



Dynamic Governance in Public Service: Case Study on Bojonegoro TIC Application

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Abstract

The Bojonegoro Traffic Information Center (Bojonegoro TIC) application is an innovative application managed by the Transportation Agency to facilitate the process of providing public information services in the field of traffic. The Government is expected to implement dynamic governance in line with the times without neglecting the community's needs. Focusing on a case study where the Bojonegoro Traffic Information Center application has been launched since 2018 and has undergone three phases of updates, the residents of Bojonegoro City are still unaware of the existence of the Bojonegoro Traffic Information Center application in providing public information services. This study uses a qualitative method with a case study approach. Data collection was conducted through interviews, observations, and document studies. The research participants comprised 13 individuals, including the head of the transportation department, the responsible party for the Bojonegoro Traffic Information Center application, and application users. This study aims to determine dynamic governance in the delivery of services through the Bojonegoro Traffic Information Center application by Neo & Chen 2007, where there are three capabilities of dynamic governance: thinking ahead, thinking again, and thinking across borders. The research findings indicate that Thinking Ahead has been implemented by preparing public services through a single service application and creating innovations to bring services closer to the community. Additionally, Thinking Again has been implemented through routine evaluations. Thinking Across Borders has been implemented by adopting ideas from other regions and directly implementing them in the application to support public services for the community.

Keywords: Dynamic Governance; Public Service; Good Governance; Bojonegoro Traffic Information Center; Application;

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INTRODUCTION

In the modern era, a country cannot be separated from the influence of globalization (Florence, 2018). Globalization is a worldwide process that has increased the global economy and the level of communication. This greatly influences society's mobility level, such as unlimited information and goods. There are no geographical boundaries to connect computer technology, electronics, telecommunications, and broadcasting in an integrated manner through free trade, free flow of capital, and cheaper foreign labor markets (cheaper human resources).

Uncertainty and rapid change make the global environment challenging to predict. Today's technological progress is not a guarantee of tomorrow's prosperity. Even if a set of values, rules, and practices starts on the right foot, if government governance remains unchanged and maintains current governance without keeping up with the times, it can hinder progress and lead to stagnation or decline. Government institutions must be able to adapt, innovate, and transform to remain relevant and practical in a dynamic and unpredictable global context.(Sulistiyo et al. 2023).

Modern society faces difficulties due to the rapid development of technology, which makes many regulations irrelevant while creating exciting new opportunities. Likewise, as society develops and individuals gain access to more advanced educational opportunities and global progress, more people are expected to participate actively in public policy-making. (Idrus and Alfreyza, 2020).

The Indonesian State" has ideals stated in the fourth paragraph of the Preamble to the 1945 Constitution of the Republic of Indonesia, which reads "protecting the entire Indonesian nation and all of Indonesia's blood, promoting the general welfare, educating the life of the nation, and implementing world order based on independence and lasting peace

and social justice." In carrying out national and State life, the Government is the most critical pillar. The Government has the responsibility to fulfill the nation's ideals and goals. By Law Number 25 of 2009 concerning Public Services (Margareth, 2017), the bureaucracy that manages public services must demonstrate clean, effective, and efficient governance to overcome the challenges of the times. The Government and society must realize these ideals. One of the efforts carried out by the Indonesian Government to realize this is through bureaucratic reform.

Based on Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025(Reformasi, 2010), the concept of dynamic governance is a reference for the Government of Indonesia(Ni Putu Dinda Kalpika Putri and Putri 2023). The Grand Design of Bureaucratic Reform is a master plan containing the policy direction for implementing national bureaucratic reform from 2010-2025. Bureaucratic reform focuses on changes in 8 main areas as essential pillars determining the quality of Government: First, Change Management. It aims to transform the organization's system and mechanism of work and the mindset and work culture of individual ASNs to be more adaptive, innovative, responsive, and professional and have the integrity to meet the demands of the times and the increasing needs of society. Second, Policy Deregulation. It aims to simplify regulations and remove regulations/policies that are inhibiting. Third, Organisational Structuring and Strengthening. Aiming to increase the efficiency and effectiveness of the Ministry Affairs organization proportionally by the needs of the implementation of each task to create the proper function and right size organization. Fourth, Organisational Structuring. Aims to improve the effectiveness and efficiency of work systems, processes, and procedures. Fifth, Apparatus Human Resources Arrangement.

It seeks to enhance the professionalism of the Ministry of Religious Affairs' human resources apparatus, supported by a competency-based, transparent recruitment and promotion system, as well as obtaining commensurate salaries and forms of welfare guarantees. Sixth, Strengthening Accountability. It aims to create an accountable and high-performing Ministry of Religious Affairs. Seventh, Strengthening Supervision. It aims to improve governance to be clean and free of corruption. Eighth, Improving the Quality of Public Services. Aiming to improve the quality of public services according to the needs and expectations of the community. Of these eight things, one of the main things is to achieve excellent service to the needs and expectations of the community. (Puspita 2024). In this long-term process, the Government of Indonesia is expected to lead to dynamic governance by 2025.

In this case, Bojonegoro Regency, which is one of the regions in East Java, in fulfilling and dealing with problems in the field of public services, implements dynamic governance through technology-based innovations following the times in meeting the needs of public services, especially the needs of traffic public information services *Traffic Information Center* in the form of applications managed by the transportation department. Where intelligent technology is integrated into essential public governance (Han, 2024). The effectiveness and quality of public services are directly influenced by digitalization and information technology. (Kumalasari, Marfu'ah, and Swasanti 2024). Information technology-driven digital government is a type of technological shift that has the potential to increase government departments' sustainability significantly. Sustainability encompasses the ideological change in the external public service delivery Model and the technological revolution of inside government structure. (Li & Ding, 2020). This program is also designed to meet the

provisions of the Law on Public Information Disclosure (KIP) No. 14 of 2008 (Toolkit et al., 2010). The enactment of this law requires public bodies and government institutions to be open in conveying all information needed by the public to form a more dynamic governance following the times.

Suwarno (2008), service innovation can take the form of new products or services using the latest technology, new production activities, structured system planning and administration, and program updates for organizational administrators. The elements of implementation are: a) activities that are carried out, b) there are targeted parties, namely the community that is the target or the intended object and is expected to benefit from the activities carried out, c) there are concrete actions to carry out these activities, both individuals and groups that are responsible. The Bojonegoro Traffic Information Center (Bojonegoro TIC) application can be downloaded via *Play Store*; the public can use the Bojonegoro Traffic Information Center application to access traffic information in the city of Bojonegoro people can access some information, such as managing busy location points accompanied by CCTV (*Closed-Circuit Television*) impressions in real-time, bus stop locations, public transport routes, parking rates, as well as reporting traffic accidents and disasters through the complaint feature.

Based on study observation notes, it was found that the researcher obtained the results that the Bojonegoro Traffic Information Center application already existed in 2018. This application experienced three transformations in 2018 at the time of the first launch, in 2022, which had received 10,000 downloaders on the Google Play Store platform. Unfortunately, in the second stage of transformation, there were obstacles to real-time CCTV impressions, which application users could not access for one

year. The inaccessibility of this system prompted the agency to carry out the third application transformation in July 2024. Still, the transformation carried out by the agency has decreased public interest, which is indicated by the lack of application downloads on the *Google Play Store* platform, which only reached 100 downloads.

In this case, there are still some shortcomings in the application of the Bojonegoro Traffic Information Center application to provide public information services; there are still obstacles in the city of Bojonegoro that many people do not know the existence of this Bojonegoro Traffic Information Center application, there are still many people in remote areas and also people who are old have not become familiar to use *handphones* as a source of public information services, they consider that *handphones* are only limited to communication tools, this is evidenced by the number of application downloads on the *google play store* platform only reaching 100 downloads this is far if calculated by the large population in Bojonegoro district in 2023 which reached 1.363 million people. The provision of public information services through public information services in Bojonegoro. as well as in the provision of public information services through the application, is still weak real-time CCTV data that has not functioned for almost a year.

With the above problems, the Government must also think ahead so that by making various innovations, the Government hopes that the community will get a much better service than before the innovation. An example of innovation that the Department of Transportation has carried out is providing public information services through the Bojonegoro Traffic Information Center application. In addition, as a government service provider, it must also be able to review every policy being carried out (thinking again). As is done by the Department of Transportation, it also

often conducts reviews related to programs that will or are being implemented. For example, reviews related to obstacles in implementing applications, such as constraints on real-time CCTV viewing at busy locations that have not functioned for one year (online), namely regarding network availability and providing competent human resources in their fields. So that later, the Government as a service provider can minimize the occurrence of obstacles. The Government's ability to implement the latest concepts and an open and dynamic service approach (thinking across) is also essential in a dynamic government. The Bojonegoro district transportation office is doing the same thing to bring services closer to the community by providing socialization through *the web, Instagram, and x (Twitter)*. The Government is making various innovations so that all levels of society get maximum service.

Dynamic governance is a dynamic government. This means that the Government can adjust the policies according to the community's needs and keep up with the times. Various circumstances faced by the Government can cause new problems. Dynamic governance is needed so that every organization develops because static governance can cause organizations to stagnate. (Rahmatunnisa 2019). Dynamic governance requires a dynamic dimension of the external environment to anticipate uncertain future changes. (Fatimah, Hasanah, and Sururi, 2022). In carrying out *good governance*, *governance* realizes excellent public services- information services, goods, and public services. So, dynamic governance must be applied more consistently to realize the expected public services. According to the theory (Neo & Chen, 2007), Implementing Government with the concept of dynamic governance requires the Government to have dimensions such as thinking ahead, thinking again, and thinking openly, such as

learning from other countries (thinking across).

The state-of-the-art study is analyzed through; First is the identification of gaps in previous studies, namely the analysis of the use of Dynamic Governance theory, which is not yet comprehensive to the Culture and Change indicators, so the elaboration of the problem has not been maximized to produce an adaptive form of policy and the connection of policy realization in making significant changes. Second is the urgency of this study in answering suggestions and the sustainability of previous studies by conducting a case study analysis through the Dynamic Governance concept to describe the possibility of achieving the expected innovation in public information management, namely: Application of information technology, Improving public services, Increasing public participation; Effective data management: and Supervision and evaluation.

Against the backdrop of the urgency of providing services to the increasingly dynamic community, the concept of dynamic governance is considered to be able to support aspects of sustainable development towards the provision of public services in the era of globalization by using the Bojonegoro Traffic Information Center application for public service needs, especially traffic information services. Based on the Grand Design of Bureaucratic Reform, the work culture of ASN individuals should be more adaptive, innovative, responsive, professional, and have integrity to answer the demands of the times and the increasing needs of society. This study aims to understand how the Bojonegoro Traffic Information Center application can provide convenience for public services in this era of globalization and adapt to the culture and capacity of the Government and society in Bojonegoro City.

RESEARCH METHODS

This study uses a qualitative research method with a case study approach. The case study approach is a research model that focuses on exploring a 'limited system' in one case or several cases in detail with in-depth data collection. Various sources of information rich in context are used for data collection Creswell, 2015 (RACO 2010). This case study was selected to examine dynamic governance in delivering public services using the Bojonegoro Traffic Information Center application. The data analysis technique selected to provide an in-depth examination of dynamic governance in delivering this study uses Creswell. Stake mentions four forms of data analysis and interpretation in case study research: (1) Categorisation: Data were grouped into broad themes such as Thinking Ahead, Thinking Again, and Thinking Across. This pattern reflects Neo & Chen's (2007) approach, which emphasizes the importance of mapping organizational capabilities in the face of environmental dynamics; (2) Direct Interpretation: Drawing meaning from the data without immediate generalization, in line with Stake's (1995) recommendation to understand the unique context; (3) Identification of Patterns and Relationships: Involves analyzing relationships between variables such as the use of TIC applications and community satisfaction. Miles & Huberman (1994) suggest linking data to contextually relevant outcomes; (4) Naturalistic Generalisation: Making inferences that can be applied in similar situations, reinforcing Dynamic Governance theory with empirical data from Bojonegoro.

The author collected data through observation, interviews, and documentation. In conducting interviews, the author conducted in-depth discussions with 13 informants, consisting of the Bojonegoro Regency Transportation Agency and related communities. This study conducted data analysis during the

data collection period. During the interview, the researcher analyzed the respondents' responses. If the respondents' or informants' responses were unsatisfactory, the researcher would continue the questions to obtain more accurate data or information. After the data obtained was collected, the next step was to process and implement the data received and simplify the information in a structure that was easy to understand. It was done by classifying the interview results based on the research focus, where this study focused on Tinkering Ahead, Thinking Again, and Thinking Across, grouping important data, and categorizing the results of whether or not each research focus was achieved. The data analysis techniques employed in this study consisted of data collection, data reduction, data presentation, and conclusion drawing, which involved describing and analyzing the data and arranging it clearly and concisely. After the data is collected, the next step is processing and implementing the data obtained to simplify the information in an easy arrangement for Miles and Huberman (1992: 16(Rijali, 2019).

RESULTS AND DISCUSSION

According to Law Number 25 of 2009(Pemerintah Pusat, 2018), public service is an activity or a series of activities that meet the service needs of every citizen and resident by statutory regulations for goods, services, and/or administrative services that public service providers have provided. Dynamic governance is understood as government activity in implementing public policy by adjusting to the results of the analysis of internal and external developments in the institutional environment. (JASMINE 2014). In *Dynamic Governance*, capabilities are attitudes, actions, skills, knowledge, and organizational resources to achieve the desired results. This concept shows the Government's ability to continuously adjust

public policies and programs by changing, formulating, and implementing these policies to positively impact long-term interests. The dynamics of governance are crucial in driving sustainable economic and social progress, especially in the context of the rapid changes faced by modern societies increasingly affected by globalization. In the conception of Dynamic Governance, a leader must desired. This concept shows the Government's ability to continuously adjust public policies and programs by changing, formulating, and implementing these policies to positively impact long-term interests. The dynamics of governance are crucial in driving sustainable economic and social progress, especially in the context of the rapid changes faced by modern societies increasingly affected by globalization. A combination of culture and capabilities produces change based on principles and beliefs derived from society's shared experiences. Government structures and regulations show the principles and beliefs that are the Government's primary focus in meeting the community's needs, especially the need for public information.

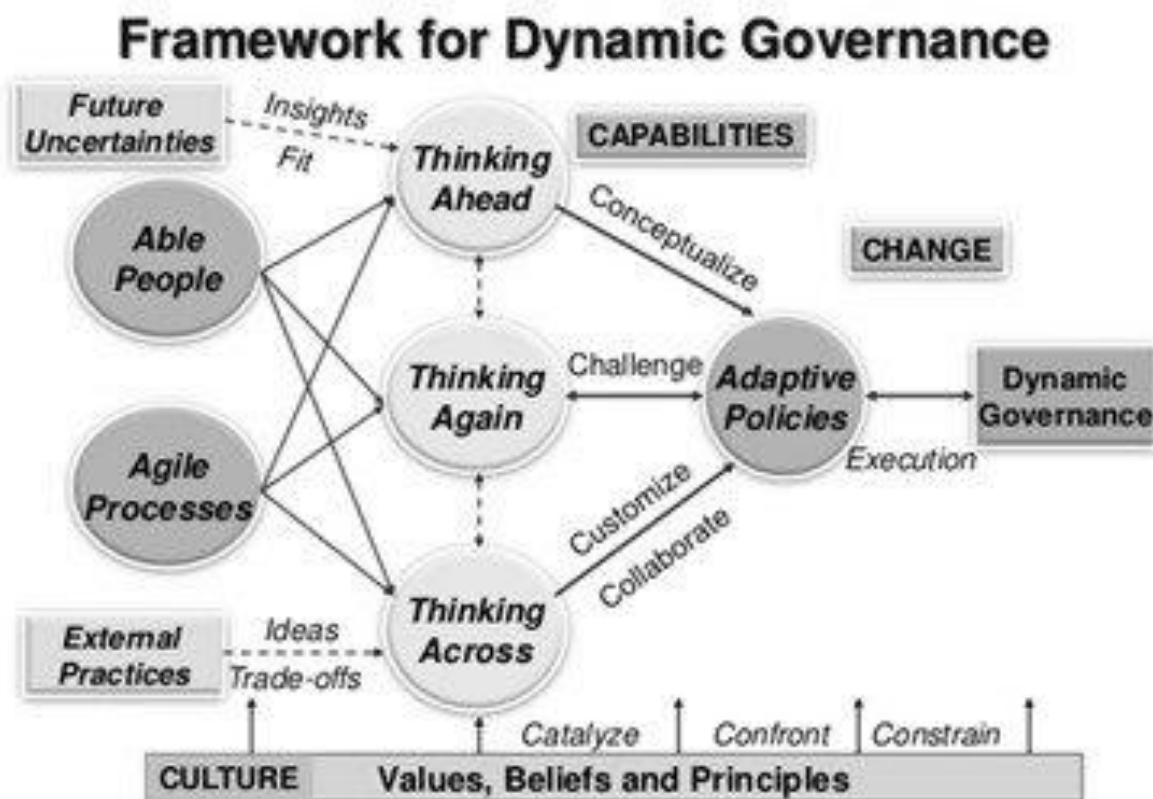
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part of *Dynamic Governance*. A combination of culture and capabilities produces change based on principles and beliefs derived from society's shared experiences. Government structures and regulations show the principles and beliefs that are the Government's primary focus in meeting the community's needs, especially the need for public information.

Dynamic governance focuses on culture and capabilities, consisting of thinking ahead, thinking again, and thinking across, where these three elements become essential points for analysis so that the details of events can be known empirically. These three things cannot be separated from able people and agile processes (the ability of people to do the process well), and there is an influence from the uncertainty in the future and the behavior of other organizations, institutions, and even countries. (Rizki, Sujianto, and Asari 2023).

Figure 1. Dynamic Governance framework



Source: (Neo & Chen, 2007)

The picture above explains that thinking ahead, thinking again, and thinking across must be supported by capable people and done with the right processes (agile processes). Able people means people who can read changes in the situation in the future, in service innovation to answer increasingly dynamic developments through the Bojonegoro Traffic Information Centre application, it is going because the people or employees at the Bojonegoro City Transportation Office have thought ahead by launching applications to facilitate the provision of services to the community. The analysis is also based on facts, symptoms, recent developments, and projections due to global changes / rapid external conditions. The discussion between culture and capabilities also produces interesting findings because it can be a lesson in running the dynamics of Government. In terms of contextualizing and implementing policies, adaptive policies are proactive, innovative, and sustainable. The cultural underpinnings of dynamic governance are the values, beliefs, and principles that drive dynamic capabilities.(Widowati, Setyowati, and Suharto 2023).

1. Thinking Ahead

An organization's ability to see the development of environmental dynamics and community conditions is part of thinking ahead. (Neo and Chen 2007). Officials in government organizations generally have ideas to bring change and

innovation, but to make it happen, they must consider the applicable bureaucratic rules.(Vivi Charunia Wati et al. 2024). Innovation is the backbone of economic growth and needs to be safeguarded, protected, and monetarily rewarded.(Bagloee et al. 2021). Recent public sector innovations reflect pretty different, less hierarchic, and more network-like public governance models and substantial changes in technological and institutional contexts. These evolutionary processes have been partly documented in studies on the diffusion of ICT within and across public administrations and the development of public e-services in recent years. (Scupola and Zanfei 2016). They are departing from Presidential Regulation (Perpres) Number 95 of 2018 and seeing how the rapid growth of technology now encourages the Bojonegoro Transportation Office to innovate in providing services to a more effective and efficient community through the Bojonegoro traffic information center application. Services may create socio-technical assemblage, knowledge, innovation diffusion, socio-material interaction, and resource consumption. A service network is characterized by the actions that stabilize its socio-technical behavior by exchanging resources and competencies for a specific service objective (Carroll, 2016).

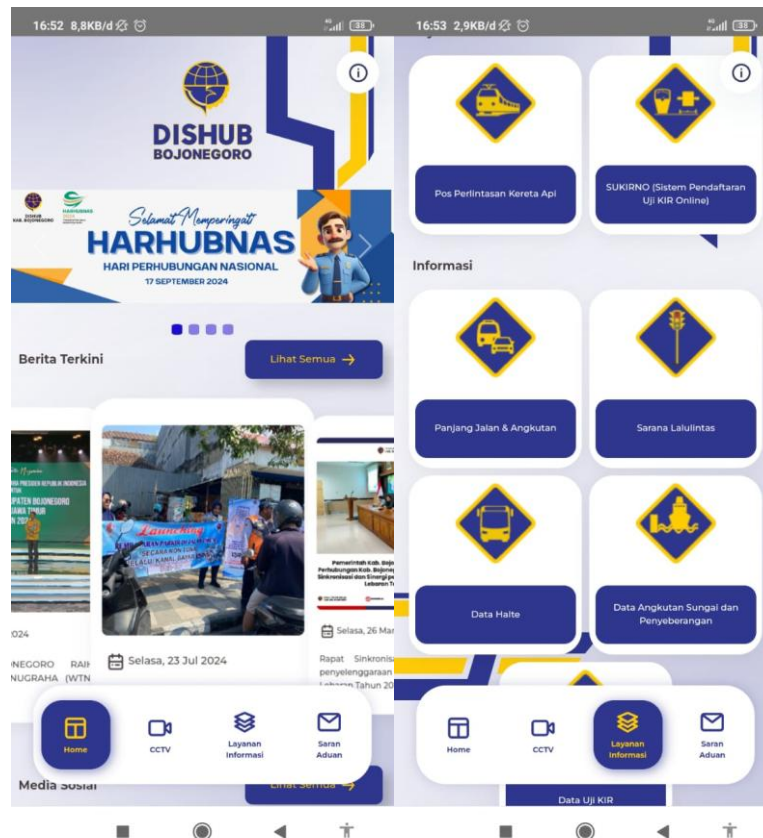


Figure 2. Bojonegoro Traffic Information Center application

Source: Google Playstore

Based on the results of interviews with one of the employees in charge of the Bojonegoro traffic information centre application, it was stated that

“Bojonegoro traffic information center application is an innovative application that makes it easier for the public to obtain transportation data. This application was launched in 2018 and underwent 3 transformations in 2022 and June 2024.”

“Aplikasi pusat informasi lalu lintas Bojonegoro merupakan aplikasi yang inovatif untuk memudahkan masyarakat dalam memperoleh data transportasi. Aplikasi ini pertama kali diluncurkan pada tahun 2018 dan mengalami 3 kali transformasi pada tahun 2022 dan Juni 2024.”

From the results of the interview above, the author sees that the Bojonegoro Traffic Information Centre (Bojonegoro TIC) application is an application

specifically designed to provide services and information related to traffic in the Bojonegoro area, as well as information about services provided by the transportation department through one application to fulfill all services. This application was developed with the primary purpose of making it easier for the public to get the latest information about traffic conditions, transportation, and various public services, as well as making it easier for the public to get the latest information about monitoring traffic conditions through CCTV with real-time broadcasts, Sukirno (online KIR test registration), transportation, parking rates, and reporting accidents and congestion on the complaint feature which is verified directly to the transportation department so that complaints can be followed up immediately, and various other public information public services. This

application can be downloaded through the Google Play Store.

Table 1. Services Service Menus In The Application Bojonegoro Traffic Information Center.

Available on the Bojonegoro Traffic Information Center Application	Purpose of the Service Menu
Real-Time Cctv	They display the traffic situation in real-time so that people can see the condition of busy areas in Bojonegoro.
Railroad Crossing Post	It is knowing the points of railway crossing posts as an effort of transparency from the transportation department.
Sukirno (System Pendaftaran Uji KIR Online)	Facilitate the public's registration for the KIR test without coming directly to the transportation office.
Public Transportation Info	Make it easy for people to see available public transportation routes.
Bus Stop Data	The transportation department makes a transparent effort by reporting available traffic facilities through data and input by year.
River Transportation and Crossing Data	Make it easy for the people of Bojonegoro and outside Bojonegoro KIR Test Data to find the stop point.
Traffic Facilities	It should be easy for people to find the point of river transportation and record the number of fleets and river transportation operators.
KIR Test Data	The vehicle testing results the transportation office has carried out with an annual report.
Means of Complaint	Facilitates the community in submitting complaints related to traffic services and accidents.

Source: *study data*.

Table 2. Menu that is often accessed by the public on the application

Menu	PEOPLE									
	A	B	C	D	E	F	G	H	I	
Cctv-real time	√	√	√	√	√	√	√	√	√	√
Railroad Crossing Post	-	-	-	-	-	-	-	-	-	-
Sukirno (sistem pendaftaran uji KIR online)	√	-	-	√	-	√	-	-	√	√
Public Transportation Info	-	√	√	-	-	-	-	-	-	-
Bus Stop Data	-	√	√	-	-	-	-	-	-	-
River Transportation and Crossing Data		-	-	-	-	√	-	-	-	-
Traffic Facilities	√	√	-	-	-	-	-	-	-	-
KIR Test Data	√	√	-	-	-	-	-	-	-	-
Means of Complaint	√	-	-	-	√	√	-	-	-	-

√: Used

-: Not used

Source: *study data*

From the description above, it can be seen that the transportation department has made efforts to provide public services through one service in the form of the

Bojonegoro Traffic Information Centre application, both service to the community and also openness regarding activities carried out by the transportation

department so that the services provided become more effective and efficient. Suppose there is already trust from the community. In that case, carrying out a development or policy will be easier because the beginning of this trust will foster sympathy, empathy, and community participation in the development process.

In addition, the informant from user's application controller A, who is a member of the public, stated that

"As an application user, I regret that the real-time CCTV menu application cannot be accessed for almost a year, even though I feel helped by the real-time CCTV to avoid traffic jams when going home or leaving work." (September 15, 2024)

"Saya sebagai pengguna aplikasi sangat menyayangkan aplikasi menu CCTV real-time tidak dapat diakses selama hampir satu tahun, padahal saya merasa terbantu dengan adanya CCTV real-time untuk menghindari daerah macet saat pulang atau berangkat kerja." (15 september 2024)

Theficer's application control also added that Bojonegoro residents who are abroad and outside the city often request the real-time CCTV menu for research material and graphic video views of Bojonegoro district traffic.

"All menus in the application are superior, but the CCTV real-time menu is widely accessed. most recently, I was contacted by one of the application users in Hong Kong regarding the CCTV menu for graphic video purposes." (October 29, 2024)

"Semua menu yang ada di aplikasi merupakan menu unggulan kak, namun memang pada menu real time CCTV ini yang banyak di akses, terakhir saya dihubungi oleh salah satu pengguna aplikasi di Hongkong terkait menu CCTV untuk keperluan video grafis." (29 oktober 2024)

From the results of the interview, the researcher found that the Bojonegoro

Traffic Information Centre application on the Cctv-real time menu has not been functioning for one year, even though the menu is often accessed or can even be said to be the mainstay menu of the application both from Bojonegoro people who are in the area and people who migrate but need traffic view data throughout Bojonegoro district. However, researchers found that the Bojonegoro Traffic Information Centre application on the Cctv-real time menu has not been functioning for one year, even though the menu is often accessed or can even be said to be the flagship menu of the application both from Bojonegoro people in the region and people who migrate but need data view traffic across Bojonegoro district.

The Bojonegoro Traffic Information Centre App innovation is an initial part of the future Thinking presented by the agency to support technology-based services. The hope is that it is not just present but can also be a sustainable application with various innovations. Researchers appreciate the innovations presented but also want to criticize them wisely so that the agency can continue to develop the application with innovative updates in the future. It is unfortunate if system errors still constrain the breakthroughs and steps made.

2. Thinking Again

The journey towards dynamic governance has many challenges to overcome. To correct their shortcomings, organizations urgently need to think critically about the problems they face to overcome their weaknesses. The concrete actions that need to be taken are using information and public responses. The review is conducted on things that have happened, including the use of data, new information, predetermined standards, legacy problems from a program, and feedback received. (Ikhsan et al. 2020). Through management-implemented control mechanisms, the governing body should oversee the execution of this

direction. The governing body should resolve the issue by creating a governance system that permits flexibility under clear guidance and control (feedback). This way, organizational agility, and ongoing innovation are used to achieve overall success. (Luna-Reyes et al., 2020). Evaluate and identify changes to policies that have been established so that they can get better results and quality. (Anggraini, Sinurat, and Kurniawati 2023). Reviewing and formulating solutions is known as 'thinking again' (Neo & Chen, 2007). The Bojonegoro City Transportation Office accepts suggestions and criticism related to the use of the application openly, both from the application platform directly, which provides a menu of complaints and suggestions, and through the web and other social media owned by the transportation office. It conducts regular evaluations related to the application.

This is in line with what the person in charge of the application stated.

"The Bojonegoro traffic information center application has been around since 2018 when it was first launched, and this application has been downloaded almost 10,000 downloads, but in 2020, there were system problems that required deleting the application on the Play Store platform."

"Aplikasi Bojonegoro traffic information center ini sebenarnya sudah ada sejak 2018 saat pertama diluncurkan dan aplikasi ini sudah di

unduh hampir 10,000 unduhan, namun pada tahun 2020 mengalami kendala sistem yang memerlukan penghapusan aplikasi pada platform playstor"

From the results of the interview above, In the Think Agin process, the Bojonegoro Traffic Information Center application has gone through 3 stages of evaluation related to application development to improve the system. so that the current system is more supportive of the needs of an increasingly dynamic society, the Bojonegoro Traffic Information application was first launched in 2018 and underwent a second update in 2022 which at that time application downloaders had reached 10. 000 more downloads, but in July 2024, renewal was carried out again because the real-time CCTV viewing system experienced problems so that it could not meet the increasingly complex needs of public services, and there was a decrease in public interest in the application seen only 100 application downloads on the google play store after system changes were made.

In the CCTV service supervised by Dishub, 27 units are installed strategically. Still, only 19 points remain due to several factors, such as sidewalk repairs and fallen trees, that impact the transfer of CCTV support poles. Several CCTV pole points were knocked down without being repaired by the project developer, so they cannot be activated through the application for the public to see the CCTV points.

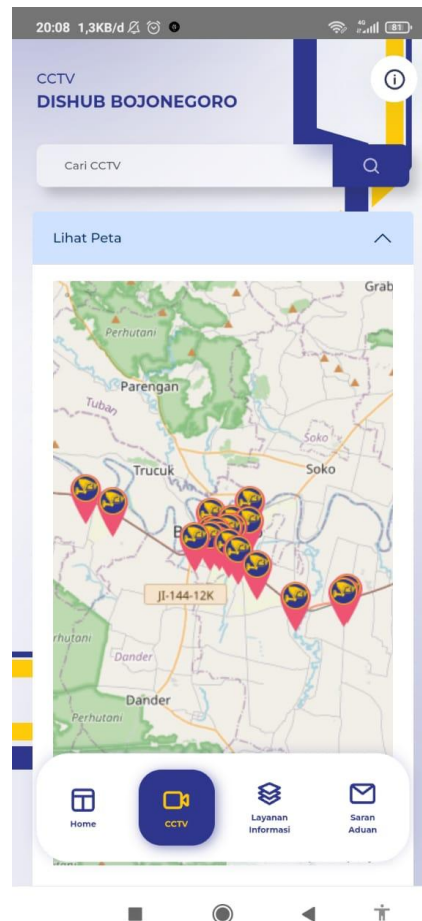


Figure 3. CCTV point on Bojonegoro Traffic Information Centre application
Source: Bojonegoro Traffic Information Centre application

The service satisfaction provided through the Bojonegoro Traffic Information Centre Application is not optimal in improving capabilities and infrastructure. In this case, the infrastructure to support the running of the Bojonegoro Traffic Information Centre Application is not optimal because there are still obstacles that have not been appropriately resolved by the Department of Transportation, such as updating the system on real-time CCTV and also the completeness of facilities and pre-facilities in the field. After all, it is constrained by a budget that is not small in procurement and periodic maintenance, so the delivery of public information services is constrained and has not gone well.

The problem of low public education, especially among people in remote areas, and the lack of socialization related to the

application impacts the lack of knowledge and understanding regarding the existence of the Bojonegoro Traffic Information Center application. There are obstacles to success. The research states that people are not accustomed to using Henpone to obtain information and public services, and there is a lack of socialization from the transportation department because the department only socializes through social media such as the web, Instagram, and X (Twitter). This does not reach the broader community because of the use of social media by some people, especially people in remote areas and older adults who have not become familiar with finding information through web media, Instagram, and x (Twitter). They consider social media to be the only means of seeking entertainment.



Figure 4. Socialisation through Instagram media

Source: Instagram.com

Stakeholders in the agency should review the process of rethinking or reviewing by reviewing and analyzing the latest performance data and understanding feedback from the public and investors; The agency's stakeholders should review the process of rethinking or reviewing by reviewing and analyzing the latest performance data and understanding feedback from the public investors, looking for causes based on facts, information, and observed behavior as to whether or not the targets of the Bojonegoro Traffic Information Centre application were achieved; reviewing strategies and programs, in part or in full, to identify the salient factors that contributed to the

success and failure of the program; redesigning the program, in part or in full, so that the program can be improved and the objectives better achieved; and establishing a new system so that the public can enjoy better services and outcomes from the ongoing service process.

3. Thinking Across

Thinking in this discussion is the Transportation Agency's ability to adopt thoughts, opinions, and other ideas outside the framework of Thinking (mindset) that has traditionally been inherent and becomes the basis for the institution's implementation. By learning from the experiences and thoughts of other regional institutions or foreign institutions in

managing an application, I get fresh ideas and thoughts in conducting public services for improving strategies and programs for enhancing services to the community.

Therefore, leadership must think across national boundaries and traditional domains in search of interesting ideas and practices to adapt and contextualize to their domestic environment (Neo & Chen, 2007). Problems with programs that conflict with local culture, low community education, and minimal community response are important notes for leadership to think laterally, horizontally, and interdisciplinarily. (Non, Bagi, and Penerima 2022).

In this case, the Bojonegoro Regency Transportation Office has conducted comparative studies with other districts or cities. For instance, at the end of 2023, the Bojonegoro Regency Transportation Office conducted a comparative study with the City of Bandung. The comparative analysis compares what other agencies can do and matches what can be applied in the Bojonegoro district. This aims to develop the Bojonegoro Traffic Information Centre application to fulfill community public services, especially traffic information. Traffic and transport systems are well suited to an agent-based approach due to their geographically distributed nature and operating characteristics that alternate between busy and quiet. From the perspective of traffic and transport management, the most attractive characteristics of agents are autonomy, collaboration, and reactivity. (Chen, Cheng, and Member 2010).

From the comparative study conducted by the Bojonegoro Regency Transportation Office, it was found that in the city of Bandung, there is a real-time Cctv e-TLE (electronic-traffic law enforcement) system work facility that can detect vehicle license plates and can also detect the faces of four-wheeled drivers who do not use seat belts. There is also cooperation between the city of Bandung transportation office,

the Keminfo office, and the local traffic police unit. At this time, the Bojonegoro Regency Transportation Office has also begun to collaborate with various parties on system updates carried out in 2024 in the management of the transportation office application to build cooperation with the Bojonegoro district communication and information office to strengthen the application system so that public services, especially information about traffic services, can be done through one service.

CONCLUSION

A dynamic government is necessary to respond to the challenges of change in today's world. This aligns with the approach taken by the Bojonegoro district, which is innovating in the services field, particularly transportation services. The challenge in implementing a dynamic government lies in the rapid changes that create new norms, forcing the community to adapt to or learn new ways of doing things. This is evident in the community's previous reliance on direct service delivery, which is now being replaced by online services. Based on the earlier discussion, the following conclusions can be drawn: In the process of implementing dynamic governance, the organizational culture of the Bojonegoro District Transportation Department has made significant progress in addressing the challenges of a dynamic environment.

The Bojonegoro District Transportation Department has innovated in public services through the Bojonegoro Traffic Information Center, which aims to facilitate the public in accessing information services, particularly traffic-related information, effectively and efficiently. This is considered positive because the Transportation Department strives to provide services and information about its activities through an application, thereby creating an integrated service. Additionally, the ability to re-evaluate (thinking Again) the Bojonegoro Traffic

Information Center application through monthly evaluations conducted by the Bojonegoro District Transportation Department is functioning well. This can be seen from the three system updates supporting the increasingly dynamic public service needs. The Transportation Department of Bojonegoro Regency's ability to think beyond boundaries (thinking Across) can be said to be good; this can be seen from the Transportation Department's case study in Bandung City.

The study results indicate that the innovation of the Bojonegoro Traffic Information Center application in providing public services, particularly information services, has been described as dynamic governance, as all three elements have been fulfilled. The people of Bojonegoro are now largely familiar with the internet and technological advancements. However, some challenges remain regarding system updates, infrastructure completeness, and community outreach. This can be seen from the number of users of the Bojonegoro Traffic Information Center application, which remains relatively small, at 100 downloads out of Bojonegoro's 1.363 million residents. This has not been implemented effectively in terms of facility and infrastructure provision because the Bojonegoro Traffic Information Center app, which offers real-time CCTV streaming, has been inaccessible since 2022 to the present, despite this feature being a key advantage of the app. Additionally, the number of CCTV monitoring points on-site has decreased from 29 to 19.

Based on these findings, the researcher recommends that the Transportation Department enhance supporting facilities and infrastructure, such as PTZ CCTV cameras that pan, tilt, and zoom. These cameras should be durable in unpredictable weather conditions and not only record traffic conditions but also detect traffic violations committed by the public. It is hoped that stakeholders can

conduct more creative outreach and utilize other social media platforms so that the people of Bojonegoro can learn about the Bojonegoro Traffic Information Center application, thereby ensuring that public information services are effectively communicated; this study provides insights into the use of technology to deliver public services to the community in line with the increasingly dynamic needs of society.

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