data and previous research in the last five years. In-depth interviews were conducted with the Yogyakarta Cooperatives and SMEs Service and the Yogyakarta Regional Development Planning Agency in the economic sector, the Yogyakarta Special Region Trade Service. In-depth interviews are needed to examine research objects through questions developed based on information provided by informants (DiCicco-Bloom & Crabtree, 2006). Meanwhile, secondary data is placed as a complement and validation of primary data, where secondary data can be taken from online media news, government websites and previous research that is relevant to the research topic.



Figure 2. Research Data Collection and Processing Process

Source: Author, 2022

In the data processing process, primary data will be collaborated with secondary data to increase the validation and accuracy of research results. The data analysis technique in this research uses an interactive model technique developed by (Miles et al., 2018) which consists of three stages, namely data reduction, data visualization and drawing conclusions. Data reduction is the stage of sorting data according to the indicators and parameters in the theory used in this research. Data display is the stage of presenting data as findings in research. while drawing conclusions is the stage in drawing common threads based on data found as a result of the research carried out.

RESULTS AND DISCUSSION

Government Capabilities

The circulated economics of Yogyakarta concludes with tourism and supporting systems inside, such as MSME activities. The Yogyakarta Government encourages to development environment that is MSME-friendly because the MSME performance has a significant impact on the local government income. The Yogyakarta Government's support for the growth of resilience MSME can evidenced by the availability of regulation related to MSME empowerment to stimulate local economic growth, although there is not detailed regulation on digital literacy for MSME owners.

Table 1. Local Regulation in Yogyakarta Concerning MSME Empowerment

Regulation	Purpose Related to Digitalization
Local Government Regulation 9/2017 concerning on Creative Industry and Micro Business Empowerment and Protection	Local Government should provide information technology infrastructure and give training to improve digital literacy for MSME owners
Governor Regulation 68/2015 concerning on the Job Description and Function of Cooperation, Micro, Small and Medium Enterprises Agency	Article 13: Local government should empower MSME owners through technology and device support. Article 15: Local government should facilitate digital marketing training based on technology uses

The lack of detailed regulation as a reference to the empowerment implementation impacts to operational system. The Yogyakarta Government is required to arrange System Operational Procedures (SOP). Moreover, according to The Local Mid-Term Development Planning (RPJMD) in periods 2022-2027, this study did not find the strategic planning focusses on digital training programs to increase digital literacy for MSME owners in

detail. This phenomenon shows digital literacy has not been prioritized by The Yogyakarta Government. The Local Mid-Term Development Planning (RPJMD) in periods 2022-2027 only focuses on the MSME development in the tourism area, organization, production, and marketing.

Business Operation

The DIY government has a special platform for digitizing MSME owners, namely Sibakul Markehub. The Sibakul platform operates to stimulate digital marketing as a training platform for using digital devices in the marketing process. Sibakul Jogja also functions to collect MSME data and as a basis for providing training according to needs. In addition, the Sibakul function can be used to facilitate the integration and utilization of MSME data in the Special Region of Yogyakarta. So that with the integration and utilization of this data, it will greatly facilitate the government, entrepreneurs and stakeholders in mapping the potential and challenges faced by MSME actors in the Special Region of Yogyakarta, in addition, the ease of this data will be very useful for the government in formulating or taking policies that support MSME actors (Wahyudi, 2023).

Sibakul Jogja helps Agile governance in implementing the concept starting from unconditional and unpredictable conditions. Agile governance helps subjects to be able to adapt to challenges and changes. Learning from the Covid-19 pandemic, many MSME owners have fallen because they are unable to adapt to change. Therefore, the indicator of business progress is to stimulate the government's readiness to face these opportunities. Based on the data we obtained, the number of MSME actors using Sibakul is increasing every year. Of course, this is a success story for the Yogyakarta Special Region government because with Sibakul, many MSME actors have finally begun to realize that business using technology is very important. In addition, this success is also due to the use of the data used by the government to make policies and programs and training that are right on target, so that MSME actors feel helped in terms of improving skills and product marketing. The following is evidence of the increase in data on MSME actors entering Sibakul every year.

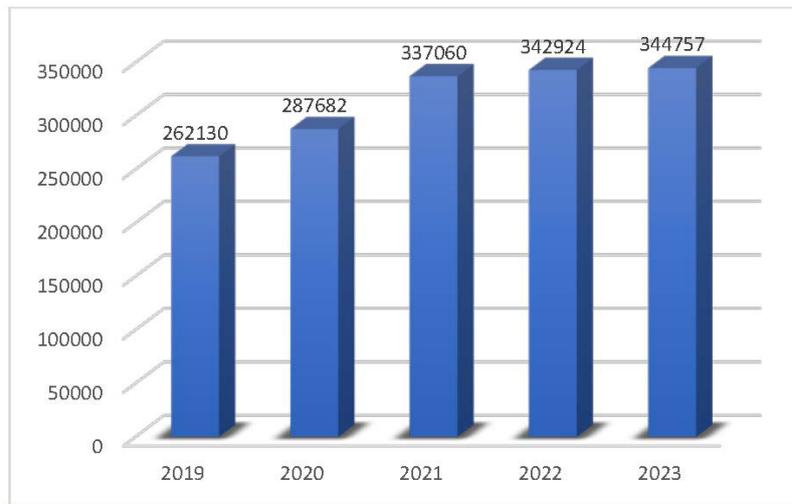


Figure 3 SMEs Actor Data

Source: Processed by Researchers from sibakuljogja.jogjaprov.go.id (2024)

Based on the data above, it shows that the data unification method through Sibakul in the Special Region of Yogyakarta can be considered a success because every year there is an increase in data on MSME actors who enter and register in Sibakul. Although if we look at it, it cannot be said to be successful in increasing digital literacy for MSME actors, but with the increase in the use of the Sibakul application, it shows that there is a success story from the government. Although there has been an increase, the Yogyakarta Special Region Government also admits that the provision of training to MSME actors has not been maximized.

Although there has been an increase in the use of Sibakul and Sibakul Markethub aimed at improving digital marketing for MSME owners in Yogyakarta, this goal has not been achieved. The Yogyakarta Government through the Yogyakarta Special Region Cooperative and MSME Service provides digital marketing training only based on MSME numbers taken from the Sibakul Platform. Meanwhile, MSMEs whose data was taken from the Sibakul Platform in 2023 were only 2,324 out of 261,634 MSME owners who joined the marketplace. This shows that in the context of improving skills, especially digital marketing, there is still a need to improve for MSME actors. This is of course due to limited resources to provide training for all MSME owners.

Moderator Factor

The moderator indicator factor discusses the infrastructure and human resources of the organization to support Agile governance through increased digital literacy of MSME owners. Yogyakarta as an education and tourism city should fulfill the several aspects to

encourage the potency inside. The paradox is showing The Yogyakarta Government still facing old problems such as infrastructure as a supporting system for tourism activities. In several areas of Yogyakarta, the internet is inaccessible, and difficult for the community to access the information through the internet. MSME is one complement who feels that difficulty especially to support digital marketing. While digital marketing had a significant effect on customer's purchase intention (Alwana & Alshurideh, 2022). Digital marketing also defined in social media uses to assisting product promotion that impacts to purchasing decision the MSME's product (Erlangga et al., 2021).

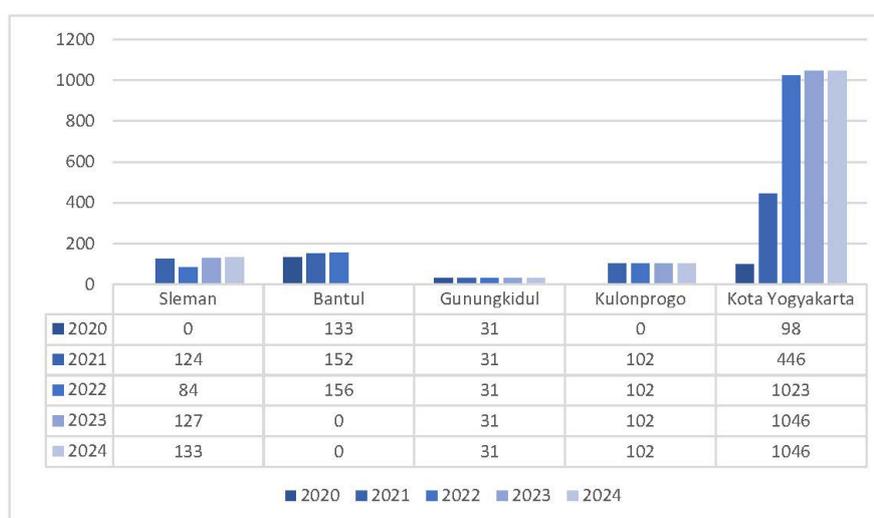


Figure 4. Wireless Network Distribution in Yogyakarta
Source: (Bappeda DIY, 2024)

Figure 4 presents that internet access does not distribute well in the regencies of Yogyakarta. Disparity of internet access centralized in the middle of Yogyakarta such as Yogyakarta City and Sleman Regency. In contrast to Bantul, Gunungkidul, and Kulonprogo Regency, which have stuck progress in internet access development. This condition increases the inequality of digital marketing progress of MSME owners in that area because of the internet access limitation and unable to operate the digital device. Inaccessible internet access affects to capability level of operating digital devices because they are rarely used. The same things related to digital marketing ability as proposed by (Herhausen, Mioèeviaè, Morgan, & Kleijnen, 2020) that digital knowledge had a positive significance to digital marketing capabilities. Moreover, the majority of MSME owners are comprised of the baby boomer generation who are not familiar with using digital devices. The Yogyakarta Government must conduct more digital marketing and internet operating training more massive in marginalized areas such as Bantul, Gunungkidul, and Kulonprogo Regency.

With data showing that internet access in the Special Region of Yogyakarta is not evenly distributed, the government has several strategies to improve internet infrastructure. This improvement is certainly one of them to help socialize Sibakul for MSMEs and improve digital marketing training for MSMEs in the Special Region of Yogyakarta. Of course, in improving this infrastructure, the DIY government does not do it alone but collaborates with local governments to reach all access areas that are not yet covered by the internet. Where based on the statement (Imam, 2022) that to improve Jogja Smart Province, the provincial government collaborates with districts and cities in the Special Region of Yogyakarta. In addition, the Provincial Government of the Special Region of Yogyakarta is also building digital infrastructure by providing internet networks in 156 agencies in the Special Region of Yogyakarta, 75 free wifi locations for the public and tourist attractions and 71 free wifi locations for MSMEs, as well as the availability of 438 internet networks in villages and High Schools throughout the Special Region of Yogyakarta (Imam, 2022).

The diversity of human resources in the local government agency of Yogyakarta is another challenge to realizing Agile governance and encouraging digital literacy for MSME owners. Most team leaders in government service agencies in Yogyakarta consist of the baby boomer's generation, who have strategic positions in making the decisions and planning for local government in the future including MSME digitalization management. The baby boomer generation rarely adopted the internet and unknown the urgency of internet use for increasing enterprises performance and marketing. This condition is one of the reasons, The Yogyakarta Government does not prioritize digital literacy programs because the digitalization of enterprises is considered not important things.

CONCLUSION

The Yogyakarta Government is required to be more serious about realizing Agile governance through the MSME digital literacy empowerment program. The program begins with regulation as a reference to the implementation stage, meanwhile, The Yogyakarta Governance does not provide detailed regulations to manage digital empowerment in the field. One of the programs of the Yogyakarta Government to increase digital literacy for MSME owners is digital marketing training, which is held according to MSME data in the Sibakul platform. At the same time, not all MSME owners in Yogyakarta are retrieved in the Sibakul Platform because of some factors: the lack of capability to use the Sibakul platform, disparity of internet infrastructure in some areas of Yogyakarta, and the Sibakul platform campaign less massiveness. Digital marketing training that is not distributed well affects digital literacy programs not implemented well. The Yogyakarta Government also needs to grow up whole of its bureaucrat capabilities to develop the digital platform. The big challenge in external (MSME enthusiasm and infrastructure

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