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## REVITALIZING PUBLIC SERVICE: ASSESSING THE SUCCESS OF ONLINE SINGLE SUBMISSION (OSS) POLICY AT INVESTMENT AND INTEGRATED SERVICE OFFICE

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### ABSTRACT

*This study aims to determine (1) the implementation of the Online Single Submission (OSS) policy at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency (2) the factors that determine the implementation of the Online Single Submission (OSS) policy at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency. The approach used is qualitative with a type of descriptive research. Data collection using interviews, observation and documentation. Data analysis using the Miles and Huberman model. The results of this study show that (1) The implementation of OSS policy in DPM-PTSP Gorontalo Regency has been implemented quite well and provides benefits in facilitating the licensing service process. The use of the OSS system has helped the OSS user community in carrying out licensing tasks more easily and increased the effectiveness of licensing services in DPM-PTSP. In addition, OSS also provides benefits in increasing productivity and work performance of users in DPM-PTSP. Overall, OSS in DPM-PTSP Gorontalo Regency has proven useful in supporting licensing service tasks but still more must be developed and innovated to be simpler but with better benefits. (2) Factors that determine the implementation of the Online Single Submission (OSS) policy at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency are categorized as quite good because of supporting factors (policy standards and objectives, characteristics of implementing organizations and attitudes of implementers) and some that hinder or have not been effective (resources, communication between organizations and external socioeconomic and political factors), where this shows that various aspects that determine the implementation of OSS policies have been well managed in an effort to improve the efficiency and effectiveness of licensing services. Efforts to implement OSS policies in DPM-PTSP Gorontalo Regency have produced positive impacts and have improved the process of integrated licensing services.*

**Keywords:** OSS, Licensing Services, DPM-PTSP

### INTRODUCTION

Community satisfaction with services is an inseparable aspect, where people are satisfied because of the public services from these service providers. The use of ICT in various fields, because ICT has various advantages that are beneficial compared to using traditional methods in carrying out various activities or interactions. Presidential Instruction No. 3 of 2003 concerning National Policy and Strategy for E-Government Development is undeniably a strategic policy for the application of communication and information technology in government. The Online Single Submission System (OSS) policy is implemented with the aim of helping business actors who

want to make their business licenses easier. It is hoped that the implementation of licensing through Online Single Submission (OSS) will have an even better impact and provide satisfaction for the community. Electronic integrated business licensing or Online Single Submission (OSS) is a business license issued by the government with an effective and efficient process for the satisfaction of the community using the service. However, it was also found that the quality of the online single submission system did not have a significant effect on user satisfaction. User dissatisfaction in a quality system due to the system often experiences improvements that cause slow to obtain the information needed. This indicates that the online single submission system based on system quality has not been effective.

Licensing is the granting of legality to a person or certain business actors/activities, both in the form of permits and business registration marks. The implementation of the One-Stop Integrated Service (PTSP) is expected to cut the time and costs needed to take care of permits. As a result, licensing services are more effective, easier and cheaper. Thus, it can be said that the one-stop integrated licensing service system is one of the bureaucratic reform efforts at the local level. Because as a public servant, the Regional Government should provide excellent service and be responsible for the welfare of the entire community, and in this case the people of Gorontalo Regency.

Gorontalo Regency Government in its existence as one of the autonomous regions towards an independent regional government based on the spirit of regional autonomy makes improvements in all lines of government including the licensing bureaucracy. To carry out the above purposes, the Gorontalo Regency Government established an integrated service unit regarding the establishment of the organization and work procedures of the integrated licensing service unit in Gorontalo Regency, which was further improved by the legal status of the valley with the establishment of One-Stop Integrated Services based on Regional Regulation Number 1 of 2015, hereinafter abbreviated as PTSP Gorontalo Regency.

Based on the results of observations, observations and interviews, it was found that the community satisfaction index for licensing services at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency still lies in a fairly good criterion, which means that there are still various aspects that still need to be addressed related to its implementation, including the implementation of e-Government in providing services to the community. This is also supported by data that there are still many obstacles in the implementation

of e-Government in service delivery ranging from lack of execution of policy implementation, obstacles from external factors to the transition of licensing to the OSS system.

The number of licensing services can be seen that licensing services in DPM-PTSP Gorontalo Regency are not yet maskimal because they tend to be less in line with the expectation that there will be an increase in licensing and non-licensing services in Gorontalo Regency every year. Based on the results of interviews and observations, namely (1) the length of service time, which occurs if there is a delay in the process of document verification, decision making, or coordination between the work units involved. (2) unclear procedures, where licensing procedures or services offered by DPM-PTSP are unclear or difficult for the public to understand, this can cause confusion and dissatisfaction. Then without transparent information about the licensing process, requirements, or application status, the public may feel dissatisfied. People need clear and accurate information so that they can prepare documents and understand the progress of their applications.

Based on data from the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency that the use of online services for licensing management has never been carried out by the community, in this case because the implementation and implementation of the policy is still not optimal. This is if referring to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform number 16 of 2014 concerning Guidelines for public satisfaction surveys on the implementation of public services due to aspects of service procedures that are felt to be quite complicated so as to reduce public interest, service time that is not as promised, inadequate facilities and infrastructure in services and competence of policy implementors in services that using an online system.

Based on the above background, this study aims to obtain empirical evidence regarding the Implementation of Online Single Submission (OSS) Policy at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency.

## **METHODS**

This research was conducted at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency. The research time needed by researchers in compiling this thesis starts from the process of preparing a Research Proposal to the exam. The time used to carry out this study is from March 2023 to June 2023. The approach used is qualitative with a descriptive type of research. Data collection using interviews, observation and documentation. Data analysis using the Miles and Huberman model.

## **RESULTS**

### **A. Implementation of Online Single Submission (OSS) Policy**

The following is the implementation of the Online Single Submission (OSS) Policy at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency:

#### **1. Perceived Usefulness in Online Single Submission (OSS) Policy Implementation**

Based on various informant statements and observational support made by researchers, it can be interpreted that the implementation of OSS in DPM-PTSP Gorontalo Regency has succeeded in making users' work easier. Users feel that using the OSS system simplifies the licensing process by replacing the more complicated and time-consuming manual process. They can access all related information and documents online, reduce data input errors, and save time and effort required in the licensing process. Users have experienced an increase in productivity in carrying out licensing tasks since the implementation of OSS in DPM-PTSP Gorontalo Regency. With the OSS system, the licensing process becomes more efficient and faster, so users can complete more tasks in less time. This helps improve effectiveness and performance in providing licensing services to applicants.

#### **2. Perceived Ease To Use in Online Single Submission (OSS) Policy Implementation**

Based on various informant statements and observational support made by researchers, it can be interpreted that the Perceived Ease of Use or perception of the ease of use of the OSS system in the implementation of the Online Single Submission (OSS) policy in DPM-PTSP Gorontalo Regency is on the criteria of quite good. This shows that users find the OSS system relatively easy to learn, use, and operate in carrying out licensing tasks. Users report that they have good experience in learning the use of OSS system in DPM-PTSP Gorontalo Regency. They consider the learning process quite simple and can quickly master the basic functions and features of the OSS system. The instructions provided by OSS and the intuitive interface also help users in understanding how to use the system effectively. So that users in DPM-PTSP Gorontalo Regency experience a positive experience in using the OSS system. The ease of use of this system has supported the efficiency, skills, and abilities of users in carrying out licensing tasks smoothly.

### **B. Implementation of Online Single Submission (OSS) Policy**

The following is the implementation of the Online Single Submission (OSS) Policy at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency:

### **1. Policy Standards and Objectives**

Based on various informant statements and observational support made by researchers, it can be interpreted that with clear policy standards and objectives, the implementation of OSS policies in DPM-PTSP Gorontalo Regency can be carried out more focusedly. Standards help ensure uniformity and consistency in the licensing process, while objectives provide a clear direction in improving efficiency and service. These two factors provide a solid foundation for successful implementation and provide tangible benefits to the applicant, relevant agencies, and society as a whole.

### **2. Resource Factor**

Based on various informant statements and observational support made by researchers, it can be interpreted that the availability of human resources and adequate funds/budgets is very important in ensuring the smooth implementation of OSS policies. If human resources are not sufficiently trained or lacking in numbers, this can hinder the effectiveness of using the OSS system. Similarly, if financial resources are insufficient, then the development, maintenance, and operation of the OSS system may be hampered. Therefore, it is important for DPM-PTSP Gorontalo Regency to pay sufficient attention to human resources and allocate adequate budget to support optimal implementation of OSS policies.

### **3. Factors Characteristic of the Implementing Organization**

Based on various informant statements and observational support made by researchers, it can be interpreted that the characteristics of implementing organizations, such as organizational structure, work culture, internal policies, and coordination between units, greatly affect the implementation of OSS policies. Organizations that have a clear structure, supportive work culture, progressive internal policies, and good coordination will tend to be able to face the challenges of adopting and implementing the OSS system better. Therefore, it is important for DPM-PTSP Gorontalo Regency to pay attention to and strengthen the characteristics of the implementing organization to ensure the successful implementation of OSS policies effectively and efficiently.

### **4. Attitude Factors (Disposition) of the Implementers**

Based on various informant statements and observational support made by researchers, it can be interpreted that the attitude (disposition) of implementers in the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency plays an important role in the implementation of the Online Single Submission (OSS) policy. The attitudes (dispositions) of

implementers, including attitudes and motivations, competencies and skills, commitment, as well as adaptability and flexibility, play an important role in the implementation of OSS policies. Encouraging a positive attitude, increasing competence, strengthening commitment, and training the adaptability of implementers will help in improving the success of OSS policy implementation in DPM-PTSP Gorontalo Regency.

### **5. Interorganizational Communication Factors**

Based on various informant statements and observational support made by researchers, it can be interpreted that good inter-organizational communication, both in terms of communication between related organizations, coordination, sharing data and information, participatory communication, and facilitating effective communication, is an important factor that affects the success of OSS policy implementation in DPM-PTSP Gorontalo Regency. With good communication between organizations, the licensing process can run more efficiently, collaboration can be improved, and the benefits of OSS policy implementation can be maximally felt by stakeholders.

### **6. Social, Economic, and Political Environmental Factors**

Based on various informant statements and observational support made by researchers, it can be interpreted that a conducive social, economic, and political environment will support the implementation of OSS policies in DPM-PTSP Gorontalo Regency. Public support, economic stability, and progressive political policies will accelerate the adoption and effectiveness of OSS policies. Conversely, challenges in the social, economic, and political environment can hinder policy implementation and create obstacles that need to be overcome so that OSS can run well.

## **DISCUSSION**

### **A. Implementation of Online Single Submission (OSS) Policy**

The results of the first focus research found that the implementation of OSS policies in DPM-PTSP Gorontalo Regency has been implemented quite well and provides benefits in facilitating the licensing service process. The use of the OSS system has helped the OSS user community in carrying out licensing tasks more easily and increased the effectiveness of licensing services in DPM-PTSP. In addition, OSS also provides benefits in increasing productivity and work performance of users in DPM-PTSP. Overall, OSS in DPM-PTSP Gorontalo Regency has proven useful in supporting licensing service tasks but still more must be developed and innovated to be simpler but with better benefits. The use of OSS in a public service is proof of the importance of information systems in supporting effective and efficient public administration. Igirisa (2022:

31) said that public administration is government administration carried out by government officials for the benefit of the community, while policy is a series of alternatives that are ready to be chosen with certain principles. One important aspect of public policy is quality public services by implementing Online Single Submission (OSS). The implementation of the Online Single Submission (OSS) policy can have a positive impact in increasing community satisfaction of service users at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency.

The results for each sub-focus of the implementation of the Online Single Submission (OSS) Policy at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency are described as follows:

### **1. *Perceived Usefulness***

OSS is very useful in supporting licensing service tasks. Users feel the real benefits of using this system in terms of efficiency, productivity, service effectiveness, and performance development. Perceived Usefulness that reaches the criteria is quite good shows that the implementation of OSS in DPM-PTSP Gorontalo Regency has a positive impact on users and the community as a whole. However, for suboptimal results, Nakili, et al (2023) said that the need to carry out socialization or make BIMTEK about understanding the Regional Government Information System and achieving the objectives (application) has been implemented properly.

Perceived usefulness refers to the extent to which users feel that the use of a technology or system provides benefits to them in achieving organizational goals. By organizing effective socialization or BIMTEK, users will be more likely to recognize the concrete benefits provided by OSS in the licensing process. This will positively affect the perception of the extent to which OSS is useful for the duties of service personnel (operators). Good socialization or BIMTEK can also increase the adoption rate of the system. The more users understand and feel comfortable with the use of OSS, the more likely they will actively use it in everyday tasks. The existence of this will make the community more satisfied, because so far the community has complained that this OSS makes it more difficult for the community.

### **2. *Perceived Ease To Use***

The use of OSS has helped them become more skilled in carrying out the licensing process in DPM-PTSP Gorontalo Regency. By using the OSS system regularly, users have improved their understanding and skills in operating the digital licensing system. It also contributes to increased efficiency and productivity in carrying out licensing tasks. This is as argued by Kusumaningsih &

Azzahra (2021) that the use of OSS has contributed to increased productivity in carrying out licensing tasks. This means that with a faster and more efficient process, users (DPM-PTSP officers) can complete more permit applications in the same time. This reduces the backlog of requests and allows for a smoother workflow.

People tend to argue that lack of training for service providers, lack of public understanding of service procedures using the OSS application, unstable internet connection resulting in disruption of the service process with the application. The fact found by researchers based on interviews shows that not all apparatuses related to the village digitization application understand how to use the application, there are still apparatuses who do not understand the current conditions that demand the acceleration of service development through technology. There are still some services that are done manually because the apparatus thinks that at certain times (such as the absence of internet access, people's mobile phones that cannot apply OSS) the manual service process is faster than the use of applications.

The results of this study are in accordance with the opinion of Hendrayady, et al (2023) that the role of the state in public services is further strengthened by improving the quality of services offered to the community. Because service quality is related to community satisfaction as service users. This is in line with Kesuma's research (2021) that the use of the OSS system used by the One-Stop Integrated Services Investment Office is currently running well.

### **B. Factors that determine the Online Single Submission (OSS) policy**

The results of the second focus study found that the factors that affect the implementation of the Online Single Submission (OSS) policy at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency are categorized quite well because of the supporting factors (policy standards and objectives, characteristics of the implementing organization and attitudes of the implementers) and some that hinder or have not been effective (resources, communication between organizations and external, social, economic, and political factors), which shows that various aspects that affect the implementation of OSS policies have been well managed in an effort to improve the efficiency and effectiveness of licensing services. Efforts to implement OSS policies in DPM-PTSP Gorontalo Regency have produced positive impacts and have improved the overall licensing service process. Fatimah (2022) said that by paying full attention to the types of public services available through the Online Single Submission (OSS) application, efforts have been made to realize various services by conducting various socialization to business actors.



The results for each sub-focus factor that affects the implementation of the Online Single Submission (OSS) Policy at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency are described in this regard:

### **1. Policy Standards and Objectives**

The objectives of OSS policy in DPM-PTSP Gorontalo Regency include increased efficiency, transparency, and better licensing services. In this context, OSS implementation aims to simplify the licensing process by integrating various processes, requirements, and permits into one integrated system. This makes it easier for applicants to apply for permits online through a single door, which in turn can reduce bureaucracy, save time, and reduce errors in document processing. Another goal is to increase transparency by providing easier access to the public regarding licensing information and facilitate monitoring and evaluation of licensing implementation.

### **2. Resource Factor**

The availability of adequate and trained human resources is an important factor in the implementation of OSS policies. DPM-PTSP Gorontalo Regency needs to have a team that is skilled and trained in operating and managing the OSS system. Hanunu, et al (2023) said that HR competencies will be able to improve performance results if these human resources have qualified competencies. Muliawaty & Shofwan Hendryawan (2020) said that the role of e-Government in public services has run quite well because all elements support each other, but still have to pay attention to the resource aspect. Leadership factors also affect this service as research conducted by Aneta (2015) leadership also influences the improvement of the quality of public services. This is supported by the results of research conducted Deu et al., (2023) that the quality of service is strongly influenced by human resource factors.

### **3. Factors Characteristic of the Implementing Organization**

Effective coordination between units or afdeling within DPM-PTSP Gorontalo Regency is also important in the implementation of OSS policy. Good coordination between various related units, such as IT, licensing services, and finance, will facilitate the implementation of OSS as a whole. Good synergy and coordination will minimize communication barriers and ensure a smooth licensing process involving various units or afdeling. Abdullah, et al (2021) said that OSS implementation involves various aspects, including technology, procedures, and policies. Good coordination between IT units, licensing services, and finance will help ensure that all these aspects are well integrated and in line with implementation goals and plans.

#### **4. Attitude Factors (Disposition) of Implementers**

The commitment of implementers to the successful implementation of OSS policies is also very important. If they have a high commitment to running and optimizing the OSS system, they will make extra efforts, collaborate well, and overcome obstacles that arise. Changes in the use of new systems can create new inconveniences and challenges. However, if implementers have good adaptability and flexibility, they will more easily adapt to change, overcome obstacles, and adjust to new systems.

This is in accordance with the opinion of Meter and Horn (Ratri 2014: 4) that an understanding of the general purpose of a standard and policy objectives is important. The widespread and deep acceptance of policy standards and objectives among those responsible for implementing the policy is a great potential for successful policy implementation.

#### **5. Interorganizational Communication Factors**

Good communication also involves sharing data and information between various related organizations. In the context of OSS policy, DPM-PTSP Gorontalo Regency needs to communicate with other government agencies to gain access to data needed in the licensing process. Participatory communication involves various relevant parties in the decision-making process related to the implementation of OSS policies. DPM-PTSP Gorontalo Regency can involve stakeholders such as companies, communities, and community organizations in discussions and consultations related to OSS policies. Participatory communication involving all relevant parties can increase the legitimacy of OSS policies, create mutual understanding, and identify the best solutions for the implementation of the policy. Nasution & Handayani (2022) argue that the lack of training or socialization provided by central and regional agencies is because there are still many corporate investors who are still confused about the use of electronic-based systems for business licensing

#### **6. Social, economic and political environmental factors**

The social environment includes the norms, values, and culture of the people in Gorontalo Regency. The implementation of OSS policy will be influenced by public acceptance and support for the policy. Factors such as digital literacy level, technology awareness, and community readiness to adopt changes will also affect how OSS is received and implemented in Gorontalo Regency.

The economic environment includes aspects such as investment policy, economic growth, business sector, and investment opportunities in Gorontalo Regency. The implementation of OSS

policy in DPM-PTSP will be closely related to the investment climate and investment attractiveness in the area. If the economic environment is stable, open, and favorable for investors, OSS policy can be an effective tool to attract investment and increase economic growth in Gorontalo Regency.

The political environment involves government policies, regulation, political stability, and cooperation between relevant government institutions. The implementation of OSS policy in DPM-PTSP Gorontalo Regency will be greatly influenced by political policies that support and encourage OSS adoption. If there is a strong political commitment to bureaucratic reform, eradication of corruption, and improvement of public service efficiency, OSS policies can be implemented more smoothly. In addition, good cooperation between relevant government institutions is also important to ensure alignment in the implementation of OSS policies.

This result is in accordance with the opinion of Khairani, et al (2022) that the implementation of the Online Single Submission (OSS) Licensing System policy in Public Services at DPM-PTSP Muaro Jambi Regency has not run well which can be seen from productivity, linearity and efficiency; support in the implementation of OSS system policies includes policy substance with Government Regulation Number 24 of 2018, while obstacles include the behavior of implementing officers, network interactions, group participation and low resources; DPMPTSP's strategy in improving the implementation of the OSS system is to increase budget allocation, increase facilities and infrastructure, carry out socialization and training to the community and increase apparatus capacity.

This is in line with the opinion of Lester and Stewart in Winarno, (2012: 101-102) that policy implementation is viewed in a broad sense as a legal administration tool where various actors, organizations, procedures and techniques work together to implement policies to achieve the desired impact or goals. Based on Presidential Instruction No. 3 of 2003 concerning National Policy and Strategy for e-Government Development, e-Government development must be carried out harmoniously by optimizing the relationship between the initiatives of each agency and strengthening the policy framework to ensure its integration in a network of management systems and work processes. This is also in line with the findings of Tohopi (2023) that the implementation of e-government is very important for a service but indeed e-government (in this case it can be done with OSS) is still not carried out optimally which has not utilized what has become policy expectations regarding the use of technology, information and communication related to transparency, accountability, effectiveness and government efficiency.

**CONCLUSION**

Based on the results of research and discussion in the previous chapter, it can be concluded that; The implementation of OSS policy in DPM-PTSP Gorontalo Regency has been implemented quite well and provides benefits in simplifying the licensing service process. The use of the OSS system has helped the OSS user community in carrying out licensing tasks more easily and increased the effectiveness of licensing services in DPM-PTSP. In addition, OSS also provides benefits in increasing productivity and work performance of users in DPM-PTSP. Overall, OSS in DPM-PTSP Gorontalo Regency has proven useful in supporting licensing service tasks but still more must be developed and innovated to be simpler but with better benefits.

Factors that influence the implementation of the Online Single Submission (OSS) policy at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency are categorized as quite good because of the supporting factors (policy standards and objectives, characteristics of implementing organizations and attitudes of implementers) and some that hinder or have not been effective (resources, communication between organizations and external socioeconomic and political factors), where this shows that various aspects that affect the implementation of OSS policies have been well managed in an effort to improve the efficiency and effectiveness of licensing services. Efforts to implement OSS policies in DPM-PTSP Gorontalo Regency have produced positive impacts and have improved the overall licensing service process.

Based on the results of the research and the conclusions described above, the suggestions of this study are as follows; We recommend that the Head of the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency continue to be active in monitoring and improving the OSS policy implementation process. Conduct periodic evaluations to identify areas for improvement and improve on an ongoing basis. Improve coordination and communication with relevant agencies, local governments, and communities to strengthen collaboration in OSS policy implementation. As well as paying special attention to the development of human resources in the field of OSS, including training and education needed to improve employee understanding and skills in carrying out licensing duties. We recommend that Online Single Submission (OSS) implementation employees at the Investment and One-Stop Integrated Services Office (DPM-PTSP) of Gorontalo Regency continue to improve their understanding and skills related to the use of the OSS system. Always up-to-date with OSS-related

policy changes or updates to perform licensing tasks properly. Establish good collaboration with colleagues and related agencies. We recommend that the Online Single Submission (OSS) user community in Gorontalo Regency utilize the OSS system properly and in accordance with the instructions provided. Make sure to understand the procedures and requirements that must be met to obtain the required permits. Provide constructive feedback and suggestions to DPM-PTSP Gorontalo Regency regarding the experience of using OSS.

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