

IMPLEMENTATION OF GOVERNMENT REGULATION NUMBER 24 OF 2018 CONCERNING ELECTRONIC INTEGRATED BUSINESS LICENSING SERVICES AT THE CITY OF PALEMBANG'S ONE-DOOR INVESTMENT AND INTEGRATED SERVICES DEPARTMENT

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ABSTRACT

The implementation of Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services at the Investment and One-Stop Integrated Service Office of Palembang City has not been effective and efficient due to the lack of professional human resources and overly complex bureaucratic procedures. This study aims to analyze the implementation of the policy using a qualitative method through documentation studies, in-depth interviews, and observations, applying Edward III's theory, which includes communication, resources, disposition, and bureaucratic structure. The findings indicate that the implementation lacks continuous socialization, training, supervision, and evaluation, while the division of tasks among organizational units serves solely to provide specialization and expertise for implementers.

Keywords: Implementation, Government Regulation, Electronically Integrated Business Licensing Services.

INTRODUCTION

The policy implementation examined and discussed in this study is related to the electronically integrated environmental permit service policy at the Palembang City Investment and One-Stop Integrated Service Office. This policy represents a new breakthrough, both in the form of regulatory simplification (deregulation) and employee arrangement and placement (de-bureaucracy) in order to accelerate industrial business licensing services that are centralized in one office, namely the Investment and One-Stop Integrated Service Office.

In the past (before 2016), because environmental permits did not stand alone, but rather involved many other permits surrounding them (application requirements), there were many regulations (Regional Regulations) and they were handled by many Regional Apparatus Organizations (OPD), both with the status of Departments or Agencies and Offices. This of course required a relatively long time, because it had to go through many desks, was complicated and resulted in high economic costs. With the new policy (permit services through a single door), it is hoped that the process of serving industrial business permits will be faster and at a lower cost. Therefore, it is interesting to study and discuss whether the implementation of the policy of integrated electronic environmental permit services through a single door in The city of Palembang has been able to implement the policy effectively and efficiently,



in accordance with established policies. Furthermore, the aim is to identify the characteristics of companies applying for existing environmental permits and the environmental factors *influencing* policy implementation, both internal and external.

The provision of public services is the state's effort to fulfill the basic needs and civil rights of every citizen to goods, services, and administrative services provided by public service providers. The 1945 Constitution mandates the state to fulfill the basic needs of every citizen for their welfare. The effectiveness of a government system is largely determined by the quality of public service delivery. The preamble to the 1945 Constitution explicitly states that one of the objectives of the Unitary State of the Republic of Indonesia is to advance the general welfare within a just and civilized order of life.

Regulation No. 138 of 2017 concerning the Implementation of Regional One-Stop Integrated Services requires that public services be carried out in the context of regulating, fostering, guiding, and providing facilities and services carried out by government officials to the public in accordance with applicable laws and regulations. The form of service activities can be administrative activities, goods provision activities, and service provision activities. The implementation of public services is a process of directing resources including management systems, facilities and infrastructure, and government apparatus resources.

In the Regulation of the Mayor of Palembang Number 54 of 2019 concerning the Delegation of Part of the Authority in the Field of Licensing and Non-Licensing to the Head of the Investment and One-Stop Integrated Services Office, where the delegation of authority and types of licensing and non-licensing to the Investment and One-Stop Integrated Services Office of Palembang City includes : Swamp Utilization Permit; Advertising Service Bureau Operational Permit; Advertising Organization Permit; Advertising Building Construction Permit; Building Construction Permit; Construction Services Business Permit; Utility City Road Utilization Permit; Environmental Management Statement; Liquid Waste Disposal Permit; Environmental Permit; Hazardous and Toxic Waste Management Permit; Industrial Business Permit; Trade Business Permit; Warehouse Registration Certificate; Franchise Registration Certificate; Shopping Center Business Permit; Modern Shop Business Permit (Supermarket); License for Distribution and Sales of Alcoholic Beverages in certain places; Tourism Business Registration Certificate; Modern Massage Parlor Operational License; Foreign Worker Employment License; Job Training Institution License; Recommendation for Local Feeding Port, Lake Port, and Public Port Construction License; Port Operation License Recommendation; Salvage and Underwater Work License Recommendation; Special Terminal Management Recommendation; Port Water Use License Recommendation; Road Body Use License; Vehicle Storage License (Pool); Incidental and Dispensation License; Transportation Organization License (Route License); Savings and Loan Cooperative Business License along with license to open branch offices, sub-branch offices, and cash offices; Location License; Non-Formal Education Operational License and Private School Education; Veterinary and Veterinary Paramedic Practice License; Veterinary Business License; Slaughterhouse



License; Pet Place Business License; Recommendation and Animal Medicine Business License; Livestock and Feed Distributor Business License; Fire Prevention Recommendation; Operating Permits for Pharmacies, Drugstores, Clinics, Maternity Homes, Hospitals, as well as practice permits for various health workers such as doctors, midwives, nurses, pharmacists, pharmaceutical technicians, physiotherapists, nutritionists, clinical psychologists, and others. In addition, there are also permits for health service units such as laboratories, radiology, beauty clinics, health homes, traditional medicine micro-businesses, and blood transfusion units, as well as Hygiene and Sanitation Information, Medical Device Household Company Permits, and Research Permits. All of these permits serve as the basis for legality and supervision of activities that impact the community, the environment, and regional development governance. This is evident, among other things, from the continued number of complaints, grievances, and demands submitted by the public both through the mass media and directly to service units, especially those concerning service systems and procedures that are convoluted, non-transparent, uninformative, and inconsistent, thus not guaranteeing certainty (legal, time and cost), as well as the continued practice of unofficial levies (illegal levies).

In connection with efforts to improve public services, Government Regulation (PP) Number 2 of 2018 concerning Minimum Service Standards was enacted. Article 1, numbers 6, 7, and 8 of the PP emphasize, among other things:

1. Minimum Service Standards (SPM) are provisions regarding the type and quality of basic services which are mandatory regional affairs that every citizen has the right to receive at a minimum.
2. SPM indicators are quantitative and qualitative performance benchmarks used to describe the size of the targets to be met in achieving a particular SPM, in the form of input, process, results and/or service benefits.
3. Basic Services are a type of public service that is fundamental and absolute to fulfill the needs of the community in social, economic and governmental life.

One of the SPM principles that needs attention, as emphasized in Article 3 Paragraph (4) of the PP is: "..... is simple, concrete, easy to measure, open, affordable and accountable and has a time limit for achievement".

To address these issues and implement these policies, it is necessary to continuously improve the quality of public service delivery in order to realize excellent public service. Efforts to improve the quality of public service can be carried out through comprehensive and integrated improvements to the public service system. Efforts to improve the quality of public service, especially in the field of electronically integrated environmental licensing services, are also a necessity, where licensing services play a crucial role in the economic sector, particularly in creating a competitive business and investment climate. Business licensing provides legitimacy or legality for individuals or organizations to manage resources productively and utilize space for their business interests. In fact, the legalization and formalization aspects of business are variables that influence ease of access to production factors and financing.



On the other hand, the problems faced by the community, especially the business world, in managing permits to start a business include the large number of permits that must be made, the number of agencies that must be visited, the complexity of procedures at each agency, the high costs and long processing times, and limited information about permits. Regulations and deregulations issued by the Central and Regional Governments that are less synergistic have more or less added to the complexity of the permit processing. In this regard, these policies are intended to improve the performance of business and investment licensing services in order to accelerate development, encourage investment and economic growth, open new jobs, increase community income and reduce poverty.

Thus, the process of simplifying licensing through the simplification of one-stop integrated licensing services is one of the answers to the demands of the community, especially the business world, by reforming various regulations and policies and improving service performance in order to improve the investment climate and increase the acceleration of development.

The implementation of licensing services in Palembang City is still faced with an ineffective service system, where licensing services are carried out by many Regional Apparatus Organizations (OPD) according to their respective fields of duty and authority. Of course, in its implementation, many complaints from the public, especially the business community, are related to complicated procedures, no certainty of completion timeframes, high costs, numerous requirements that must be met, the attitude of officers who are unresponsive, *and* so on. This has created a negative image of the Regional Government, some even consider it to hinder the development of the business world and investment. One of the breakthroughs that has been implemented by the Government The City of Palembang has addressed the above issues by issuing a public policy on licensing. This policy began with the enactment of the Palembang Mayoral Regulation. Number 41 of 2018 Concerning the Delegation of Part of the Authority in the Field of Licensing and Non-Licensing to the Head of the Investment and One-Stop Integrated Services Agency . With this policy, the provision of licensing services is centralized in 1 (one) OPD. The licensing services that are centralized in 1 (one) Agency are then known as the "one-stop" integrated licensing service system. The next development is that the Agency in question was changed to the Investment and One-Stop Integrated Services Agency.

To be more detailed and more focused in granting permits, Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services was issued at the Palembang City Investment and One-Stop Integrated Services Office. Licensing service policy through one-stop integrated service at Palembang City, is a licensing simplification policy as part of the deregulation and debureaucratization policy in Palembang City. This also serves as a renewed *mindset* for increasing Regional Original Income. Levies from licensing services have long been categorized as a source of regional revenue. Consequently, regions, under the guise of regional autonomy, compete to issue various regulations related to licensing, which are associated with processing fees. In today's free market system, this mindset is certainly



no longer relevant. Regional governments are required to increase community participation in the economic sector in a responsible and controlled manner, so that each region can have *core economic competencies* that can be exchanged economically with other regions, even internationally. Naturally, the regions will gain *economic* benefits from this exchange process.

Palembang City, as a key investment destination in South Sumatra Province, is required to welcome and serve potential investors. In this regard, the Government The city of Palembang has taken breakthrough steps, including implementing a one-stop licensing service policy, including licensing services in the environmental sector.

Based on preliminary research, it was found that environmental permit services have not been fully implemented, meaning they are not yet efficient, effective, responsive, and fair, and have not met the expectations of those applying for environmental permits. Indicators include long bureaucratic chains, additional costs beyond those stipulated, complicated services and lengthy processing times, a lack of sensitivity to business interests, ongoing discrimination, and a lack of transparency.

Based on further exploration, it is known that these symptoms and problems are caused by deficiencies and/or weaknesses in implementing policies. This may be a result of the failure to realize *good governance*. The problems that often occur include suboptimal Information Technology (IT) infrastructure, especially in each sub-district. This is due to the weak internet network, so that the community still has to deal with the Investment and One-Stop Integrated Services Office in Palembang City. Legal instruments, systems, and human resources have not been prepared to support the implementation of integrated electronic licensing activities. Lack of outreach to the community/business actors regarding the management of the implementation of integrated electronic licensing activities.

LITERATURE REVIEW

Policy implementation *is* a further process from the policy formulation stage. At the formulation stage, the strategy and policy objectives are established, while actions *to* achieve these objectives are carried out at the policy implementation stage. In developed countries, a policy is generally debated during formulation in parliament because the public is involved, so that once the policy is issued there is no further debate within the community. Meanwhile, in developing countries, debate within the community occurs during implementation because the public is not involved in policy formulation. In this regard, Tachjan (2006 : vi) emphasizes that:

"Public policy implementation is a complex process, involving organizational, leadership, and even managerial dimensions of the government as the authority holder."

The complexity of the policy implementation problem was expressed by Agustino (2006:153) that: "In practice, policy implementation is a very complex process and is often politically charged due to intervention from various interests." To describe the complexity of the policy implementation process, he cited the opinion of Eugene Bardach (1991:3) that:



It's enough to create a program and general policy that looks good on paper. It's even harder to formulate it with words and slogans that sound appealing to the leaders and voters who listen to them. And even harder still to implement it in a way that satisfies everyone.

Next, Agustino quoted and translated 2 (two) more definitions to clarify the meaning of public policy implementation, namely:

(a) Van Meter and Van Horn (1975:65), that policy implementation is:

"Actions carried out either by individuals or officials or government or private groups that are directed at achieving the goals outlined in policy decisions."

(b) Daniel Mazmanian and Paul Sabatier (1983:61) define policy implementation as:

The implementation of basic policy decisions, usually in the form of laws, but also in the form of important executive orders or decisions of judicial bodies. Typically, this activity identifies the problem to be addressed, explicitly states the goals or objectives to be achieved, and outlines ways to structure or regulate the implementation process.

Based on the three definitions above, it can be understood that policy implementation involves 3 (three) things, namely as follows:

- (1) The existence of policy goals or targets;
- (2) There are activities or actions to achieve goals;
- (3) There are activity results.

Thus, policy implementation is a dynamic process, in which the policy implementer carries out an activity or action, so that in the end they will obtain a result that is in accordance with the goals or objectives of the policy itself.

The implementation model for Government Regulation Number 24 of 2018 concerning electronically integrated business licensing services at the Palembang City Investment and One-Stop Integrated Services Office . The policy implementation model is a modification of the Edward III process or flow model. This modification is adapted to practical realities and demands for renewal (change) in the field.

Public policy implementation can be viewed from several perspectives or approaches. One of them is *the implementation problems approach* introduced by Edwards III (1984: 9-10). Edwards III proposed an implementation problems approach by first raising two main questions, namely: (i) what factors support the success of policy implementation? and (ii) what factors hinder the success of policy implementation? Based on these two questions, four factors are formulated as the main requirements for the success of the implementation process, namely communication, resources, bureaucratic or implementer attitudes and organizational structure, including bureaucratic workflow. These four factors are important criteria in the implementation of a policy.

Program communication can only be implemented effectively if it is clear to the implementers. This involves the information delivery process, clarity, and consistency of the information conveyed. Resources include four components: sufficient staff (both in quantity and quality), the information needed for decision-making, sufficient authority to carry out tasks or responsibilities, and the facilities required for



implementation. The implementer's disposition or attitude reflects their commitment to the program. The bureaucratic structure is based on *standard operating procedures* that regulate the flow of work and policy implementation.

To facilitate policy implementation, proper dissemination is necessary. There are four requirements for managing policy dissemination, namely: (1) respect from community members for government authority to explain the moral need to comply with laws made by the authorities; (2) awareness to accept the policy. Awareness and willingness to accept and implement the policy are realized when the policy is considered logical; (3) belief that the policy was made legally; (4) initially a policy is considered controversial, but over time the policy is considered something normal.

The policy implementation process is inseparable from various variables and influencing factors. According to him, there are four important variables that must be considered and that influence the failure or success of public policy implementation. These four variables are: (1) communication, (2) implementing resources, (3) bureaucratic disposition and (4) bureaucratic structure. *Implementation of Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services at the Palembang City Investment and One-Stop Integrated Services Office.*

METHODS

This research design falls under the category of "qualitative research method," considering that the research begins with unexpected phenomena and influences, namely that every new piece of information, event, behavior, atmosphere, and influence is considered important to support the working hypothesis. Furthermore, the research focuses more on the process and procedures of policy implementation up to the product of its implementation, both in the form of permit service results and the emergence of feedback on the policy itself. This research also aims to obtain a causal explanation, namely to find events and incidents that are related to each other in order to obtain an overview of the effectiveness or ineffectiveness of policy implementation.

- 1) Research will "understand the process," that is, it will attempt to better understand the process (rather than the product) of the observed event or activity. The process that helps realize the phenomenon is emphasized, not the phenomenon itself.
- 2) The research will look for a "causal explanation", that is, to find out to what extent the events are related to each other within the framework of a local causal explanation.

Qualitative methods generally use an indicative approach, namely data is collected, analyzed, abstracted and concepts or theories will emerge as qualitative findings.

In accordance with the research problem presented, namely the implementation of a one-stop industrial business permit service policy in order to accelerate licensing services to support development implementation and attract investors in Indramayu Regency, so that it has an impact on the effectiveness of the industrial business permit service itself and also has an impact on increasing public trust, especially industrial entrepreneurs, towards licensing services. In turn, it will



have an impact on increasing the acceleration of regional development and the growth of a conducive investment climate. The implementation of a one-stop industrial business permit service simplification policy is expected to accelerate decision-making and avoid deviations from implementing officials in carrying out licensing service duties. Thus, through a one-stop integrated service unit, things such as complaints, criticism, demands and complaints (verbal and written) from the public will be minimized.

This in-depth study will provide a meaningful explanation of the policy analysis for establishing a one-stop industrial business licensing service unit to improve the quality of industrial business licensing services in Indramayu Regency. This research will emphasize direct observation of the research targets and objects.

Through qualitative research, researchers aim to examine and obtain as much information as possible regarding matters related to the implementation of the one-stop industrial business licensing policy. The data analysis is qualitative, meaning the analysis is verbal and, where necessary, accompanied by tabulations, figures, and percentages.

DISCUSSION OF RESEARCH RESULTS

Communication

Communication, as proposed by Edward III (1980), plays a significant role in conveying the policy implementation process. The description of a policy outlined in a decision varies from person to person. This is influenced by many factors, such as education, a person's position within the organizational structure, knowledge of the policy, and many others. Therefore, the implementation of policies carried out by an organization must be clearly understood by all implementing elements. Furthermore, matters concerning the behavior of individual units within the organization tend to have *likes and dislikes* when determining a policy or determining the choice of a position given to employees, thus requiring objective data.

Implementation of policies in service has a process that uses many staff with specialized expertise in certain fields. This is because the permit issuance process requires various requirements and authentic validity according to the needs to avoid errors or falsification that lead to criminal acts deliberately committed by individuals for their own benefit. This means that the division of tasks can spur an increase in the quality of service in the implementation of public policy. According to Edwards III (1980:134), *"fragmentation is the dispersion of responsibility for a policy area among several organizational units."* By distributing responsibility, at least there is no accumulation of responsibility on one person or one organizational unit. This will be able to speed up, accuracy, and divide tasks to improve the quality of public service.

The communication process carried out in this Government Regulation regulates: a. types, applicants, and issuers of Business Licensing; b. implementation of Business Licensing; c. reform of the Business Licensing sector; d. OSS system; e. OSS Institution; f. OSS funding; g. incentives or disincentives for implementing Business



Licensing through OSS; h. resolution of problems and obstacles to Business Licensing through OSS; and i. sanctions.

Business Licensing Applicants consist of: a. Individual Business Actors; and b. Non-individual Business Actors. (2) Individual Business Actors as referred to in paragraph (1) letter a are individual Indonesian residents who are competent to act and carry out legal acts. (3) Non-individual Business Actors as referred to in paragraph (1) letter b consist of: a. limited liability companies; b. public companies; c. regional public companies; d. other legal entities owned by the state; e. public service agencies; f. broadcasting institutions; g. business entities established by foundations; h. cooperatives; i. limited partnerships (*commanditaire vennootschap*); j. firm partnerships (*vennootschap onder firma*); and k. civil partnerships. The first party is internal, namely the implementers or officers who provide services to the public directly. Because officers must understand the policy and be able to provide explanations and understanding to the public who need information. Understanding of the policy must be mastered by the police elements who have many crucial stages and determine the next process.

The communication factor, as mentioned above, is that transmission in communication is closely related to the channels used in conveying policies to relevant *stakeholders*, both to implementing staff and to the public who need services. So far, the transmission delivered by policy implementing officers has been able to provide information to the public, where the public is able to understand the procedures and processes that must be carried out in the process at the Palembang City PM-PTSP Service. This is because implementers at the unit level have been given information repeatedly so that they understand. According to an entrepreneur informant, "how can you not understand when every day is always crammed with the same tasks by the leadership?" This means that what Edward III (1980:40) said is true, that "*Implementation orders must be consistent as well as clear if policy implementation is to be effective.*" This means that the consistency of the orders received will guarantee the effectiveness of the implementation of tasks by the implementer.

The clarity of communication depends heavily on the clarity of information policy makers convey to implementers who are directly in contact with the public. In policy implementation service communication, the public has a high level of influence, as evidenced by the understanding of a policy and its implementation in relation to the public's needs for the service. As Schramm in Effendi (1986:18) stated, communication will be successful if the message conveyed by the communicator matches the frame of reference, namely the combination of experience and understanding (*collection of experience and meanings*) that the communicant has obtained. Because everyone's understanding is different, people have dependencies that result in not all information being able to be digested comprehensively. Likewise, personal experience is very ingrained and becomes a reference for the person to convey their experience to others more easily accepted.

The lack of clarity of information received by implementing officers in direct communication will hinder the policy implementation process from running linearly.



The ambiguity factor can occur with less significant communication or even too many factors conveyed in the communication, so that it cannot be properly digested by the listener. In the ambiguity of public policy information, Winarno (2005:128) states that the factors that encourage the ambiguity of information in the implementation of public policies are usually due to the complexity of the policy, the lack of consensus on the objectives of public policy, the existence of problems in starting new policies and the tendency to avoid policy accountability.

Resource Factors

This resource factor in implementing policies carried out by the Palembang City PM-PTSP Service as a public service in its region is divided according to the main tasks, functions and roles as well as the authority held by each Government Agency. The implementers within the service environment at the Palembang City PM-PTSP Service are assets that will be the driving force in achieving the objectives of policy implementation.

No matter how technologically advanced an organization is, its operations depend on the implementing staff, or implementors, who directly implement the policies it has decided upon. The presence of staff within an organization's resources cannot be replaced by even the most advanced technological capabilities within the organization as a whole. Therefore, policy implementation staff play a *crucial role* in carrying out the policies decided upon.

The existence of staff within an organization plays a crucial role in running the organization and cannot be replaced by anything, considering that staff have advantages in various segments of the organization's needs. Moreover, public service staff interact directly with the public on a daily basis, and the dynamics are always evolving according to the situation and community needs. Government regulations with personnel configurations according to needs must be implemented using balanced systems and mechanisms that meet public service needs. One of the *urgent matters* in staff service to the public is the qualification of personnel who are appropriate to *the skills* and *expertise* in their fields. Where the ability and expertise in identifying has special specifications that cannot be done by everyone.

The position of an implementer within an organization implies that someone with high authority and power automatically has greater authority. Conversely, if someone holds a specific position within a narrower service, their authority and power will also be less. However, with a lower level of specificity, they are expected to have greater speed and professional skills in the field.

Services must comply with Government Regulation No. 24 of 2018 concerning Electronically Integrated Business Licensing Services . With this position, the coordinator is responsible for all organizational processes. However, in carrying out the tasks implemented, the organization has subordinates who act as extensions of the coordinator, specifically with more technical and specific responsibilities.

Another factor that is also part of the implementation of the policy that is the responsibility is facilities. The availability of physical facilities and public facilities for the community in the implementation of the policy is absolutely necessary, because



various facilities can improve the quality of service and public comfort. Fundamental to the implementation of public service policies is the availability of *representative service office facilities*. Facilities that must be owned in basic policy implementation are the availability of office buildings, parking, work equipment, machines, service rooms, waiting rooms and other public facilities required to meet community needs.

Disposition Factors

The disposition or attitude of the implementer is the third factor in the success of policy implementation, as stated by Edward III (1980). As is known, the disposition or attitude of the implementer plays a crucial role. The implementer's attitude in running an organization that implements a policy cannot be replaced by any machine or object. This is because the implementer's attitude is related to the attitude and behavior of service to the community served in the business permit issuance process. The disposition or attitude of the implementer in policy implementation plays a role in the success indicator of policy implementation.

Running an organization doesn't always proceed simultaneously, and it continually increases capacity and quality as expected. Policy implementation is a highly dynamic process within an organization. Running a public service organization presents high service demands. With the increasing needs of the community and the ever-evolving dynamics, the public automatically demands excellent service quality.

Service staff, particularly those from the employee element, are highly valued because their duties are sought after by many. This is because they hold high and strategic value for the employees themselves. This trend is evident in their more organized and exclusive performance. This translates to people sitting comfortably in offices with cool and comfortable *air conditioning* (AC). Likewise, other supporting facilities, such as offices, rooms, and other service areas, are more representative.

Bureaucratic Structure Factors

The final factor determining the successful implementation of public service policies, as stated by Edwards III (1980), is bureaucratic structure. This factor plays a crucial role in assigning more specific tasks to officials and implementing officers in the field. Bureaucratic structures are more commonly known to the public in organizations managing state institutions or government agencies that provide public services. The use of bureaucratic structures is used to group personnel or implementers who staff the organization by dividing their authority, functions, and leadership paths in carrying out tasks.

SOPs, as stated by Edwards III (1980), have been implemented in accordance with a professional audit system. Therefore, the SOPs used in implementing the policy are able to improve the quality of public service. The process of creating SOPs is not essentially a community need, but in carrying out tasks, SOPs are very useful for monitoring the performance of implementers in public services. Many task implementers in the field are unable to provide maximum public service in a timely manner, with cost standards, the number of requirements, and other forms that have not been met according to the standards set by the officers themselves. Therefore, with



inaccurate service, the public will feel that public services do not meet service standards.

SOPs are used to address common situations in various public and private sectors. They are generally designed to avoid public service complaints and to benchmark service performance. Using SOPs allows implementers to optimize available time and standardize their actions within complex public service organizations. This allows for greater flexibility and a shared understanding of regulations, improving the quality of public service. SOPs can also be a barrier to policy implementation, as they require different work methods or personnel types to implement them. This means that the more a policy requires changes to established procedures within an organization, the greater the likelihood that SOPs will hinder implementation. However, while SOPs can hinder policy implementation, they also have benefits, enabling implementers to optimize their performance by using service time more effectively.

The fragmentation or division of tasks in its implementation, as seen in the organizational structure, is divided according to the specific tasks of each service counter. Service counters are not easily handled by service officers within the Palembang City PM-PTSP Service. Likewise, supervision and research have been able to act as a therapy for communities engaging in illegal methods. With the expertise, ability, and authority of officers, they are able to decide whether the process will be continued or stopped by the implementer. This is because by stopping the process, the process is handled.

CONCLUSION

The success rate of the Implementation of Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services at the Musi Banyuasin Regency Investment and One-Stop Integrated Services Office is determined by the capacity of the implementing organization, service processes and procedures, industrial entrepreneurs' understanding of policies, and environmental factors that influence them. The Implementation of Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services at the Musi Banyuasin Regency Investment and One-Stop Integrated Services Office has not been fully implemented efficiently and effectively because the implementing organization is not yet stable and is not supported by adequate quality human resources, long processes and procedures, low levels of understanding of industrial entrepreneurs regarding policies, and lack of attention to environmental factors proportionally.

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