



Analysis of Implementation of OSS-RBA Policy in Padang City

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ABSTRACT

The research entitled Analysis of Implementation of OSS-RBA Policy in Padang City aims to analyze how the implementation of OSS-RBA Policy in Padang City uses the Van Meter and Van Horn implementation theory. The implementation of the OSS-RBA policy in Padang City has been carried out in accordance with the issuance of Mayor of Padang Regulation Number 73 of 2021 concerning Delegation of Authority to Implement Risk-Based Business Licensing and Non-Licensing to the Investment and One- Stop Service Office. This research uses a descriptive qualitative method with a phenomenological type. Research informants were determined by purposive sampling technique with data collection techniques through interviews and documentation. The results of the study indicate that the implementation of the OSS-RBA policy in the city of Padang has not gone well, because several variables according to the Van Meter and Van Horn Theory have not been fully achieved. The variables that have not been achieved consist of 3 variables in the form of standard variables and policy objectives, resource variables, and variables of economic, social and political conditions. Standard variables and policy objectives that are not in accordance with the needs of the Padang City DPMPTSP. The second variable is insufficient human resources both in terms of quantity and quality, as well as financial resources in the form of a budget that is not in accordance with the needs of the Padang City DPMPTSP. The third variable is social and political conditions that have not supported the implementation of OSS-RBA in Padang City. The recommendations given by the researcher are intended for the Padang City DPMPTSP Padang City government to provide additional documents and provide training for Padang City DPMPTSP employees regarding the implementation of OSS-RBA in the city of Padang so that the implementation of OSS-RBA policies can run optimally.



INTRODUCTION

Implementation is a complicated and complex process, because the implementation process involves many interactions between variables as well as a *delivery activity mechanism*. So that the implementation process is complex and often raises a number of problems (Erwan, 2012). Each region has the success of the implementation process which is influenced by the existing or involved dimensions, so that it will end in the level of success of the implementation process. Variations in public policies in each region have resulted in some types of policies being easier to implement compared to other policies. Much research on the implementation of public policy has been carried out, both in terms of health services, population administration services, and social services.

Public policy also regulates public services. Ease of performing public services, driven by the implementation of electronic government (E-Government) to improve the quality of public services. E-Government is an utilization of information technology in order to improve quality and facilitate public services provided by the government to the public using electronic media and the internet (Indrajit, 2005). In recent years, governments in various regions have continued to make efforts to implement E-Government in a better direction. The application of E-Government in Indonesia is also carried out in the field of investment services. The Deputy Minister of Foreign Affairs in the excerpt from the interview results clarified the Indonesian Government's commitment to improving the investment climate in Indonesia. The transformation and reform of the business licensing process in Indonesia is carried out through the establishment and implementation of the Job Creation Law. Simplification and acceleration of the process of granting permits which are carried out effectively and transparently using the latest technology, are expected to be able to make it easier for business actors to carry out their business licensing (Ministry of Foreign Affairs Website, 2021).

The award that was won by West Sumatra Province was ranked 3rd at the national level for Performance Assessment of One-Stop Services and Acceleration of Business Implementation. This shows that the business and administrative permits applied in West Sumatra are always undergoing improvements in a better direction and are managed professionally (Website of West Sumatra Province, 2021). This achievement was also driven by the factor that the local government in West Sumatra province also participated in encouraging ease of business licensing in West Sumatra.

The implementation of E-Government has also been carried out in Padang City. At the city level, the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Padang City won an award in the 2021 MSME (Micro Small and Medium Enterprises) Award event which was organized by the Padang City Branch Management Body (BPC) of the Indonesian Young Entrepreneurs Association (IYEA). This award was obtained because the City of Padang pays great attention to the development of MSMEs in the City of Padang. In 2021 DPMPTSP Padang City has implemented OSS-RBA in line with the issuance of Mayor of Padang Regulation Number 73 of 2021 concerning Delegation of Authority for the Implementation of Risk-Based and Non-Licensing Business Licensing Services to the Padang City Investment and One-Stop Service Office. This policy was created and implemented with the aim of improving effective, efficient and transparent licensing services to business actors and the people of Padang City in an integrated manner to the center.

The implementation of risk-based and non-licensing business licensing services was delegated to the Padang City DPMPTSP including risk-based business licensing with KBLI and non-licensing. In accordance with Article 4 Chapter 2 of the Mayor of Padang Regulation Number 73 of 2021 concerning Delegation of Authority for the Implementation of Risk-Based and Non-Licensing Business Licensing Services to the Investment and One-Stop Services Office of the City of Padang, states that in the implementation of risk-based and non-licensing business licensing services, DPMPTSP in Padang City coordinates with related regional apparatus.

Based on regulations, DPMPTSP Padang City has held a coordination and communication meeting with technical agencies/OPD on November 4, 2021 which was attended by 12 technical (OPD) as holders of derivative access rights. However, in the implementation there are still obstacles in terms of communication such as information discrepancies between DPMPTSP Padang City as the holder of access rights and technical OPD as the holder of derivative access rights. Not only that, obstacles were also found due to a lack of



understanding of the community as OSS-RBA users, due to a lack of guidance carried out by the Padang City DPMPTSP, so that the community had more to visit the Padang City MPP. The online licensing conducted by DPMPTSP has been widely studied by previous researchers, one of which is the Online Single Submission (OSS) System, where several researchers examine the implementation and innovation of this OSS so that later it can be seen how the impact of using OSS is for people who need it. online licensing in various cities in Indonesia. Meanwhile, in the city of Padang online licensing at DPMPTSP has been conducted by research by Ahmad Rusdi in 2021 with the title *E-Government Analysis in the Implementation of the Sapu Rancak Application at the One-Stop Investment and Integrated Services Service Padang City*. This research focuses on *E-Government analysis* in implementing the Sapu Rancak application, so the results of his research show that the Sapu Rancak application has helped the community even though there are several obstacles in its implementation (Ahmad, 2021).

The research that the researchers have conducted is different from several studies that have been done before, namely this research focuses on the performance of the applicable policies, namely the Mayor of Padang Regulation Number 73 of 2021 concerning Delegation of Authority for the Implementation of Risk-Based Business Licensing and Non-Licensing Services to the Investment Agency and One-Stop Integrated Services in the City of Padang. Not only focusing on how useful the application is, but researchers are also looking at how the understanding, attitude, and implementation of the implementers involved in the regulation influence. Based on the description of the theoretical and empirical phenomena that the researcher has described above, the researcher is interested in conducting an analysis of the implementation of the Mayor of Padang Regulation Number 73 of 2021 concerning Delegation of Authority for the Implementation of Risk-Based and Non-Licensing Business Licensing Services to the Investment and One-Stop City Investment Service Padang.

LITERATURE REVIEW

This research was compiled using relevant research as a reference in making this research. Relevant research, namely a study of research that has been conducted regarding the focus and locus studied is related to the research that researchers have conducted. Research conducted by Hisyam Afif Al Fawwaz with the title *Implementation of the Online Single Submission System in Electronic Business Establishment Permit Services at the Investment and One-Stop Services Office in Ngawi Regency* focuses on finding out what are the problems faced in implementing the Online Single Submission system and efforts what has been done by the Investment Service and One Stop Integrated Services against Government Regulation Number 24 of 2018 concerning Services for Electronic Business Permits in Ngawi Regency. The results of the study indicate that there are several obstacles in implementing this policy, namely related to human resources in the Ngawi Regency area which tend to be middle to lower. In addition, the obstacle also comes from socialization from the government Investment Service and One Stop Integrated Services which is still lacking. In terms of the community, the implementation of this policy has also not been successful, because there are still people who have minimal knowledge and understanding of the procedures for the service process.

Furthermore, with the same focus, Hendra Ari Purnomo Aji conducted a study entitled *Implementation of Electronically Integrated Business Licensing Services (Case study: Micro-Small Business Permits at the Situbondo District One-Stop Investment and Services Service)*. The results of the study show that the implementation of OSS so far has been running well and smoothly and the web application system used can also make it easier for applicants to apply for business permits quickly and easily. However, there are still some obstacles when viewed from the implementer's side and from the community's side. Some of the obstacles that occur are in terms of network connection. one time the OSS system used by the public to process permits sometimes experienced an unstable network connection that interfered with the completion of licensing services. Apart from the network side, there were also other obstacles, namely the ability and understanding of license applicants and also from human resources that were not programmed properly.

In another case, Hutagalung conducted research with a focus on the implementation of business licensing in Indonesia and knowing the procedures and procedures for electronically integrated business licensing services in the city of Medan. The results of the study show that the implementation of the Online



Single Submission (OSS) System is considered very effective in its implementation, using a service mechanism that is faster and less rigid can make it easier for the community as business actors who want to start a business. Several previous studies discussing the implementation of online licensing at the Investment Service and the One Stop Integrated Service above, have similarities, namely the theory used because they both use the theory of policy implementation from various experts. The difference lies in the research focus, the research that the researchers will conduct focuses on several online permits carried out by the Padang City DPMPTSP in accordance with applicable policies.

Research on public policy has many different studies so it is very interesting to study, because each theory offered by several experts will produce research that has one characteristic that distinguishes it from other public policy research. The difference in the research that researchers will do is that researchers will focus on the performance of public policies offered by the Van Meter and Van Horn theories. Van Meter and Van Horn theories have been widely used to analyze various scientific studies in both the public and private sectors. The various previous studies above did not discuss policy performance in the implementation of online licensing regulations carried out by the Investment Service and One-Stop Services (DPMPTSP). Due to the absence of a research focus on policy performance, this research focuses on policy performance on the implementation of online licensing policies carried out by the One-Stop Investment and Integrated Services Service (DPMPTSP), namely Padang Mayor Regulation Number 106 of 2020 Concerning the Implementation of Electronic Licensing at the Office Investment and One-Stop Integrated Services.

RESEARCH METHODS

The research entitled Implementation of OSS-RBA Regulations in the City of Padang was carried out using qualitative research methods that seek to describe in words the phenomena experienced related to research subjects such as behavior, perceptions, actions, motivations, in a scientific context and using the scientific method as well (Kuntjojo, 2009). Qualitative research is divided into 4 types, namely case studies, *ground theory*, ethnography, and phenomenology. In this research, the type of qualitative research used is phenomenological research. Phenomenological research is research that asks reality or phenomena to certain subjects, because one subject has a different perception of one phenomenon (Seto, 2015). Data was collected using interview techniques with key informants and triangulation informants, and also collected using documentation techniques. The interview technique used a *purposive sampling method*, so that the key informants consisted of the Padang City DPMPTSP as *the leading sector* and 3 offices as source triangulation, namely the Office of Labor and Industry, the Office of Trade, and the Office of Cooperatives and MSME.

RESEARCH RESULT

Policy Standards and Objectives

The standards and objectives of the policy refer to the Mayor of Padang Regulation Number 73 of 2021 concerning Delegation of Authority for the Implementation of Risk-Based and Non-Licensing Business Licensing Services to the Padang City Investment and One-Stop Services Office. Clear and measurable indicators are analyzed by looking at the objectives of administering electronic licensing based on applicable policies. The objective of the OSS-RBA policy is to improve licensing efficiency, effectiveness, transparency and accountability. Business licensing through the Implementation of *the Online Single Submission Risk Based Approach* (OSS-RBA) is a new policy implemented on June 2, 2021. In accordance with the issuance of Government Regulation Number 5 of 2021, the use of OSS in DPMPTSP Padang City has been implemented with the OSS-RBA version. OSS-RBA is a system issued by the Ministry of Investment/Investment Coordinating Board (BKPM). OSS-RBA is a license that has a standard method based on the level of risk of a business activity in determining the type of business license and the quality/frequency of supervision.

The delegation of authority for the Padang City DPMPTSP is more clearly regulated in the Decree of the Head of the Padang City One-Stop Investment and Services Service Number: 08/DPMPTSP-PDG/I/2022 Concerning Amendments to the Decree of the Head of the Padang City One-Stop Investment and Services Service



Number 43/ DPMPTSP-PDG/XI/2021 Regarding the Online Single Submission Risk Based Approach Management team in the Padang City Government Environment in 2022. The Padang City DPMPTSP has authority over 42 permits. The 42 permits are fully accessible through OSS and 1 permit through sapo rancak.

Resource

Based on the main staffing data from the General Subdivision in January 2021, Human Resources in the form of employees at DPMPTSP Padang City totaled 59 people (3 honorary employees). there are 56 DPMPTSP Padang City employees who are responsible for online licensing. The capacity and capability of employees is closely related to their level of education. The following is explained in the table, that there are several levels of employee education in DPMPTSP Padang City.

Table 1. Number of DPMPTSP Employees in Padang City by Education Level in 2020

| No | Education | Number of people) |
|--------|-------------|-------------------|
| 1 | S2 | 12 |
| 2 | S1 | 14 |
| 3 | D3 | 7 |
| 4 | high school | 5 |
| Amount | | 38 |

Source: Processed results of researchers based on the 2021 LKJIP DPMPTSP

The following are the skills possessed by employees at DPMPTSP Padang City:

Table 2. Composition of Padang City DPMPTSP Employees According to Expertise Certification, Conditions in 2020

| No | Certification | Number of people) |
|--------|--|-------------------|
| 1. | One Stop Integrated Service (PTSP) | 1 |
| 2. | Information Service System and Electronic Investment Licensing (SPIPISE) | 4 |
| 3. | English | 1 |
| 4. | Procurement of goods and services | 6 |
| Amount | | 12 |

Source: Processed results of researchers based on the 2021 LKJIP DPMPTSP



The availability of the budget in implementing electronic licensing at the Investment Service and One-Stop Integrated Services affects the amount of inventory of operational goods in Padang City DPMPTSP which can be seen from the following table:

Table 3. Inventory of DPMPTSP Operational Goods in Padang City

| No | Item Name/Type | Amount |
|-----|---|--------|
| 1. | Computer | 53 |
| 2. | Digital Multimeters | 1 |
| 3. | Global Positioning System (GPS) | 3 |
| 4. | Scanners | 2 |
| 5. | Universal Counters | 1 |
| 6. | Typewriter | 4 |
| 7. | Folio Paper Copy Machine | 1 |
| 8. | Agency Nameplate | 3 |
| 9. | Bulletin board | 1 |
| 10. | Laptops | 13 |
| 11. | Notebooks | 3 |
| 12. | Hard Disks | 2 |
| 13. | Printers | 59 |
| 14. | Monitors | 1 |
| 15. | Oops | 27 |
| 16. | Internal Hard Disk | 1 |
| 17. | External Hard Disk | |
| 18. | servers | 5 |
| 19. | Routers | 2 |
| 20. | Modem | 1 |
| 21. | Switch Hubs | 5 |
| 22. | Camera+Attachments | 4 |
| 23. | Hybrid Phone | 1 |
| 24. | Digital | 4 |
| 25. | Barcode Machine | 1 |
| 26. | Other Computing Equipment | 12 |
| 27. | Telephone | 12 |
| 28. | Facsmile | 2 |
| 29. | Installation of Distribution Electrical Substations | 1 |
| 30. | Electronic Communication Installation | 1 |



| | | |
|----------------------|--------------|---|
| 31.Other Networks | Distribution | 2 |
|----------------------|--------------|---|

| | | |
|--|--|---|
| 32.Small Capacity Above Ground Telephone Network | | 1 |
|--|--|---|

Source: Processed results of researchers based on LKJIP DPMPTSP 2021

Characteristics of Executing Agents

The structure of the Padang City DPMPTSP consists of the head of service, secretary, head of finance sub-division, program sub-head, general subdivision, data and information technology sector, promotion and supervision sector, licensing and complaints sector, economic and development licensing sector, and finally the welfare and environmental licensing sector. In 2021 there has been a change regarding the structure of the Padang City DPMPTSP from structural to functional based on Minister of Home Affairs Regulation Number 25 of 2021 concerning the Investment Service and One-Stop Integrated Services. However, there are no regional regulations governing these changes. The structure in implementing electronic licensing policies at the Padang City DPMPTSP does not only come from the Padang City DPMPTSP, but also comes from technical agencies. The following is the organizational structure for implementing OSS-RBA in the form of an *Online Single Submission Risk Based Approach (OSS-RBA)* management team.

Table 4. Online Single Submission Risk Based Approach (OSS-RBA) Management Team

| No | Name | Position | Position in the team |
|----|------------------------------|---|---|
| 1 | Ir. Hj Corri Saidan, M.Sc | Head of Investment and One-Stop Services Office | Access Rights Manager |
| 2 | Elfi Herawati, S. Kom, ME | DPMPTSP Middle Policy Analyst in Padang City | Derivative Access Rights Manager (DPMPTSP Licensing Unit) |
| 3 | Spero Mailyora, S.Sos, M.Sc | DPMPTSP Middle Policy Analyst in Padang City | Derivative Access Rights Manager (DPMPTSP Supervision Unit) |
| 4 | Sri Hastuti, S. Kom, M. Ikom | DPMPTSP Young Policy Analyst in Padang City | Derivative Access Rights Manager (District/City Data Processing Unit) |
| 5 | Auwillia Putri, ST, M.Sc | Environmental Impact Controller Young Expert for the Padang City Environmental Service | Derivative Access Rights Manager (Regional Apparatus Organization) |
| 6 | Silvy Windari, SKM | Data and Information Analyst of Padang City Health Service | Derivative Access Rights Manager (Regional Apparatus Organization) |
| 7 | Nongsih, SE | Head of Business Development and Distribution Actors of the Padang City Trade Service | Derivative Access Rights Manager (Regional Apparatus Organization) |
| 8 | Azri Satya, S. Sos | Functional Adytama Tourism and Creative Economy Young Expert | Legacy Access Rights Manager (Derived Devices Organization) |



| | |
|---|---|
| | at the Padang City Tourism Office |
| 9 Bima Abdi Aqsenta | Implementer at the Legacy Access Rights Manager Padang City (Derived Devices Organization) Transportation Service |
| 10 Rahmadhya Vanny, A.Md | Implementer at the Legacy Access Rights Manager Padang City Agriculture (Derived Devices Organization) Office |
| 11 Alfian Wahyudi, A.Md | Manager of the Trade Legacy Access Rights Manager Industry and Regional (Derived Devices Organization) Business Entities of the Padang City Manpower Service |
| 12 Wahyudi Agustian, ST | Measurement and Legacy Access Rights Manager Mapping Data Manager (Derived Devices Organization) of the PUPR Office of Padang City |
| 13 Elfendrios Pradana, S.Kom | Functional Statistics of Derivative Access Rights Manager Junior Experts at the (Regional Apparatus Organization) Padang City Communication and Informatics Office |
| 14 Alfioni Aziz, SE | Superintendent of Derivative Access Rights Manager Cooperatives Young (Regional Apparatus Organization) Experts Office of Cooperatives and SMEs in Padang City |
| 15 Suriadi, S.Pd | Head of Quality Derivative Access Rights Manager Assurance and (Regional Apparatus Organization) Supervision at the Padang City Education Office |
| 16 Prima Tegar Anugrah, S.Kel, M.Han | The First Fisheries and Derivative Access Rights Manager Maritime Quality (Regional Apparatus Organization) Supervisor for the Padang City Fisheries and Maritime Service |

The decree contains the duties and functions of access rights and derivative access rights, so that with this regulation, technical agencies know what their main duties are in administering OSS-RBA-based electronic licensing. The Head of DPMPSTSP Padang City in the implementation of OSS-RBA has the position of managing access rights, while other agencies have the position of managing derivative access rights.



Table 5. Duties of Managers of Access Rights and Derivative Access Rights

| No | Risky OSS Management Team at Padang City DPMPTSP Duties, principal, and function |
|----|--|
| 1 | <p>Access Rights Manager</p> <ol style="list-style-type: none"> 1) Obtain data on business actors; 2) Carry out technical verification and notification of compliance with the standards and requirements of Risk-Based Business Licensing; 3) Supervision schedule arrangement; 4) Proposing repeal; 5) Obtaining information and downloading Licensing data; 6) Obtain information and download Business Licensing data; |
| 2 | <p>Legacy Access Rights Manager</p> <ol style="list-style-type: none"> 1) Obtain business actor data 2) Conduct technical verification and notification of compliance with the standards and requirements of Risk-Based Business Licensing 3) Arrangement of Supervision schedule 4) Propose positions 5) Submission of Supervision results/minutes of inspection of the implementation of business activities; and/or 6) Obtain information and download Business Licensing data, according to their authority; |

Source: Decree of the Head of Padang City DPMPTSP Number 08/DPMPTSP-PDG/I/2022

Inter-Organizational Communication and Policy Operators

Padang Mayor Regulation Number 73 of 2021 Concerning Delegation of Authority for the Implementation of Risk-Based and Non-Licensing Business Licensing Services to the Padang City Investment and One-Stop Integrated Services Service was implemented by involving many *stakeholders*. *Stakeholders* consists of several agencies involved in licensing using OSS-RBA. Communication and coordination carried out by DPMPTSP Padang City as *the leading sector* uses vertical and horizontal communication. In accordance with the Decree issued by the Head of the Padang City DPMPTSP regarding the OSS-RBA management team, the communication that has been carried out by the Padang City DPMPTSP is the Coordination Meeting and Evaluation of the Implementation of Derivative Access Rights Holders. The implementation of coordination and evaluation meetings can be seen in the following figure:



Figure 1. Coordination Meeting and Evaluation of the Implementation of Derivative Access Rights Holders



Source: Padang City DPMPTSP website

Based on Figure 5, it can be seen that the Padang City DPMPTSP held a coordination meeting and evaluation of the implementation of OSS-RBA for Technical OPD Holders of Derivative Access Rights on Wednesday 03 November 2021 which took place at the Pasar Raya Public Service Mall Block III, Floor IV. The socialization and evaluation activities were attended by 12 (twelve) Technical OPDs as holders of access rights for risky OSS derivatives within the Government of Padang City. The activity was led directly by the Head of DPMPTSP Padang City. This was confirmed by the Head of the City of Padang DPMPTSP in the following interview results:

"... so I held a coordination and evaluation meeting in November 2021 at the Padang City MPP together with 12 Technical OPDs as derivative access rights holders, the meeting I held was aimed at gathering problems and obstacles faced by derivative access rights holders in process business permits through OSS Risky so that the basis and business permits submitted by business actors can be processed in accordance with the NPSK, namely Norms, Standards, Procedures and Criteria. So that later the Licensing Technical OPD will get a solution to the problems faced so far ... " (Results of Interview with Ir. Hj. Corri Saidan, M.Sc as Head of DPMPTSP Padang City on July 6 2022 at 14.53 at DPMPTSP Padang City).

In connection with the interview excerpt , it can be seen that the purpose of conducting a coordination and evaluation meeting conducted by DPMPTSP Padang City is as a form of minimizing problems that occur in technical agencies as holders of derivative access rights. Not only to minimize the problems that occur, but the coordination and evaluation meeting also aims as a form of equalizing the vision and mission related to the implementation of business licensing through the OSS-RBA, so that all technical agencies have the same goals in accordance with norms, standards, procedures, criteria for business licensing. Communication and coordination between DPMPTSP Padang City as *the leading sector* and technical agencies is also carried out online through the *WhatsApp* (WA) group which consists of all technical agencies.

Attitudes or Tendencies of Executors

The attitude or inclination of implementers towards the implementation of the Mayor of Padang Regulation Number 73 of 2021 concerning Delegation of Authority for the Implementation of Risk-Based Business Licensing and Non-Licensing Services to the Investment and One-Stop Services Office. The City of Padang, namely accepting the applicable policies and participating in achieving the objectives as set out in the applicable policies. The integration of all licensing matters into the OSS-RBA system is highly supported and accepted by the DPMPTSP of Padang City as the licensing operator. This is because with the OSS-RBA system, business licensing is differentiated based on risk and the scale of business activities making it easier for MSME



actors with a low business level to easily obtain business licenses and in the OSS-RBA there are also types of licensing that have clear time standards so that there will be certainty for businesses.

Social, Economic and Political Conditions

Social conditions related to the implementation of Padang Mayor Regulation Number 73 of 2021 concerning Delegation of Authority for the Implementation of Risk-Based and Non-Licensing Business Licensing Services to the Padang City One-Stop Investment and Integrated Services Service, namely the public's perception of electronic licensing. The social conditions of the community related to the perception of the ease of administering permits affect the implementation of licensing, because the goal of this implementation is to make it easier for the public to carry out licensing. Economic conditions in the implementation of the Mayor of Padang Regulation Number 73 of 2021 concerning Delegation of Authority for the Implementation of Risk-Based and Non-Licensing Business Licensing Services to the Padang City Investment and One-Stop Services Office. This is because the implementation of licensing is related to the investment climate that occurs in the area where the policy is implemented. It can be seen that the rate of economic growth in the City of Padang affects the implementation of licensing in the Padang City DPMPSTP.

Conducive political environment conditions will affect the realization of policy implementation. One form of a conducive political condition is the *political will* from the President in forming the Job Creation Law. The Job Creation Law has the meaning as a legal method for implementing policies in doing all/everything (omnibus law). This is intended so that regulation and deregulation of arrangements are carried out in a simple manner without hindering job creation and empowerment of Micro, Small and Medium Enterprises (MSMEs). The following are derivative regulations of the Job Creation Law which are directly related to licensing and ease of doing business: First, PP No.5/2021 concerning Implementation of Risk-Based Business Licensing; Second, PP No. 6/2021 concerning the Implementation of Business Licensing in the Regions; Third, PP No. 7/2021 concerning Convenience, Protection and Empowerment of K-MSMEs; Fourth, PP No. 8/2021 Concerning Company Authorized Capital and Registration of the establishment, changes and dissolution of companies that meet the criteria for micro and small businesses; Fifth, PP No. 16/2021 concerning Regulations for Implementing Law Number 28 of 2002 Concerning Buildings; Sixth, PP No. 21/2021 Concerning Spatial Planning; Seventh, PP No. 22/2021 Concerning the Implementation of Environmental Protection and Management; Eighth, Presidential Regulation No. 10/2021 jo. No. 49/2021 concerning Investment Business Sector.

Based on the several derivative regulations from the Job Creation Law above, it can be seen that there is one regulation, namely Government Regulation No. 5 of 2021 concerning Implementation of Risk-Based Business Licensing and Government Regulation no. 6 of 2021 concerning the Implementation of Regional Business Licensing requires the Regional Government to implement Risk-Based Business Licensing or what is known as OSS-RBA.

DISCUSSION

Policy Standards and Objectives

Van Meter and Van Horn provide an explanation that the policies implemented consist of clear standards and objectives so that when realized they will not cause conflict between implementers (Subarsono, 2005). Implementors can be interpreted as parties who will execute policies, so basically implementors must clearly understand the size and objectives of the policies to be implemented. Involvement Agencies involved in OSS-RBA, have the rights regulated in the Padang City DPMPSTP Decree. The number of licenses carried out by electronic-based business actors when compared to before the existence of the OS-RBA has increased graphically. It can be said that the purpose of having electronic licensing has been achieved when viewed from the number of permits disclosed by several informants that the researchers have done. However, other opinions say that the achievement of the goal can not only be seen from the increase in the number of permits, but can also be seen from the reasons for how business actors carry out permits or the quality of permits carried out.



The success of the efficiency and effectiveness of electronic licensing can not only be measured by the increase in the number of permits issued, but also measured by the objectives of business actors in obtaining permits, whether the business permits they are processing are truly in accordance with the conditions that occur, not just for meet the requirements for borrowing KUR at a BANK. Because it is too flexible and easy for the community to arrange permits through the online system, the purpose of the business licensing being handled is no longer as it should be.

Based on Van Meter and Van Horn's explanation regarding clear and measurable policies, it can be concluded that the Mayor of Padang Regulation Number 73 of 2021 Concerning Delegation of Authority for the Implementation of Risk-Based and Non-Licensing Business Licensing Services to the Investment and One-Stop Services of Padang City, namely measurable seen from the purpose of electronic licensing that is to increase efficiency, effectiveness, transparency and accountability of licensing administration. However, the contents of the policy have not been properly measured to see the impact of the application, whether it really has an impact on the investment climate in the city of Padang . Because if you only look at the number of permits increasing, the purpose of the OSS-RBA application to improve efficiency, effectiveness, transparency and accountability has not been fully achieved.

RESOURCE

Components of resources include the number of staff, the expertise of the executors, relevant and sufficient information to implement the policy and fulfillment of relevant resources in the implementation of the policy, the presence of authority that ensures that the program can be directed as expected, and the availability of supporting facilities which can be used to carry out activities such as funds and infrastructure (Siti, 2012). Human resources are one of the indicators in determining the direction of the stated policy objectives. This is in line with Van Meter and Van Horn's opinion that limited financial resources in running programs affect the attitude of implementers to prioritize policies.

It can be seen that the education level of DPMPTSP Padang City employees is the highest, namely at the bachelor's level of 14 people, but from these data it can be seen that there is only a slight difference with the number of employees with a master's degree of 12 people. The remaining 7 people have D-3 education and 5 people have high school education. A relatively high level of education is the basic capital in improving the performance of the Padang City DPMPTSP in HR. The main challenge from the high level of employee education lies in how to manage organizational resources effectively and eliminate ineffective practices (Marniati, 2020). The Head of DPMPTSP is required to be able to develop in new ways to be able to attract and retain the high caliber employees needed by the organization to remain competitive.

There are 4 certifications for employee competency at DPMPTSP, namely One-Stop Integrated Services, Information Service Systems and Electronic Investment Licensing (SPIPISE), English, and finally, the procurement of goods and services. the need for human resources, especially for programmers in DPMPTSP Padang City is still insufficient. The need for programmers is needed in the implementation of licensing online, because it is related to the use of information technology. Not only that, there are also not enough technical personnel to process permits that need to be verified, such as civil/architectural, health and environmental science technical personnel. The reduced number of human resources in the implementation of online licensing at the Padang City DPMPTSP has affected the process of implementing policies that have been made and implemented by implementers. The success of human resources is not only seen in terms of quantity, but also in terms of the quality of the resources in it. Regarding the quality of human resources/or employees at the Padang City DPMPTSP, it is still not optimal, due to the lack of training provided. The maximum amount of training received by employees will result in high quality human resources from actors implementing the applicable policies. So it can be concluded that when viewed from the results of research conducted by researchers, the human resources in the implementation of licensing policies when viewed in terms of quantity and quality are still not in accordance with needs.



Characteristics Of Executing Agent

According to Ripley 1973 the structure of the implementing agency which includes the characteristics, norms, and patterns of potential and actual relationships has an influence on the implementation of a policy that is currently in effect and implemented. The bureaucratic structure is a picture in the form of a framework and arrangement of relationships between functions, sections or positions, which aims as a forum for exercising authority, responsibility, and a reporting system which ultimately provides stability and continuity so that the organization will be coordinated clearly and easily. Organizational structure is an important indicator in the implementation of electronic licensing implementation policies, considering that in practice it has many actors.

The management team for the Online Single Submission Risk Based Approach (OSS-RBA) is regulated in the Decree of the Head of the Padang City Investment and One-Stop Service Office Number 08/DPMPTSP-PDG/I/2022 concerning Amendments to the Decision of the Head of the One-Stop Investment and Service Office City of Padang Number 43/DPMPTSP-PDG/XI/2021 Concerning the Online Single Submission Risk Based Approach Management Team within the Padang City Government in 2022. The management team regulated in the decree consists of managers of access rights and managers of derivative access rights originating from from each agency involved in electronic licensing.

There are 2 different rights obtained by each position of the OSS management team which have been regulated in the decision letter from the Head of the Padang City DPMPTSP. The basic difference lies between the manager of access rights and the manager of derivative access rights, namely in point 5, namely the access right has the right to obtain information and download business licensing data, while the derivative access right does not have the right to download business licensing data. Based on the researcher's explanation above, the OSS-RBA implementation has a management team regulated in a decree by the Head of DPMPTSP Padang City. The management team in its implementation refers to the rights obtained in accordance with the position and position held. However, the person in charge of managing it is not in accordance with the applicable regulations due to other workloads and the inability of the implementer to access OSS-RBA.

Inter-Organizational Communication and Policy Operators

Public policy has a start-to-finish process and is repeated in the initial process. In every process that is passed in public policy, there are parties involved in implementing the policy. Van Meter and Van Horn in Winarno stated that successful implementation often requires institutional mechanisms and procedures (Van Meter, 1975). Therefore, policy implementation will run effectively depending on the measures and policy objectives that are understood by the individuals responsible for policy performance. Communication and coordination is one of the factors in determining the success of policy implementation. Because the better the coordination and communication between the parties involved, the mistakes both small and big will be avoided. The importance of a policy being implemented can be measured by how clear the measures and objectives of the policy are, the accuracy of communication with implementers and the consistency of the basic measures and objectives communicated from various sources of information.

Based on the description of some of the results of the interviews that have been conducted by the researchers, it can be seen that communication and coordination are carried out in 2 ways, namely via WhatsApp (WA) and coordination meetings every 3 months or quarterly. However, there was one technical agency that said that it had never held a coordination meeting, this was conveyed by the holder of derivative access rights from the Office of Manpower and Industry. it can be seen that there are technical agencies that do not attend the meeting and are not even aware of the existence of the quarterly coordination meeting. The form of communication and coordination carried out by the Head of DPMPTSP Padang City was not only carried out with the OSS-RBA management team, but for the implementation of Sapo Rancak coordination was also carried out in the form of evaluation meetings with the social service in the context of ILKS (Social Welfare Institution Permit) licensing.

Not only does communication and coordination take place between the Padang City DPMPTSP and the OSS-RBA or Risky OSS Team, but the Padang City DPMPTSP also holds a Coordination Meeting with the Social



Service as a technical agency on licensing through Sapu Rancak. According to Van Meter and Van Horn, communication between organizations also shows the demands for mutual support between institutions related to policy products. For this reason, the communication and coordination carried out by the Padang City DPMPTSP as *the leading sector* has been going well.

Attitudes or Tendencies of Executors

The attitudes or tendencies of implementers according to Van Meter and Van Horn interpret it as a form of perceptions of implementers in the jurisdiction where the policy is produced. The direction of the implementer's tendencies towards the basic measures and objectives is also a very important thing. The implementer's response has three elements to implement the policy which consists of the implementer's cognition or understanding of the policy, various responses to the policy such as acceptance, neutrality, and rejection as well as the intensity of the implementer's response to the policy.

Implementing actors in technical agencies are very receptive to this policy, due to the convenience provided by the OSS- RBA to business actors and to managers of derivative access rights. However, not all agencies agree that the OSS-RBA has had a positive impact, there is one agency which has stated that the previous application was more effective than the OSS-RBA application. Based on findings in the field, if it is adjusted to the attitude variables of the implementers by Van Meter and Van Horn above, then the Implementation of Regulation Number 73 of 2021 Concerning Delegation of Authority for the Implementation of Risk-Based and Non-Licensing Business Licensing Services to the Investment Service and One-Stop Integrated Services Padang city, when viewed from the elements of understanding and acceptance of the policy, the implementers of the policies contained in the regulations accept the policy broadly because the applicable policies have been understood and the duties and responsibilities of each executor can be carried out in accordance with what has been determined.

Social, Economic and Political Conditions

Variables that are no less important in measuring policy performance according to Van Meter and Van Horn are environmental conditions consisting of social, economic and political conditions. The environmental conditions that are built when the policy is implemented, also directs whether the policy can run smoothly according to the implementation plan or vice versa. Environmental conditions that are not conducive can cause failure in policy implementation. Environmental conditions consisting of social, economic and political conditions are very closely related to public policy, both at the formulation stage and at the implementation stage.

Social conditions include how the response from public opinion that occurs in the environment for the implementation of the policy. The researcher's findings regarding the convenience of the community in carrying out this service are that there are business actors who prefer to come directly to MPP compared to having to wait for a long network when processing permits through the OSS-RBA system. The social condition of the community is in contrast to the aim of administering electronic permits which can make it easier for the community to process permits effectively and efficiently, because they do not have to leave the house. The social conditions that exist in the community have resulted in the non-fulfillment of the objectives of the policy of implementing electronic licensing as a whole for all communities.

The economic condition can be seen from the high interest of investors in the city of Padang, increasing the number of business actors who want to apply for business licenses in the city of Padang. It can be seen that the 2020 PAD investment climate in Padang City reached its target of 1 trillion, however, the 2021 PAD was not achieved due to the Covid-19 Pandemic and in 2020 it is also estimated that this will not be achieved. For this reason, a licensing system that can make it easier for the public to apply for their business licenses really needs to be implemented properly, so that the investment climate in the city of Padang is improving again.

The Political Will granted by the President to the Job Creation Law affected the Implementation of Electronic-Based Licensing Policies in the City of Padang, because previously the City of Padang still used OSS



1.1 and Sapo Rancak, but due to a PP issued regarding OSS-RBA, the Padang City DPMPTSP transferred the permits. Previously, it was mostly in Sapo Rancak, now it has been transferred to OSS-RBA. The chairman of commission 1 DPRD Kota Padang as a commission partnering with DPMPTSP Padang City also said, not only regarding the budget, DPRD was also involved in overseeing the performance of DPMPTSP Padang City, especially in digitizing integrated services. The form of supervision carried out is by holding evaluation and coordination meetings with the Head of DPMPTSP Padang city and technical agencies. Based on the results of interviews conducted by researchers in the field, it is proven that there is already political support for implementing electronic licensing policies in the city of Padang. However, there are still obstacles in its implementation, so that political support has not run optimally.

CONCLUSION

The implementation of the OSS-RBA policy in Padang City from 2021 to the current year when analyzed using the theory of policy implementation offered by Van Meter and Van Horn, it has not gone well on several policy variables. In general, the implementation has been carried out by DPMPTSP Padang City as *the leading sector* in the OSS-RBA policy in Padang City, but if it is adjusted to the Van Meter and Van Horn theories, there are several variables that have not been achieved. The first variable is the standards and policy objectives that are not in accordance with the needs of policy actors. The second variable is inadequate human resources and financial resources and inadequate quality of human resources. The lack of quality of staff at DPMPTSP Padang City was caused by the absence of training held by the center, as well as the lack of a budget that supports the implementation of OSS RBA in Padang City. The third variable is social, economic and political conditions that have not run optimally. The lack of success in social conditions is indicated by the people in the city of Padang who still have the habit of providing services offline instead of using an application. Meanwhile, the political conditions in the City of Padang greatly affected the implementation of the OSS-RBA, due to the insufficient budget provided by the regional government for the Padang City DPMPTSP licensing services, several programs owned by the Padang City DPMPTSP to support the implementation of the OSS-RBA were also hampered.

Based on the conclusions of the researchers regarding the implementation of the OSS-RBA Policy in the City of Padang, the researchers provide suggestions for the Government of the City of Padang together with the DPMPTSP of the City of Padang to make additional documents containing objectives and clear measures of the successful implementation of the OSS-RBA in the City of Padang. In addition, researchers also provide suggestions for the Government of Padang City to allocate APBD according to the needs of DPMPTSP Padang City in implementing OSS-RBA. Not only that, for DPMPTSP Padang City to be able to take advantage of social media in the framework of socializing OSS-RBA to business actors.

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