

ABSTRAK

Penelitian ini bertujuan untuk menjelaskan mengenai sejauh mana *dynamic governance* Pemerintah Daerah Kabupaten Sukoharjo dalam pelaksanaan kebijakan pelayanan publik dimasa pandemi COVID-19. Pemkab Sukoharjo menjadi salah satu Kota/Kabupaten yang mendapat penghargaan meski ditengah kondisi pandemi COVID-19 sebagai kategori daerah yang sangat inovatif atas langkah besar untuk mendorong reformasi pada sektor pelayanan publik dan tata kelola pemerintahan. Dengan prestasi tersebut tentu tak lepas dari kapabilitas dinamis pelayanan publik yang dilakukan oleh Pemkab Sukoharjo. Dalam hal ini, Dispendukcapil Kabupaten Sukoharjo dan Dinas Penanaman Modal Terpadu Satu Pintu (DPMPTSP) Kabupaten Sukoharjo sebagai *leading sector* yang memiliki peranan strategis sebagai dasar semua pelayanan kepada masyarakat serta memiliki peran besar pelayanan secara langsung ke masyarakat.

Penelitian ini menggunakan desain metode deskriptif kualitatif dengan teknik pengumpulan data melalui observasi, wawancara, serta dokumentasi. Penentuan narasumber menggunakan teknik *purposive sampling*. Penelitian ini menggunakan model dan analisis *dynamic governance* dengan berfokus pada kapabilitas dinamis *thinking ahead*, *thinking again*, dan *thinking across* serta dua faktor pengungkit *able people* dan *agile process* untuk menganalisis sejauh mana kapabilitas dinamis yang dimiliki Pemkab Sukoharjo.

Hasil penelitian menunjukkan bahwa telah terdapat proses-proses yang berkaitan dengan *dynamic governance* pada Pemkab Sukoharjo, meskipun masih ditemukan beberapa kelemahan yang dapat menghambat proses tersebut. Dalam pelaksanaan kebijakan pelayanan publik dimasa pandemi COVID-19, Pemkab Sukoharjo melakukan langkah antisipasi dini pelayanan dan adanya inovasi pelayanan melalui strategi pelayanan publik yang bertransformasi kearah digitalisasi layanan (*thinking ahead*), melakukan peninjauan ulang melalui pengawasan dan evaluasi pelayanan baik dari sisi internal OPD maupun dari sisi eksternal (*thinking again*), juga mempelajari dan mengadopsi keberhasilan ide, konsep melalui studi banding dan *benchmarking* pelayanan publik ke Pemkab Tegal, Pemkab Salatiga, Pemkot Solo dan Pemkot Kulonprogo (*thinking across*). Namun demikian masih ditemukan beberapa kendala yang menjadi hambatan dalam mendukung proses *dynamic governance*, yakni masih adanya masyarakat yang belum memiliki kapasitas mengakses pelayanan secara *online*, masih adanya ASN yang memerlukan adaptasi lebih lambat ketika pelayanan bertransformasi *online*, adanya moratorium pengadaan pegawai yang mengakibatkan kekurangan pegawai, juga adanya sistem rekrutmen melalui mutasi pegawai antar-daerah yang tidak memperhatikan aspek tes seleksi dalam prosesnya (*able people*).

Kata kunci: *dynamic governance*, kapabilitas dinamis, pandemi COVID-19, Pemkab Sukoharjo.

ABSTRACT

This study aims to explain the extent of the dynamic governance of the Sukoharjo Regency Government in the implementation of public service policies during the COVID-19 pandemic. The Sukoharjo Regency Government became one of the cities/regencies that received an award even in the midst of the COVID-19 pandemic as a very innovative regional category for major steps to encourage reforms in the public service sector and governance. With this achievement, it certainly cannot be separated from the dynamic ability of public services carried out by the Sukoharjo Regency Government. In this case, the Sukoharjo Regency Dispendukcapil and the One-Stop Integrated Investment Service (DPMPTSP) of Sukoharjo Regency as the leading sector which has a strategic role as the basis for all services to the community and has a large role in direct service to the community.

This research uses a qualitative descriptive method design with data collection techniques through observation, interviews, and documentation. The determination of the speakers used purposive sampling techniques. This study uses dynamic governance models and analysis by focusing on the dynamic capabilities of thinking ahead, thinking again, and thinking across as well as two leverage factors for able people and agile processes to analyze the extent of dynamic capabilities owned by the Sukoharjo Regency Government.

The results of the study indicate that there have been processes related to the dynamic governance in the Sukoharjo Regency Government, although there are still some weaknesses that can hinder the process. In the implementation of public service policies during the COVID-19 pandemic, the Sukoharjo Regency Government took steps to anticipate early services and service innovations through public service strategies that transform towards service digitization (thinking ahead), conducting reviews through supervision and evaluation of services both from the internal side of OPD and from the external side (thinking again) , also studying and adopting the success of ideas, concepts through comparative studies and benchmarking of public services to the Tegal Regency Government, Salatiga Regency Government, Solo City Government and Kulonprogo City Government (thinking across). However, there are still some obstacles that become obstacles in supporting the dynamic capability process in the implementation of public service policies, there are still people who do not have the capacity to access services online, there are still ASNs that require slower adaptation when services are transformed online and there is a moratorium on employee procurement which results in employee shortages and the existence of a recruitment system through the mutation of inter-regional employees who do not pay attention to aspects of the selection test in the process (able people).

Keywords: dynamic governance, dynamic capabilities, COVID-19 pandemic, Sukoharjo Regency Government.