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Implementation of Digital Governance in One-Stop Integrated Licensing Services: A Case Study of the SAMIRINDU-PASTI BEDAS Application in Bandung Regency

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ABSTRACT: This study aims to explain the running of digital governance in one-stop integrated services carried out at the Bandung Regency Investment and One-Stop Integrated Services Office (DPMPTSP) which has been running since the issuance of Regional Regulation Number 15 of 2018 concerning Amendments to Regional Regulation Number 12 of 2016 concerning the Formation and Composition of Regional Apparatus. The research method used in this study is a descriptive research method with a qualitative approach. where the researcher describes the facts about the problem that is the focus and is ringed with accurate interpretation through in-depth interviews. The digital governance model used in this study is the Welchaman Model (2015). The results of this study show that the Bandung Regency Government, through the One-Stop Investment and Integrated Services Office (DPMPTSP), implements an electronic licensing system through the SAMIRINDU - PASTI BEDAS application with the aim of simplifying the licensing process and improving the accessibility of services for the community. This application allows applicants to apply for permits online and print their permits through the application once approved. The digital governance of one-stop integrated services in Bandung Regency has been implemented quite well, but there are several disruptions to the server and a lack of understanding of licensing procedures are obstacles. So that the goal of integrated services, namely fast and precise, has not been achieved optimally.

Keywords: Digital Governance, Electronic Licensing, One-Stop Service

INTRODUCTION

In the ever-evolving digital era, the integration of technology in governance is not only an option, but also an urgent need. Digital transformation in the public sector allows governments to respond to modern challenges, such as the increasing demand for fast and accurate services, as well as public expectations for information disclosure (Accenture, 2023; Baptista et al., 2020; Bloomberg,

2018). Digital governance in public services is very important because it can improve efficiency, transparency, and quality of services to the community. By implementing digital technology, the government can better manage data and information, facilitate faster and easier access to public services, and ensure that the administrative process runs more smoothly (Certomà, 2022; C.-W. Chen & Wei, 2023; Y. Chen et al., 2021; Li et al., 2022). Digital governance also enables the provision of services that are more responsive and adaptive to the needs of the community, as well as strengthening government accountability through more effective tracking and auditing (Baud et al., 2015; Hepburn, 2018; Lv & Shi, 2023; Tan & Eguavoen, 2017). Additionally, digital governance can aid in data-driven decision-making, reduce the potential for corruption, and encourage public participation in the government process. Overall, digital governance is the key to realizing more modern, inclusive, and sustainable public services (Galushi & Malatji, 2022; Halaburda & Mueller-Bloch, 2020; Zhang et al., 2022). As is the case in Bandung Regency, especially in the Bandung Regency DPMPTSP, the implementation of digital governance is becoming increasingly relevant in line with the increasing public need for fast, transparent, and easily accessible public services. In an effort to realize a more efficient and responsive government, Bandung Regency has begun to integrate digital technology into various aspects of public services. This not only supports the improvement of service quality to the community, but also strengthens the transparency and accountability of local governments (Benmansour et al., 2019; Simon, 2018; Whittaker et al., 2023).

The Bandung Regency Government, the One-Stop Investment and Integrated Services Office (DPMPTSP) implemented an electronic licensing system through the SAMIRINDU - PASTI BEDAS application (Integrated Information Licensing Service System - Certain, Clean, and Complete). Through this application, applicants can apply for permits online, and if approved, they can print permits through the application. The use of the SAMIRINDU - PASTI BEDAS application has advantages in providing faster access and information to the public. This application can simplify the licensing process to be efficient, simple, modern and of high standards. All business licensing services are integrated by the center through an electronic business licensing system or Online Single Submission (OSS). The SAMIRINDU - PASTI BEDAS application is an implementation of Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services. In this system, applicants can only access Samirindu through the DPMPTSP website. Then, the party or officer from the agency will conduct an assessment and determine the approval or rejection of the fulfillment of the applicant's commitment (Anthony Jnr et al., 2021; Higgins & Bryant, 2020; Martens & Zscheischler, 2022). If approved, a community satisfaction survey will be conducted, so that permit applicants can print their permit applications through the Self-Print Online Service System (SILONCER).

The decision to introduce the SIMIRDU-PASTI BEDAS application in the Bandung City Council Decree Number 503/Kep.46-DPMPTSP/2019 aims to improve the efficiency of Township Police Services through online services through the SIMIRDU-PASTI BEDAS application. SIMIRDU is an electronic service provided by the Bandung City Township Police Service (DPMPTSP), which allows local business entities to submit their applications to obtain approval from the Township Government. This application allows citizens to submit their applications directly from their homes without having to go to the DPMPTSP office. SIMIRDU-PASTI BEDAS has two categories of users: general users and business entity users. These categories can be customized according to the users who will provide their services. SIMIRDU-PASTI BEDAS is designed to simplify the process of providing services at the Bandung City

Township Police Service, which allows residents to know the status and procedures for providing services online.

The Samirindu - Pasti Badas application is a device that can be upgraded and adjusted to the needs of the business world. It is easy to use and accessible to many people. The app is also available on the DPMPTSP website and comes with Online Single Submission (OSS) and idol content for those interested in creating a new venture. The app is an online service called Siloncer, which allows users to track the progress of their projects. The app also comes with a tracking system, which allows users to monitor progress without worrying about costs. Cost is a key parameter in the SKM system, which ensures the best service for the community (Fernandez-Vidal et al., 2022; Kaput, 2022; Sun & Guo, 2022; Yaneva, 2022).

The purpose of this digital governance is to identify the implementation of the Digital Governance System in the Certain, Clean, and Complete Integrated Licensing Information Service (SAMIRINDU-PASTI BEDAS) at the Bandung Regency Investment and One-Stop Integrated Services Office (DPMPTSP), identify the inhibiting factors in the implementation of the system, and evaluate the efforts made to overcome obstacles that arise during the implementation of Digital Governance in SAMIRINDU-PASTI BEDAS.

The problem related to the SAMRINDU - PASTI BEDAS application is that the server is undergoing maintenance or disruption because the server requires regular maintenance to ensure optimal performance and to maintain data and system security, the server provider makes security updates or configuration changes to overcome potential security risks In carrying out online-based services, the most important thing is to ensure that the server website is accessible and does not experience interruptions. This is because there are frequent incidents at some time. However, errors that occur on the server are inevitable and can only be overcome with the help of existing technicians (Hasan et al., 2019; Liu & Zheng, 2018; Rahman & Hasan, 2023; Umar et al., 2019). The server used in the application is still unstable and sometimes there are unidentified problems on the server, which results in delays for the application implementer in providing services (Fischer et al., 2020; Spires et al., 2020). One of the reasons is due to the lack of communication from the government with the community regarding the clarity of applicable procedures and also the lack of socialization from the government to the community, supervision from service providers, and evaluation from leaders on complaints from the community so that this can happen. This will have an impact on the effectiveness of the use of online-based services at the Investment and One-Stop Integrated Services Office (DPMPTSP). The formulation of the problems obtained is as follows:

1. How is the implementation of Digital Governance of the Certain, Clean and Complete Integrated Licensing Information Service System (SAMIRINDU - PASTI BEDAS in the Bandung Regency DPMPTSP)?
2. What are the factors that hinder the implementation of Digital Governance in the Definite, Clean and Complete Integrated Licensing Information Service System (SAMIRINDU - PASTI BEDAS in DPMPTSP) Bandung Regency?
3. What are the efforts to overcome the obstacles that occur in the implementation of Digital Governance in the Certain, Clean and Complete Integrated Licensing Information Service System (SAMIRINDU - PASTI BEDAS in the Bandung Regency DPMPTSP)?

The use of information and communication technology will be in harmony if in realizing welfare for the community can be done clearly, namely by providing good service. Because to improve these services, several implementations are needed to be able to encourage progress so that the development can be overcome properly. One of them is done by implementing a digital-based application which is a form of governance from the existence of Digital Governance.

Digital Governance is a complex process that drives the transformation of the government as a whole. to successfully implement digital governance from a very political perspective (Chung et al., 2022). Algazo et al. (2021) Digital Governance as a framework used to align the responsibilities, roles, and decision-making authority of organizations with digital media, including website or internet management. The application of Digital Governance in the SAMIRINDU – PASTI BEDAS application advances effective government, so the use of information and communication technology has a great impact on the ability of the public sector to make the right decisions, in order to lead to performance as evidence of policies. This government can use technology in providing information by understanding each person or society as the right decision. Digital Governance is also an initial determination step in carrying out technological and information developments, especially in the field of government and the need for regulations, because it concerns services to the community through electronic media or the web. Thus, to achieve this, especially in running this program through internet media or websites, it has many benefits, one of which is establishing partners or colleagues with other parties, then growing the quality of public services. This very rapid development allows its resources to take part and play an important role in the organization, if the organization of a government runs well and increases, access through the community will be easier. Digital governance refers to the use of information and communication technology (ICT) in government processes to increase efficiency, transparency, and public participation. According to Chun et al. (2010), digital governance involves the application of digital tools in decision-making, public service delivery, and citizen engagement. Digital governance aims to create a more responsive and accountable government through technological innovation. Digital Governance is a complex process that drives the transformation of the government as a whole. to successfully implement digital governance from a very political perspective (Chung et al., 2022). Algazo et al. (2021) define Digital Governance as a framework used to align organizational responsibilities, roles, and decision-making authority with digital media, including website or internet management.

There is a connection between digital government and digital governance. Digital Governance on the other hand, focuses on public engagement and on each other's positions (Gao & Lee, 2017). Digital Governance is characterized by the use of information technology in policy operations in the public sector to improve services to the community and other service users, individuals and organizations. Digital Governance or EGovernment is a process of interaction between the government, the community and the government and other stakeholders by applying electronic means to facilitate and improve governance in the political, government and business fields. Briefly (Kettl, 2015) describes "Governance" as a way how public or government policymakers can connect politics, social, and administration more broadly.

Digital Relations - Governance basically has the main concept in applying information and communication technology so that it has a relationship with other parties. Digital - Governance There are 4 models, namely Government to Government (G2G), Government to Society (G2C), Government to Business Sector (G2B), Government to Employees (G2E). (Ilham, 2021)

1. Governance to Governance (G2G), Government to Government which is an exchange of information and communication carried out online with government agencies through an integrated database. Susanto (2017) in the book Ilham explained that Governance to Governance (G2G) is a service system that connects the interaction of communication with the government, both hot-to-air and vertically.

2. Governance to Citizen (G2C), namely Government to Society which involves disseminating information to the community such as: tax payments, renewal of permits, making deeds, which can help the community in serving such as education, health and others. Noviana et al., (2015) in the book Ilham argues that the purpose of G2C is to build a one-stop-based facility to facilitate and operate services to the government to the community in a country.
3. Governance to Business (G2B), namely Government to Business as a form of information service shown to businesses such as private companies that need data and information from the government. For example, the sale of products that are carried out by transacting online includes tax payments and online business license management via the internet or web. This G2B is related to its rights and obligations which are oriented towards the results of the business.
4. Governance to Employees (G2E), namely Government to Employees which is carried out to improve performance goals in prospering employees who work in government agencies as a service to the community to be more effective, especially those related to information in government regulations. The form of relationships, according to Muallidin (2017) in his book, Ilham said that the application in everyday forms includes an employee welfare management system in the form of salaries, increasing competence or abilities as a form of personnel application.

Some of the Digital - Governance relationships can be said that in general, the above concept is able to present internet-based applications to facilitate communication in making decisions appropriately and efficiently. The implementation process certainly utilizes facilities such as information and communication technology that can increase interaction with the community and encourage performance improvement so that the goals can be achieved and be able to prosper the government in collaboration with the community. Then form a good relationship in integrating the government service system.

The implementation of Digital Governance (Ilham, 2021) of course has various benefits, namely the following:
1. Able to foster transparency at the level of accountability to the government in order to implement the concepts of Good Governance and E-Governance.
2. Able to foster community participation in formulating a policy by expanding active government involvement.
3. Creating information and communication in a technology to the public quickly about various public and universal problems.
4. Able to restore the quality of public services in a government performance for various lives of the nation and state effectively and efficiently.
5. Building government relationships with business people and the community so that they can be open in establishing relationships with various parties to be better.
6. Encourage the ability for governments and business people to face competition in

international trade in order to increase good economic growth.

This digitalization-based Digital Governance factor makes the government to always utilize information technology by adapting to governance and good communication. So that in its implementation, Digital Governance has several challenges to achieve success and obstacles that occur due to low readiness. For this reason, the government must provide a strong encouragement to obtain the determining factors for the success of Digital Governance.

Success factors according to Zhou (2001) describe that the success of Digital Governance is seen from 3 factors, namely as follows:

1. Institutional regulation The role of the institution is responsible for providing ideas for Digital Governance, which involves organizational structure as a form of cooperation in an agency by creating new structural changes.
2. Leadership Element In this factor, the government is able to align the Digital Governance system in public services with leaders who are able to have high commitment so that if a conflict occurs, it can be handled properly.
3. Effective Management Elements in this role have standardization in implementing policies so that management is efficient in normalizing to the government as appropriate training.

The above opinion can be said that in the development of Digital Governance, the success of Digital Governance is inseparable from the existence of resources such as the community that has a relationship with the government. Likewise, the support cited by Indrajit for the concept of implementing Digital Governance can provide a conducive environment if the infrastructure runs correctly.

The success in taking an action in Digital Governance to the community can be felt when the level of optimization in its application can run according to the criteria that have been carried out so that it must be known if it is not optimized properly. Therefore, the researcher using Welchaman's theory further explained that in Digital Governance there are three things that must be considered, namely:

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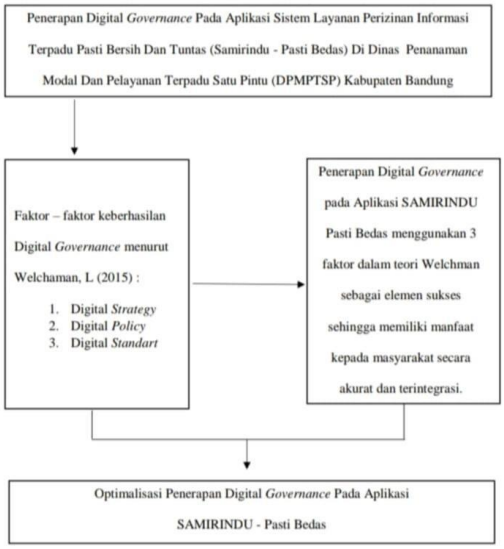
1. Digital Strategy, digital strategy is defined as an organization's approach to utilizing the capabilities of the internet and the world wide web, and has two aspects, namely guiding principles and performance goals.
2. Digital Policy, a digital policy that underlies the management of online services.
3. Digital Standard, a digital standard to ensure optimal digital quality and effectiveness, such as information depth, strategy, and tactical specifications related to information.

Figure 1 Thinking Framework



METHODS

Research methods are one of the most important factors in conducting research, because basically research methods are a scientific way to obtain data with certain purposes and uses. The research method is an effort to find, develop, and test the truth of knowledge in a scientific way. Therefore, the method used in a study must be appropriate. The unit of analysis that is the focus of attention of a research that is used as an object in this study is related to the Application of Digital Governance in the Samirindu Application - Definitely different at the Bandung Regency Investment and One-Stop Integrated Services Office (DPMPTSP).

This study intends to describe and analyze the Application of Digital Governance in the Application of the Integrated Information Licensing Service System (Samirindu - Pasti Bedas) at the Bandung Regency Investment and One-Stop Integrated Service Office (DPMPTSP) To achieve the objectives of this study, the researcher uses a qualitative approach with a descriptive writing method. By analyzing the application of the SAMIRINDU-PASTI BEDAS application, we can get in-depth information and explore the extent of the application of the SAMIRINDU-PASTI BEDAS application in the Bandung city DPMPTSP.

Basically, this research is an activity that can explain and analyze individual and group phenomena, social activity events, attitudes, beliefs, perceptions and thoughts. Methodology is very important and has a significant impact on the success or failure of a research, especially in terms of data collection.

The research approach used is qualitative where the researcher conducts field observations to obtain information about the Implementation of Digital Governance in the Application of the Integrated Information Licensing Service System Pasti Clean and Complete (Samirindu - Pasti Bedas) at the Bandung Regency Investment and One-Stop Integrated Services Office (DPMPTSP). inhibiting factors and efforts to overcome the Implementation of Digital Governance.

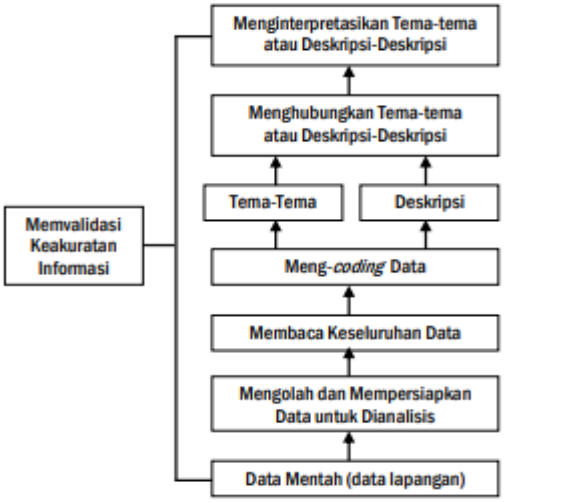
The researcher also uses a descriptive writing method. The descriptive research was selected on the basis of consideration so that it can describe and describe a research problem in depth so that data can be obtained accurately and can explore the extent of the application of Digital Governance in the application of the Integrated Information Licensing Service System Pasti Bersih and Completely (Samirindu - Pasti Bedas) at the Bandung Regency Investment and One-Stop Integrated Service Office (DPMPTSP). The descriptive method describes the state of the object or subject being reviewed as it is.

Descriptive research is a method used to describe or analyze the results of a research but is not used to draw broader conclusions (Sugiyono 2011:21). Qualitative research is methods to find and understand what some individuals or groups of people believe that come from social or humanitarian problems (Creswell 2016:4).

This research was carried out to get a broad overview of the Application of Digital Governance in the Application of the Integrated Information Licensing Service System (Samirindu - Pasti Bedas) at the Bandung Regency Investment and One-Stop Integrated Service Office (DPMPTSP) which is seen from 3 factors of Digital Governance success according to Welchman, namely, data, documentation, observation, and interviews.

The researcher uses one of the qualitative data analysis software called ATLAS.ti. This software is useful in helping the data analysis process of qualitative grounded theory research, in data processing each data is coded so that it makes it easier for researchers later to recall the data as discussion material in their research. Through this study, researchers hope that a qualitative data analysis process procedure assisted by ATLAS.ti will emerge.

Figure 2
Qualitative Data Analysis Techniques According to Creswell, (2017:276) in Sapto Haryoko (2020)



RESULTS AND DISCUSSION

The development of digital governance is a key aspect in achieving good governance in various sectors, including the economy, politics, society, and government. The use of information and communication technology in government agencies is a form of Digital Governance that can increase efficiency, effectiveness, transparency, and accountability in government services. E-government is very beneficial for the first phase of government, as it can increase the efficiency, effectiveness, transparency, and availability of government services. Since most human activities are influenced by technology, it is crucial for government agencies, including public services, to also utilize technology in their operations.

The One-Stop Investment and Integrated Services Office is a regional apparatus that carries out government affairs in the field of investment and one-stop integrated services in the regions. Licensing services at the Investment and One-Stop Integrated Services Office (DPMPTSP) are currently mostly using information and communication technology or are already online-based. One of them is licensing services at the Bandung Regency Investment and One-Stop Integrated Service Office (DPMPTSP) which has implemented an online licensing service system. The Public Works and Services Office (DPMPTSP) of Bandung Regency has various functions, including public works in the fields of education, health, health maintenance, public services, social work, employment, environment, business, trade, small businesses, agriculture, trade, and industry. The most dominant service is public work in the health sector, including the provision of hospitals, doctors/doctors, pharmacists, and other professionals. This service is regulated in Regency/City Regional Regulation Number 21 of 2014 concerning Public Works. Public works is a government instrument to improve public services, which must be managed, supported, and influenced by the government in government activities and community activities related to the public interest. Public works also function as an instrument to improve health according to good governance standards and provide benefits to the community through public works, which can be facilitated by laws and regulations.

The number of survey participants who participated in this survey was to provide an assessment of public satisfaction with online-based public services. Here is the picture below:

Figure 3
Number of Survey Participants

(Source : https://dpmptsp.bandungkab.go.id)

This Community Satisfaction Survey is a measurement tool used by organizations or government agencies to measure the level of public satisfaction with the services provided. The purpose of this survey is to understand the perceptions, needs, and expectations of the community, as well as to identify areas that need improvement.

Through community satisfaction surveys, organizations or agencies can obtain valuable input to improve service quality, meet community expectations, and achieve better service goals.

The number of registrants and business issuance permits in February 2024 on the Samirindu application registrants is 548 and business issuance permits are 330. Here is the picture below:

Figure 4
Number of Registrants and Issuance Permits

(Source : https://dpmptsp.bandungkab.go.id)

The number of business registrants refers to the number of individuals or entities who apply to establish a business in a certain period. The applicant submits an application through an online

platform or directly to the relevant agency, the One-Stop Investment and Integrated Services Office (DPMPTSP). verifying the documents submitted, such as the applicant's identity, business address, and other supporting documents. Checking the feasibility of the proposed business, including the type of business, location, and compliance with applicable regulations. This data includes various information, such as the number of registrants per industry sector, geographical area, and type of business.

A business issuance permit is an official document issued by an authorized authority that states that a business has met all the requirements set and allowed to operate.

1. Principle Permit: Required at an early stage before the business starts operating, indicating that the business plan has been approved.
2. Operational Permit: Required to start business operations, including environmental permits, building permits, and other operational permits depending on the type of business.
3. Business Identification Number (NIB): A document issued by the Online Single Submission (OSS) system that serves as the identity and legality of the business.

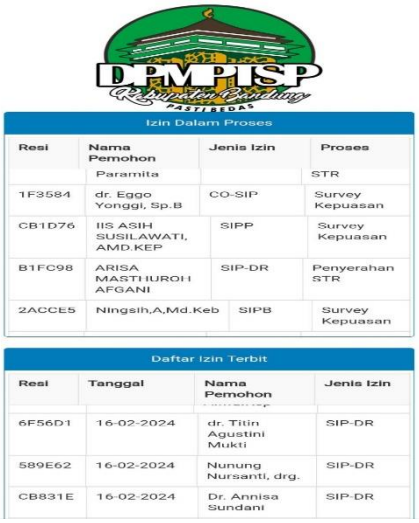
Permit Issuance Process

1. Application Submission: The applicant submits an application for issuance of a permit through the OSS platform or related agencies.
2. Verification and Inspection: The authority is authorized to carry out document verification and field inspections if necessary.
3. Issuance of Permit: After all the requirements are met, the business license is issued and submitted to the applicant.

By understanding the number of registrants and business issuance permits, the government and other stakeholders can make better decisions in supporting economic growth and creating a conducive business environment.

As for the community that is in the process of permits and the list of permits that have been issued along with the type of permits, the permit process until the permit is issued takes a maximum of 8 days depending on the business license that the community has registered. Here is the picture below:

Figure 5
In-Process Registration and Publication Permit List



(Source : https://dpmptsp.bandungkab.go.id)

The community that is in the process of a permit refers to an individual or entity that has applied for a business license but is still in the stage of examination, verification, or fulfillment of requirements before the permit is issued. The permit process begins with the submission of an application by the applicant through the Online Single Submission (OSS) platform or directly to the relevant agency. After the documents are submitted, the relevant agencies will verify them to ensure the completeness and validity of the documents, such as the company's deed of incorporation, the applicant's identity, and business plan. Depending on the type of business, a field inspection may be required to ensure the location of the business is in accordance with applicable regulations. Additionally, applicants may be required to meet additional requirements, such as environmental permits, building permits, or recommendations from other relevant agencies. This process ends with an administrative stage that involves data processing and approval from various levels of government or authorized authorities.

Information Covered in the Published Permission List:

1. Applicant's Name:

   The name of the individual or entity that applied and has received permission.

2. Type of Business:

   The type or sector of business that is allowed, for example trade, manufacturing, services, etc.

3. Business Location:

   The address or location where the business will operate.

4. Publication Date:

   The date on which the permit was issued.

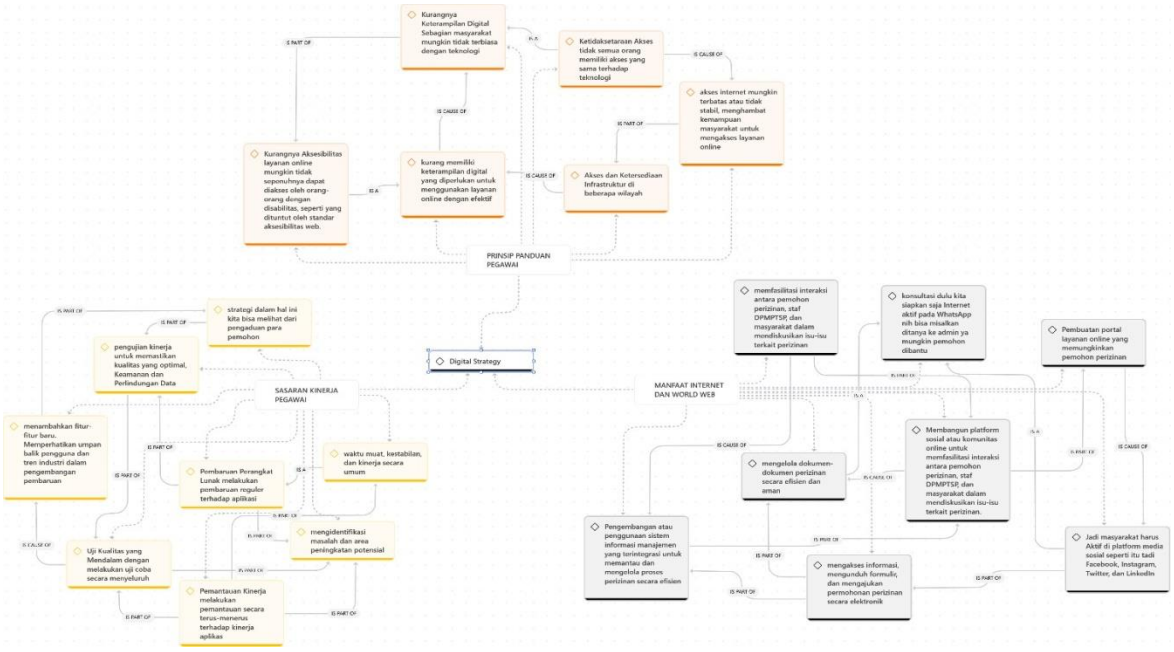
5. Validity Period:

   The duration or validity period of the permit, as well as the expiration date if any.

Data and information on the permit process and permits that have been issued have a crucial role in creating transparency in government administration, preventing corrupt practices or abuse of authority, and supporting economic planning and policies that are conducive to a healthy investment climate and business growth. In addition, this data allows authorities to monitor and evaluate the effectiveness of the licensing process, identify bottlenecks, and make necessary system improvements. Accurate and transparent information also provides investors with confidence in the stability and ease of doing business in a region, as well as assisting in business operational supervision and ensuring compliance with applicable regulations, thereby creating a fair and orderly business environment.

With a good understanding of the permit process and the list of permits that have been issued, the community, business actors, and the government can work together to create a better business climate and contribute to sustainable economic development.

Figure 3
Digital Strategy Theme



Code Description:

1. Is A (Is)

2. Is Part Of (Part Of)

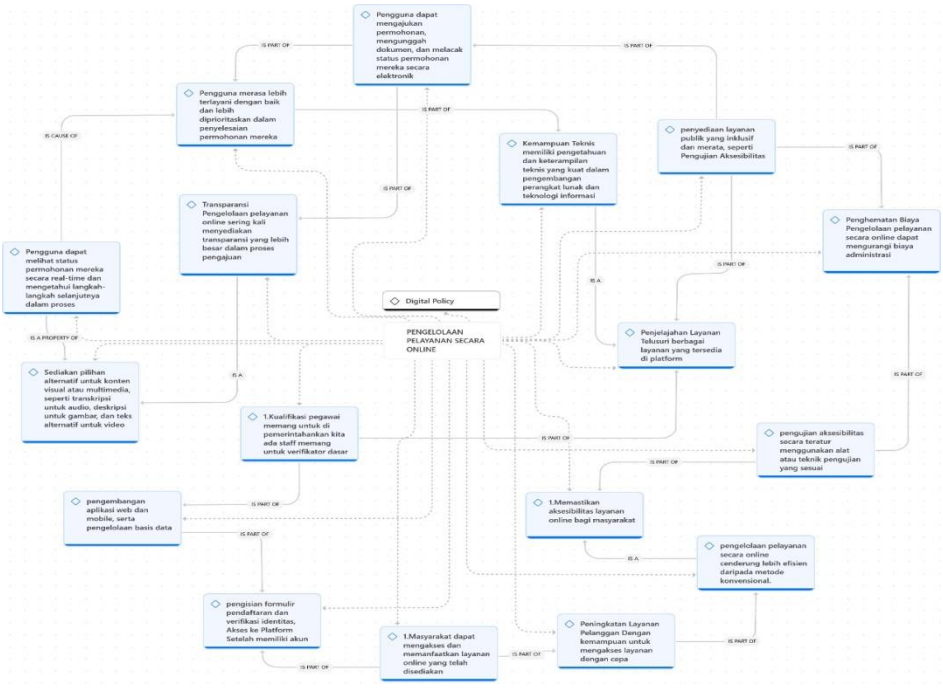
3. Is Cause Of (Caused By)

Based on figure 3, it can be seen that from the results of data processing using ATLAS software. It produces the theme of Digital Strategy. The findings of the Digital Strategy have categories including: Internet and World Benefits, Employee Guiding Principles, Employee Performance Targets. This category has a total of 8 code transformations that have been presented according to the image.

The first category, namely Internet and World Benefits, has code transformations that have been presented according to the image, including: Facilitating applicant interaction, System development or development, Managing Licensing Documents, Active Internet Consultation, Accessing information and downloading forms, Building a Social or community platform, Creating an online service portal, Active community on social media platforms. The codes presented in the Internet and World Benefits category have a relationship that has been determined by the researcher between one code and another.

The second category, namely the Employee Guiding Principles, has code transformations that have been presented according to the image, including: Access and Availability of Infrastructure, Limited or unstable Internet Access, Unavailability of Access, Lack of Digital Skills, Lack of Accessibility. The codes presented in the Employee Guidelines have a relationship that has been determined by the researcher between one code and another.

Figure 4
Terma Digital Policy



Code Description:

1. Is A (Is)

2. Is Part Of (Part Of)

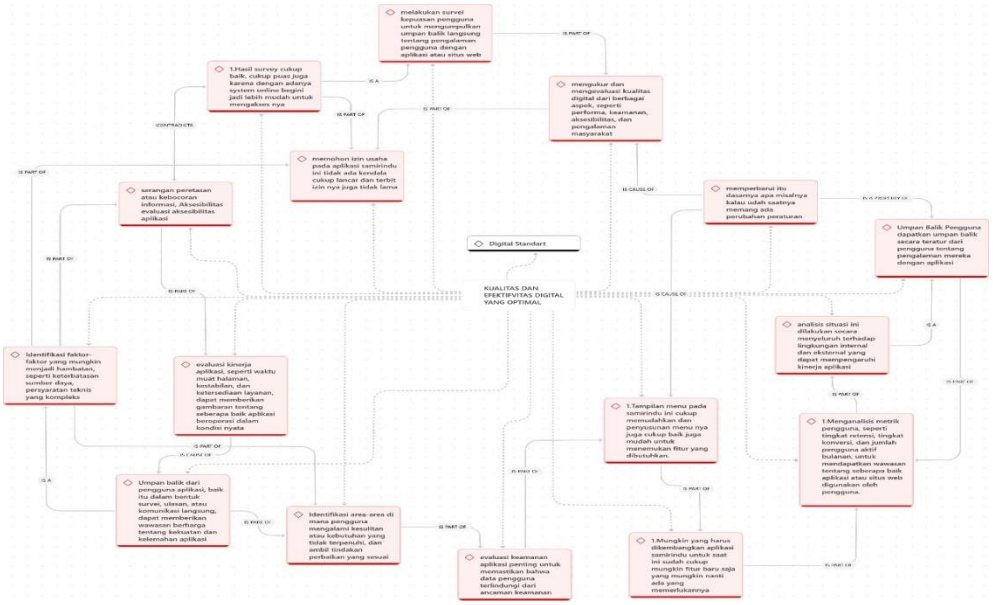
3. Is Cause Of (Caused By)

4. Is A Property Of

Based on figure 4, it can be seen that from the results of data processing using ATLAS software. It produced the theme of Digital Policy. The findings of the Digital Policy have categories including: Online Service Management, Public accessibility, Customer service improvement, Online service management, Ensuring the accessibility of online services, Regular accessibility testing, Service management cost savings, Service exploration, Provision of public services, Strong technical skills and technical skills, Users can submit applications, Users feel better served, Transparency of online service management, Users can view the status of applications, Provide alternative options, Employee qualifications for basic verifiers, Web application development, Filling out registration forms and identity verification. The codes presented in the Online Service Management category have a relationship that has been determined by the researcher between one code and another.

The first category, namely Online Service Management, has a code transformation that has been presented according to the image, including: Public accessibility, Customer service improvement, Online Service Management, Ensuring the accessibility of online services, Regular accessibility testing, Service management cost savings, Service exploration, Provision of public services, Strong technical skills and technical skills, Users can apply application, Users feel better served, Transparency of online service management, Users can see the status of the application, Provide alternative options, Employee qualifications for basic verifiers, Web application development, Filling out registration forms and identity verification. The codes presented in the Online Service Management category have a relationship that has been determined by the researcher between one code and another.

Figure 5
Standard Digital Theme



Code Description:

1. Is A (Is)

2. Is Part Of (Part Of)

3. Is Cause Of (Caused By)

4. Is A Property Of

5. Contradicts

Based on figure 5, it can be seen that from the results of data processing using ATLAS software. It produces a Standard Digital theme. The Standard Digital Findings have categories including: Optimal Digital Quality and Effectiveness, Application Security Evaluation, Samirindu Application Must Be Developed, Analyze User Metrics, Situation Analysis is Carried Out Comprehensively, User Feedback Regularly, Update When It's Time, Menu Display on the Samirindu Application is Very Convenient, Measure and Evaluate Digital Quality, Conduct User Satisfaction Surveys, Ask for Permission of Samirindu Application Users There are obstacles, Survey results are quite good, quite satisfied as well, Hacking attacks or information leaks, Identification of factors that may be obstacles, Evaluation of application performance such as load times, Feedback from application users, whether in the form of surveys, Evaluation of areas where users experience difficulties or unmet needs. The codes presented in the Optimal Digital Quality and Effectiveness category have a relationship that has been determined by the researcher between one code and another.

The first category, namely Optimal Digital Quality and Effectiveness, has code transformations that have been presented according to the image, including: Application security evaluation, Samirindu application must be developed, Analyzing user metrics, Situation analysis is carried out thoroughly, User feedback regularly, Updating when the time is right, Menu display on the Samirindu application is very easy, Measuring and evaluating digital quality, Conducting a user satisfaction survey, Asking for permission from the user of the Samirindu application has no obstacles, The survey results are quite good and satisfied as well, Hacking attacks or information leaks, Identifying factors that may be obstacles, Evaluating application performance such as load times, Feedback from application users, be it in the form of surveys, Evaluation of areas where users experience difficulties or unmet needs. The codes presented in the Optimal Digital Quality and Effectiveness category have a relationship that has been determined by the researcher between one code and another.

1. Digital *Strategy*

A digital strategy is a plan designed to direct the use of digital technology in achieving business or organizational goals. It involves using a variety of digital tools and platforms, such as websites, social media, mobile apps, data analytics, and more, to expand reach, increase customer engagement, and achieve desired results. An effective digital strategy requires a deep understanding of the market and target audience, as well as the ability to quickly adjust strategies based on performance analysis and ever-changing industry trends.

The implementation of digital strategies in the Samridun Pasti - Bedas application is optimized by employees who act as examples of efficiency and effectiveness, collect feedback from users, and make necessary changes to improve user experience and website performance. This approach has several benefits, including the integration of digital platforms to manage all processes, teaching staff about the use of new systems, ensuring effective use and performance of the system, and improving digital governance through information management, data consistency and transparency, efficiency and productivity, and service improvements, such as faster and more responsive service delivery in response to the retautomation process.

2. Digital *Policy*

A digital policy is a set of rules, guidelines, and standards set by an organization, government, or agency to regulate the use of digital technology and data. Digital policies aim to manage risk, protect the interests of organizations, and ensure compliance with applicable laws, regulations, and industry standards. The current digital era to help organizations maintain their security, privacy, and compliance while leveraging digital technology to achieve their business goals.

The SAMIRINDU PASTI - BEDAS application currently has implemented a Digital Policy as an example of Determining how user data will be collected, used, stored, and shared by the application. It includes details about the types of data collected, the purposes for which the data is collected, who has access to the data, and how users can control their privacy, Establishes technical and organizational security measures that must be followed to protect user data from security threats, such as data encryption, the use of strong passwords, and monitoring of suspicious activity, regulates how users communicate through the app, including rules related to the use of chat, comments, or other interactive features, Explaining how updates will be delivered to users, including feature changes, bug fixes, and policy changes. Therefore, it is very important in the application to protect the interests of users, developers, and application owners, as well as to ensure that the application operates within the relevant legal and ethical boundaries.

3. Digital *Standard*

Digital Standards refer to a set of guidelines, specifications, or criteria used to ensure quality, interoperability, security, and compliance with best practices in the context of digital technology. Digital standards can be issued by international, industry, or government standardization bodies to help regulate and facilitate the development, implementation, and use of digital technologies. Digital standards also help ensure that digital technologies can be used safely, effectively, and efficiently, and promote interoperability and compliance with relevant regulations.

The Samirindu Pasti-BEDAS application/website uses Digital Standards as a content management system that includes data privacy standards such as the collection, use, and storage of personal data. In addition, it also provides relevant knowledge to identify common risks to the application/website and provide guidance to address them, assess the accessibility of the application to ensure ease of use by users with disabilities, develop with technology-based development standards, such as design and implementation practices by platform providers, follow regulatory standards, and ensure compliance with relevant data management standards, provide clear information for users to address issues or concerns, and ensure users understand the importance of the information they use.

CONCLUSION

The Bandung Regency Government, through the One-Stop Investment and Integrated Services Office (DPMPTSP), implements an electronic licensing system through the SAMIRINDU - PASTI BEDAS application with the aim of simplifying the licensing process and improving service accessibility for the community. This application allows applicants to apply for permits online and print their permits through the application once approved. The use of this application complies with Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services.

The advantage of the SAMIRINDU - PASTI BEDAS application lies in its ability to simplify the licensing process, making it efficient, simple, modern, and of high standards. Through this application, all business licensing services are integrated electronically or Online Single Submission (OSS). Thus, the public can easily access information and the licensing process from home without having to go to the Bandung Regency DPMPTSP office.

The implementation of the SAMIRINDU - PASTI BEDAS application is a clear example of the implementation of Digital Governance, which aims to improve efficiency, transparency, and quality of public services through the use of information and communication technology. By continuing to develop and improve this application, the Bandung Regency government can ensure that their licensing services become better and more accessible to the public.

Comprehensive Policy Development Therefore, it is important to develop a comprehensive digital policy that covers various aspects, including data privacy, information security, and accessibility. Stakeholder Participation involves relevant stakeholders in policy development and implementation of Digital Governance. This includes members of the community, industry, government who can provide insight and perspective.

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