Innovation and Bureaucracy

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Abstract

The Society 5.0 is a concept that defines that technology and humans will coexist to improve the quality of human life sustainably. Therefore, the development of *information and communications technology* (ICT) has had a drastic impact on society and industry. Digital transformation generates new values and is a pillar of industrial policy in many countries around the world. state this is something innovative applied in the city of Surabaya as something smart city concept. Smart City Surabaya realized by providing fast and efficient public services which are realized through the implementation of *e-government.* The implementation of e-government carried out by the City of Surabaya as a form of local government innovation in the form of Surabaya Single Window (SSW). Surabaya city to implement this SSW service in every Kelurahan. The analysis method used is descriptive qualitative by using secondary data. The analysis result shows that the use of technological innovation in the service process improves the effectiveness, efficiency, and openness of the service process, especially in the permission only needs 14-30 days.

Keywords:

innovation; service public; Surabaya Single Window (SSW)

Introduction

We are now in a new era, where globalization and the rapid evolution of digital technologies such as *Artificial Intelligence* (AI), *Internet of Things* (IoT) and robotics are bringing significant changes to citizens. Citizens' environments and values are becoming increasingly diverse and complex. The wave of digital transformation is the element that drives these activities, thus digital transformation becomes a pillar of industrial policy.

Seeing these conditions, The Indonesian government in welcoming the era of society 5.0 or super smart society requires adjustments in various sectors. Deputy for Public Services at the Ministry of Empowerment of State Apparatus and Bureaucratic Reform (PANRB) Diah Natalisa explained that in the future new types of jobs that had never existed before would appear. For this reason, in the face of competition, changes are needed in the implementation

of existing services. "Therefore, to prepare how the community can compete with the needs of this economic sector, a change in service delivery is needed, not only in the education sector which needs to adapt, but also covers various other sectors, comprehensively," she said in the Goesmart Webinar Series: " Future Community Service Towards Society 5.0" virtually, Wednesday (29/09).

Picture 1.
Goesmart Webinar

Source: "The Future of Community Service Towards Society 5.0", Wednesday (29/09).

Term Development Plan National Medium Term (RPJMN) 2020-2024, the Ministry of PANRB is mandated for could realize service public based integrated electronics. Emphasized again that technology is means, while man permanent Becomes actor main. Regarding with government program _ earlier, the city of Surabaya has to strive to do innovation that is through the application "Smart City" concept. The Ministry of Home Affairs (Hasibuan, 2019: 127) defines Smart City as something fusion Among setting integrated city and use _ technology purposeful information and communication _ for create a modern and decent city inhabit. One the efforts that have been conducted Surabaya City Government in skeleton the embodiment of Smart City is with give service a fast and efficient public that is realized through the application of *e-government.*

Picture 2.
Surabaya City e-Government Independent/Partial Service in 2021

Source: https://ssw.surabaya.go.id/index.php

Literature review

Innovation

Often innovation concerns an environment that is characterized by dynamic and developing. The definition of innovation itself is very diverse and from many perspectives. One of the factors driving the emergence of innovation actions in government organizations is the change in demands for improving the quality of services from the external environment and stakeholders and also driven by policies implemented by the central government through the program agenda for accelerating bureaucratic reform. Government organizational innovation is supported by the emergence of the post-bureaucracy era which is able to move several organizational lines that were initially rigid. The post-bureaucracy era is characterized by hybrid roles carried out by organizations with open and diverse characteristics by enacting a new organizational structure that is more flexible. Post-bureaucracy gives birth to new patterns and forms that are more "disaggregated", in collaboration with various parties including the private sector (Harris, 2006).

Osborne & Brown, 2005. In see form type innovations made organization government, Osborne classified it to in four different kind based on level service or products that can be given and rate desired needs society. Fourth type innovation the namely: 1. *Developmental change:* is most basic form of the change agenda occurs at an increasing level service use approach modification method so that without see level needs from customer.

Osborne doesn't mention type this as form from innovation but only development organization ; 2. *Expansionary innovation:* done for Fulfill needs customer with use form long service ; 3. *Evolutionary innovation:* To do innovation on base change form service without see level needs customer ; 4. *Total innovation:* is type service new on combination from invention method new customized _ with level needs customer .

Typology innovation

Typology innovation in the sector public according to Thomas Halvorsen (2005) 6 is as following**:** a). *a new or improved service* , for example health at home; b) *process innovation* , for example changes in the process of providing services to a better direction or according to needs; c) *administrative innovation* , for example the use of new policy instruments as a result of policy changes; d) *system innovation* , is a new system or a fundamental change from the existing system by establishing a new organization or a new form of cooperation and interaction; e) *conceptual innovation* , is a change in outlook, for example integrated water management or mobility leasing; f) *radical change of rational* (radical change), what is meant is a shift in general or mental views.

Methods

In this study, the method used is descriptive qualitative by using secondary data. Collecting data in this study using literature study. Literature studies according to Sugiyono (2014) are related to theoretical studies and other references related to values, culture and norms that develop in the social situation under study, besides that library research is very important in conducting research, this is because research cannot be separated from the literature. scientific literature.

Discussion

The results of data collection that have been done, the following is application Surabaya Single Window innovation views from six typology innovation (Narwastu, et al; 2020) show that:

1. A New or Improved Service new or improved service what does it mean? the innovations released government moment this already in accordance with needs or still need conducted repair. A New or improved service can see from three Thing that is what is the

underlying appearance a innovation, requirements or established standards _ in making innovation, as well as difference fundamental before and after existence innovation. The Surabaya Single Window Innovation is innovation service Surabaya City Government. Innovation the launched since March 14, 2013. There is various problem service that is length bureaucracy, system less license _ transparent, and long time solution license Becomes reason appearance Surabaya Single Window innovation. Existence innovation the government hope could help affairs Public relation in Thing permissions. Bring up innovation this is easy Public for look after permission without must come to various agency related permission certain because permission could conduct online. An innovation what we can be certain of is have standard a must service fulfilled so that a service could give satisfaction to society. Standard service in Surabaya Single Window innovation refers to the Act Number 25 of 2009 concerning Public Service. On the Act the explained that component standard service shared Becomes two that is standard related services _ with the delivery process service as well as standard related services _ with the management process services within the organization. Standard Surabaya Single Window service based on Law Number 25 Year 2009 has been detailed in Attachment to the Decree of the Head of the Coordinating Board Services and Investment of the City of Surabaya Number 503/4435/436.7.5/2015. In the attachment the already explained in detail how system, mechanism, procedure, cost, term time, base law, competence waiters, facilities and infrastructure as well as component other suitable _ with standard service. Time is difference basic visible before and after existence Surabaya Single Window innovation. Before existence Surabaya Single Window innovation, the licensing process in the city of Surabaya tends to be long. For an example just if the applicant will submit 3 pieces license must wait one license done after that new can submit application permission other. However after existence innovation that, the licensing process could conducted by simultaneously. Applicant community only need 14 to 30 days for get required permission. Besides time, visible difference after existence Surabaya Single Window innovation, namely reduced brokers in the service process permissions.

2. Process Innovation Process innovation means that _ an innovation is a process of change in Thing service to more direction good. Process Innovation can be seen from two Thing that is rule special and guarantee service. The Surabaya Single Window Innovation is goal - based innovation _ government related with bureaucratic and service reforms public.

Government good center nor area have destination for create an effective and efficient bureaucracy is one of them through innovations. Underlying regulations _ formation Surabaya Single Window innovation, namely Regulation Mayor of Surabaya Number 28 of 2013 concerning Service Procedures Licensing and Non- Licensing by Electronics in Surabaya City and Regulations Mayor of Surabaya Number 55 of 2015 concerning Service Integration Licensing and Non - Licensing in the City of Surabaya. Existence Surabaya Single Window innovation community have guarantee in the form of accuracy time, requirements, as well as cost. Officer give guarantee accuracy time to Public applicant where service permission only needs time 14 to 30 days. That thing different with before existence Where is the Surabaya Single Window innovation? service permission more many eat time because length bureaucracy. Often service permissions also stop at one stage and society applicant no know it. The Surabaya Single Window innovation provides guarantee society where the applicant will be given know what just file required requirements. Through online- based Surabaya Single Window, if file document no complete so no possible can be processed. Before existence innovation, when applicant submit permission often stop in the middle Street because files that don't complete and they no know it. Existence innovation permission online, people applicant can monitor until where application they are in process and when possibly licensing process finished. Next that is guarantee cost. Service Permits carried out online will _ reduce intensity stare advance Among applicant and officer service. That thing naturally will reduce possibility existence cost addition every licensing process as well as reduce there are brokers in the licensing process.

3. Administrative Innovation Administrative Innovation is one of the from six typology innovation sector public who have focus to gift information as well as help in development innovation. • Administrative innovation focused on giving innovation have very important role because information be one _ key success Surabaya Single Window (SSW) innovation. Based on results analysis writer to various source literature, known that deployment information conducted through socialization since launch this program conducted on March 14, 2013. socialization conducted with bring in members organization from line frequent entrepreneurs and consultants _ carry out the licensing process. There are 3 socialization conducted cover organizing forums with invite related SKPD, mass media and stakeholders, procurement brochures, flyers and flyers regarding the SSW program, as well

as socialization via social media cooperating facebook with Media Cender Surabaya City Government. • Things about deployment information already said succeed proven with the more a lot Public as well as investors who know about benefit from use of the program.

4. Innovation System Innovation system is part from typology innovation sector system - focused public innovation service as well as cooperation made between stakeholders in doing innovation service public. • System innovation refers to the changes that occur after existence innovation, related with base law something innovation as well as Standard Operational Procedure (SOP). The legal basis used in the Surabaya Single Window (SSW) is Regulation Mayor of Surabaya Number 28 of 2013 concerning Service Procedures Licensing and Non- Licensing by Electronics in the next city of Surabaya Becomes base in implementation of the Surabaya Single Window. Besides that, the SOP also becomes element important in embodiment innovation system. If something service public have a clear and easy SOP understood so Public will with easy use service public that and not confusion if something moment meet something obstacle. Surabaya Single Window has SOP, but in its implementation not yet done by effective because applicant still must come to UPTSA for to do verification file. • Work same refers to various effort made whole stakeholders involved in implementation of the Surabaya Single Window. There is a number of parties involved in Surabaya Single Window innovations, including cover eight SKPD, community, and investors. In Thing This is the Office of Communication and Information and the Office of Investment and Services Integrated One Stop Surabaya City is a manager main in Surabaya Single Window Innovation and UPTSA (Service Unit One-Stop Integrated) as executor innovation. Work same done between SKPD in the implementation of the Surabaya Single Window is counted enough good although still there is a number of obstacles.

5. Innovation Draft Innovation draft look at the concept changes felt by the maker innovation nor Public as target innovation. Innovation draft in Surabaya Single Window Innovation focuses on change related with performance service public. Surabaya Single Window itself aim for realize service transparent, effective, and efficient public. Before the existence of Surabaya Single Window, all service permission conducted manually so that Public must come to the related SKPD for submit application permissions. This thing causes exploding amount applicants who come to SKPD so that result in duration period time service and staff will overwhelmed. After existence Surabaya Single Window Innovation, service

permission become more easier accessed because could conducted where just so that applicant no must leave activity for come and queue at the office service permissions. Besides that, Surabaya Single Window applies system parallel in implementation service permissions. Applicant could to do application permission a number of type document by concurrent and document could done more fast that is for 14 to 30 days depends quantity and type documents and applicants could monitor the status of the document through the SSW website. Innovation this has succeed cut plot bureaucracy in procedure service permits in the City of Surabaya and allows realization service effective and efficient public.

6. Radical Change Radical Change or change radical is one pattern - focused typology think or view to something innovation from internal parties or employees from agency the place innovation the launched. Based on results study literature conducted by the author, it is known that the managers innovation the feel enough because held training in management support system ability they so that capable dominate easy system service for Public SSW users. Besides that, impact another positive feeling is enhancement effectiveness in organization because existence provision for related SKPD for no allowed hold file capable minimize performance in the SKPD concerned.

Yazid Dwi Kurniawan (2021) The research focus uses six evaluation criteria, namely 1) Effectiveness, 2) Efficiency, 3) Adequacy, 4) Equitable, 5) Responsiveness, and 6) Accuracy.

1. Effectiveness This effectiveness is one of the evaluation criteria put forward by Dunn which shows whether an alternative policy achieves the expected results (effect), or achieves the objectives of the implementation of the activity. Effectiveness is closely related to technical rationality, which is often judged in terms of units of product or service or monetary value. The purpose of this SSW service is to shorten the time in the licensing service process, where the public can access SSW online. From this, it is said that the implementation of the SSW program has been effective, because based on the results of research from (Kumalasari et al, 2018: 183) it shows that the implementation of the Surabaya Single Window program to improve licensing services at UPTSA is effective. This is based on the indicator that the timeliness of the permit has exceeded the target. In 2017 UPTSA had a target of 72%, but UPTSA was able to exceed this target by achieving a timely completion of 75%. Another purpose of this SSW service is to make it easier for the community to take care of permits, so people don't have to come all the way to UPTSA just to find information about the procedures

and requirements needed. Of these objectives have been achieved effectively, based on the results of research from (Oktarina, 2020:7) entitled "Effectiveness of the Surabaya Single Window (SSW) in Licensing Services for Trading Business Permits (SIUP) in the City One-Stop Integrated Service Unit (UPTSA). Surabaya" which concluded that the effectiveness of licensing service innovations in the SSW program was quite effective. This can be seen from the people who really feel the benefits of the Surabaya Single Window program as a service that makes it easier for the public to apply for permits online. This is proven in the UPTSA RPJM in one year solving licensing problems on time which was carried out 82% of the initial target figure of 80% in 2019. In this SSW service it also aims to make it easier to check data and requirements online, this is very helpful the service implementing unit and the SSW user community, because checking this data is very important for the community and the service implementing unit to see whether or not the data that is being processed is valid or not. So that the public is worried later. Volume 9 Number 1 of 2021, 227-238 232 data entered by the user contains data errors that do not comply with the requirements in the licensing process. On the other hand, SSW is very effectively used in managing permits, because on the SSW website there are many types of permits, not only from UPTSA or DPMPTSP but also permits that are in other official agencies in the City of Surabaya. The types of permits include: 1. Residential IMB 2. Non-residential IMB 3. Permit to build houses of worship 4. Disturbance Permit (HO) 5. Local Scale Exhibition Organizing Permit 6. Parking Lot Operation Permit 7. Trading Business Permit (SIUP)) 8. Construction Work Execution Service Business License 9. Lightning Distribution Installation Permit 10. Body Transport Permit / Skeleton 11. Industry Registration Certificate (TDI) 12. Warehouse Registration Certificate (TDG) 13. And there are many types of permits contained in SS.

2. Efficiency is related to the amount of effort required to produce a certain level of effectiveness. Efficiency is also translated into the question of how much effort has been put into implementing the policy in achieving the desired results. Efficiency is usually determined by calculating the unit cost of a product or service. Policies that achieve the highest effectiveness at the lowest cost are called efficient. The efficiency criteria are mostly seen from the cost, from the Surabaya Single Window service system there are no fees/tariffs collected, this is explained in the research results from (Kumalasari, 2018: 184) which concludes that the implementation of the SSW program to improve licensing services at UPTSA is efficient. . This

can be seen from the good efforts carried out by UPTSA and the Surabaya City One Stop Integrated Service and Investment Service (DPMPTSP), in order to improve SSW licensing services through the service standards set out in BKPPM Decree number 503 / 4435.7.5 / 2015. This is shows the efficiency in terms of time and cost, where SSW has a standard time and cost that varies depending on the type of submission contained in the SSW Service Standards in the form of a decree. And there are no fees/tariffs for administrative services for issuing permits and non-licensing electronically (SSW). With this standard, it is hoped that later it will be able to minimize illegal fees from brokers during the licensing service process. Meanwhile, in terms of time, UPTSA formed a Public Service Acceleration Team which allows each permit process to be faster than the previously determined time estimate, and also the change in Perwali also accelerates licensing in each Regional Apparatus Organization, such as licensing services that take 7 days to process. 3 days.

In addition to the Perwali changes and the formation of a Public Service Acceleration Team, there are also changes to the SOP, where this SOP determines how to speed up the service process (Pradhina, 2019:9). This also makes the Surabaya Single Window service more effective and saves time for licensing service users because users can access SSW only through the online network on the Surabaya Single Window website. In the efficiency criteria, researchers have also seen from the start that the formation of the SSW system is very helpful for the community to manage services easily, especially regarding licensing services. This is evidenced in research by (Ramli et al, 2019:846) who stated that the Government has made extraordinary efforts to give birth to the Surabaya Single Window (SSW). This program is a pioneer in Indonesia in terms of effective, efficient and transparent licensing arrangements, as well as being a reference for other local governments in licensing arrangements based on data results from community desires related to licensing services. In addition, the implementation of the SSW system has been supported by a system called the Surabaya Enterprise Collaboration System (S-ECS). Where this system allows the delivery of data and information singly so that it can be synchronized to each local work unit. This makes it easier for work units to make decisions quickly and efficiently. In addition to this, the S-ECS system can also help Mayors and users monitor and view the flow of the licensing service process online and can see the flow of investment in every company registered in the system in the city of Surabaya.

3. Adequacy Criteria, adequacy with respect to the extent to which a level of effectiveness satisfies the needs, values, or opportunities to grow a problem. The adequacy criterion emphasizes the strong relationship between policy alternatives and expected outcomes. And another meaning is raised in the form of a question, namely how far the achievement of the desired result solves the problem. The achievement of the desired results in this adequacy criterion is stated in the Final Report Report of the Public Satisfaction Index Survey for the UPTSA and DPMPTSP Surabaya City in 2019, related to the online UPTSA where the report shows the expectation index and the online UPTSA satisfaction index getting good scores as stated in in the Community Satisfaction Index (IKM) with a total of 76.75 or into the service category B (good) (Ari Pujiati, 2019:16). This shows that the alternative of online licensing services contained in the Surabaya Single Window program is very effective in satisfying the needs of the community and is well received by the community by looking at the IKM obtained by UPTSA online. Apart from IKM, another achievement in the SSW system is related to the increase in the number of applicants who take care of licensing, especially in the field of investment or investment to support economic growth. This is explained in the results of research by (Pradhina, 2019:16) that the implementation of the SSW has been declared in accordance with the expectations of the executor marked by an increase in the number of incoming applications. The UPTSA said that requests for permits were increasing in the making of decrees. So with this, the economy in Surabaya will get better. This statement is in accordance with the economic growth of the City of Surabaya in 2015-2017 as stated in the Regional Development Work Plan for the City of Surabaya for 2019, namely in 2015 the percentage of economic growth in the City of Surabaya was 5.97%, then in 2016 it increased to 6.00. %, and the latest data shows that in 2017 the economic growth of the city of Surabaya has increased to 6.10%.

The existence of the Surabaya Single Window system also has a major impact on changing the negative image in licensing services before the Surabaya Single Window system, which is about the existence of extortion money, long time and complicated procedures that will disappear by themselves. The existence of the Surabaya Single Window service is also responsive in providing facilities to support users in providing input or complaints about this online licensing service. This is evidenced by research data by (Umiyati et al., 2019:32) which suggests that the SSW website service has provided contact information, namely by telephone

to contact officials from the licensing service implementing unit. In addition, there are also interactive facilities provided for the public to submit criticisms and suggestions and ask questions about permit files that can be accessed through the Surabaya Single Window Website. It also shows that there are efforts to help the community to ask questions and complaints related to licensing services, so that people no longer need to come to UPTSA Surabaya City to ask questions or make complaints. However, there are still several types of permits that do not contain telephone contact information on the SSW website and there are still licensing services and other public services such as permits at Bakesbangpol or other OPDs that cannot be accessed through SSW. In addition, in this SSW program, there are still shortcomings, namely the lack of preparation for supporting facilities for the SSW application program such as poor Internet network, lack of special assistance and training provision between the Surabaya city government and people who stutter and Surabaya Single Window (SSW) with Online Single Submission (OSS) which is still not integrated, this is another impact that cannot be predicted beforehand.

4. Equalization, Equity in policy evaluation means that equity is closely related to legal rationality and refers to the distribution of impacts and implementation efforts among different groups in society. The implementation of policies that are oriented towards alignment are policies that have an impact or public. Volume 9 Number 1 of 2021, 227-238 234 implementation is equitably distributed. The key to alignment is fairness or fairness. In implementing a policy, justice must be the main basis, which means that all sectors and all levels of community groups who are the target and object of the policy must be equally in feeling the results of the policy. The smoothing of the SSW program can be seen from the benefits of the program felt by the people of the city of Surabaya and outside the city of Surabaya, so there is no difference in the service process. This is shown in the results of research from (Carlolina & Kurniasih, 2020:62) which suggests that the SSW system makes it easier for people who come from within the city of Surabaya and outside the city of Surabaya who aim to invest in the Surabaya City area with a new electronic system. Thus, the licensing service transaction process can be faster, easier, transparent, and simpler. However, this leveling cannot be enjoyed by people who cannot operate computers or laptops, are not used to doing online service processes, and are technologically stuttering.

This is what the SSW service implementing unit needs to pay attention to so that all users can understand and be able to use online licensing services, even more so when they enter the digital or electronic era. In addition, there are obstacles in the alignment in the Standard Operating Procedure (SOP), namely in the process of the service period, which requires different times for each type of permit that will be submitted. From this it was conveyed that the time difference for each type of permit was said to be reasonable by UPTSA because each type of permit was divided into several Regional Apparatus Organizations (OPD), and each OPD had different resources so that permits were completed quickly and also there are old ones. And also in the smoothing of the SSW system, it does not cover all types of permits because there are permits that are only carried out offline and there are also types of permits from other agencies that have not been entered or registered in the Surabaya Single Window system.

5. Responsiveness Responsiveness relates to how far a policy implementation has satisfied the needs of certain community groups. Responsiveness is the ability of the bureaucracy to recognize community needs, set service agendas and priorities, and develop service programs in accordance with community needs and aspirations (Sekarsari & Rosida, 2018: 41). Meanwhile, in terms of responsiveness criteria, it is important because the analysis related to the implementation of policies has satisfied all other policy evaluation criteria, namely effectiveness, efficiency, adequacy, and even distribution. And the responsiveness criteria are also a reflection of the preferences, needs, and values of community groups on the criteria of effectiveness, efficiency, adequacy, and equity. Judging from the beginning, the implementation of the SSW system was very well supported and responded to by the community, because the existence of this program made it very easy for the community to take care of licensing online. This is evidenced in research from (Carlolina & Kurniasih, 2020:59) which shows that from 2011 to 2012 the number of incoming files has increased, but the incoming files only experienced a not too significant increase.

Meanwhile, after the launch of the SSW application in early 2013 there has been a very significant increase, although in 2015 there was another decline, but the number of incoming files was more than in the year before the launch of the SSW application. It is proven by the use of information technology in government which is effectively and efficiently able to overcome conventional problems as an organizational development effort. In addition to

the above, the One-Stop Integrated Service Unit (UPTSA) also always conducts a survey of online SSW licensing service users where the results of the survey show that there are several respondents who have submitted service complaints at UPTSA online, among these complaints are related to the time element of the service. . The content of the complaint is that the service is long and there is no certainty, the number of complaints submitted is 5 (five) complaints (Ari Pujiati, 2019: 18). From the survey, it shows that the responsiveness of the SSW system to users is said to be successful, from the survey it is also a reference for answering problems complained by the community, so that the implementing unit and stakeholders of the SSW system can provide technical solutions to improve SSW performance in the following year.

6. Criteria Accuracy is appropriateness related to substantive, and rationality because the accuracy of policy implementation is not related to one individual criterion but two or more criteria together. Accuracy refers to the price or value of the policy objectives and to the strength of the assumptions on which the policy objectives are based. From the above it is concluded that the meaning of accuracy is the assessment of the objectives of a policy that will be a solution to the problems that are currently happening in the community, so that it can be assessed whether the policy can solve problems or even create new problems. And this accuracy criterion is stated in a question, namely whether the results of the issued goals are really valuable or have an impact on community groups. In this evaluation criteria accuracy can be interpreted from various aspects such as the benefits of the policy, accuracy itself, and other things. The benefits of this SSW program are that it makes it easier for investors to conduct site surveys, mayors and users can see the flow of the licensing service process online and to realize easy, fast, sure, affordable and transparent public services. And another benefit is that it provides easier and wider access for community groups to obtain licensing services. From this it can be said that the Surabaya Single Window program is very valuable for accuracy, both from the stakeholders or the SSW user community from outside the city of Surabaya or residents of the city of Surabaya. Then in the SSW program there is timeliness where the value is obtained from respondents' answers to the time of making permits, this is based on the results of research by (Yudhisthira & Niswah, 2019:6) which states that UPTSA has sixty-eight SOPs described in four work unit and has been implemented properly. In connection with this, it is said that as many as 63% of user respondents said that the work unit

has provided guarantees in the timeliness for issuing permits. So it is very useful for SSW users because users will benefit from time-saving, fast and transparent.

The results of this study conclude that the implementation of this SSW has been very good and has greatly helped the community in providing licensing services in an easy, fast, and transparent manner and there is no need to come to the office because it can be carried out online, and the speed in completing the licensing process has exceeded the time limit . targeted as well as this SSW service serve various type permission from other offices in the city of Surabaya.

View from side effectiveness, efficiency, equity, adequacy criteria, responsiveness and accuracy criteria show very good results, then The SSW innovation carried out by the Surabaya City Government has been very good, especially in the the only license need time 14-30 days. Based on discussion from results of 2 studies above , *The Surabaya Single Window (SSW*) which has been carried out in the city of Surabaya provides convenience management Service who can conducted anywhere and anytime _ only , there is transparency management Service , as well as clarity time in processing The service provides results that are very beneficial for the officers and the people of the city of Surabaya. Although, there are still some weaknesses, such as the readiness of most of the wider community who still need socialization to the Community about SSW, Training to Officer Village , Training to Service Desk Officers in Sub -districts and Villages , Improved ICT Capability in Facilities ICT learning provided Government for the Community and ASN , Improvement ICT Capability in Facilities ICT learning provided Government for the Community and ASN

Obstacles faced still many characters administration, Ordinary society hosted by Party Officer village. Society still reluctant for fill application administration by independent, thing this could see from still there is party Helpful village _ enter or type for Society. Besides that, facilities kind of e -kiosk need more reproduced and simplified its operation. In prepare *society 5.0*, then The Surabaya City Government should repair some constraint earlier, especially readiness source power human, good from the Community and Officers, so that the *smart society program* could achieved

Classification innovation *Surabaya Single Window* (SSW) includes in **Total Innovation,** namely innovation type service on combination from invention   method   new customized _ with level needs customers (effectiveness and efficiency). Type innovation with

using digital i.e is form digital literacy for society, because that give good results, the Mayor of Surabaya is trying Keep going for to do repair. The Surabaya City Government, as stated by the Mayor of Surabaya Eri Cahyadi, continues to strive give excellent service to City of Heroes. Form enhancement service this, Eri introduced *Surabaya Single Window* (SSW) Alfa which can be accommodate all licensing in the city of Surabaya, through this SSW Alfa, all Permit in Surabaya confirmed must through application. More continue, Eri Cahyadi say actually this SSW Alfa continue what has been there is at a time perfecting the existing SSW there is before. It also ensures that application this already tested and in time close will quick launched, and started Monday already can used by residents. "So, to front no there is again licenses that are not through application. All license must through SSW Alfa 's application, here already complete everyone," said Mayor Eri in the room work, because that, he hope with existence application this, then licensing in the city of Surabaya is far away more good again to front. In fact, he also hopes with existence convenience license this, then incoming investment to Surabaya City will Keep going flow to front. "Of course, with convenience license this, will affect the incoming investment _ to Surabaya," he concluded. (Surabaya City Hall, Saturday 27/11/2021).

Conclusion

Application *Surabaya Single Window* (SSW) Alfa which has been *released* by the Mayor of Surabaya is still dedicated to service license course. Hope this SSW innovation can applied in the field service others, such as Health services, and services other. should SSW Alfa application become something form digital literacy towards *smart society* and *society 5.0*

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