

INSTISARI PENELITIAN

Penelitian ini dilatarbelakangi oleh paradoks dalam kebijakan digitalisasi UMKM di Daerah Istimewa Yogyakarta (DIY). Program SiBakul Jogja terbukti mampu berinovasi secara responsif pada saat terjadi krisis, namun justru menghadapi potensi stagnansi pasca krisis. Hal ini tercermin dari rendahnya partisipasi UMKM (0,89% dari 324,924 UMKM), volume penjualan yang tidak berkembang, dan persoalan sistem digitalisasi SiBakul Jogja. Penelitian ini bertujuan untuk menganalisis bagaimana kerangka *Dynamic Governance* (DG) menjelaskan dinamika pelaksanaan kebijakan digitalisasi UMKM tersebut. Penelitian menggunakan metode kualitatif dengan pendekatan studi kasus pada program SiBakul Jogja. Data dikumpulkan melalui *indepth interview* terhadap 17 informan yang terdiri dari unsur pemerintah, mitra strategis, pelaku UMKM lintas Kabupaten/Kota di DIY, dan akademisi. Observasi dilakukan dengan skema *internship* di Dinas Koperasi dan UKM DIY dan mengunjungi lokasi UMKM dan studi dokumentasi. Analisis dilakukan secara bertahap melalui *open coding*, *axial coding* dan *thematic analysis* dengan NVivo 12 Plus. Temuan penelitian pada dimensi *able people* menunjukkan bahwa kapabilitas kepemimpinan, resiliensi tim, dan jaringan kemitraan telah hadir, namun terjebak dalam *personal leadership trap* yang teridentifikasi pada figur *middle manager* sebagai *man behind the system*. Kedua, dimensi *agile process* menunjukkan respons kebijakan berjalan hybrid dan adaptif, namun terkendala ketegangan antara tuntutan inovasi dan kepatuhan prosedur birokrasi. Ketiga, yakni dimensi *dynamic capabilities*, kapabilitas *thinking ahead* hadir namun belum terinstitusionalisasi; kapabilitas *thinking again* bersifat reaktif dan lahir dari tekanan eksternal; *thinking across* menimbulkan potensi homogenisasi inovasi kebijakan di level Kabupaten/Kota. Keempat, dimensi *culture* bekerja secara paradoks yakni pada satu sisi terjebak pada birokrasi prosedural dan ego sektoral yang menghambat inovasi. Sementara itu, etos kerja dan dukungan pendanaan dari Dana Keistimewaan menjadi katalisator. Kontribusi penelitian secara teoritis terletak pada kontekstualisasi DG di level OPD di Indonesia yang tumbuh secara *disturbance-driven* dan bersifat asimetris, bukan terdistribusi dalam rutinitas kelembagaan. Secara praktis, penelitian ini menunjukkan bahwa keberlanjutan inovasi kebijakan sangat rentan jika bergantung pada figur individu dan membutuhkan institusionalisasi kapabilitas dinamis.

Kata Kunci: *Dynamic Governance*, Digitalisasi UMKM, SiBakul Jogja, Inovasi Kebijakan Publik

ABSTRACT

The implementation of MSME digitalization policy in the Special Region of Yogyakarta (DIY), Indonesia, present a paradox. The SiBakul Jogja program has proven capable of responsive innovation during the crisis, but it faces the risk of stagnation after the crisis. This is reflected in the low participation of MSMEs (0.89% of 324,924 MSMEs), stagnant sales volume, and issues with the SiBakul Jogja digitalization system. This study thus aims to analyze how the Dynamic Governance (DG) framework explains the dynamics of implementing the MSME digitalization policy. The study employed a qualitative case study approach to examine the SiBakul Jogja program. Data were collected through in-depth interviews with 17 informants, consisting of government officials, strategic partners, MSME actors across regencies/cities in DIY, and academics. Observations were conducted through an internship at the DIY Cooperatives and Small and Medium Enterprises Office, as well as visits to MSME locations and documentation studies. Analysis was carried out in stages, using open coding, axial coding, and thematic analysis in NVivo 12 Plus. Research findings on the "able people" dimension indicate that leadership capabilities, team resilience, and partnership networks are present but trapped in a personal leadership trap, identified by the middle manager as the man behind the system. Second, the "agile process" dimension indicates a hybrid and adaptive policy response, but is hampered by tensions between demands for innovation and compliance with bureaucratic procedures. Third, in the "dynamic capabilities" dimension, the capability of thinking ahead is present but not yet institutionalized; the capability of thinking again is reactive and born of external pressure; thinking across creates the potential for homogenization of policy innovation at the regency/city level. Fourth, the "culture dimension" operates paradoxically: on the one hand, it is trapped in procedural bureaucracy and sectoral egos that hinder innovation. On the other hand, work ethics and funding support from the Special Fund act as catalysts. Theoretically, this research contribution lies in the contextualization of Dynamic Governance at the Regional Government Organization level in Indonesia, which is growing in a disruption-driven and asymmetrical manner rather than being distributed within institutional routines. In practice, this research shows that the sustainability of policy innovation is highly vulnerable if it depends on individual figures and requires the institutionalization of dynamic capabilities.

Keyword: *Dynamic Governance, MSME Digitalization, SiBakul Jogja, Public Policy Innovation*