

Abstrak

Penelitian ini berfokus pada kemampuan Dinas Pendidikan Kota Yogyakarta dalam memberikan pelayanan publik di bidang pendidikan di tingkat Sekolah Dasar selama pandemi. Masalah yang melatarbelakangi penelitian ini adalah munculnya pandemi Covid-19 yang mengubah pola kehidupan di masyarakat, termasuk proses pembelajaran. Gangguan terhadap pendidikan yang ditimbulkan oleh pandemi Covid-19 berbeda dengan bencana alam yang selama ini sering terjadi. Oleh sebab itu maka dibutuhkan kemampuan dari organisasi pemerintah, dalam hal ini Dinas Pendidikan Kota Yogyakarta, agar mampu menyesuaikan dengan perubahan sehingga dapat tetap memberikan pelayanan publik yang maksimal di tengah kondisi yang tidak menentu.

Penelitian ini dilakukan menggunakan pendekatan kualitatif dengan metode studi kasus. Pengumpulan data dilakukan melalui wawancara, observasi, dan dokumentasi data. Data yang terkumpul kemudian dianalisis menggunakan konsep *dynamic capability* yang merupakan bagian penting dari *dynamic governance*. Terdapat faktor eksternal (ketidakpastian di masa depan & *external practices*) dan internal (*able people* & *agile process*) yang berpengaruh terhadap tiga komponen *dynamic capability* yaitu *thinking ahead*, *thinking again*, dan *thinking across*.

Hasil penelitian menunjukkan bahwa interaksi faktor eksternal dan internal dapat berperan sebagai pendorong, namun di sisi lain justru berpotensi menjadi faktor penghambat *dynamic capability*. Penelitian ini juga menunjukkan bahwa *dynamic capability* telah bekerja di Dinas Pendidikan Kota Yogyakarta meskipun dengan beberapa catatan. Kemampuan *thinking ahead* Dinas Pendidikan Kota Yogyakarta masih bersifat reaktif karena menunggu munculnya ancaman sebelum mengeluarkan kebijakan. Selain itu posisi Dinas Pendidikan Kota Yogyakarta sebagai Organisasi Perangkat Daerah menghambat kemampuan *thinking ahead* karena harus menunggu arahan dari Pemerintah Pusat dan Pemerintah Daerah. Kemampuan *thinking again* ditunjukkan Dinas Pendidikan Kota Yogyakarta dengan melakukan evaluasi terus menerus terhadap strategi, kebijakan, dan program yang telah dikeluarkan. Terakhir, *thinking across* telah muncul meskipun tanpa anggaran untuk melakukan studi banding. Gagasan dan pengalaman yang berasal dari luar tetap masuk setelah disesuaikan dengan kondisi di Kota Yogyakarta selama pandemi.

Kata Kunci: Pendidikan, *Dynamic Capability*, *Dynamic Governance*, Pelayanan Publik, Pandemi Covid-19

Abstract

This research focuses on the ability of Yogyakarta City's Education Office (*Dinas Pendidikan Kota Yogyakarta*) in providing public services in the education field at the elementary school level during the pandemic. The problem that underlies this research is the emergence of the Covid-19 pandemic, which has changed the patterns of life in society, including the learning process. The disruptions to education caused by the Covid-19 pandemic are different from the natural disasters that usually occurred in the past. Therefore, the government organization, in this case, the Yogyakarta City's Education Office, needs the ability to adapt to these changes in order to continue providing optimal public services in uncertain conditions.

This research was conducted using a qualitative approach with a case study method. Data collection was done through interviews, observations, and data documentation. The collected data were then analyzed using the concept of dynamic capability, which is an important part of dynamic governance. There are external factors (future uncertainties and external practices) and internal factors (able people and agile processes) that influence the three components of dynamic capability: thinking ahead, thinking again, and thinking across.

The research results show that the interaction of external and internal factors can act as drivers, whilst on the other hand potentially become barriers to dynamic capability. This research also shows that dynamic capability has been functioning in the Yogyakarta City Education Office, albeit with some caveats. The thinking ahead capability of the Yogyakarta City Education Office is still reactive because it waits for threats to emerge before issuing policies. In addition, the position of the Yogyakarta City Education Office as a part of local bureaucracy hampers the thinking ahead capability because it has to wait for directions from the Central Government and Local Government. The thinking again capability has been demonstrated by the Yogyakarta City's Education Office through continuous evaluation of programs, activities, and policies that have been issued. Lastly, thinking across has emerged even without a budget for benchmarking studies. Ideas and experiences from outside still enter after being adjusted to the conditions in Yogyakarta City during the pandemic.

Keywords: Education, Dynamic Capability, Dynamic Governance, Public Services, Covid-19 Pandemic.