

Enhancing Dynamic Capabilities through the Implementation of the Electronic Corruption Prevention Program (E-Proksi) in Kendari City

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ABSTRACT

This study aims to explore the role of information technology innovation, particularly E-Government, in enhancing governance dynamics and efficiency in addressing challenges related to corruption. Employing a qualitative approach with phenomenology, the research focuses on elucidating individual experiences with the implementation of E-Proksi at the Kendari City Inspectorate. Data collection involved interviews and observations, with data validation conducted through triangulation to ensure accuracy and consistency. The findings indicate that the technological innovation introduced by the E-Proksi application in Kendari City has positively influenced both corruption prevention and the enhancement of public services. However, the application encounters challenges such as public preference for traditional methods, insufficient socialization, and suboptimal political and regulatory support. Adaptive organizational culture and dynamic capabilities emerge as crucial factors in ensuring the program's success. Continued efforts to increase public participation and responsiveness to change are essential for achieving governance that is efficient, transparent, and accountable. Through ongoing strategic updates and attentive consideration of community feedback, E-Proksi is anticipated to significantly contribute to fostering a more effective, cleaner, and adaptable government in Kendari City.

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1. Introduction

In an era where technology is increasingly affecting every aspect of human life, the application of electronic innovation has become a major key in efforts to strengthen more dynamic governance [1]–[3]. During the rapid development of information and communication technology, government entities at various levels began to explore the great potential available to improve efficiency, transparency, and accountability in carrying out public service tasks. In line with the opinion [4] that the framework within which e-Government adoption is influenced by perceived levels of trust, which can be enhanced through engagement (covering transparency, communication, and awareness) as well as participation (covering crowdsourcing, collaboration, and security). Governance is the relationship between government and society [5].

In addition, the implementation and development of E-Government is also needed in a large supervision system to create an effective, efficient, clean, and free city (corruption, collusion,

nepotism) [6]–[8]. This can happen if E-Government is implemented by a system such as E-proksi. According to Susanto and Aljoza, people in developing countries who often experience unsatisfactory public services must have confidence in e-government services before they decide to use them [9].

Therefore, in this new era of public services, public services must become more responsive because they will be directly noticed transparently by the public [10], [11]. However, there is no denying that public services still face many obstacles, especially in terms of service quality. For example, the level of public satisfaction with public services is still low, indicating that public services are still far from the principles of ideal governance. In addition, the presence of many indications of irregularities in public services such as corruption cases and others is increasingly becoming a concern.

Table 1. Kendari City Corruption, Collusion, and Nepotism Case Report Data 2023

Data on Corruption, Collusion and Nepotism	SUM
Wild Levies	19 Report
Misappropriation of Power	11 Report
Extortion	5 Report
Conflict of Interest in Procurement	10 Report
Bribe	7 Report

^a Source: Kendari City Inspectorate Secondary Data, 2023

The bold above explains that in 2023 in Kendari City, there will be 52 reports of cases of corruption, collusion, and nepotism received by the Inspectorate. Illegal levies were the most reported cases with 19 reports. Abuse of power was recorded in 11 reports, conflict of interest in procurement in 10 reports, bribery in 7 reports, and extortion in 5 reports. Illegal levies are the most dominant problem of corruption, collusion, and nepotism. In addition, one example is the corruption situation that occurs within the Kendari City Regional Government. The President Director of PDAM Tirta Anoa Kota Kendari, known by his initials DM, has been made a suspect in a case of alleged corruption related to the optimization project of the Pohara Intake and Water Treatment Plant Punggolaka. This project spends Rp 10 billion from the Kendari City Government's capital participation budget.

Another example is the corruption case of Kendari City Regional Secretary Ridwansyah Taridala aka RT as a suspect in the case of alleged bribery of PT Midi Utama Indonesia or Alfamidi licenses and was immediately detained for 20 days. In the aftermath of the development of the case, former Kendari Mayor Sulkarnain Kadir was involved and named as a suspect in PT Midi Utama Indonesia's licensing corruption to ask PT Midi Utama Indonesia for corporate social responsibility funds. The funds are intended for the painting of Kampung Warna-Warni Bungkutoko worth Rp 721 million. This activity has been budgeted in the 2021 Regional Budget worth around IDR 300 million. Not only that, Sulkarnain is also known to have asked PT Midi Utama Indonesia to create six retail outlets with a new brand, namely Anoa Mart. In the new company, he asked to get a five percent stake. In addition, based on data from the Corruption Eradication Commission, corruption enforcement cases based on agencies in 2022 place district and city governments, ranking first with a total of 65 cases, above ministries and agencies as many as 26 cases and the Provincial Government as many as 16 cases. In addition, corruption cases most often occur in the territory of the central government.

With so many corruption cases, it shows an alarming condition in the administration of government in Indonesia, especially within the scope of the Kendari City Government. Therefore, various measures were taken by local governments to address the problem. One of them is changing the governance of a traditional government system into a system that utilizes information technology, known as E-Government in the context of government.

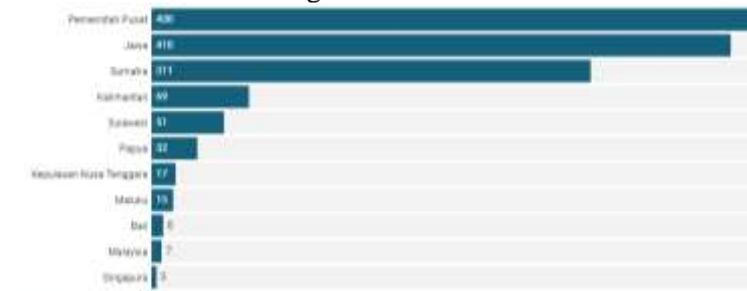


Fig. 1. Handling Corruption Cases by Region in 2004-2023

These policies and strategies have been regulated in Presidential Instruction Number 3 of 2003 concerning National Policies and Strategies for the Development of E-Government in all levels of Government as a whole and are the umbrella or first foundation of all technical detail policies in the field of E-Government. However, until now the implementation of E-Government has not been well centralized to all levels of Government in Indonesia.

In line with this statement, Indonesia is currently still ranked fifth (5) based on the E-Government Development Index of Southeast Asian countries. In addition, according to a United Nations (UN) report entitled "E-government Survey 2022", Indonesia obtained an E-government Development Index (EGDI) score of 0.7160 out of a total of 1 point. This score places Indonesia in 77th place globally.

Table 2. E-Government Development Index of Southeast Asian Countries

Rank	Country	Points/Grades
1	Singapore	0,9133
2	Malaysia	0,774
3	Thailand	0,766
4	Brunei Darussalam	0,727
5	Indonesian	0,716
6	Philippines	0,6523
7	Cambodia	0,5056
8	Myanmar	0,4994
9	East Timor	0,4372
10	Laos	0,3764

^b. Source: United Nations E-Government Survey (2022)

Based on the table above, until 2022 Indonesia has also experienced an increase from year to year. Globally, Indonesia, in 2022 ranks 77th in the world, but on the other hand, when compared to neighboring countries, such as Singapore, Malaysia, Thailand, and Brunei, Indonesia is still somewhat behind these countries. Thus, it indicates that until now the Government of Indonesia is still trying to develop the implementation of E-Government by requiring all Governments and public institutions to utilize information technology for the benefit of public services and Government administration. In addition, with the COVID-19 pandemic in 2019 and with the presidential instruction to accelerate the development of E-Government, the Kendari City Government issued Kendari Mayor Regulation Number 51 of 2019 on Electronic-Based Government Implementation. With the issuance of this trustee, all regional apparatus organizations are required to innovate and breakthrough electronic-based services. Kendari City, as one of the progressive government entities in Indonesia, not only takes the challenge of corruption seriously but also strives to take advantage of advances in information technology to create innovative solutions in responding to the demands of the times.

Environmental change encourages the development of contextual policies or adaptive policies, which not only respond passively to external pressures, but also adopt a proactive approach to innovation, contextualization, and policy implementation [12], [13], [14]. In this context, the concept of Dynamic Governance emerges as a relevant and important paradigm. Based on the concept of dynamic governance proposed by Neo & Chen [15], Dynamic Governance is understood as the government's ability to continuously adjust the process of formulating and implementing public policies and programs to achieve the desired goals [16]. Dynamic governance can be explained as the ability of governments to adapt their policies, institutions, and structures to uncertain and changing changes [17], Creating a sustainable competitive advantage [18].

Dynamic Governance is an approach to governance that emphasizes flexibility, broader public engagement, and the use of information technology to increase the responsiveness and effectiveness of public policies [19], [20]. This not only involves governance structures that are more open to public input and participation but also demands the adoption of smart technologies to support better decision-making and more efficient resource management. In corruption prevention, Dynamic Governance is not just a theoretical concept, but a solid foundation for innovation and transformation. Dynamic Governance is a suitable concept to address the complexity of social and institutional issues in urban areas[5] and the need for better dynamic governance strategies [21].

Facing a complex and dynamic reality, the Kendari City government realizes that tackling corruption cannot rely solely on conventional approaches. Therefore, the integration of information and communication technology is a strategic key in their efforts to strengthen corruption prevention

systems. From here, E-Proksi (Electronic Corruption Prevention Program) emerged as an important milestone in the transformation of the Kendari City government. E-Proksi is not only an application or software system but also a revolutionary idea that promises a paradigm shift in corruption prevention. Through the integration of information and communication technology, E-Proksi aims to provide opportunities for the public to report suspected corruption crimes to the Government.

Through the E-Proksi application, the community can be directly involved in the process of supervising the implementation of the Kendari City Government. Thus, we will further investigate how Dynamic Governance Transformation is the key to success in implementing E-Proksi in Kendari City. Through in-depth analysis and case studies, we will explore the positive impacts generated, challenges faced, as well as valuable lessons learned on the way to better, cleaner, and adaptive governance. So this paper is expected to make a meaningful contribution to our understanding of how the integration of technology and dynamic governance concepts can shape the future of better governance.

2. Method

This study uses a qualitative research design with a phenomenological approach to describe how public service innovations, such as e-proksi (Electronic Corruption Prevention Program), are implemented so that factors that support the sustainability of these innovations can be revealed. Describing the general meaning of some individuals their life experiences related to a particular concept or phenomenon can also be done [22]. To collect data, researchers conducted intervi

ews and field observations. The informants in this study are employees of the Kendari City Inspectorate who specialize in handling E-Proksi applications, at the Kendari City Inspectorate. The interview location is at Kendari City Public Service Mall, 8th floor. The data validation technique in qualitative research follows the approach taken by Moleong, as follows: (1) Credibility (trust). To ensure confidence in the research findings, several techniques are carried out, including (a) involving more participants, (b) making observations diligently, (c) triangulating sources, techniques, and data (including surveys, interviews, and documents), (d) conducting peer examinations, (e) ensuring completeness of references, (f) considering conflicting case studies, and (g) involving examination by team members or related parties. (2) Transferability refers to the ability to transfer data according to the sender's context, and empirical data is collected in detail. (3) Dependability evaluates consistency between the data collected and the results of the study. (4) Confirmability: Carry out data tracking and analysis by objective standards to ensure the accuracy of the data obtained without any bias. Furthermore, the data analysis in this study refers to the Model of Miles and Huberman (Sugiyono, 2020), which is divided into 4 steps of analysis activities, including data collection, data reduction, data presentation, and conclusions.

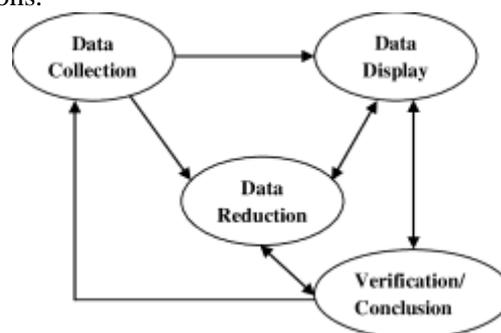


Fig. 2. Interactive Model of Data Analysis (Source: Miles, MB, & Huberman, 2014)

Then, the data validation method applied is the triangulation technique [23]. In this study, the type of triangulation used was data source triangulation. This process includes collecting data from a variety of different individuals to obtain diverse viewpoints and confirmations of data.

3. Results and Discussion

The Government of Indonesia is committed to improving the quality of public services through change measures. In 2014, the Ministry of State Apparatus Empowerment and Bureaucratic Reform

issued Ministerial Regulation Number 30 of 2014 which regulates guidelines for innovation in public services. This regulation is based on the need to accelerate bureaucratic reform to improve the quality of public services [24].

The government emphasizes the application and development of innovation with massive and dynamic supervision, to create an efficient, effective, and clean local government from corruption, collusion, and nepotism. This can happen with the implementation of e-government through the e-proxy application, which is one of the media in the form of an application that can interact between the community as objects of service from the Government to report individuals who commit criminal acts of corruption in the Administration of Government in Kendari City. So this study refers to how the culture that exists in an organization and the ability of human resources to face various challenges that arise (Neo & Chen, 2007). This research emphasizes the importance of the study of culture and abilities, especially in terms of thinking ahead, rethinking, and thinking thoroughly, which is the main focus to be analyzed to understand the details of events empirically.

3.1. Culture

Every organization has a unique culture that influences the implementation of its activities and programs. Organizational culture can be understood from two main points of view: principles that drive meritocratic systems in government, and beliefs that focus on state activism, long-term, and relevance [15]. These viewpoints suggest that the principles and beliefs that govern values and attitudes in organizations must complement each other. Building a quality organizational culture is a task that is not easy.

In this study, it was found that organizational culture has a significant impact on the transformation of dynamic governance to encourage the successful implementation of the Electronic Corruption Prevention Program in Kendari City. The culture of stakeholders in adapting to environmental changes results in innovations that make it easier for the community. E-proksi is a preventive measure by the Kendari City Inspectorate in supervising the implementation of Government in Kendari City, especially related to corruption prevention. The app receives anonymous reports of indicative violations, allowing interaction via the web or apps to report corruption. The existence of the E-Proksi application is a step by the Kendari City Government to minimize corruption in the government sector, and facilitate communication and reporting by the public related to the State Civil Apparatus.

This application is implemented by the Kendari City Inspectorate with the support of the e-gov team as a form of supervision to minimize corruption within the Kendari City Government. In the implementation of E-Proksi, also paying attention to long-term values and relevance strongly supports the transformation of dynamic governance. A focus on long-term goals and the relevance of the program to the needs of society helps create an environment conducive to innovation and adaptation. The socialization of E-Proksi applications in various Regional Apparatus Organizations of Kendari City shows seriousness in conducting electronic-based supervision and prevention of corruption within the scope of the Kendari City Government. In addition, the application of e-proxies has been based on the principle of meritocracy. The availability of human resources is one of the important factors for the success of implementing E-Proksi, namely the competence and expertise of the State Civil Apparatus in the Kendari City Inspectorate, such as formal and non-formal education through training to improve the ability and quality in carrying out their duties. Competence and expertise in human resources, such as formal and non-formal education through training and technical guidance to improve the quality and ability to carry out their duties.

The results of the study showed that ASN in the Kendari City Inspectorate was dominated by S1 to S2 education levels, which was 65 people or 94.20%. However, local culture people are more accustomed to conventional methods than online methods. This hinders the ministry itself. Thus, the results of this study show that quality organizational culture plays an important role in driving the transformation of dynamic governance, as evidenced in the successful implementation of the Electronic Corruption Prevention Program in Kendari City.

Through the principle of meritocracy and long-term values, this application helps minimize corruption in government, by supporting communication and reporting by the community and strengthening supervision by the Kendari City Inspectorate. Although the implementation of E-Proksi has prioritized the principle of meritocracy and has the support of qualified human resources,

challenges remain, especially in the face of people's preferences that still tend to be conventional rather than online. This can hinder the effectiveness of the service.

3.2. Dynamic Capabilities

1) Thinking Ahead

The ability to forecast environmental factors affecting future development, understand their impact on the socio-economy of communities, identify investment options that are beneficial to communities, as well as anticipate potential obstacles that could hinder their progress, are important aspects of thinking ahead. This encourages governments to regularly evaluate existing policies and strategies, update targets and objectives, and design new policy concepts that accommodate future changes.

By thinking ahead, the Kendari City government has identified potential corruption problems that may arise in the future and designed more effective prevention strategies. The Kendari City Inspectorate in implementing E-Proksi is a success factor for the implementation of e-government, regarding the competence and expertise of human resources, such as formal and non-formal education through training and technical guidance to improve the quality and ability to carry out their duties. So that the Kendari City Government is ready to face environmental changes that occur.

The ability of organizations to forecast the development of the environment and the condition of society is an aspect of thinking ahead [15]. Previously, discussions on organizational culture have highlighted the constraints faced by the Kendari City Inspectorate in terms of long-term resources, which are directly related to the concept of thinking ahead. Officials generally have ideas and innovations to initiate change, but implementation of change is often hampered by bureaucratic constraints. The implementation of the E-Proksi application has not been felt thoroughly by the community due to the lack of direct socialization. However, for the State Civil Apparatus, the experience with this application is positive because they feel helped and are no longer burdened with the issue of rank status. They also feel more confident because there is a means to report if something goes wrong.

However, there is a lack of community participation due to a lack of knowledge and information about this application, so they have not downloaded it. Proof of this can be seen from the statistics of visitors to the E-Proksi application which only reached 965.



Fig. 3. Number of App Visitors in 2023 (Source: Application E-Proksi, 2023)

The E-Proksi innovation that has been developed is the beginning of a future vision of supporting technology-based services by agencies. Hopefully, this innovation not only exists but can also continue as a sustainable application by continuing to make various innovations. Researchers appreciate the innovations that have been presented but also feel the need to provide thoughtful criticism so that agencies continue to develop this application with innovative updates in the future. It is unfortunate if the breakthroughs and steps that have been built are still constrained by system errors. An interesting finding in this discussion is the role of the Kendari City Inspectorate which is not only limited to handling corruption in public services, but also involves the task of providing understanding, socialization, and consultation to the community, although not optimal. The importance of making updates and improvements to ensure that efforts and communication directed to the community can be well understood and accepted.

Table 3. Evaluation of Thinking Ahead Capabilities in E-Proksi Innovation

Concept	Description
Thinking Ahead	Ability to foresee environmental factors affecting future development; understand the impact on the socio-economic community; identify profitable investment options; anticipate potential bottlenecks.

Identify potential corruption problems in the future; designing more effective prevention strategies.

E-Proksi implementation; lack of direct socialization to society; positive experience of the State Civil Apparatus; lack of community participation; low app visitor statistics.

Based on the data presented, it can be concluded that a more proactive approach is needed in forecasting development environmental factors and identifying profitable investment options. However, special attention needs to be paid to potential corruption problems in the future and more effective prevention strategies are needed. Although the implementation of E-Proksi is promising, challenges arise from the lack of direct socialization in the community and low participation rates. Therefore, further efforts are needed to overcome these obstacles. Governance is not only limited to contextual ideas and designs but also requires careful implementation to make it happen. Factors that influence the success of dynamic governance in a government agency include commitment, filling, pragmatism, and resource capability [14]. At present, the Kendari City Inspectorate is still in the process of presenting superior resources on every front. These efforts continue to be carried out because the agency aims to create an open government that can make it easier for people to get access to services.

2) Thinking Again

The journey to dynamic governance involves several obstacles that need to be overcome. These agencies require sensitive thinking to the problems faced to be able to overcome existing weaknesses. A concrete step is needed to leverage community information and feedback to find out which areas need improvement in services. This refers to the ability to evaluate the performance of existing strategies, policies, and programs, to improve the results obtained. This involves using actual data, information, and feedback to identify issues affecting performance, and then re-evaluating [15]. By reviewing and reviewing the results of work and being willing to listen to community complaints, is an extraordinary step as a servant of the state. The government cannot run alone in carrying out its programs and activities, but it needs a community-centered approach to make integrated governance [5].

The Kendari City Inspectorate has an open mind to changes and the wishes of the community. Without political will, it is impossible for the process of implementing e-government in Kendari City to run well. The support of political will is proof of the government's seriousness in implementing e-government. Concrete evidence carried out by the Kendari City Government in the Inspectorate made an e-proxy application to provide public flexibility in reporting if there are indications of problems within the Kendari City Government as well as for transparency and accountability which boils down to the creation of good governance.

But in the aspect of support from the City Government in this case, the Mayor has not shown full support, this is evidenced by the mutation of the Inspectorate leadership who is the initiator of the e-proxy application which seems political because the implementation of this application has only been running for 2 years. However, until now there has been no regulation issued by the Kendari City Regional Government in regulating the technical implementation of the E-Proksi application and also the guardian related to the corruption prevention program work team for 2023 has not been ratified and published so of course this makes the implementation of this application not optimal. Because there are no rules governing the implementation of what kind of E-Proksi application. This means that the homework of the Kendari City Government is to immediately make regulations as a form of political will from the City Government regarding the implementation of the E-Proksi application.

Table 4. Evaluation of Thinking Again Ability in E-Proksi Innovation

Concept	Description
Thinking Again	The inspectorate has an open mind to changes and the wishes of the people. Political support is important for the success of e-government.
	The Kendari City Government created an E-Proksi application for transparency and accountability. This application allows the public to report indications of problems within the City Government.
	There are no technical regulations governing the implementation of e-proxy applications. The guardianship related to the corruption prevention program work team has not yet been ratified.

It is necessary to immediately make regulations as a form of political will related to the implementation of E-Proksi applications. Regulations are needed so that the implementation of the application can run optimally.

Based on the table above, it can be concluded that thinking again illustrates the efforts of the Kendari City Government and the Inspectorate in implementing a dynamic and responsive government through e-government innovation. The inspectorate demonstrates adaptability with an open mind to change and political support essential to the success of the program. The creation of an E-Proksi application is a significant step forward in improving transparency and accountability, allowing the public to report issues directly. However, the absence of technical regulation hinders the effectiveness of these applications, indicating an urgent need for clear regulation. Without regulations governing the implementation of E-Proksi applications, this effort will not be optimal, so political will in the form of regulations is the key to achieving the desired goals of transparency and accountability.

3) Think Across

Thinking across capability is the ability to learn from the experience of others so that good ideas can be adopted and adapted to internal conditions so that goals can be better achieved. Although the implementation of E-Proksi in Kendari City has had a positive impact in increasing transparency and accountability, awareness of systemic impacts still needs to be strengthened. Some policies or strategic steps in the implementation of E-Proksi have not fully taken into account the consequences and interactions with the wider government system.

The availability of Human Resources shows that the Kendari City Regional Inspectorate does not experience problems in the field of formal education that its employees have completed. In addition, the human resources of the Regional Inspectorate, both Operators, IRBAN, and auditors have received socialization, training, and assistance from the Kendari City e-government team and training from the Corruption Eradication Commission in supporting the implementation of e-government, especially in the use of E-Proksi applications at the Kendari City Inspectorate.

The Kendari City Government has shown adaptability skills by following several changes in the needs and dynamics surrounding the E-Proksi program. The Kendari City Inspectorate has changed its strategy and adjusted the program features according to changes in the political, technological, and social environment. They have made updates to the application and organized additional training for staff related to changes in policies or procedures. Nonetheless, there is potential to improve the ability to respond to deeper change. Deeper responsiveness refers to a government's ability to quickly and accurately respond to more complex or significant changes in program implementation. This could involve developing more flexible mechanisms or processes, more open and transparent communication with all stakeholders, and increased community involvement in decision-making regarding program changes.

Table 5. Evaluation of Thinking Across Capabilities in E-Proksi Innovation

Concept	Description
Think Across	<p>The ability to learn from the experience of others and adopt ideas according to internal conditions.</p> <p>E-Proksi increases transparency and accountability.</p> <p>Application updates and additional training have been made for staff regarding changes to policies or procedures.</p> <p>Human resources (Operators, IRBAN, and auditors) have received socialization, training, and assistance from the Kendari City e-government team and the Corruption Eradication Commission.</p> <p>The policy has not fully accounted for interactions with the broader system of government.</p>

The table above shows that Think Across provides an overview of the application of the concept in the E-Proksi program in Kendari City. The points listed demonstrate the government's ability to learn from the experiences of others and adopt ideas according to internal conditions, which has increased transparency and accountability. The Inspectorate has conducted application updates and additional training for staff regarding changes in policies or procedures, as well as provided socialization, training, and mentoring from the Kendari City e-government team and Corruption Eradication Commission to human resources such as Operators, IRBAN, and auditors. However,

existing policies have not fully accounted for interactions with the broader system of government, suggesting that there is still room for improvement in designing more holistic and integrative policies.

Thus, increasing responsiveness to deeper changes will help the Kendari City government become more effective in addressing the growing challenges of implementing the E-Proksi program. In addition, the level of community involvement in the development and implementation of E-Proksi is still low. In practice, not all community inputs and responses can be effectively integrated into the decision-making process related to E-Proksi.

4. Conclusion

The Government of Indonesia has shown a strong commitment to improving the quality of public services through bureaucratic reform measures, as evidenced by the issuance of Ministerial Regulation Number 30 of 2014 which regulates guidelines for innovation in public services. These measures aim to create local governments that are more efficient, effective, and clean from corrupt practices. The implementation of the E-Proksi application in Kendari City is one clear example of this commitment, allowing the public to report indications of corruption crimes anonymously. This research emphasizes the importance of understanding organizational culture and the ability of human resources to deal with change. Quality organizational culture and good adaptability are important factors in supporting the transformation of dynamic governance. The successful implementation of the E-Proksi application in Kendari City shows that innovative measures can improve transparency, accountability, and effectiveness of public services. Although the E-Proksi application has shown success in increasing transparency and accountability, there are still challenges that need to be overcome, such as low public participation in the use of the application and lack of full political support from local governments. In addition, there are also limitations in this study related to the scope and methods of research that may limit the overall understanding of the impact and implications of E-Proksi applications. For further research, further efforts are needed to increase public participation in the use of E-Proksi applications and strengthen political support from local governments. In addition, further research can also explore the long-term and sustainable impact of E-Proksi applications in improving the quality of public services and ensuring the sustainability of this program in the future.

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