CHAPTER I
INTRODUCTION

1.1. Background

The issued problem in this research is related to the governance of public services provided by the Surabaya City Government through the Surabaya Social Service serving the residents in making non-health certificates of poverty (SKM). In providing services, each region has different innovation. For example, in the city of Surabaya the innovation used is e-service. Surabaya e-service is a web-based application that aims to facilitate services to the citizens of Surabaya. With this e-Service, the people in Surabaya do not need to administer the non-healthy SKM as difficult as before, which they have to come to the village as the first step. However now you only need to access online. The people can open the e-service through Google, and it can be accessed easily. From the explanation above, it can be inffered that e-service are a public service innovation that is different from other regions because of the convenience of usewich it is only through the web without downloading the application, Moreover this e-service can make it easier for the people to make non-health SKM online without coming to the government office.

Public services in the city of Surabaya from year to year are getting better. With this e-Service, it is expected that it can help the community managing their non-health SKM properly. In addition, this e-Service are not only used for making non-health SKM but also seeing whether the citizen is registered as a recipient of support service (*bansos*) or not. Surabaya residents can also see

what kind of assistance they will get if they are registered as recipients of social assistance. In addition, this e-Service can find out whether these residents are low-income people (MBR) or not. This e-Service was just launched on September 5, 2021. In this pandemic situation, the Surabaya City government can launch public service innovations such as this e-Service. It is not easy to issue a new innovation during a pandemic. However issuing this e-Service innovation during the pandemic can help the people of Surabaya administering it online. Thus, it can break the chain of the spread of COVID-19 so that it helps reducing the number of COVID-19 cases in the city of Surabaya. In addition, on September 5, 2021 PPKM was held and also the number of COVID-19 cases in the City of Surabaya at that time increased. Therefore, this e-Service can help the community and the Surabaya City Government.

Positive cases of COVID-19 found in the City of Surabaya were on September 5, 2021. There were 65,793 cases (Surabaya in 2020). Regarding the large number of cases, the launch of e-service is expected to help reducing the number of COVID-19 cases because using e-service, the people can simply administer it online. Thereby, reducing meetings between citizens and government officials can be initiated, so it attempts to break the COVID-19 chain. Even though 3 e-service have just been launched, the application can have many benefits for the residents and the Surabaya City government. One of the benefits is to prevent COVID-19 and also to facilitate public services in the city of Surabaya. According to data from the Central Statistics Agency in 2021, Surabaya's poor population is 5.23% or 152,489 people.This number has increased, compared to 2020, when it was only 5.02%. Thus, the increase from

2020 to 2021 is 0.21% (Mubyarsah, 2022). Therefore, people who are MBR residents will get assistance from the Surabaya City government. By checking on e-service, the people can find out whether they are MBR residents or not and whether they get social assistance or not. They can even find out what kind of social assistance they will get.

Before making an application letter for SKM, the residents must first create an account by filling their ID number, email address, phone number, and password. This account is used to enter the main page of the application. To activate an account, the user must upload a file in the form of ID card and a family card (KK) for the earlier verification. If the data is successfully verified, users can apply for SKM by selecting the SKM menu on the main page of the application. Through this application, citizens can apply for various types of non-health SKM, including SKM for Education, SKM for Legal Aid, SKM for Application and Extension of Flats, and SKM for Fines for Birth Certificates, as well as SKM for Relief from PBB(Property Tax), BPHTB (Duty on Acquisition of Rights to Land and Building), and PDAM(Local Water Company). Meanwhile, the health SKM has been covered by all hospitals (RS) and health centers, including private hospitals in collaboration with the Health Services (*Dinkes*), so there is no need administer the health SKM. If the account is already active, the applicant must fill in the personal ID Number (NIK), the ID Number NIK of the head of the family, and telephone number. Applicants are also asked to upload a scanned family card file and a scanned certificate from the relevant agency according to the type of SKM application selected. After that, the District Office will verify the data that has been entered into the

database. Then, after the verification process is complete, it will conduct a household survey. Then, the data will be processed by the Social Service through the Surabaya City Government's E-Data Update application. The data verification process itself takes place within two working days of being validated by the District Office. The results will appear later, whether the residents are included in the low-income community (MBR) or not. If so, then the social service will publish the SKM, and it can be downloaded in the form of a PDF file. Residents can also use the Social Service based on e-service application to check on issues related to social support services (*bansos*) and the status of MBR. Thus, by providing convenience for residents with only one application, they can access various services provided by the Surabaya Social Services (Surabaya, 2021).

During the COVID-19 pandemic, it is not easy to make public service innovations because the government in each region will more focus on how to deal with COVID-19. Meanwhile the Surabaya City Government can implement the latest public service innovations, which can help the community when experiencing difficulties during the COVID-19 pandemic. Public service innovation can perform well, depended on the governance of the local government itself. For example, in the city of Surabaya, manages public services with effective and efficient governance. This increases the ability of the organization to perform cost efficiently and increase the pace and accuracy in exploiting opportunities to take innovative and competitive actions, or Agile Governance (Pei-Ying Huang, 2014). With this agile governance, it can help

the Surabaya government provide the best public services during the COVID-19 pandemic because of the need for responsive handling.

Therefore, the researcher is interested in studying further about "e-service as a public service innovation in an agile governance perspective" based on a case study of public service innovation, focusing on e-service in the City of Surabaya. Furthermore, this innovation can be the example for regencies/cities around Surabaya to be able to implement this innovation in their respective areas.

1.2. Problem Formulation

Based on the background described above, this study formulates the problem that the Surabaya City government has launched a web-based application, namely e-service which can help make the people easier to process non-health SKM applications. Since during this pandemic everything is done online, this application is beneficial to use. Hence, the responsive governance is needed, namely agile governance. Therefore, this study formulates the problem: **"How is do the e-Service provide services to the people in Surabaya in making non-health SKM through agile governance model ?"**

1.3.Research Objectives

This study aims to examine the Surabaya City government in providing services through e-service for making non-health SKM used by Surabaya residents through agile governance models.

1.4. Benefit of Research

1.4.1. Theoretical benefits

a. This study is beneficial for the community to be able to recognize more clearly how the Surabaya City government provides services to the citizens of Surabaya.

b. This study is useful for the community to be able to understand more clearly what e-service are.

1.4.2. Practical benefits

a. This study is expected to be able to provide the example of providing services to its citizens in other cities or regions.

b. This study is expected that many governments will be more responsive when providing the best services to their citizens in other cities or regions.

1.5. Literature Review

Tabel 1.1

The list of related studies review

Researcher	Title	Results
(Apriliyanti, Latif, & Mutiarin, 2021)	The Cultural Narrative of Arek Suroboyo and the Covid-19 Pandemic: An Agile Governance Perspective in the City of Surabaya	With decentralization, policies in the regions are affected by the strategy of the Central Government. Based on the Central Government Instructions, the policy for handling Covid-19 in the City of Surabaya includes promotive, preventive, curative and rehabilitative efforts. Meanwhile, the dominant concept of agile governance in this policy is "based on quick wins" which one policy stimulates other policies. By using this effort, the City of Surabaya has passed the first wave of Covid-19 in its area.
(Halim, Astuti, & Umam, 2021)	Implementation of Agile Governance Principles Through PIKOBAR Applications in West Java Province	The implementation of agile governance in the West Java provincial government is considered not optimal because there is still a need for improvements to the Pikobar Application. Thus, with the results of the analysis of the principles of agile governance, it is hoped that it can be one of the efforts to continue improving services to the community and to provide convenience even though they are currently in a health crisis.
(Putra, 2018)	Public Service Innovation in the Era of Disruption (Study on the Sustainability of E-HEALTH Innovation in the City of Surabaya)	E-Health innovation has met the standard to be sustainable innovation according to Stevels' theory, by looking at factors, such as redesign, alternative products, and existing systems and by almost fulfilling all the aspects needed for an innovation in

		the era of disruption according to Clayton M. Christensen's theory by looking at the aspects such as information technology, added value and information technology, expects the sharing economy aspect is still in the process of development.
(Kurniawan, 2016)	Innovation in the Quality of Local Government Public Services	Public services are the most visible measure of government performance. The public can directly assess the government's performance based on the given services. For this reason, the quality of public services in all ministries/agencies is a fundamental matter that must be improved immediately. To improve public services, KemenPANRB implements a policy that 2014 is the year of public service innovation. All government agencies, both at the central and regional levels, are expected to be able to come up with a creative idea or answer to the way public service works. KemenPANRB collects and assesses the innovations that have been carried out in several agencies throughout Indonesia
(Yanuar, 2019)	Public Service Innovation (Case Study: Public Safety Center (PSC) 119 Bantul Regency as a Health and Emergency Service)	Public Safety Center (PSC) Service Innovation 119 Bantul Regency has a fairly good quality seen from various aspects such as Access, Reliability, Responsiveness, Competence, Courtesy, Communication, Credibility, Security, and Understanding the citizen. In this case, the advantages of the PSC 119 service are the ease of accessing existing services, namely by simply calling the number 119 or the local telephone number (0274) 2811119. Then the medical team immediately goes to the location, plus, with a service system that is on standby 7 24 hours a day, so this service can be accessed whenever a caller or victim is in the administrative area of Bantul. These three things make PSC 119 services in Bantul Regency different from existing public services. So, this service can be a service innovation and can

		meet the needs of health and emergency services that exist in the community.
(Atthahara, 2018)	E-Government-Based Public Service Innovation: A Case Study of the Ogan Lopian Application of the Office of Communication and Information in Purwakarta Regency	The Ogan Lopian application launched by the Information and Communications Office of the Purwakarta Government still requires maturation and stabilization in terms of technology, information, and communication infrastructure resources, as well as human resources for managing, can support the success of the e-government. Apart from the various shortcomings of implementing e-government through the Ogan Lopian application, this can be used as an example for other local governments who want to innovate in the implementation of public services in their regions.
(Haqie, Nadiah, & Ariyani, 2020)	Suroboyo Bus Public Service Innovation in Surabaya City	The Surabaya bus is presented very smartly to save residents' expenses. To ride this Surabaya bus people no longer need to pay a penny, because to ride this suroboyo bus-only plastic waste is needed to be exchanged for ticket. Moreover, this Surabaya bus transportation is also very comfortable and luxurious, the interior and cleanliness are always maintained. With this transportasion, suroboyo will also reduce the number of traffic jams. Even though traffic jams still occur, at least with the existence of the Suroboyo bus, it has an impact on reducing motorbike and car riders. However, it has not been completely successful. In addition, to reducing plastic waste, the use of fuel oil can also be relatively reduced and congestion will be reduced.
(Kristanto, 2018)	Public Service Innovation to Realize E-GOVERNMENT (Case Study of the Implementation of the Hendi Report Application)	The Hendi report application and the Laporhendi portal has not been supported by the adequate devices, because those researchers try to enter the portal to open the page it takes a long time and in it only provides a link to go to other links. This is certainly not effective for the user. This application had been operated since 2016, but in fact, it did not have a concrete effect on several public services, such as in

		handling violence against children and women. The number of cases of violence was still increasing from 2016 to the first trimester of 2017.
(Putra, 2017)	Evaluation of Community Participation in E-GOVERNMENT Public Services in Boyolali Regency	The results showed that the factors that influence the low level of public interest in the participation of using online permits are public knowledge about low socialization of online licensing, the ability of the community to use supporting facilities/infrastructure that is not optimal yet, the quality of the internet network is inadequate in some areas, low online services, and the awareness of people who want to change but is not in line with the attitudes of people who want to use online licenses.
(Dharmanu, 2017)	Modernization and Innovation in Public Services Through E-Government in Denpasar City	The research results are facing the challenges of financial income from taxes in alleviating poverty and prospering the people. Sewaka dharma must be able to be fully actualized, not only in a regional symbol/motto or slogan. Sewaka dharma needs to be the basis for future services and policies with clear goals and objectives to give meaning and color to the bureaucracy in particular in the city of Denpasar and in general in Indonesia.
(Surdin, 2016)	Analysis of E-Government Implementation Feasibility of Public Service in Agrarian Field at Pinrang Regency	The results indicated that the feasibility of implementing e-government at the Land Office of Pinrang Regency is not optimal, because the organization of the Land Office of Pinrang Regency has not been supported by local government regulations regarding the implementation of e-government. Furthermore, however, the readiness of Human Resources has been supported and the readiness of Infrastructure has been adequate.
(Jalma, Putera, & Kusdarini, 2019)	E-Government by Utilization of OpenSID Web in Public Services in	Utilization of the OpenSID web in Nagari Tanjung Haro Sikabu-Kabu Padang Panjang is still relatively new in Fifty Cities District and is an initiative (innovation of public services) Nagari. Furthermore, to take advantage of the OpenSID web, Nagari has gone through several stages of the public sector

	Nagari Tanjung Haro Sikabu-Kabu Padang Panjang	innovation process. The use of the OpenSID web in improving public services has been going well, and it can be seen from the dimensions of public sector web analysis.

According to Apriliyanti, Latif, and Mutiarin (2021), in implementing the policies of the Surabaya City Government in handling Covid-19 in the form of agile governance, The participation of the people is needed because the worst impact is that the Arek Suroboyo culture or this *cangkrukan* has the potential to create a second wave of Covid-19 in the city of Surabaya (Apriliyanti, 2021). Meanwhile, according to Halim, Astuti, & Umam (2021), the implementation of agile governance is expected to make governance more responsive to various challenges and dynamic environmental conditions. However, in the use of the Pikobar application, the application of agile governance is still not optimal. Thus, accuracy is needed in applying the concept of agile governance (Halim, 2021). Furthermore, according to Putra (2018), the application of this service provides several benefits for patients and health care workers such as making it easier for patients to queue without having to come to the location, to make medical referrals, data where everything is recorded into big data that has been integrated (Putra, 2018). Meanwhile, according to Kurniawan (2016), Public services are the most visible benchmark of government performance. The public can directly assess the government's performance based on the services it receives (Kurniawan, 2016).

Based on Yanuar (2019), this PSC service is integration between the Central Government through the 119 National Command Center located at the Ministry of Health and the Regional Government through the Public Safety Center (PSC) in each Regency/City. The innovation in this service is due to its uniqueness with a ball pick-up system and free of charge (Yanuar,

2019). In addition, Atthahara (2018) say that the digitalization era which is developing rapidly in the fields of Technology, Information, and Communication in the world today has an impact on the administration of internet-based government or electric government at the central level to the regional government level (Atthahara, 2018). Meanwhile, based on Haqie, Nadiah, & Ariyani (2020), Public Service is a benchmark for the success of government performance in front of the community. Government performance can be seen from the community with the category of whether or not a service is provided and how the government provides breakthroughs related to a problem that exists in the region or region (Haqie, 2020).

Kristanto (2018) mention that Lapor Hendi is an online-based application and is intended for the people of Semarang City who have aspirations or problems in public services in Semarang City (Kristanto, 2018). Meanwhile, according to Putra (2017), demands for bureaucratic reform bring information technology to take part in the government, especially in public service innovation. Bureaucratic reform is carried out through the E-Government Policy. In this case, public service innovation is carried out with an online system (Putra M. T., 2017). Likewise, According to Dharmanu (2017), Public services are an important part of the role of the bureaucracy as a public servant. The dynamics that occur in society become a challenge for the bureaucracy. Bureaucratic reform is a demand, namely through innovation in public services which is done to provide satisfaction to the community (Dharmanu, 2017). Meanwhile, based on Jalma, Putera, & Kusdarini (2019) as a form of an e-Government development initiative,

Nagari Tanjung Haro Sikabu-Kabu Padang Panjang has an initiative in the form of using the OpenSID web application. However, in its implementation, there are still shortcomings and problems in the OpenSID implementation process (Jalma, 2019). Meanwhile, Surdin (2016), say that the readiness of the Pinrang Regency Land Office Organization in implementing governance has been supported by regulations and policies issued by the Central Government, then followed by the issuance of policies in the Land Sector, but has been not supported yet by the Regional Government which regulates in detail the implementation of e-government in Pinrang Regency (Surdin, 2016).

Filling the gaps in previous studies is the goal of carrying out reforms in research. Considering several things from previous studies, the researcher can conclude that: 1) previous studies on public service innovation in an area focused more on applications to be the best at the city or regional level but in this study more focused on the best service to the community. 3) In previous studies that used the concept of agile governance, there was not much about public service innovation at the City level. Therefore, this research fulfils the void of previous studies with the theme **"e-service as a public service innovation in an agile governance perspective".**

1.6. Theoretical Framework

1.6.1. Theory Agile Governance

Agile Governance is the ability of an organization to be able to perform cost efficiently, and increase the speed and accuracy in exploiting opportunities to make innovative and competitive actions (Pei-Ying Huang, 2014). In addition, Agile Governance appears in the organizational area and encourages people to apply agile organizational governance to improve organizational performance and productivity processes (Luna, 2014). Therefore, in this study, Agile Governance is really needed because with this pandemic condition, the government's response is needed in providing the best public services for the community. According to Luna, Kruchten, and Moura (2014), Agile Governance has six principles, including:

1. Adequate governance: the level of governance should always be adapted to the context of the organization.

2. Business-driven: business should be the reason for every decision and action. With conditions like this pandemic, the economy is one of the impacts that people feel the most.

3. Human-focused: people must be respected and given space to participate in government.

4. Based on quick wins: success achieved quickly should be celebrated and used as the motivation to get more stimulation and results.

5. Systematic and Adaptive Approach: the team must be able to develop intrinsic capabilities to be able to respond to changes quickly and systematically.

6. Simple design and continuous improvement: the team must be able to deliver fast results and always improve.

With the 6 principles of agile governance above, it is expected that it can help the researcher to answer the formulation of the problem above and also help researchers and the public to find out how the governance of the Surabaya government in providing services through online e-service. Therefore, in the concept of agile governance, the government is required to be agile in dealing with existing and unexpected developments. Thus, the government can adjust and take appropriate and innovative actions according to changes or situations that occur in the area.

1.6.2. Public Service Innovation

Innovation is a new invention that is different from existing or previously known ones. people or entrepreneurs who always innovate, then he can be said to be an innovative entrepreneur. Someone innovative will always try to make improvements, present something new/unique that is different from the existing ones. The definition of innovation in the field of public services is a creative idea of technology or new ways in service technology or updating existing ones in the field of service technology or creating breakthroughs or simplifications in the fields of rules, approaches, procedures, methods, or service organizational structures whose benefits have added value both in terms of quantity and quality of service. Innovation in public services does not require a discovery but can be a new approach that is contextual in the sense that innovation is not limited from

anything then innovation ideas and practices emerge, but can be in the form of innovations resulting from the expansion of quality improvement of existing innovations. Creativity and innovation is an ability to move less productive resources into productive resources to provide economic value (Djamrut, 2015). Djamrut (2015) mention that innovation has several characteristics, including:

1. Having a specificity/special means that innovation has a distinctive characteristic in terms of ideas, programs, arrangements, systems, including the possible expected results.

2. Having the characteristics or elements of novelty, in the sense that innovation must have the characteristics as a work and the fruit of thought that has a level of originality and novelty.

3. Having the innovation program is carried out through a planned program, in the sense that innovation is carried out through a process that is not rushed, but innovation is carefully prepared with a clear and planned program in advance.

4. Having the innovation that is rolled out has a purpose; the innovation program carried out must have a direction to be achieved, including directions and strategies to achieve these goals.

While public service is an effort made by a person/group of people or certain institutions to provide convenience and assistance to the community wherein its implementation prioritizes the public interest, facilitates public affairs, shortens the time for carrying out public affairs, and provides satisfaction to the public which is divided into several basic

forms. i.e. Equal services to all, proportionally equal services to all, unequal services to individuals according to the relevant differences. It can be concluded that public service is prioritizing the public interest, facilitating public affairs, shortening the time for carrying out public affairs, and providing satisfaction to the public (Djamrut, 2015). According to (Syafiie, 2003) service consists of three main elements, including:

1. Relatively lower cost.
2. The time to work is relatively fast.
3. The quality provided is relatively good.

Therefore, it can be concluded that innovation in public institutions can be interpreted as an effort to bring new things or new ideas into implementation, which is characterized by changes in steps that are large enough, last long enough, and on a fairly general scale so that the implementation process has a considerable impact on the organization and governance of organizational relationships. Innovation in public services is not only seen from the product, but it can be seen from the relationship between service providers and service recipients. This can also be seen from the organization's relationships with other organizational partners. The definition of innovation in public services can be defined as achievements in achieving, improving, and enhancing the effectiveness, efficiency, and accountability of public services produced by new approaches, methodologies, and/or tools in public service initiatives (Kurniawan, 2015).

1.6.3. E-Government

E-government is the process of utilizing information technology as a tool to help run the government system more efficiently. Therefore, when looking at e-government, don't get hung up on the 'e' element alone, but what is more important is the process and running of government through internet facilities or online media. Hence, there are two main things in the definition of e-government above, first is the use of information communication technology (one of which is the internet) as a tool. Second is the purpose of its use so that the government can run more efficiently. Through the information technology/internet, all processes or procedures that exist in the government can be passed more quickly by the rules of the game that have been set. E-government does not mean changing the way the government deals with the public. In the concept of e-government, people can still contact service posts, talk on the phone to get government services, or send letters.

E-government only functions in the context of the use of information technology that can improve relations between the government and other parties. In the implementation of e-government, information, communication, and transactions between the public and the government are carried out via the internet. So, there are several benefits generated, such as communication in the administrative system takes place in hours, not days or weeks. This means that government services to the community are very fast, service and information can be provided 24 hours in a day, seven days a week. Information can be searched from

the office, home, even mobile anywhere without having to physically come to government offices or public service places. Acceleration of service speed also means saving in time, energy and resources (Sosiawan, 2008).

According to Sosiawan (2008), the e-government model applied in foreign countries is to use a four-stage development model which includes:

a. The first phase is in the form of a website appearance (web presence) which contains basic information needed by the community.

b. The second phase, the interaction phase, is that the content of information displayed is more varied, such as download facilities and e-mail communication on government websites.

c. The third phase, which is the transaction phase in the form of applying the application/form to online, begins to be implemented.

d. The fourth phase, the transformation phase in the form of integrated services, not only connects the government with the community but also with other related organizations (government to intergovernmental, non-government sectors, and the private sector).

1.7. Conceptual Definition

1.7.1. Agile Governance

Agile Governance is a concept where the government is required to be responsive and respond quickly to unexpected changes that occur. During the COVID-19 pandemic, the government needs the concept of agile governance because this concept can help the government deal with

COVID-19 responsively and quickly. But not all regions can apply this concept depending on the governance of the government and the surrounding environment in the area. In the concept of agile governance, the government is required to be agile in dealing with unexpected circumstances. Therefore, the concept of agile governance can be used in dealing with situations such as the COVID-19 pandemic.

1.7.2. Public Service Innovation

Innovation in public services does not require a discovery, but can be a new approach that is contextual in the sense that innovation is not limited from nothing and then ideas and innovation practices emerge, but can be in the form of innovations resulting from the expansion or quality improvement of existing innovations. Creative and innovative is the ability to move less productive resources into productive resources to provide economic value. Innovation has a distinctive characteristic in terms of ideas, programs, arrangements, and systems, including the possible expected results (Djamrut, 2015).

1.7.3. E-Government

E-Government is a technology created by the government to provide information and services for its citizens. The essence of the purpose of implementing e-Government is that the government can implement a practice known as good governance in the form of a social contract that demands democratization of the implementation of government administration. Information technology such as e-Government is a tool and enabler for the implementation of good government through the

implementation of government administration that is accountable, transparent, and has significant public participation. For this reason, a management model and management of local government website content are needed to support the achievement of optimal e-government (Sosiawan, 2008).

1.8. Operational Definition

The operational definition of this study describes the agile governance model in providing the best service with e-service innovation in the city of Surabaya using agile governance theory to answer the problem formulation.

Tabel 1.2
The Operational Definition

VARIABLE	INDICATORS
Agile Governance	Good enough governance in E-service
	Business-driven in E-service
	Human focused in E-service
	Based on quick wins in E-service

	Systematic and Adaptive approach in E-service
	Simple design and continuous refinement in E-service

Tabel 1.3

The Operational Definition

VARIABLE	INDICATORS
Public Service Innovation on E-Service	Clear distinctive character on E-service
	Original idea on E-service
	Clear and planned program on E-service
	Clear direction on E-service
	Lower cost
	Pace
	Quality work

1.9. Research Methods

1.9.1. Research Type

This study uses a descriptive qualitative research. Thus, the findings are not obtained through statistical procedures or other forms of calculation. The researcher tries to understand and interpret the meaning of an event of human behavior interaction in certain situations. This is done in a reasonable situation (natural setting) (Gunawan, 2016). Qualitative research is a research method that can be used to explore and understand the meaning that comes from social or humanitarian problems. This qualitative research process involves important efforts for example, asking questions, developing procedures, collecting specific data from informants or participants, analyzing data inductively, reducing, verifying, and interpreting or capturing the meaning of the context of the problem under study (M.hum., 2014). Therefore, using this type of qualitative research in research can help the researcher.

1.9.2. Research Location

The location of this research is on Jl. Arief Rahman Hakim No. 131-133, Keputih, Sukolilo, City of Surabaya, East Java 60117. The location was chosen by the researcher because they wanted to know how the Surabaya government's provides services to the people of Surabaya in making non-health SKM. Therefore, the researcher is interested in this e-Service and studies more deeply the public services in the city of Surabaya. The operational definition of this study describes the agile governance model in providing the best service with e-service innovation in the city of

Surabaya, which the use of agile governance theory was to answer the problem formulation.

1.9.3. Type of Research

a. Primary Data

Primary data are obtained through informants in-depth interviews while in the field (moleong, 2004). The researcher used primary data to examine several indicators that exist in agile governance including good enough governance, business-driven, human-focused, based on quick wins, systemic and adaptive approach, and simple design and continuous refinement. The primary data obtained were directly from the results of interviews. The following table is the primary data source.

Tabel 1.4

The Participant List

No.	Name	Position
1.	Cindya Jaladi Sena, S.Sos., M.M.	Social Security Sub Coordinator
2.	Sunarko, S.Ag., M.M.	General Sub and Staffing Sub-Part
3.	Edy Siswanto, S.T	Individual Social Empowerment Sub Coordinator
4.	Kusmiyanti	The Person who uses E-Servise

5.	Yayuk	The Person who uses E-Servise
6.	Dipo Dwi Legowo	One of the students which uses E-service
7.	Trio Hariyo Legowo	One of the students which uses E-service

b. Secondary Data

Secondary data which have been processed by a third party obtained by the author, tends to be more objective in nature. The data are obtained from journals, thesis, dissertations, and other scientific works or local monographs. Secondary data has some benefits, such as minimizing costs and time, filling information gaps, and creating benchmarks for evaluating the primary data (Anjasmara, 2019). The following table is the list of secondary data used by the researcher.

Tabel 1.5

Secondary Data

No.	List of Secondary Data
1.	Technical Guidelines of E-service
2.	Social Minister Regulation of Republic of Indonesia NUMBER 20 of 2019 Concerning Distribution of Non-Cash Food Aid
3.	Social Service Exposure to MBR and SKM 2021
4.	Surabaya Mayor Regulation NUMBER 58 of 2019 Concerning Procedures for Collection, Processing, Utilization, and Reporting Low Income Community Data

5.	Surabaya Mayor Regulation NUMBER 75 of 2021 Concerning Position, Organizational Structure, Description of Duties and Functions and work Procedure of the Surabaya City Social Service
6.	Surabaya City Social Service Performance Report 2021
7.	Surabaya Social Service Work Plan Data based on SOP number 065/05/436.7.7/2021

1.9.4. Data Collection Techniques

This study used several data collection techniques to obtain the information or data. This data collection technique was needed by the researcher to answer and explain the research problems. The data collection techniques used by the researcher are:

a. Interview

The interview is a technique that can be considered more valid than documentation studies. However, the interview technique is also not free from criticism because it tends to be inefficient related to time, cost, and effort. However, with the technique of collecting data through the interviews, it becomes easier (Al-hamdi, 2020).

b. Documentation

The documentation method used to obtain non-human information and non-human sources of information (data) includes notes, announcements, instructions, rules, reports, decisions, or other letters, records, and archives related to the research focus. The data collected in the form of words, actions, and other written documents, were recorded using notes (Priliansyah, 2021). Documentation is important in retrieving

data during the research. Therefore, the researcher also used the documentation method.

1.9.5. Data analysis technique

Data analysis techniques were carried out by categorizing data and making it more specific and detailed. This was done so that the data collected are understood easily making it easier to inform the findings to others. Qualitative research places more emphasis on a descriptive research and tends to combine analysis with inductive methods, processes, and meanings (subject perspective) (Al-hamdi, 2020). According to Al-hamdi (2020), there are four important steps in the data analysis process, including:

1. Data collection and management

    The first stage after completing data collection, from documentation studies, interviews, observations, and FGDs, the researcher managed the data according to research needs. To illustrate, the researcher also involved the process of transcribing the interview record into texts. The data had been collected, selected, and sorted based on the indicators that had been determined previously.

2. Data Selection

    Data selection is the activity of selecting and sorting the useful and relevant data to be used in the analysis process, whether the data

were in the form of description, table or figure, and setting aside data which were considered less relevant to the research topic.

3. Inter-variable analysis and data verification

   After the data had been selected, the next step was an attempt to link the findings of one variable to the other variables. The most important thing at this stage was data verification. The way to verify data was through confirming it to the informant.

4. Interpretation and drawing conclusions

   This interpretation was an attempt to answer the problem formulation that had been proposed at the beginning based on the inter-variable analysis and data verification. The results of this interpretation then became the basis for drawing the conclusions in the final chapter.

Figure 1.1

Data analysis technique