



ANALYSIS OF TOTAL QUALITY MANAGEMENT (TQM) IN THE USE OF THE SURABAYA SINGLE WINDOW (SSW) ALFA WEBSITE TO OPTIMIZE THE QUALITY OF PUBLIC SERVICES IN SURABAYA

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ABSTRACT

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Phenomenon/Issue: This study was motivated by the gap between the availability of the Surabaya Single Window (SSW) Alfa digital service and its use by the community in Lidah Wetan Village.

Purpose: This study aims to examine the process of information dissemination and the factors contributing to information gaps related to the SSW Alfa website. It also analyzes the level of community utilization of the platform for administrative services in Lidah Wetan Village and identifies managerial obstacles in optimizing the quality of public services through SSW Alfa.

Novelty: The novelty of this study lies in its analysis of the implementation of SSW Alfa from a Total Quality Management (TQM) perspective at the sub-district level. Unlike previous studies that primarily focus on the outcomes of digital services, this research also examines implementation management, the socialization process, service utilization, and managerial constraints in optimizing service quality.

Research Methods: This study used a descriptive qualitative approach with interview, observation, and documentation techniques, and is analyzed through the stages of data reduction, data presentation, and conclusion drawing.

Results: The results show that SSW Alfa has provided convenience and efficiency in licensing services. However, there are still obstacles in the form of uneven socialization, low digital literacy among some members of the community, and the need to simplify the menu display. From a TQM perspective, the implementation has reflected continuous improvement and total employee involvement as well as managerial efforts, although the focus on customers and obstacles still occur in optimizing socialization and strengthening digital literacy still needs to be improved.

Research Contributions: This study contributes to a deeper understanding of the implementation of digital-based public services through the SSW Alfa website from a TQM-based quality management perspective. It also provides empirical insights into the importance of adaptive socialization strategies, improving public digital literacy, and strengthening the capacity of government officials to support the optimization of digital public services.

INTRODUCTION

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Public services refer to all service activities provided by state administrators to meet community needs and implement statutory regulations (Pawah et al., 2023). With the rapid development of information technology, governments worldwide have initiated digital transformation in public service delivery to enhance efficiency, transparency, and accountability (Amatulloh, 2021). Digital transformation has proven to be able to accelerate bureaucratic processes, reduce service costs, and significantly improve the quality of public services (Zein et al., 2025). One example of the success of government digital transformation can be seen in Denmark, which is known as a global leader in public sector innovation and digital government systems (Buisman, 2021). This success is supported by the integration of digital services, the use of a single digital identity, and a strong data security system so that public services can be accessed more efficiently, securely, and inclusively (Fauziah & Aziz Harahap, 2024).

In Indonesia, the digital transformation of public services continues to progress through the implementation of e-government systems across various regions to enhance service quality (Adinda, 2025). The use of information technology allows the public to access public services more easily, quickly, and transparently through various digital platforms provided by the government (Amatulloh, 2021). This development has contributed to improved service accessibility, streamlined bureaucratic processes, and increased public participation in governance. However, the implementation of digital public services still faces several challenges, including digital literacy gaps, limited access to technology, and disparities in the community's ability to utilize digital platforms (Mokobombang et al., 2023). Therefore, improving the quality of public services does not only depend on the use of technology, but also on the quality of human resources, bureaucratic transparency, and adequate service infrastructure support (Fikri & Tjenreng, 2025). The quality of public services is ultimately measured by the level of public satisfaction with the performance of services provided by the government (Amba et al., 2023).

As part of digital public service innovation, the Surabaya City Government introduced the Surabaya Single Window Alfa (SSW Alfa), an integrated online licensing platform designed to simplify access to licensing services, enhance administrative transparency, and improve service efficiency (Sukarno & Putri, 2022). Through this platform, various licensing services can be accessed online within a single system, providing greater convenience for the public. Nevertheless, its implementation still faces several challenges, including limited human resource capacity to operate the system and low public awareness and understanding of the digital service (Pamungkas, 2024). These challenges indicate that the effectiveness of digital public services depends not only on technological availability but also on effective service management and the community's capacity to utilize digital innovations.

Previous studies have shown that the implementation of SSW Alfa can improve the effectiveness of licensing services through faster, more efficient processes and reduce illegal fees in public services (Y. D. Kurniawan & Prabawati, 2021). Another study also found that the use of the SSW Alfa application had a positive impact on the effectiveness of licensing services at the village level, although there were still limitations in supporting infrastructure and human resource readiness in managing the digital system (Yuliyantoro & Haryati, 2023). However, existing studies largely focus on technical implementation and service outcomes, with limited attention to the managerial dimensions of digital public service management, particularly in relation to continuous service quality improvement.

Addressing this gap, this study examines the implementation of SSW Alfa through a Total Quality Management (TQM) perspective to enhance public service quality at the village level. TQM emphasizes customer focus, continuous improvement, education and training, and employee involvement in quality enhancement processes (Husin et al., 2024). By using this approach, this study not only assesses the effectiveness of the use of digital systems but also analyzes how quality management principles are applied in the management of technology-based public services.

This study is important because effective digital public services require not only technological infrastructure but also sound service quality management. In Lidah Wetan Village, an information gap regarding the use of SSW Alfa persists, limiting its optimal utilization. Therefore, this study analyzes

the implementation of Total Quality Management (TQM) in managing SSW Alfa services to improve public service quality and enhance community use of digital services.

LITERATURE REVIEW

Total Quality Management (TQM)

Total Quality Management (TQM) is a management approach that emphasizes continuous improvement in organizational performance by optimizing human resources and organizational processes across all functions (Ardiansyah & Rahmat, 2021). Being introduced by W. Edward Deming during World War II to improve industrial production quality, TQM later evolved into a comprehensive management framework that involves all organizational members in quality improvement efforts (Muiz et al., 2024). Although applied in the industrial sector, TQM has increasingly been adopted in public service organizations to enhance service quality. The approach focuses on continuous improvement in services, processes, and human resources to meet customer needs and expectations more effectively, thus, improving organizational efficiency and effectiveness (Hananta & Susyanti, 2024; Baihaqi & Yasin, 2024).

In general, the basic principles of TQM include a focus on customers, continuous improvement, education and training, and the total involvement of employees in the process of improving the quality of the organization (Mareta et al., 2025). Customer focus places public satisfaction as a key indicator of public service performance, which can be assessed through service evaluations and feedback from service users (Lanin et al., 2021). Continuous improvement is pursued through regular evaluation of service processes and systematic capacity development through education and training (Mareta et al., 2025). Another principle is the total involvement of employees, which emphasizes that service quality is the responsibility of all members of the organization, so that employee participation in decision-making and performance evaluation becomes an important factor in improving service quality (Adi et al., 2025).

However, the implementation of Total Quality Management (TQM) often encounters several challenges, including limited understanding of TQM principles, resource constraints, ineffective performance measurement systems, and organizational cultures that resist change (Ramadhani et al., 2024). In the digital era, inadequate adaptation to technological developments can further hinder TQM implementation, as digital transformation plays a crucial role in supporting continuous service quality improvement.

Surabaya Single Window Alfa (SSW Alfa)

Surabaya Single Window Alfa (SSW Alfa) is an e-government innovation developed by the Surabaya City Government to improve the quality of digital licensing services. The platform integrates various licensing and non-licensing services, enabling the public to access administrative services more easily, efficiently, and without time or location constraints (Azizah & Wulandari, 2023).



Surabaya Single Window Alfa Website
Source: sswalfa.surabaya.go.id

Through this system, the public can apply for various permits across sectors, including environment, education, health, social affairs, transportation, infrastructure, and economic sectors such as trade, industry, cooperatives, and small and medium enterprises. The platform also provides access to services related to research, internships, libraries, and neighborhood administration, facilitating broader digital access to public services.

The implementation of SSW Alfa has improved service efficiency by enabling citizens to process permits without visiting government offices (Gaba et al., 2024). However, several challenges remain, including limited human resources, budget constraints for system development, and low public understanding of digital services (Septian & Kriswibowo, 2024). In addition, some people still have difficulty understanding the service flow and the process of uploading documents, which are requirements in the digital licensing system (Sukarno & Putri, 2022).

Public Services

Public services play a central role in government functions, aiming to fulfill societal needs through the provision of goods, services, and administrative processes in accordance with legal and regulatory frameworks (Sukarno & Putri, 2022). In the context of modern government, public services do not only focus on the provision of services, but also on efforts to improve service quality to be more effective, efficient, and responsive to the needs of the community.

The development of information technology has encouraged governments to innovate digital public services through the implementation of e-government systems that utilize information and communication technology in service delivery (Marwiyah, 2023). The digitization of public services enables the government to improve the efficient use of resources, accelerate service processes, and increase community involvement in the governance process. The concept of digital public services also emphasizes easy access to services for the community through flexible electronic systems.

In delivering public services, the government must establish service standards as guidelines for service delivery and benchmarks for evaluating service quality. These standards should reflect the principles of simplicity, consistency, participation, transparency, and accountability to ensure high-quality public services (PermenPANRB Number 36 of 2012). In the context of e-government, service quality can be assessed through indicators such as system efficiency, public trust in digital services, system reliability, and public support for government digital platforms (Tasyah et al, 2021) However, the implementation of public services in Indonesia still faces several challenges, including abuse of authority, infrastructure limitations, and suboptimal service system management (Iza et al., 2022).

To support this study, several previous studies on digital public service innovation and quality management were reviewed. Greil et al (2025) shows that digital transformation in public services can increase service effectiveness through the use of information technology and improved civil servant competence. Furthermore, the research by Hertati et al (2024) explains that the implementation of Surabaya Single Window Alfa (SSW Alfa) can increase the efficiency of online licensing services, even though there are still several technical obstacles in the system. In addition, Ramadhan et al (2025) stated that the application of Total Quality Management (TQM) principles can improve organizational performance and service quality through continuous improvement of work processes. Other studies that are also (Artanti & Fanida, 2024), (R. Kurniawan et al., 2026), (Gaba et al., 2024), (Azizah & Wulandari, 2023), (Hondro et al., 2021), and (Reitandi et al., 2024). referenced in this review include (Masttur, 2024),

METHOD

This study used descriptive qualitative approach to examine the implementation of Total Quality Management (TQM) in the use of the Surabaya Single Window (SSW) Alfa website to improve public services. Qualitative research focuses on observing a phenomenon and understanding its meaning through interaction between the researcher and informants (Safrudin et al., 2023). In addition, this approach is used to explore the experiences, views, and perceptions of informants in depth so that the research results cannot be generalized broadly (Waruwu, 2024). The qualitative approach is also inductive, meaning that the data obtained in the field forms the basis for constructing research findings (Ardiansyah et al., 2023).

This study was conducted in Lidah Wetan Village, Lakarsantri District, Surabaya, where SSW Alfa has been implemented in administrative services. Informants were selected through purposive sampling, including village service officers and community members as service users (Nuralim et al., 2023)

Data were collected through interviews, observation, and documentation. Semi-structured interviews were conducted to obtain information about the informants' experiences and views regarding the application of TQM principles in SSW Alfa-based services (Putri et al., 2022). Observations were made directly of the SSW Alfa website-based public service process in the sub-district to see the service flow and interactions between officers and the community (Putra & Sari 2022). In addition, documentation was used to supplement the research data through archives, service reports, and documents related to the implementation of SSW Alfa in the sub-district environment (Putra & Sari 2022).

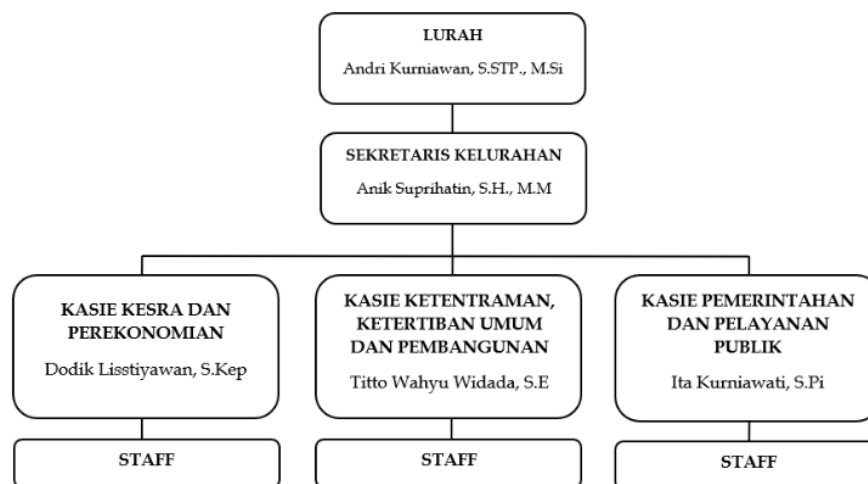
Data analysis was conducted interactively through the stages of data reduction, data presentation, and conclusion drawing. Data validity was tested using method triangulation and source triangulation by comparing data obtained from various data collection techniques and different sources of information (Firda, 2023).

RESULTS AND DISCUSSIONS



Lidah Wetan Village
Source: (Compiled by researchers, 2026)

This study was conducted in Lidah Wetan Village, Lakarsantri District, Surabaya, a village-level government unit responsible for delivering public services, particularly population administration and licensing. To support digital service transformation, the village utilizes the Surabaya Single Window (SSW) Alfa website for online administrative service submissions, aiming to enhance service accessibility, efficiency, and transparency.



Organizational Structure of Lidah Wetan Village
Source: (Compiled by researcher, 2026)

Institutionally, Lidah Wetan Village is led by a village head supported by a village secretary and service staff responsible for administrative service delivery. The process is also supported by community institutions such as RT, RW, LPMK, and Kader Surabaya Hebat (KSH), which assist in disseminating public service information and facilitating community access to digital services.

Research Informant Identity Table

Research Subject	Code	Time
First Key Informant with subject (AS)	IK1/AS	12/01/2026
Second Key Informant with subject (NS)	IK2/NS	12/01/2026
Third Key Informant with subject (NR)	IK3/NR	12/01/2026
First Supporting Informant with subject (RB)	IP1/RB	15/01/2026
Second Supporting Informant with subject (PN)	IP2/PN	17/01/2026

This study involved five informants consisting of three key informants and two supporting informants. The key informants included the Village Secretary and two service staff who were directly involved in the implementation of administrative services and the use of SSW Alfa. Meanwhile, the supporting informants consisted of the RT Head and members of the Surabaya Hebat (KSH) Cadres who acted as liaisons between the village government and the community and assisted residents in accessing digital-based public services.

Table Theme Grouping

Theme	Sub Theme
SSW Alfa Socialization	Information Gap
	Public Knowledge
SSW Alfa Implementation	Understanding of SSW Alfa
	Utilization of SSW Alfa
Implementation Barriers	Managerial Barriers
	Managerial Efforts

1. Socialization of SSW Alfa from a Customer Focus Perspective

The results of the study show the socialization of the Surabaya Single Window (SSW) Alfa website in Lidah Wetan Village has not reached all community groups, particularly the elderly and individuals with low digital literacy. This has created an information gap, where some residents use the service while others remain unaware or unable to access it. From a Total Quality Management (TQM) perspective, this suggests that the principle of customer focus has not been fully implemented, as the socialization approach remains general and insufficiently tailored to users' needs.

Based on observations, Lidah Wetan Village has provided supporting facilities, including procedures for using SSW Alfa and a media center barcode that allows the community to access information on digital services. However, these facilities do not fully ensure equal understanding and utilization of the service, particularly among residents with limited digital literacy. This finding is consistent with previous studies showing that the success of digital transformation in public services is strongly

influenced by community adaptability and digital literacy (Adinda, 2025; Gaba et al ,2024). Moreover, low public understanding and system complexity remain key barriers to the equitable use of government digital services (Kurniawan et al, 2026, ;Azizah & Wulandari, 2023).

2. Implementation of SSW Alfa in the Perspective of Continuous Improvement

The results of the study show the implementation of SSW Alfa in Lidah Wetan Village has been utilized for various administrative services, such as marriage applications and business licensing. Users report greater convenience and efficiency in accessing services, and their understanding of the system has largely developed through direct experience with its relatively simple interface and user-friendly features. From a Total Quality Management (TQM) perspective, this reflects the principle of continuous improvement, as service delivery gradually shifts from manual procedures to more efficient and adaptive digital processes.

Observations also indicate the availability of digital service facilities at the village office and assistance provided to residents in accessing SSW Alfa. As a result, queues for several administrative services have begun to decrease as more residents utilize digital services. These findings align with previous studies showing that the implementation of SSW Alfa can enhance the efficiency, transparency, and speed of public service delivery, although continuous evaluation and system improvement remain necessary ((Hertati et al ,2024; Masttur , 2024) ;Artanti & Fanida, 2024; Azizah & Wulandari, 2023),

3. Obstacles and Managerial Efforts in the TQM Perspective

The results of the study show that the obstacles in the implementation of SSW Alfa in Lidah Wetan Village stem from external and internal factors. External obstacles are related to the limited digital literacy of the community, especially among the elderly who are not accustomed to using technology-based services. Meanwhile, internal obstacles are related to the informal nature of capacity building for officials, which is not yet supported by a structured training system. From a Total Quality Management (TQM) perspective, this condition is related to indicators of education and training, total employee involvement, and obstacles to implementation in digital-based public services.

Observations show that the village government has implemented adaptive measures, including direct assistance to residents, the involvement of Surabaya Hebat Cadres (KSH), and coordination with RT and RW to facilitate access to digital services. Service responsibilities are also flexibly shared between village and neighborhood institutions to support administrative services. These findings support previous research emphasizing the role of bureaucratic capacity and work culture in advancing digital public service transformation (Adi et al., 2025). In addition, Reitandi et al (2024), Ramadhan et al (2025), and Hondro et al (2021) emphasize that the successful implementation of TQM is greatly influenced by continuous education and training as well as the involvement of all elements of the organization. The research by Artanti & Fanida (2024) also shows that technological innovation will not be optimal without the support of quality management and continuous evaluation.

CONCLUSION

This study finds that the dissemination of the Surabaya Single Window (SSW) Alfa system in Lidah Wetan Village has not fully reflected the Total Quality Management (TQM) principle of customer focus. An information gap persists, particularly among elderly residents and individuals with limited digital literacy, indicating that existing socialization strategies remain general and insufficiently tailored to the characteristics and needs of service users. Consequently, the utilization of digital services remains uneven across community groups.

Despite these limitations, the implementation of SSW Alfa has contributed to a gradual shift from manual to digital public service delivery, improving efficiency, accessibility, and convenience in administrative processes such as marriage applications and business licensing. From a TQM perspective, this transformation reflects the principle of continuous improvement, as digital innovation has enhanced the effectiveness and efficiency of service provision.

However, several challenges remain, including limited community digital literacy and the lack of a structured system for strengthening the digital service capacity of local officials. These constraints relate to key TQM dimensions, particularly education and training, employee involvement, and implementation barriers. Nevertheless, the village government has undertaken adaptive efforts through collaboration with RT, RW, and Surabaya Hebat Cadres (KSH) to provide assistance and facilitate community access to digital services.

Based on these findings, this study recommends strengthening inclusive socialization and assistance strategies for SSW Alfa, particularly targeting elderly residents and communities with low digital literacy through community-based digital literacy initiatives. In addition, continuous capacity building for local officials through structured digital service training is necessary to optimize technology-based public service delivery. Future research is encouraged to expand the scope of analysis across different regions and integrate the TQM framework with other relevant theoretical perspectives to provide a more comprehensive understanding of digital public service implementation.

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