

Implementation Of Public Service Digitization Policy In GubengUrban Village, Gubeng Sub-District Surabaya City (Study Of Surabaya Single Window (Ssw) Alfa Imlementation In Providing Public Services)

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Abstract. Surabaya Single Windows (SSW) Alfa is an innovation program for licensing and non-licensing services from the Surabaya City Government. Surabaya Single Windows Alfa is a development application from a previous application called Surabaya Single Windows which was launched in 2013. With the SSW Alfa application, residents of the city of Surabaya can process service requests online. Gubeng Village consistently serves residents by using the digitalization system provided by the Surabaya City Government. The aim of this research is to describe the implementation of the Surabaya Single Windows Alfa digitalization service program in Gubeng Village, Gubeng District, Surabaya City based on the theory of Successful Program Implementation according to George Edward III which consists of Communication, Disposition, Resources and Bureaucratic Structure. The method used in this research is descriptive qualitative by collecting observation and interview data. The research results show that the Surabaya Single Windows Alfa program has been running well. However, in its implementation there are still several obstacles that hinder the implementation of the program. The inhibiting factors found in this research are the need for equal understanding of the application of Surabaya Single Windows Alfa for human resources in Gubeng Village and the lack of socialization to the community regarding the Surabaya Single Windows Alfa program. This results in many people still not understanding the terms or documents required for the application.

Keywords : Implementation, Surabaya Single Windows Alfa, Gubeng Sub-District

1. INTRODUCTION

One of the government's policies in implementing new public services an example is the utilisation of information and communication technology in government activities (e-government). The implementation of e-government in Indonesia was deepened with the issuance of Presidential Regulation No. 95/2018 on Electronic-Based Government Systems which aims to realise clean, effective, transparent, and accountable governance as well as quality and reliable public services.

Surabaya City Government also cares about the utilisation of this Electronic-

Based Government System (SPBE) by issuing Surabaya Mayor Regulation Number 68 of 2020 concerning the Implementation of Electronic-Based Government Systems in the Regional Government Environment.

Surabaya City Government as regulated in Surabaya Mayor Regulation Number 55 of 2021 concerning Kelurahan Service Standards within the Surabaya City Government and the first amendment to Surabaya Mayor Regulation Number 04 of 2022 and the second amendment, namely Surabaya Mayor Regulation Number 81 of 2023, implements the spirit of utilising digitalisation technology in services to the community within the urban village. The Mayor's Regulation regulates the mechanism from the community making a service request to getting the desired service document by using the service application provided by the Surabaya City Government.

With the digitalization of services implemented by the Surabaya City Government in the kelurahan scope, it is very helpful for the community to get fast, transparent and efficient effective services. One of the service application innovations is Surabaya Single Windows (SSW) Alfa, this application is an online licensing and non-licensing application.

In the implementation of the digitalisation of public services in Gubeng Village, Gubeng Subdistrict, Surabaya City is not without obstacles and barriers. There are still people who do not know and do not understand the use of the Surabaya Single Window (SSW) Alfa application. Another problem is that not all Human Resources at the Gubeng Urban Village Office, Gubeng Subdistrict, Surabaya City, understand thoroughly and can operationalise the application.

With this problem, the Gubeng Urban Village Office always makes efforts so that the understanding of its employees in the implementation of service digitalisation can be evenly distributed. This is followed up by sending employees to attend education and training provided by the Surabaya City Government.

Based on this description, it illustrates that the implementation of service digitalisation can succeed in the implementation of more excellent public services.

Digital transformation in public services aims to provide effective and efficient services. However, there are still obstacles and barriers in the implementation of its use.

Thus in examining how succesful the imlementation of the Surabaya Single Windows (SSW) Alfa program was, this study used G Edward III's theory of analyze the phenomena in implementing imlementation consists of 4 factors, namely: 1) Communication, 2) Resources, 3) Disposition, and 4) Bureaucratic Structure.

2. LITERATURE REVIEW

2.1 Public Administration

Public administration according to Chandler and Plano in Keban (2008: 4) is the process by which public resources and personnel are organised and coordinated to formulate, implement, and manage decisions in public policy. Meanwhile, Keban states that the term Public Administration shows how the government acts as a single agent in power or as a regulator, who is active and always takes the initiative in regulating or taking steps and initiatives, which they think are important or good for the community because it is assumed that the community is passive, less capable, and must submit and accept whatever the government regulates (Keban, 2008: 4).

In its development, the science of public administration theoretically recognises 2 approaches that have been applied at the time of reform in bureaucratic reform. The two approaches are New Public Management (NPM) and New Public Service (NPS).

The New Public Management paradigm basically criticises the failed role of the state in driving the wheels of development. A corrupt and bureaucratic state (hierarchical, inefficient, ineffective, non-transparent, even leading to patrimonial practices that protect and favour racial, tribal, ethnic, and political party affiliations) is considered one of the sources of development failure. Meanwhile, New Public Service is a paradigm based on concepts that are essentially in accordance with the values that exist in society. The role of the government is to collaborate between existing values so that they are congruent and in accordance with the needs of society. The value system in society is dynamic so it requires excellent service from the government.

2.2 PUBLIC POLICY

According to Nugroho (2009: 86) public policy can be interpreted through two characteristics of public policy itself, namely: 1) public policy is something that is easy to understand, because its meaning is things that are done to achieve national goals. 2) Public policy is something that is easy to measure, because the measure is clear, namely the extent to which progress in achieving the ideals has been taken. According to Carl Friedrich, 1969 in Leo Agustino (2006: 7) which says that policy is a series of actions / activities proposed by a person, group, or government in a particular environment where there are obstacles and possibilities where the policy is proposed to be useful in overcoming them to achieve the intended goal.

It can be concluded that public policy is a series of actions taken or not taken by the government with certain objectives in solving public problems.

The explanation of the public policy development process put forward in Ayuningtyas (2014: 30) is 1) Agenda Making, 2) Policy Formulation, 3) Policy Adoption, 4) Policy Implementation, 5) Policy Evaluation.

2.3 IMPLEMENTATION

The meaning of implementation according to Daniel A. Mazmanian and Paul Sabatier (1979) as quoted in the book Solihin Abdul Wahab (2008: 65), says that Implementation is understanding what actually happens after a program is declared effective or formulated with events and activities arising after the ratification of State policy guidelines which include both efforts to administer it and to cause real

consequences / impacts on society or events. From the above explanation, it can be concluded that policy implementation will not begin before goals and objectives are set or identified by policy decisions. So implementation is a process of activities carried out by various actors so that in the end it will get a result that is in accordance with the goals or objectives of the policy itself.

Meanwhile, according to George C. Edward believes that policy implementation is influenced by four variables, namely: 1) Communication, namely the success of policy implementation requires that implementors know what to do, where the goals and objectives of the policy must be transmitted to the target group, so that it will reduce implementation distortion. 2) Resources, even though the policy content has been communicated clearly and consistently, if the implementor lacks the resources to implement, the implementation will not be effective. These resources can take the form of human resources, such as implementor competence and financial resources. 3) Disposition, is the character and characteristics possessed by the implementor, such as commitment, honesty, democratic nature. If the implementor has a good disposition, then the implementor can carry out the policy well as desired by the policy maker. When the implementor has a different attitude or perspective from the policy maker, the policy implementation process will also be ineffective. 4) Bureaucratic Structure, The organisational structure in charge of implementing the policy has a significant influence on policy implementation. Aspects of the organisational structure are Standard Operating Procedure (SOP) and fragmentation. An organisational structure that is too long will tend to weaken supervision and create red-tape, namely complicated and complex bureaucratic procedures, which make organisational activities inflexible.

3. RESEARCH METHOD

This research is qualitative research with a descriptive approach. Descriptive research explores and clarifies phenomena or social reality by describing a variable related to the problem of the unit under study. In this study, researchers describe how the implementation of the public service digitalisation policy in Gubeng urban village, Gubeng sub-district, Surabaya city.

The data in this study were obtained from interviews, observations, and documentation regarding implementation. Primary data was obtained from the profile of Gubeng Village, Gubeng District, Surabaya City.

Finally, after collecting research data, data analysis was carried out. According to Sugiyono, data analysis is the process of systematically searching and compiling data obtained from interviews, field notes, and other materials so that it can be easily understood and the findings can be shared with others

4. RESULTS AND DISCUSSIONS

4.1 Implementation of the Public Service Digitalisation Policy through Surabaya Single Windows (SSW) Alfa in Providing Public Services in Gubeng Village, Gubeng Subdistrict, Surabaya City

The Surabaya City Government is committed to improving services to the public and reforming old systems that are considered ineffective and inefficient to be replaced with innovations that are created to facilitate services to the community. In the era of the utilisation of technology and informatics, Surabaya City Government is developing and following the times in the public service sector. Technological developments are increasingly sophisticated. Various innovations have sprung up as a need for government agencies to become a supporting tool for governance so that the expected goals are achieved properly.

In this Surabaya Single Windows (SSW) Alfa digitisation service program, the public can access online or come to the government office to be assisted by service officers to access the SSW Alfa application.

The change in service mechanism made by this application is that citizens do not have to go back and forth to the government office to get a service. All processes after the application file is uploaded can be monitored through each applicant's account. If there are missing files, the applicant can re-upload them in the application without having to come to the village office. In addition, with the Surabaya Single Windows (SSW) Alfa, the party authorised to sign the file can sign anywhere by accessing the application online. So in this case it can accelerate the community to be able to get services. Before the application, there were many complaints from the community, having to wait for the Head of Village / Authorised Official to sign the community's application file because they still had needs outside the office.

The implementation of service digitalisation by the Surabaya City Government has received various awards. Some of the awards received by the Surabaya City Government are as the Most Innovative City in the Innovative Government Award (IGA) 2021 and also in the Digital Government Award 2023 as a Regional Government that implements an Electronic-Based Government System (SPBE) which is considered

successful in implementing digital government in an integrated and more advanced manner.

Thus based on several awards and achievements that have been obtained, such as in this study, the results of the implementation of the public service digitalisation policy through the Surabaya Single Windows (SSW) Alfa application in perspective the successful implementation of G. Edward II as follows.

4.1.1 Communication

Surabaya Single Windows (SSW) Alfa programme as a licensing and non-licensing service by the Surabaya City Government through the Department/Section/Sub-district has been running for approximately two years. The innovation aims to create an effective and efficient public service pattern for the people of Surabaya City.

According to G. Edward related to communication in a policy implementation consists of 3 (three) indicators, namely the transmission dimension, the clarity dimension and the consistency dimension. As in this study, the communication aspects in the implementation of the SSW Alfa programme can be seen as follows:

1. Transmission

Transmission in a policy programme implementation is a process of delivering all aspects of the policy to be implemented. The delivery of information related to the policy must be conveyed thoroughly with the aim that what is expected does not experience obstacles in the process.

As in the implementation of the Surabaya Single Windows (SSW) Alfa service programme based on Presidential Regulation Number 95 of 2018 concerning the Implementation of Electronic-Based Government Systems (SPBE). Based on the Presidential Regulation, it then makes a point of clarity and is a form of transmission from policy makers related to changes in electronic-based government systems. The Presidential Regulation regulates the technical implementation of SPBE within the scope of the government bureaucracy, both in the central government, institutions and local governments.

The Surabaya City Government followed up on Presidential Regulation Number 95 of 2018 in its technical implementation by making Surabaya Mayor Regulation Number 68 of 2020 concerning the Implementation of Electronic-

Based Government Systems in the Local Government Environment. This is also in accordance with the mission of the leadership of the Mayor of Surabaya for the 2021-2024 Period, as the 4th (fourth) mission, namely "Strengthening Clean, Dynamic and Agile Digital-Based Bureaucratic Transformation to Improve the Quality of Public Services". Through this mission, we can then see the commitment of the Surabaya City government in improving the quality of public services.

Surabaya Single Windows (SSW) Alfa Innovation Program as a public service digitalisation innovation must of course be known to the public. This is still a homework for Gubeng Village, so that the public can find out that the SSW Alfa programme can be accessed by the public online and makes it easier for the public to arrange services to the public. There are still people who come to the Gubeng Urban Village office and are not aware of the application. So that kelurahan officers provide directions for the community to be able to access the SSW Alfa application so that they can get services.

In terms of transmission, it is still a note for the Gubeng urban village, the distribution of information related to the SSW Alfa innovation programme must be done more massively.

2. Clarity

Policy information that has been conveyed to message recipients will not necessarily result in good policy implementation if the information conveyed is unclear. As the lack of clarity can cause several obstacles in the implementation process, so that it can also affect the quality of the implementation of the policy programme itself. Thus, in a policy programme implementation, good communication is needed between policy makers and policy implementers so that there is no ambiguity and confusion so that the message to be conveyed can be right on target.

Evidence of clarity in the Surabaya Single Windows Alfa application is that the service recipient community can monitor the service process directly through the application.

In the aspect of clarity, the clarity of the community in getting services through this application can be felt, because in the application the service applicant can monitor the progress of the services provided.

3. Consistency

In an implementation or implementation of a policy programme, it is necessary to have consistency in the implementation of the programme. To achieve consistency in the implementation of policy programmes, good communication is needed between policy makers and policy implementers in the field so that they can provide information and direction for implementers in the field so that programme implementation remains consistent.

Consistency in program implementation can be seen through regular coordination meetings and an official letter from the Regional Secretary of Surabaya City requiring all urban village services to be conducted online through the Surabaya Single Windows Alfa application.

4.1.2 Resource

According to G. Edward, there are 4 dimensions of resources that can affect the implementation of a policy programme. These include, 1) Human Resources, 2) Budget Resources, 3) Facilities and Infrastructure and, 4) Authority Resources.

1. Human Resources

Human resources in a policy programme implementation are one of the factors that play a very important role. As in the implementation of the SSW Alfa public service programme in Gubeng Village, Gubeng Sub-district, Surabaya City, the availability of human resources still needs to be developed for some officers, especially related to understanding the application system.

Human resources in the implementation of SSW Alfa in Gubeng Village are adequate but there is still a need to develop the knowledge of some officers related to the application system so that services run more optimally.

2. Budget Resources

Budget resources are one of the important factors in the success of a policy implementation. As in this research, namely in the implementation of digitalisation of public services through SSW Alfa, Gubeng Village as the implementer of the program with the office in charge of this application,

namely the Communication and Informatics Office of Surabaya City, the costs associated with implementing this program are funded based on the Regional Budget and Expenditure (APBD) of Surabaya City. in terms of budget availability is not the domain of the Gubeng Village.

3. Facilities and Infrastructure

Equipment resources are the means used to operationalise the implementation of a policy which includes buildings, land, and facilities which will all make it easier to provide services in policy implementation. The facilities and infrastructure aspect of the implementation of service digitisation using SSW Alfa is well available, supported by an adequate number of computers and also an internet network with 5G speed.

4. Authority Resources

In the implementation of SSW Alfa, the authority to issue service products is the authority of each Regional Apparatus Organisation. Within the scope of Gubeng Village, the Head of Gubeng Village as the regional head has the authority to authorise service products issued through SSW Alfa. Gubeng Village has the authority to issue service products that are the domain of the kelurahan in accordance with established regulations.

4.1.3 Disposition

Disposition according to G. Edward is the attitude or seriousness of the policy actors in implementing the policy itself. In another sense, the meaning of this disposition is the attitude of public policy actors in earnest so that the goals and objectives of the policy can be realised.

Gubeng Village is highly committed to implementing digital service applications through Surabaya Single Windows Alfa in providing services to the community.

4.1.4 Structure Organization

According to Edwards III (1980: 125) states that policy implementers may know what to do and have the desire to do it, and have sufficient resources to do it, but they may still be hampered in implementation by the organisational structure in which they serve. According to Edward III in Implementation theory, a good Bureaucratic structure must have Standard Operating Procedures (SOP) and fragmentation implementation.

As in the implementation of the Surabaya Single Windows Alfa program, based on the results of researchers' observations in implementing this program there is a clear SOP with the existence of Surabaya Mayor Regulation Number 55 of 2021 concerning Village Service Standards within the Surabaya City Government.

4.2 Supporting Factors for Implementing Service Digitalization Through Surabaya Single Windows (SSW) Alfa in Providing Public Services in Gubeng Village, Gubeng District, Surabaya City

The implementation of digitalization of services through SSW Alfa, which is currently being implemented by Gubeng Village, Gubeng District, Surabaya City, is already underway, supported by regulations set by the Surabaya City Government. This innovation carried out by the Surabaya City Government in public services is a form of commitment to implementing an Electronic-Based Government System.

In the public service digitization program through SSW Alfa, people do not need to come directly to the subdistrict office, because they can access it online. However, the sub-district office continues to accommodate and help people who are not yet aware of the SSW Alfa service. This is also supported by strengthening the infrastructure and facilities to support the services provided by the Surabaya City Government to sub-district offices which are very adequate. The number of computers to support services at the Gubeng Subdistrict Office, Gubeng District, Surabaya City in the service room is 4 (four) computers equipped with a 5G speed internet network which is facilitated by the Surabaya City Communication and Information Service.

Positive achievements in the implementation of digitalization of public services using SSW Alfa can also be seen from the very good Public Satisfaction Index (IKM) for public services in Gubeng Village, Gubeng District, Surabaya City. The IKM assessment period from January to December 2023 shows the level of community satisfaction in receiving services in Gubeng Village, Gubeng District.

BULAN	NILAI IKM
Januari	96,56 (Sangat Baik)
Februari	97,96 (Sangat Baik)
Maret	93,77 (Sangat Baik)
April	95,10 (Sangat Baik)
Mei	95,49 (Sangat Baik)
Juni	97,25 (Sangat Baik)
Juli	99,47 (Sangat Baik)
Agustus	100 (Sangat Baik)
September	100 (Sangat Baik)
Oktober	100 (Sangat Baik)
November	82,15 (Baik)

4.3 Factors Inhibiting the Implementation of Digitalization of Services Through Surabaya Single Windows (SSW) Alfa

In implementing the digitalization of services implemented by the Surabaya City Government at the sub-district level, there are still factors that hinder its implementation.

The inhibiting factors in implementing the digitalization of this service can be seen from both sides, namely internal and external. The internal inhibiting factor is that human resources do not have the same capabilities in applying SSW Alfa services. Meanwhile, the external factor is that there are still residents who are not aware of the service digitalization program through SSW Alfa.

Researchers can conclude that the obstacles to implementing service digitization consist of human resources, and the lack of socialization to the public regarding the SSW Alfa service program which results in many people not understanding the requirements or files that must be brought when requesting public services.

5. CLOSING

In this research, the implementation of the public service digitalization program using Surabaya Single Windows (SSW) Alfa in Gubeng Village, Gubeng District, Surabaya City has been going well. However, in its implementation there are still several obstacles that still hinder the implementation of this service program. Based on the researcher's analysis in this study, namely:

1. Communication variables in the implementation of digitalization of public services using SSW Alfa still need to be improved. In terms of transmission, the Gubeng Subdistrict has made several efforts so that the program that has been established can reach a wider community, for example by conducting outreach and providing information related to the SSW Alfa service program using the residents' WhatsApp group. This is still a challenge for Gubeng Village to socialize more massively so that the goal of digitizing services can run optimally. Likewise, from the aspect of clarity and consistency, with the existence of regulations that govern and regular monitoring and evaluation, this program has run well in accordance with these two aspects.
2. The disposition variable in the implementation of the service digitization program using Surabaya Single Windows Alfa, based on the findings and analysis of researchers, shows that the attitude of policy makers is highly committed to the implementation of SSW Alfa services as a form of realizing effective and efficient public services for the people of Surabaya City.
3. Resource variables in implementing the service digitization program using Surabaya Single Windows (SSW) Alfa, based on research findings and analysis shows that human resources are sufficient but knowledge still needs to be developed for several Gubeng Village officers who still need assistance in implementing it, so that the service run more optimally. Regarding the facilities and infrastructure supporting the implementation of digitalization of services using Surabaya Single Windows Alfa, it is well available. Regarding budget resources, there are no obstacles. Because in implementing the digitization of this public service program, sub-districts are only implementing the program. Meanwhile, in the aspect of authority resources, sub-districts have absolute authority to certify service products provided through SSW Alfa which are service products from sub-districts in accordance with established regulations.

4. Organizational Structure Variables in the implementation of the service digitization program using Surabaya Single Windows Alfa. Based on the findings and analysis of researchers, it shows that the implementation of the public service digitization program through Surabaya Single Windows Alfa in Gubeng Village, Gubeng District, Surabaya City already has a clear SOP.

Meanwhile, the inhibiting factors in implementing the Surabaya Single Windows Alfa Program in Gubeng Village, Gubeng District, Surabaya City, based on researchers' findings and analysis, consist of; 1) Human resources still need to be improved, 2) Socialization of services through SSW Alfa is still lacking as there are still many people who do not know and understand the Surabaya Single Windows Alfa program.

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