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# Implementation of Services through E-Government: SSW Alfa Website of Surabaya City Investment and One-Stop Service Office

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**ABSTRACT:** Digital transformation in public services is one of the main strategies in improving the efficiency and transparency of government bureaucracy. Surabaya City, through DPMPTSP, has implemented the SSW Alfa system as a form of e-government implementation to simplify the licensing and investment process. This research aims to analyse the effectiveness of SSW Alfa system implementation in improving the quality of public services in Surabaya, as well as identify the challenges and constraints faced in its implementation. The research method used is a qualitative approach with data collection techniques through in-depth interviews, observation, and analysis of related documents. The results show that the system has succeeded in increasing the efficiency of service time, minimising corrupt practices, and increasing the satisfaction of the public and business actors in managing licensing online. However, several obstacles are still faced, such as the lack of digital literacy among the community, technical constraints in the system, and regulations that have not been fully integrated with central government policies. Therefore, it is necessary to improve technological infrastructure, a more massive socialisation program, and policy harmonisation so that the implementation of e-government in Surabaya City can run more optimally. With continuous improvement, SSW Alfa can become a model of digital-based public service innovation that can be applied in other regions in Indonesia.

**KEYWORDS:** e-government., public service., ssw alfa., surabaya

## INTRODUCTION

The development of information and communication technology has encouraged the transformation of public services in various countries, including Indonesia, through the implementation of e-government as a strategy to improve efficiency, transparency, and accountability in governance (Zheng et al., 2018). Based on data from the Ministry of Communication and Information Technology (Kominfo), Indonesia targets the implementation of e-government as part of the vision of 'Digital Indonesia 2045,' which emphasises the importance of technology utilisation in improving the quality of public services (Kominfo, 2023). One example of concrete implementation of e-government at the regional level is the implementation of Surabaya Single Window (SSW Alfa) by DPMPTSP Surabaya City, which aims to digitally simplify the business and investment licensing process (Septian & Kriswibowo, 2024). In a survey conducted by the Central Statistics Agency (BPS) in 2022, Surabaya City was listed as one of the cities with the highest e-government index in Indonesia, demonstrating the local government's commitment to providing technology-based services to the community. (Muhammad Multazam Masttur, 2024). Therefore, a case study on the implementation of public services through e-government in Surabaya City, especially through the SSW Alfa website, is relevant in evaluating the effectiveness and impact of the policy on public services and the investment sector (Pamungkas, 2024) .

Digitalisation of public services through e-government systems is expected to overcome various bureaucratic problems that have been considered slow, non-transparent, and prone to corruption, collusion, and nepotism (Umbach & Tkalec, 2022). According to the Transparency International report in 2023, Indonesia still faces challenges in the corruption perception index (CPI) which stagnates at 34 on a scale of 100, indicating that bureaucratic reform through digitalisation still needs to be optimised (Lobonţ et al., 2022). The implementation of SSW Alfa is one of the concrete steps in promoting transparency by providing licensing services that can be accessed online, thus reducing the potential for direct interaction between applicants and officers, which is often a loophole for illegal levies. (Izzati, 2017). A study conducted by Setiadi and Prasetyo shows that the use of digital systems in public services can cut business licence processing time by 50% compared to the manual system (Demidova et al., 2024). Thus, e-government not only increases efficiency, but also strengthens the integrity of public services with a system that is more open and monitored by the wider community (Andersson et al., 2022).

In addition to the transparency aspect, the effectiveness of e-government implementation in public services can be measured by the level of user satisfaction with the implemented system (Kuhlmann & Bogumil, 2021). Based on a survey conducted by DPMPTSP Surabaya City in 2023, around 82% of SSW Alfa service users stated that they were satisfied with the ease of access and speed in processing licences online. This

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success is supported by the growing digital infrastructure, such as increased internet access and the utilisation of cloud computing-based technology that allows services to run optimally without significant technical obstacles (Putra, 2018).

However, although this system has brought various conveniences, there are still some obstacles faced in its implementation, such as the digital divide among the community, especially for those who do not have sufficient access or understanding of technology (Afzal et al., 2023). Therefore, in addition to improving the quality of digital infrastructure, local governments also need to strengthen digital literacy programmes for the community to ensure that the benefits of e-government can be felt by all levels of citizens without exception (AbdulKareem & Oladimeji, 2024).

In the context of increasing investment, the implementation of SSW Alfa has a positive impact on the investment climate in Surabaya City by cutting the licensing bureaucracy which has been one of the main obstacles for businesses (Fakhruzzaman, 2019). Based on a report from the Investment Coordinating Board, Surabaya City recorded a 12.5% increase in investment realisation in 2023 compared to the previous year, which was largely supported by improvements in the digital-based licensing system (Izaak & Andriyani, 2025). The existence of platforms such as SSW Alfa allows investors to take care of various administrative documents more quickly and transparently, thus increasing Surabaya's attractiveness as a competitive investment destination nationally and internationally (Mohamad Geoveza Putra Syahtoni & Oktarizka Reviandani, 2024). However, the success of this system also depends on the commitment of local governments in maintaining regulatory consistency and providing policies that support economic stability and ease of doing business for investors. Therefore, e-government must be combined with sustainable policy strategies in order to provide maximum impact in driving regional economic growth (Chohan & Hu, 2022).

Apart from the government and investors, the public as users of public services also have an important role in the success of e-government implementation (Abdulkareem & Mohd Ramli, 2022). A study conducted by Nugroho and Kurniawati shows that the success of the e-government system is highly dependent on the level of technology adoption among the community, especially in terms of digital readiness and understanding of applicable procedures (Sutrisno et al., 2023). The Surabaya City Government has made various efforts to increase public participation in the use of digital services, one of which is through the provision of help centres and consultation counters at the DPMPTSP office for those who have difficulty accessing the online system (McDermott et al., 2025). However, another challenge that needs to be overcome is the limited digital infrastructure in certain areas that still face problems with stable internet access (Istyanto, 2016). Therefore, in addition to the development of a reliable digital system, there needs to be support in the form of policies that ensure equal access to technology so that e-government services can be utilised to the fullest by all Surabaya residents (Priyowidodo et al., 2024).

Given the challenges and opportunities in implementing e-government through SSW Alfa, this study aims to analyse the effectiveness of the system in improving public services in Surabaya City (Anshori et al., 2025). The main focus of this research includes aspects of transparency, efficiency, user satisfaction, impact on investment, as well as factors that support and hinder the success of system implementation. Through this approach, it is expected that this research can provide useful recommendations for future e-government policy development, not only in Surabaya but also in other regions that want to adopt similar systems in an effort to improve the quality of public services and regional economic competitiveness (Yudha & Widiyarta, 2024).

## RESEARCH METHODS

This research uses a qualitative approach to analyse the implementation of e-government through the SSW Alfa platform at DPMPTSP Surabaya City. The qualitative approach was chosen because this research aims to understand phenomena in depth, explore user experiences, and explore challenges and opportunities in the implementation of digital systems in public services. Case study was used as the research strategy as it allows researchers to gain a comprehensive understanding of the social, economic, and policy contexts that influence the success or constraints in the implementation of SSW Alfa.

The data collection technique in this study was conducted through semi-structured interviews with various stakeholders, including DPMPTSP officials, technical employees involved in managing the system, businesses using SSW Alfa services, and communities affected by the implementation of e-government in Surabaya City. Semi-structured interviews were chosen so that researchers could explore more in-depth and flexible information, according to the experiences and perspectives of each informant.

Data analysis using the Miles & Huberman interactive model (2014: 17) states that activities in qualitative data analysis are carried out interactively and take place continuously until completion. Data analysis techniques in qualitative research include data collection, data presentation (data display), data condensation (data condentation) and conclusion drawing (verification) as follows: 1. data collection; 2. data presentation (data display); 3. data condensation (data condentation); 4. conclusion drawing / verification.

## RESULTS AND DISCUSSION

The implementation of e-government through the SSW Alfa platform at DPMPTSP Surabaya City has had a significant impact on public services, especially in the aspect of licensing efficiency and transparency. Based on data obtained from interviews with DPMPTSP employees, before the implementation of SSW Alfa, the business licensing process took up to 14 working days, while after this system was implemented, the average licensing completion time was reduced to only 3-5 working days. This acceleration is due to the automation of administrative processes, which eliminates the need for manual interaction between applicants and officers, thereby reducing potential delays due to bureaucratic red tape (Listiarti et al., 2024). In addition, data from the Surabaya City DPMPTSP annual report shows that in 2023, there was an increase in the number of licences processed online by 68% compared to the previous year, signalling that more people and businesses are starting to switch to this digital service. This success in increasing efficiency is in line with the findings of previous research which shows that the implementation of e-government can significantly cut public service time and increase user satisfaction with digital-based government services.

In addition to the efficiency aspect, the implementation of SSW Alfa also contributes to increasing transparency in the licensing process, which is one of the main objectives of digital transformation in public services. With the online-based system, applicants can directly monitor the

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status of their applications through the website without the need to come to the DPMPTSP office, thus reducing the risk of illegal levies or intervention from unauthorised parties. Interviews with several service users show that they feel more comfortable with this system because they do not need to deal directly with officers who have the potential to commit unethical practices in the licensing process (Aziz & Zakir, 2022).

Data from the Corruption Eradication Commission also shows that digitisation of public services, including in the licensing sector, can reduce loopholes for corruption by reducing direct contact between government officials and the public. However, despite the increase in transparency, some obstacles are still found, such as the lack of understanding of online registration procedures and technical barriers that sometimes disrupt the smooth running of the system. Therefore, the Surabaya City government needs to continue socialising and educating the public so that the benefits of digitalisation can be felt more widely and evenly.

In terms of user satisfaction, a survey conducted by DPMPTSP Surabaya City in 2023 showed that around 82% of SSW Alfa service users were satisfied with the ease of access and speed of services provided. The majority of users stated that the business licence registration process is easier because all required documents can be uploaded online without having to submit physical files. However, around 18% of users expressed dissatisfaction, mostly due to technical issues such as server outages or difficulties in understanding the flow of using the system. Some respondents also mentioned that although these digital-based services are more efficient, assistance from officers in the form of consultation is still needed, especially for people who are not used to using digital technology. To address this issue, the government can improve the quality of technical assistance services by providing a more responsive customer service centre, either in the form of a call centre or an automated chatbot that can help users resolve their problems more quickly.

In terms of impact on investment, the implementation of SSW Alfa also has a positive impact on the business climate in Surabaya City by cutting the bureaucracy that was previously a major obstacle for investors. Based on the Investment Coordinating Board report, investment realisation in Surabaya City increased by 12.5% in 2023 compared to the previous year, which was largely driven by the improvement of the digital-based licensing system (Armada, 2023).

This shows that the ease of licensing has contributed to the increased interest of investors to invest in the city. The ease of accessing information and licensing requirements transparently through an online platform is also an attraction for foreign investors looking to invest in Surabaya. However, although this system has provided benefits to the business world, there are still some challenges that need to be overcome, such as regulatory discrepancies between the central and local governments that sometimes cause confusion in the licensing process. Therefore, policy harmonisation between the central and local governments is needed so that the digital licensing system can run more effectively without contradictory regulatory barriers.

Although the implementation of SSW Alfa has brought various conveniences in public services, there are still some obstacles that pose challenges in its implementation. One of the main obstacles is the digital divide among the community, especially for those who are not accustomed to using online services or do not have adequate access to the internet. Based on data from the Central Bureau of Statistics (BPS) in 2022, around 17% of the population in Surabaya City still has limited access to the internet, which can be an obstacle in the utilisation of the online licensing system. In addition, some small and medium enterprises (MSMEs), which are one of the main user groups of licensing services, still face obstacles in understanding digital licensing procedures. Therefore, training and mentoring programmes for small businesses are needed so that they can make the most of the system. Surabaya City Government can also collaborate with universities or community organisations to organise digital literacy programmes that aim to improve people's skills in using technology-based services.

In addition to challenges coming from the community, technical aspects are also an important factor in the successful implementation of e-government in Surabaya City. Some users complain that sometimes the system experiences technical glitches, such as the slow process of uploading documents or the unavailability of services at certain times. These problems indicate the need to improve technological infrastructure, including increasing server capacity and security systems to prevent potential cyber threats. That one of the main challenges in implementing e-government in Indonesia is the lack of adequate digital infrastructure readiness. r Therefore, investment in strengthening information technology systems should be a priority for local governments so that digital-based public services can run more optimally and without significant technical obstacles.

Based on the results of this study, it can be concluded that the implementation of SSW Alfa has made a significant contribution to increasing efficiency and transparency in public services in Surabaya City. The digitalisation of licensing services has cut administrative processing time, increased user satisfaction, and encouraged investment growth by making it easier for businesses to process licenses. However, the successful implementation of e-government still faces several challenges, especially in terms of the digital divide, technical constraints, and the need for regulatory harmonisation between the central and local governments. Therefore, continuous efforts are needed in the form of improving people's digital literacy, strengthening technological infrastructure, and better policy coordination so that the implementation of e-government can provide maximum benefits for all levels of society. With improvements in these various aspects, it is hoped that Surabaya City can become an example for other regions in developing an effective, transparent, and inclusive digital-based public service system in the future.

## CONCLUSION

The implementation of SSW Alfa at DPMPTSP Surabaya City has brought positive changes in public services, especially in the aspects of licensing efficiency and transparency. This digitalisation has succeeded in cutting permit processing time, reducing direct interactions that have the potential to open loopholes for corrupt practices, and increasing public and business satisfaction in accessing government services. In addition, the system has also contributed to increased investment in Surabaya City by making it easier for investors to process licences online. Nevertheless, the implementation of SSW Alfa still faces several challenges, such as the digital divide in the community, technical constraints in the system, as well as regulatory discrepancies between the central and local governments that sometimes hamper the effectiveness of the service. Therefore, continuous improvement is needed so that the benefits of e-government can be felt more widely and optimally by the entire community.

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