

Digital Transformation in Public Services at Aceh Tengah Regency's One-Stop Investment and Integrated Service Office

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Abstract

The problem addressed in this research is the need for more structure for digital transformation. Similarly, in terms of quantity and quality regarding the mastery of information technology, the human resources aspect will impact the quality of services provided to the public. The research conducted at the One-Stop Investment and Integrated Service Office (DPMPTSP) Aceh Tengah Regency has three objectives: 1) Analyzing the quality of service in digital transformation from tangibles, reliability, responsiveness, assurance, and empathy. 2) Analyzing digital transformation in public services from cataloging, transactions, and horizontal and vertical integration. 3) Analyzing obstacles and efforts made to accelerate digital transformation. The research method is qualitative, with informant selection through purposive sampling. The results show that public services, except for the tangibles aspect, are considered good regarding reliability, responsiveness, assurance, and empathy. However, the facilities and infrastructure at DPMPTSP still need attention because most of them are inadequate for use in online licensing services. Furthermore, the digital transformation process has not been implemented in terms of horizontal integration, as local applications still stand alone and are not integrated with the Online Single Submission (OSS) application. Meanwhile, the obstacle encountered in implementing digital transformation is the need for more budget for the digital transformation process. Efforts to accelerate the digital transformation process include preparing resources proficient in technology, preparing facilities and infrastructure, and conducting public awareness campaigns.

Keywords: Digital Transformation, Online, Services

1. Introduction

The One-Stop Investment and Integrated Service Agency (DPMPTSP) is a regional apparatus organization that provides public services by issuing various permits and has the main tasks and functions of serving the community (Mirdawati et al., 2018; Subowo et al., 2019). To improve the performance of government organizations in providing services to the public, one of the most critical elements is the use of information technology to simplify and facilitate services (Botutihe et al., 2023; Mindarti et al., 2024; Wismayanti & Purnamaningsih, 2023). To achieve this goal, the government, through Presidential Regulation No. 97 of 2014 (Pemerintah Pusat Indonesia, 2014b) on the implementation of integrated services and Government Regulation No. 24 of 2014 (Pemerintah Pusat Indonesia, 2014a) on electronically integrated licensing services, created an application that can operate online called the Online Submission System (OSS). This represents a digital transformation from previously manual services, and with the OSS, there will be a single identity and format for companies using one national portal (Bismar et al., 2022; Sheerleen & Fitri, 2022; Tomo et al., 2021).

Digital transformation in public services aims to improve service delivery by ensuring effectiveness, efficiency, and transparency of information. It is expected to meet the needs of



business actors as users and beneficiaries (Ali et al., 2024; Aminah & Saksono, 2021; Budiarto et al., 2024). Previously, manual licensing services caused many permits to take a long time to process. With the shift to a digital system, services can now be conducted online without queueing or visiting the office and can be done anytime and anywhere (Alfiani, 2024). However, DPMPTSP Aceh Tengah Regency faces various challenges in realizing its vision and mission, particularly regarding public services, which still need to be improved, as is typical of bureaucracies in Indonesia. As Sudrajat (2009) states, common bureaucratic issues in Indonesia include a need for more responsiveness, informativeness, coordination, efficiency, and excessive complexity. Despite having a very high Public Satisfaction Index (IKM), DPMPTSP Aceh Tengah Regency encounters difficulties due to some citizens' reluctance to face complicated processes, leading to the emergence of many permit brokers. Based on the initial observations of the researchers, another challenge faced by the DPMPTSP of Central Aceh Regency is the slow availability of internet due to the absence of fiber optic networks and the continued use of copper cables, resulting in inadequate data transfer processes. Supporting office facilities such as adequate computers are unavailable for the service, with only 15 computers and laptops available for 41 employees, which hampers the full implementation of digital transformation in licensing services. Furthermore, out of the 41 DPMPTSP of Central Aceh Regency employees, 15 are over 50 years old and need more understanding of information technology. Moreover, among the 26 productive-age employees, they still need more skills, and only a few younger employees tend to be more knowledgeable about computer technology and have undergone IT education and training.

Three previous studies are related to the digital transformation of public services in government bureaucracy. The first study, by Patricia & Anwar (2021), was conducted at the Financial Management Agency of Bengkulu Province and examined information infrastructure, including data structure, data format, data sharing, and data security systems. This research investigates data processing in terms of structure, format, and sharing. On the other hand, the researchers in this paper will analyze the digital transformation process at the DPMPTSP by examining the readiness of facilities and infrastructure and the availability of resources at DPMPTSP.

The second study, by Hendriyaldi et al. (2022), focused on digital public services in the Jambi City Government during the COVID-19 pandemic. This study analyzed the obstacles to implementing big data in e-government, such as the culture of information sharing, the lack of a documentation culture, the need for more reliable resources, inadequate infrastructure, and limited access. This research, conducted in the environment of the Jambi City Government, aims to analyze the optimization of technology use in the government sector during the COVID-19 pandemic. The Jambi City Government prepared 14 applications integrated online, referred to as big data, but faced obstacles in implementation such as information-sharing culture, documentation practices, scarcity of skilled human resources, lack of infrastructure, and limited access. On the other hand, the researchers in this paper focus on a single local government agency, allowing for a more detailed examination of finding solutions to digital transformation challenges, addressing both the needs of the community and the implementations by the local government according to the region's financial capabilities.

The third study, by Wismayanti & Purnamaningsih (2023) at the Population and Civil



Registration Office of Bandung Regency, examines the transformation of digital bureaucracy during the COVID-19 pandemic to improve administrative services. This research reviews the development of existing applications to make it easier for the community. The analysis considers government support, the capabilities of human resources, and the benefits received by the community from these application developments. However, the study needs to address the quality of services with these developments, unlike the research conducted in this paper, which analyzes the digital transformation at DPMPTSP and examines the service quality provided by service officers in the digital transformation process at DPMPTSP.

In general, this study differs from the three studies above related to digital transformation, as it analyzes the quality of public services more deeply from various aspects such as tangibility, reliability, and responsiveness associated with digital transformation. Specifically, the objectives of this research are to analyze (1) the quality of public services, (2) digital transformation, and (3) the factors hindering efforts made to accelerate the digital transformation process at DPMPTSP Aceh Tengah Regency. It is expected that the results of this study will provide profound insights into how digital transformation can enhance the quality of public services, identify existing obstacles, propose practical solutions to overcome them, and provide strategic recommendations for local governments to improve the efficiency and effectiveness of public services through the use of digital technology.

2. Methods

The research approach used is qualitative research, aimed at describing or explaining the phenomena that occur by employing various existing methods (Sugiyono, 2017). The type of qualitative research conducted is descriptive, which is a research approach aimed at describing an existing event, whether it occurs naturally or is the result of human intervention (Moleong, 2017). The focus of the study is on the implementation of the OSS application at DPMPTSP Aceh Tengah Regency. Data collection was conducted using interview, observation, and documentation techniques (Hasanah, 2017; Pujaastawa, 2016). The interview technique was divided into three categories: service quality, digital transformation, and obstacles and efforts to accelerate digital transformation. The service quality category included questions regarding tangibles, reliability, responsiveness, assurance, and empathy aspects (Jasmalinda, 2021). The digital transformation category covered cataloging, transactions, horizontal integration, and vertical integration aspects (Layne & Lee, 2001). The obstacles and efforts category addressed barriers, support, capacity, and value aspects (Erni, 2023). For the observation technique, the researcher conducted direct field observations by observing the public receiving services and civil servants working at DPMPTSP Aceh Tengah Regency. Regarding the documentation technique, the researchers documented the situation in the field. Additionally, as secondary data, they collected regulations related to the implementation of digital transformation, such as Presidential Regulation No. 82 of 2023 on accelerating digital transformation, and the Budget Implementation List (DPA) at DPMPTSP. Technical guidelines and other relevant documents supporting the digital transformation of public services at DPMPTSP Aceh Tengah Regency were also obtained to enhance the variety of the data. The target respondents of the study can be seen in Table 1.



Table 1. Research Target Respondents

No.	Respondent	Institution
1	Head of DPMPTSP Aceh Tengah Regency	DPMPTSP Aceh Tengah Regency
2	Employees of DPMPTSP Aceh Tengah Regency	DPMPTSP Aceh Tengah Regency
3	Community Leaders	Village Administrative Offices
4	Community	Community Members

Source: Author's Analysis 2023

The data analysis techniques employed in this study include data reduction, data presentation, and conclusion (Miles & Huberman, 2009). Data reduction involves sharpening, categorizing, focusing, eliminating unnecessary data, and organizing the data so that conclusions can be drawn and verified. Next, data presentation is conducted by designing and integrating structured information into a coherent form so that the researcher can observe what is happening and determine whether to draw conclusions or continue analysis. Finally, conclusions are drawn in the last stage while maintaining research rigor to ensure the emerging meanings' accuracy, robustness, and relevance. A detailed research schedule is provided in Table 2.

Table 2. Research Schedule

Activity	July 2023	August 2023	September 2023	October 2023	November 2023
Pre-fieldwork					
Research preparation					
Field observation					
Data collection					
Data analysis					

Source: Author's Analysis 2023

3. Results and Discussion

3.1. Performance of DPMPTSP Aceh Tengah Regency

The performance of DPMPTSP Aceh Tengah Regency is described based on five aspects: tangibles, reliability, responsiveness, assurance, and empathy.

3.1.1. Tangibles

Kotler et al. (2018) state that indicators of physical appearance include office building structure, office cleanliness, office equipment, and well-groomed and orderly employees. Based on the researcher's observations, the old DPMPTSP Aceh Tengah Regency office building appears neat and shows no damage. Furthermore, office cleanliness is also excellent. An indicator still considered highly deficient in quality is the office facilities and infrastructure, such as laptops and computers, which urgently need replacement with newer and more capable models. As stated by an informant who is an employee at the DPMPTSP Aceh Tengah Regency: "Although this office building still looks modest compared to other government offices, it is still capable of providing services to the community for permit processing. Moreover, the most



important thing, in my opinion, is that besides the office looking tidy, it should also be clean to provide a comfortable feeling for the people who come to handle permits."

Furthermore, the employees' tidiness and conduct are very good and satisfactory, indicating that the tangible aspects are generally of sufficient quality. This suggests that the DPMPTSP Aceh Tengah Regency operates according to standard operating procedures and minimum service standards in providing services to the public. However, public service facilities, infrastructure, work equipment, and other supporting technologies, including internet connectivity, still need to be improved. The suboptimal internet network is not due to the DPMPTSP Aceh Tengah Regency Office's inability to provide fast connectivity but rather the failure of local network operators to provide fiber optic networks passing through the office area.

3.1.2. Reliability

Tjiptono (2014) suggests that reliability involves the employees' ability, which is evaluated based on their job knowledge and professionalism in providing services to the public. Based on the researcher's observations, the DPMPTSP Aceh Tengah Regency employees need to possess uniform capabilities related to digital transformation. As seen in Table 3, one contributing factor is the age distribution among DPMPTSP Aceh Tengah Regency employees, where only 26 out of 41 employees are between 20 and 50. It was found that only 2 employees have received education and training related to digital transformation in implementing OSS. Additionally, there are no employees at DPMPTSP Aceh Tengah Regency with backgrounds in information technology or computer technology. Consequently, the office's ability to provide efficient online licensing services heavily relies on these two individuals.

Table 3. Number of Employees at the DPMPTSP Aceh Tengah Regency Based on Age

No.	Age	Number of Employees
1	20-30	6
2	31-40	5
3	41-50	15
4	51-60	15
Total		41

Source: DPMPTSP Aceh Tengah Regency 2023

Regarding office reliability, the Head of DPMPTSP Aceh Tengah Regency expressed his opinion in his response: "One measure of the performance of DPMPTSP is the community's satisfaction. Therefore, as one of the bureaucracies providing services to the public, we should always strive to satisfy the community. Every day, we evaluate complaints and shortcomings in our services so that improvements can continuously be made. Indeed, it is impossible for the community to be 100% satisfied because there will always be challenges, such as power outages, sudden computer malfunctions, or absent staff. However, we continue to seek reasonable solutions so that similar mistakes are avoided in the future. Regarding the reliability of staff, only two service officers have received full training so far. However, they teach each other, enabling all staff to master the services well".



3.1.3. Responsiveness

Kotler et al. (2018) explain that employee responsiveness involves meeting the needs of the public by providing proactive and effective service. Based on an interview with an informant who came to process permits at DPMPTSP Aceh Tengah Regency, it is evident that employee responsiveness is excellent. The interviewed Community members mentioned that employees at the DPMPTSP Aceh Tengah Regency are highly responsive and sensitive when interacting with visitors. Employees promptly inquire about visitors' needs and frequently assist those who require help.

3.1.4. Assurance

The presence of guarantees in every service provided ensures satisfaction for the public, where the assurance given relates to the service being delivered by regulations and without violating laws. Based on an interview with the Head of DPMPTSP Aceh Tengah Regency, he stated that service employees must ensure customer satisfaction, and the staff must assure the community that their needs can be met and executed transparently. The public is expected to be confident that there is no fraud in the services provided. Moreover, he also stated that services at DPMPTSP Aceh Tengah Regency are guided by established standard operating procedures that employees adhere to in service delivery. This aligns with Tjiptono's (2014) assertion that assurance encompasses the knowledge, behavior, and demeanor of employees in providing public services.

3.1.5. Empathy

According to Tjiptono (2014), empathy involves providing services to service users based on organizational attentiveness and employees' sensitivity to the community's needs. Based on an interview with an informant who came to process permits at DPMPTSP Aceh Tengah Regency, regarding the aspect of employee empathy, the informant stated: 'The staff's concern in assisting with difficulties and permit processing, such as filling out forms or the procedure for online registration, is already excellent. The employees directly approach and inquire about the needs and requirements of the community members coming to process permits and help with everything needed. Based on these findings, it was concluded that the empathy aspect of employees at the DPMPTSP Aceh Tengah Regency is already perfect for serving the community.'

3.2. Digital Transformation at the DPMPTSP Aceh Tengah Regency

The digital transformation at the DPMPTSP Aceh Tengah Regency is outlined in four aspects: cataloging, transactions, horizontal integration, and vertical integration.

3.2.1. Cataloging

The information presented on the DPMPTSP Aceh Tengah Regency website is well-organized. Various details regarding services, such as regulations, laws, and licensing requirements, are available on the website. As stated by the Head of DPMPTSP Aceh Tengah Regency: "DPMPTSP Aceh Tengah Regency has a website accessible 24 hours a day. The website contains various necessary information, including downloadable permit requirements. Although the website is not yet connected to OSS, we are working to establish a link from the DPMPTSP website to the OSS website, so the public will no longer need to search for the OSS



website but can directly access it through the link available on the DPMPTSP website. However, this information must be downloaded first, as there is no direct view option on the website, which may pose a slight inconvenience for users accessing the site via mobile devices. The layout can be viewed in Figure 1.



Figure 1. Display of Licensing Requirements on the DPMPTSP Aceh Tengah Regency Website

3.2.2. Transactions

Layne & Lee (2001) explained that the transaction aspect refers to services obtained by the public conducted online, thereby providing an opportunity for citizens to interact with the government in public services. In this regard, one of the platforms provided is through the OSS application. The OSS application can enable citizens to process licensing services independently. The presence of this OSS application further facilitates the public in managing permits. To use this application, citizens must only enter a pre-registered username and password. According to an interview with the head of DPMPTSP Aceh Tengah Regency, they mentioned that using the OSS application facilitates public service for citizens to process licensing independently. The login menu interface of the OSS application on the DPMPTSP Aceh Tengah Regency website can be seen in Figure 2.

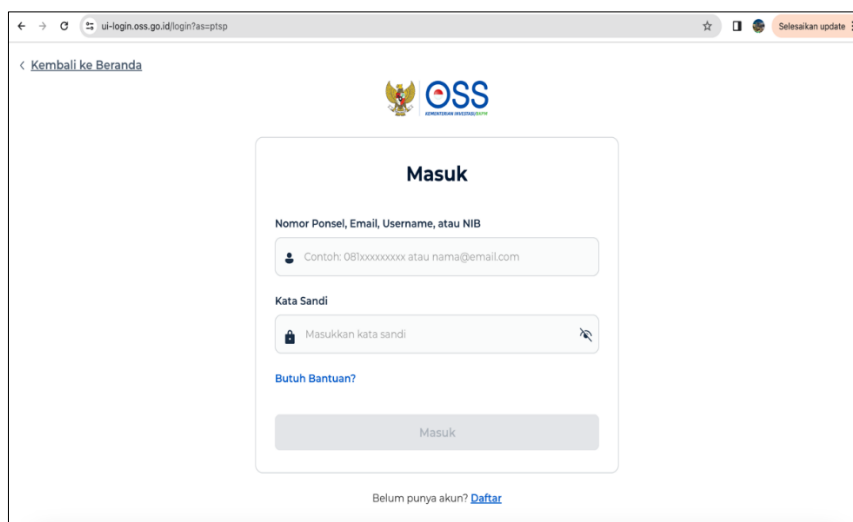


Figure 2. Interface of the OSS Application on the DPMPTSP Aceh Tengah Regency Website



3.2.3. Horizontal Integration

The digital transformation process undertaken by the Aceh Tengah Regency government through DPMPTSP, by implementing the OSS Application, has significantly assisted the public in licensing services. However, specific requirements must be fulfilled in the licensing process, including proof of payment for local taxes such as restaurant tax, property tax (PBB-P2), and hotel tax. Layne & Lee (2001) mention that a critical indicator of horizontal integration in digital transformation is digitalizing existing services and ensuring horizontal coordination. Based on research findings, the OSS application at DPMPTSP Aceh Tengah Regency has yet to be horizontally integrated with the local tax application. The tax application consists of two parts: the PBB-P2 Application, which is already operational online, and the local tax application for restaurant tax, hotel tax, advertising tax, and entertainment tax, which are still running offline. Thus, in terms of horizontal integration, the digital transformation process has yet to be fully implemented. However, the Aceh Tengah Regency government has facilitated this by establishing a Public Service Mall, although the applications and agencies remain separate. With the Public Service Mall, all forms of public service are centralized in one building.

3.2.4. Vertical Integration

Vertical integration at DPMPTSP Aceh Tengah Regency in implementing online services involves integrating the OSS application with the Smart Integrated Public Licensing Service Application (SICANTIK). Integrating these two applications facilitates service officers in checking and confirming the service status for issuing registration certificates to healthcare professionals such as general practitioners, specialists, pharmacists, and midwives. SICANTIK has also adopted digital signatures, further simplifying and accelerating the licensing process and eliminating the need for lengthy waits for supervisor signatures. With vertical integration in place, the integration process has advanced to meet the dimensions and levels of e-government development as proposed by Layne & Lee (2001).

3.3. Barriers to Digital Transformation at DPMPTSP Aceh Tengah Regency

Based on interviews with DPMPTSP staff and residents of Aceh Tengah Regency regarding barriers to using the OSS application, it is evident that more human resources need to be proficient in information technology, which is essential for online licensing services. Additionally, relocation is needed to fund digital transformation, including purchasing computer equipment and conducting public awareness campaigns. Similarly, the availability of facilities and infrastructure needs to be improved and improved for effectively implementing online licensing services.

3.4. Efforts to Accelerate Digital Transformation at DPMPTSP Aceh Tengah Regency

According to Indrajit (2002), there are three elements for successful e-government and for digital transformation to proceed effectively, namely in terms of support, capacity, and value.

3.4.1. Support

In developing digital government, it is crucial to receive support from public officials and the community tasked with its implementation. Based on interviews with residents and the Head of DPMPTSP Aceh Tengah Regency, it is evident that there is strong support from both



the government and the community. Government support includes budget allocation, although it remains insufficient; the Head of DPMPTSP Aceh Tengah Regency noted that the budget allocation increases annually. Similarly, the community shows high enthusiasm for online-based licensing services. Easy access and avoidance of brokers make the public comfortable using the application, although some still need to understand how to use the OSS application.

3.4.2. Capacity

The budget availability for implementing digital transformation is adequate. This assessment is based on interviews with the Head of DPMPTSP Aceh Tengah Regency, who mentioned that the budget is allocated for preparing online licensing services, including infrastructure setup, human resources, and funding for public awareness campaigns. The available infrastructure consists of the office building of DPMPTSP Aceh Tengah Regency, a converted old building. The infrastructure used for online services includes two computers used for online service delivery and internet connectivity. However, several computers and laptops used for office operations must be updated and replaced. Therefore, the office facilities and infrastructure supporting online services through computer technology are still significantly inadequate.

Table 4. Employees at the DPMPTSP Aceh Tengah Regency Based on Education Level

No.	Education Level	Number of Employees
1	S-2	4
2	S-1	28
3	D-III	3
4	D-1	1
5	SMA	5
Total		41

Source: DPMPTSP Aceh Tengah Regency 2023

As seen in Table 4, the available human resources at DPMPTSP Aceh Tengah Regency are adequate in quantity and educational level, with most employees holding bachelor's degrees. However, the quality of human resources for implementing online licensing services still needs improvement. Employees knowledgeable in information technology will significantly facilitate service delivery to the public. The understanding of digital transformation among staff has yet to be effectively disseminated to all employees. Notably, only two out of a total of 41 employees, or about 5%, have undergone training for implementing online licensing services.

3.4.3. Value

The digitalization of government should provide tangible benefits to the community, which must be directly felt by the public. As Safroni (2012) stated, public service is the process by which the government performs its functions. Based on the researcher's observations, the government at DPMPTSP Aceh Tengah Regency is deemed to be performing its functions well.

The most significant benefit of implementing an online-based service system is the ease



of access to facilities and infrastructure. This includes simple procedures, the absence of time constraints, and clarity in various aspects such as requirements, costs, and payment procedures, all aligning with the principles of public service. As Surjadi (2012) pointed out, the principles of public service must be simple and straightforward in terms of requirements and costs, have defined execution times, and provide easy access to facilities and infrastructure. Based on these criteria and the results of interviews with sources at DPMPTSP Aceh Tengah Regency, it is evident that digital transformation, from a value perspective, has significantly benefited the community of Aceh Tengah Regency and adheres to the principles of public service.

4. Conclusions

Based on the findings related to digital transformation in public services at DPMPTSP Aceh Tengah Regency, the conclusions of this study are as follows: 1) The quality of public services is categorized as good, except for facilities and infrastructure such as computers and internet connectivity, which still require improvement and quality enhancement; 2) Digital transformation has been implemented according to the outlined points but is not yet fully integrated horizontally with other applications; 3) There are still obstacles in the implementation of digital transformation, including inadequate budget for supporting infrastructure procurement and a lack of sufficient human resources in terms of quantity; and 4) Efforts to accelerate the digital transformation process include preparing better human resources in the field of information technology, conducting socialization to the community, and providing additional facilities and infrastructure to support digital transformation.

Furthermore, based on the conclusions provided, the recommendations for digital transformation in public services at DPMPTSP Aceh Tengah Regency are as follows: 1) To enhance public services, it is suggested that a knowledge transfer process be established from employees who are proficient in computer use to those who are not, to improve the overall capability of all employees in online permit services; 2) Implement horizontal integration to make it easier for the public to manage services, and collaborate with relevant agencies to improve and update applications related to public services so they can operate online; 3) Allocate priority funding for the provision of supporting equipment for computers, such as generators and UPS, to maximize service delivery; and 4) Increase internet speed and upgrade computer equipment to ensure efficiency and expedite the transition to complete and adequate digital transformation.

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