

## Implementation Online Single Submission System in Increase Public Services at the Investment and Services Office Integrated One-Stop Service (DPMPTSP) Regency Sidoarjo

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### ABSTRACT

**Objective:** This study aims to analyze the implementation of the Online Single Submission (OSS) system at the Investment and Integrated One-Stop Services Office (DPMPTSP) of Sidoarjo Regency in enhancing the quality of public services, particularly in the business licensing process, using George C. Edward III's four indicators of communication, resources, disposition, and bureaucratic structure.

**Method:** A qualitative descriptive method was employed, with data collected through interviews, observations, and documentation. Informants were selected using purposive sampling, consisting of DPMPTSP officials and business actors utilizing the OSS system. Data analysis applied the Miles and Huberman model, covering stages of reduction, presentation, and conclusion. **Results:** Findings indicate that OSS implementation is relatively effective in expediting business licensing and improving transparency; however, challenges remain, including limited external communication with vulnerable groups, insufficient technical training due to budget constraints, and inadequate bureaucratic adaptability to central regulation changes. Despite these limitations, the proactive disposition of implementers plays a crucial role in supporting success. **Novelty:** The contribution of this study lies in applying Edward III's theoretical framework to the local context of Sidoarjo while offering practical recommendations to strengthen inclusive communication, sustainable training, and bureaucratic flexibility as strategies to optimize OSS in the future.

## INTRODUCTION

Service public is element key in build trust public to government as well as support growth economy in various regions in Indonesia. However, the service the public in Indonesia often faces challenge in the form of bureaucracy that is not efficient, slow, and full obstacles. Conditions This aggravated with the rise practice extortion (pungli) and brokering which creates dissatisfaction among public.

These obstacles not only damage the government's image but also hinder potential investment, both domestic and international. Therefore, the government has a significant responsibility to deliver better public service innovations to meet the public's needs more effectively, efficiently, and accountably. The goal of this program is to simplify the legal process for businesses. while enabling the government to provide guidelines, guidance and supervision to create a healthy business environment. [1]

Service public is one of the important pillars in governance governments around the world, but still faced with various challenge complex. Inequality access to service public be one of problem major problem, especially in developing countries. In addition, the lack of transparency and accountability also become issue serious that affects trust public to government. This is confirmed in journal *Matra Update*, which highlights the

importance of governance innovative governance for reduce potential corruption and increase efficiency service public [2]. As it develops technology, the digital divide becomes challenge new in service public. Many people do not own access technology or adequate digital literacy, so difficult utilise service based technology. This is reinforced by research in journal *JPEI (Journal Indonesian Education Research)*, which shows that the digital divide in Indonesia is worsening inequality access to service public [3]. In addition, the COVID-19 pandemic has revealed weakness fundamental system service public globally. A system that does not flexible become obstacle main in respond surge need suddenly. In the journal *Budapest International Research and Critics Institute-Journal*, emphasizes the importance of service reform public to be more adaptive face situation emergency [4].

Various type service public services provided by the government, one of them focus main discussion in study this is field licensing and non - licensing. This motivated by runway strategic and priorities main in support development and realize governance that good (good governance). However, in its implementation there is a number of the problem that arise consequence public services which is felt very much bad and significant with the bad organization good governance. Some impact service bad public is really felt by citizens and society wide, so that cause dissatisfaction and disbelief to performance service government. The bad thing is service public in agency government Regency Sidoarjo, indicates performance management inadequate governance Good [5].

The Online Single Submission (OSS) system in Indonesia does not let go from runway the law that has been determined by the government. One of the regulations that become base OSS implementation is Regulation President Number 91 of 2017 concerning Acceleration Implementation of Business, which encourages use technology for speed up and simplify the licensing process business. Regulations This direct government area for integrating licensing processes in One a system that can accessible online by the perpetrator business, so that reduce convoluted bureaucracy.

In addition, the Regulation Government Number 24 of 2018 concerning Service Licensing Try Integrated Electronically strengthen commitment government in realize service more public effective. Regulation This ensure all licensing processes endeavor, including publishing Number Parent Business (NIB), carried out through OSS system as the official platform. OSS implementation is also supported by Instruction President Number 7 of 2019 concerning Acceleration Ease of Doing Business, which provides directions to all over agency government for collaborate increase convenience try via OSS.

In addition to regulations at the level central government area like Regency Sidoarjo apply policy local harmony with regulations national. Policy This covers integration service licensing area to in OSS, which aims for speed up publishing permission business as well as increase transparency and accountability in service public . With runway clear and supportive laws, the implementation of OSS in Indonesia is one

of the innovation important in service reform public to create climate more effort competitive and inclusive.

However, even though regulations national and local has support implementation of OSS comprehensive, its implementation in the field Still face various challenges that have not been fully resolved. This is what becomes the gap or gap in public services, the existence of difference between designed policies ideally and realistically implementation in the field. Some problem like low digital literacy, limitations infrastructure in the area certain, until lack of training technical for implementer policy show that efficiency system Not yet fully evenly felt by all perpetrator business. Condition This indicates the need evaluation deep to How OSS policy is implemented by the government region, especially by the Regency DPMPTSP Sidoarjo, so that service reform public No only nature administrative, but also transformative for public wide.

**Table 1.** Progress Online Single Submission (OSS) System at the Regency DPMPTSP Sidoarjo

Year	Key Initiatives	Results Achieved	Obstacles Faced	Implemented Solutions
2019	Inauguration of the Public Service Mall (MPP)	Providing integrated services for various types of permits to make things easier for the public and business actors.	Lack of public knowledge about MPP services.	Intensive outreach through local media and direct training in the community.
2020	OSS -based implementation risk	Give convenience in get Number Parent Business (NIB) through online system.	The lack of adequate technological infrastructure at the village level.	Improvement infrastructure network and procurement device supporters.
2021	Socialization and mentoring of business actors	Improve business actors' understanding of OSS usage procedures and its benefits.	The low level of digital literacy among the public, especially MSMEs.	Conducting digital literacy training and technical assistance on a regular basis.
2022	Addition feature reporting and monitoring	Integrate feature permit reporting and monitoring business that can accessible in real-time by users.	Technical constraints such as repeated system downtime.	Provide backup and form servers team technical for supervision system.
2023	Integration of OSS services with	Reduce the processing time for issuing business permits to just 1-2	Technical difficulties in synchronizing data between	Strengthening technology infrastructure and conducting

	system local	hours through data integration between related agencies.	agencies at the regional level.	integration trials in stages.
2024	Improvement accessibility for MSMEs	Simplifying the licensing process for MSMEs with a more format easy and friendly user.	Lack of information to related MSMEs feature new provided.	Information campaigns through social media, webinars, and direct mentoring.

**Source :** SIPPADU Sidoarjo

When examining public service implementation studies, it is necessary to understand the variables or factors that influence them. Several implementations can be used as references, including the following:

The implementation of public services includes activities aimed at meeting community needs through efficient resource management [6]. Implementation involves not only technical actions but also adaptations to the social, economic, and cultural conditions of the community. Michael Lipsky (1980), through the concept of *street-level bureaucracy*, provides a perspective that the implementation of public services is greatly influenced by decisions made by lower-level bureaucrats, such as public service officers. Lipsky explains that implementers often face limited resources and time, so they must make practical decisions that can have a direct impact on the community. In the modern context, George C. Edward III (1980) states that the implementation of public services depends on four key factors: communication, resources, the disposition or attitude of implementers, and bureaucratic structure. Edward emphasizes that clear and effective communication between policymakers and implementers can reduce the risk of policy misinterpretation. In addition, adequate resources are a prerequisite for implementation to proceed as planned. Broadly speaking, the implementation of public services is a complex process because it involves interactions between policies, implementing actors, and the community as beneficiaries. With the right approach, the implementation of public services can be a tool to improve the quality of life of the community.

The George C. Edward III approach to OSS system implementation is a relevant theory for understanding OSS implementation. By highlighting four key factors: communication, resources, implementer disposition, and bureaucratic structure, this approach provides a systematic framework for evaluating the success of policy implementation. These four variables are interrelated and provide a strong foundation for understanding the challenges and opportunities that arise during the policy implementation process, including the implementation of the OSS system, which aims to simplify business licensing procedures and improve the efficiency of public services.

Communication is a crucial aspect in the implementation of the OSS system because it involves multiple parties, including the central government, regional governments, and businesses. Information provided must be clear, focused, and understandable to all parties involved to avoid misinterpretation in policy

implementation. Effective communication also helps increase public awareness and understanding of the benefits of the OSS in streamlining the licensing process.

Source Power is factor the second one that doesn't lost important for operating OSS, it is required infrastructure adequate technology, sufficient budget, and power work that has competence in the field technology information. Without source adequate power, OSS implementation will experience obstacles, especially in less developed areas accessible by technology.

The disposition or attitude of implementers also plays a significant role in the success of OSS implementation. Officers at the DPMPTSP must have a supportive attitude toward the policy, including a readiness to embrace change and a desire to improve service quality. Regular technical training and mentoring can help implementers understand and optimize the use of the OSS system.

Lastly, the structure flexible and supportive bureaucracy will expedite OSS implementation. Inter-agency integration and simplification procedure bureaucracy become step important for ensure that OSS system can walk with efficient and provide benefit real for perpetrator business in the Regency Sidoarjo.

Approach This show that OSS implementation is not only system dependent technology, but also on synergy between communication, resources power, implementer, and structure supportive bureaucracy. With utilise Edward III's approach, DPMPTSP Regency Sidoarjo can evaluate and identify obstacle in OSS implementation, as well as take step strategic for increase service public.

Implementation of OSS at the Investment and Services Office Integrated One-Stop Service (DPMPTSP) Regency Sidoarjo has walk with well, though Not yet fully optimal. Research results show that OSS has simplify the licensing process business with integrate various service in one electronic [7] platform. However, there are a number of identified constraint, such as lack of socialization to perpetrator business that has been age and limitations budget for training technical for officer This obstacle is a challenge that needs to be overcome to improve the effectiveness of the OSS system in the future.

The progress table for the implementation of the Online Single Submission (OSS) system at the Sidoarjo Regency Investment and One-Stop Integrated Services Agency (DPMPTSP) shows significant progress in improving the efficiency of public services, particularly in the business licensing process. Based on the data presented in the table, the OSS has succeeded in accelerating the issuance of Business Identification Numbers (NIB) and other business permits, which previously required a longer time through conventional mechanisms. The table reflects an increase in the number of businesses successfully obtaining permits through the OSS, as well as a reduction in the time required to complete the licensing process. Success This in line with findings study previously in journal *Praja Observer*. Study the disclose that OSS implementation in the Regency Sidoarjo has give impact positive to service public, especially in matter efficiency time and transparency of the licensing process. However, research it also noted a number of obstacles, such as lack of socialization to perpetrator businesses that are not

yet familiar with technology and limitations budget for training technical for officer service[8]

Study This aim for analyze implementation Online Single Submission (OSS) system at the Regency DPMPTSP Sidoarjo in increase service public. Focus main study covers evaluation to communication, resources power, disposition implementers and structures bureaucracy based on George C. Edward III's theory. In addition, research this also aims for identify factor supporters and inhibitors OSS implementation and evaluate the impact to efficiency and transparency service licensing.

## RESEARCH METHOD

Study This use method qualitative descriptive for analyze implementation system *Online Single Submission* (OSS) in increase service public at the Regency DPMPTSP Sidoarjo. Research conducted at the Sidoarjo DPMPTSP office with focus on implementation, impact of OSS, and obstacles faced. Primary data was obtained through interviews, observation, and documentation; while secondary data was in the form of official documents. Informants were determined by purposive *sampling*, including DPMPTSP officials and OSS service users. Data were analyzed using the Miles and Huberman model, through data reduction, data presentation, and drawing conclusions.

## RESULTS AND DISCUSSION

### *Results*

These results were analyzed using George C. Edwards III's theoretical framework for public policy implementation. This theory emphasizes that the success or failure of policy implementation is largely determined by four key variables: communication, resources, implementer disposition or attitude, and bureaucratic structure. Therefore, in analyzing the research findings, this approach provides a strong analytical foundation for assessing the extent to which the policy in question has been effectively implemented in the field.

First, communication is a crucial foundation for ensuring that policies are fully understood by implementers at all levels. Unclear or inconsistent communication often leads to errors in implementation. Second, resource variables, including human resources, funds, facilities, and infrastructure, determine the implementer's technical capacity to achieve policy objectives. Third, implementer disposition, encompassing attitudes, motivation, and level of commitment to policy implementation, is an often overlooked yet crucial determining factor. Finally, bureaucratic structure, including coordination mechanisms, procedures, and the division of responsibilities, also significantly impacts the effectiveness of policy implementation.

Using this framework, the discussion will focus on identifying and analyzing how these four variables contribute to or hinder the success of policy implementation in the context under study. A comprehensive understanding of the interactions between these

variables will help highlight the strategic dimensions of the implementation process and provide empirical insights that can be used to improve future policies.

### **1. Communication**

Communication indicators assess the flow of information within the organization (internal) and the effectiveness of information delivery to the public and businesses (external). The focus includes the frequency of coordination, the communication channels used, the clarity of the material, and the extent to which messages reach vulnerable groups such as elderly businesses or those in remote areas. [9]

In interviews, researchers asked about the internal and external communication patterns implemented. Respondents explained,

*" We always strive to maintain effective communication between superiors and subordinates, as well as between departments. All information related to permits and services is communicated through regular meetings and internal groups. This is crucial to avoid misunderstandings in the field."*

Another question touched on outreach efforts for elderly business owners and those in remote areas. Respondents stated that outreach was conducted through face-to-face meetings at Public Service Malls (MPP) and digital channels, although they acknowledged that this was still uneven due to limited access.

In short, internal communication is structured through meetings and messaging groups, but external communication still faces challenges in reaching vulnerable groups. Therefore, a more inclusive communication strategy is needed, combining offline and online channels and simplifying outreach materials for easier understanding. [8]

### **1. Resource**

The resource indicators in this study evaluate human capital readiness, budget availability, and technological infrastructure support that underpin OSS operations. The primary focus is to assess whether existing resources are sufficient to address the dynamics of the OSS system, which frequently undergoes technical updates. [10]

In the interview, the researcher asked the question: "Is technical training for service officers conducted routinely and what are the obstacles?" The informant answered,

*"Funding is often a challenge, especially for employee training. We need regular training so everyone understands how the OSS system, which is constantly evolving, works. Sometimes changes from the central government require us to adapt quickly, and training isn't always immediately available."*

Another question, " How do staff learn if there is no formal training? " was answered that employees rely heavily on self-learning and mutual assistance.

The results show that the majority of employees have a bachelor's or master's degree, but budget constraints prevent ongoing training. Technical skills are largely driven by personal initiative, while infrastructure, such as networks, remains unevenly distributed. Therefore, formal education needs to be supplemented with ongoing

training, e-learning modules, collaboration with educational institutions, and facility audits to better prepare implementers for OSS updates. [10].

## 2. Disposition

Disposition indicators examine officers' attitudes, motivations, service orientation, and proactivity in providing services. This aspect encompasses officers' ethical readiness and professional responsibility to assist users, including initiatives to improve processes and openness to evaluation and continuous learning. [11]

In the interview, the researcher asked: "Have employees ever helped people who were confused about accessing OSS?" The source answered,

*"Sometimes residents are confused about the OSS process, so I help explain it slowly, even accompanying them until completion."*

Another question, "How does service quality evaluation affect work disposition?" was answered with the explanation that regular evaluation provides encouragement to continuously improve service.

These findings indicate that employees not only perform administrative tasks but also demonstrate concern and initiative in assisting those in need. Regular evaluations contribute to the emergence of positive attitudes, although these initiatives still rely on individual awareness and have not yet been fully institutionalized in the form of standard operating procedures (SOPs) or formal reward systems. Therefore, positive employee dispositions need to be reinforced with organizational policy support, such as through incentives, mentoring, or clear guidance procedures, so that proactive attitudes become part of a sustainable work culture. [11]

## 3. Bureaucratic Structure

Bureaucratic structure indicators examine the existence of SOPs, inter-unit coordination mechanisms, and the organization's ability to adapt to changes in central government policy, as outlined in Regent Regulation No. 15/2022. The first question, "Have the SOPs been adjusted to the latest version of the OSS?", was answered by the resource person.

*"The SOP is complete and aligns with the latest OSS, but it must be continually reviewed due to rapid changes in the central government."*

The second question, "How is data synchronization between agencies?" was answered that coordination is carried out through coordination meetings and OSS integration, although in practice, data synchronization does not always run smoothly.

These results indicate that formally, the DPMPTSP has a fairly clear organizational structure and SOPs as a service reference. However, the dynamics of changing central policies often require rapid adjustments that are not always accompanied by a mechanism for regular SOP reviews. This situation has the potential to cause confusion in the field if central policies change suddenly. Therefore, in addition to having written SOPs, an adaptation mechanism is also needed, including a dedicated team tasked with reviewing SOPs, developing temporary protocols, and strengthening cross-agency coordination to ensure consistent and responsive OSS services. [8]

### Discussion

**Communication** is a crucial factor for the successful implementation of the Online Single Submission (OSS) system in Sidoarjo Regency. This system involves many parties, such as the central government, local governments, and business actors, so clear, focused, and easily understood communication is essential for all parties involved. The information conveyed through this communication must be able to bridge differences in understanding and needs between parties, thereby avoiding miscommunication that can hinder policy implementation. Research by Cindy Puspitasari et al. (2024) shows that one of the main obstacles to OSS implementation in Sidoarjo Regency is the lack of

**Table 2. Types of OSS Licensing and Non- Licensing Services for Districts Sidoarjo**

Sector	Type of Service
Business	Licensing Based Risk (OSS-RBA) - Number Parent Business (NIB) and permits business other.
Buildings / Settlements	Agreement Building Construction (PBG).
Environment	Agreement Environment - Permits Ambdal, UKL -UPL and SPL.
Spatial Planning (Non-Business)	PKKPR (Spatial Utilization Conformity Approval)
Trading	Advertising Permit, Supermarket Business Permit (IUTS).
Health	Permission Veterinary Practice, Operations Pharmacy, Clinic Permit, and Hospital Permit.
Information / Digitalization	Online Licensing & LKPM Information Services (Non-Licensing), Licensing Self-Service (Non-Licensing), and Licensing Complaint Services (Non-Licensing).

Source : Official Website of the Regency MPP Sidoarjo 2024.

Even socialization, especially to perpetrator business small and medium enterprises that have not familiar with technology [8].

Effective communication also plays a significant role in raising public awareness of the benefits of the OSS, such as streamlining the business licensing process. In Sidoarjo Regency, the local government, through the Investment and One-Stop Integrated Services Agency (DPMPSTP), has implemented various efforts to promote the OSS, including direct outreach and the use of digital media.



**Figure 1.** OSS-RBA to business actors at the Sidoarjo Public Service Mall.

*Source :* documentation of DPMPSTP Sidoarjo activities, 2023–2024

However, research by Ghina Ridho et al (2024) shows that although information provided Already Enough solid and precise, still there is challenge in delivery information to local communities isolated. This shows that more communication inclusive and strategic Still need improved [12].

Beside that, good communication can help overcome challenges that arise consequence difference level understanding technology among perpetrator Business. Comprehensive mentoring and training are essential to ensure that all business actors, including those less familiar with technology, can optimally utilize OSS. I believe this step will not only increase the success of OSS implementation but also build confidence among business actors in using technology to support their business operations.

Thus, effective communication serves not only as a method for conveying information but also as a strategy for building trust and active participation from all stakeholders. Sidoarjo Regency has great potential to become a successful model for OSS implementation, provided these communication challenges can be addressed with a more inclusive and sustainable approach.

**Resources** are a crucial component for the successful implementation of the Online Single Submission (OSS) system in Sidoarjo Regency. For the OSS to function optimally, appropriate technological infrastructure, adequate funding, and skilled IT personnel are essential. Technological infrastructure, including a reliable internet network and appropriate hardware, are key requirements for supporting OSS operations. Research conducted by (Nanda Sherina Hanifah, Hardi Warsono, and Endang Larasati Setianingsih) shows that although the technological infrastructure in Sidoarjo Regency is quite good, there are still obstacles in providing adequate funding to support workforce training and system development.[10]

There are also sufficient funds element important in OSS implementation . Funding is needed for various aspects, such as system development, workforce training,

and community outreach. Research by Cindy Puspitasari (2024) revealed that limited funding in Sidoarjo Regency often hinders the implementation of OSS policies. This results in a lack of training for customer service personnel, resulting in suboptimal service to businesses.

**Table 3.** Education level of DPMPTSP employees

Level of education	Amount Employee
S3	1
S2	21
S1	36
D3/D4	-
High School	-

Source : East Java DPMPTSP Website in 2024

A skilled workforce in information technology also plays a crucial role in the success of the OSS. They are responsible for managing the system, providing technical support to users, and ensuring the system operates smoothly. Research from previous journals indicates that the lack of training for the workforce in Sidoarjo Regency is one of the inhibiting factors in OSS implementation. [8]In my opinion, intensive and continuous training is urgently needed to improve the workforce's capabilities so they can provide better services to the public.

Furthermore, areas with limited technological access present unique challenges in implementing OSS. Limited internet access in some areas of Sidoarjo Regency can hinder businesses from utilizing this system. Therefore, local governments need to implement strategic steps to increase technology access in these areas, such as developing a broader internet network infrastructure and providing affordable technological devices.

From this, it can be concluded that sufficient resources not only support OSS operations but also ensure inclusiveness in the system's implementation. Sidoarjo Regency has great potential to become a successful example in OSS implementation, provided that resource-related challenges can be addressed with a more strategic and sustainable approach. I am confident that through strong collaboration between the local government, businesses, and the community, OSS can have a significant positive impact on economic growth in Sidoarjo Regency.

**The disposition** or attitude of individuals carrying out tasks is a crucial factor for the successful implementation of the Online Single Submission (OSS) system in Sidoarjo Regency. A supportive attitude toward the policy, such as a readiness to accept change and a commitment to improving service quality, is crucial for ensuring the optimal functioning of the OSS system. Research by Muhammad Maikel Wahid and Meyti Hanna Ester Kalangi shows that employee attitudes at the Sidoarjo Public Service Mall still require improvement, particularly regarding discipline and responsiveness to the public. This poses a barrier to providing optimal service to business actors.[13]

Regular technical training and mentoring have a significant impact on improving the skills of OSS implementers. Research by (Andri Trisna and MU Amsar) states that ongoing training contributes to a deeper understanding of the OSS system, enabling implementers to provide accurate solutions to users [14]. In Sidoarjo Regency, technical training conducted by the DPMPTSP has shown a positive impact, but there is still a need to increase the frequency and quality of training so that implementers can adapt to the ever-evolving technological advancements.

A proactive attitude from policy implementers is crucial, especially for the successful implementation of the Online Single Submission (OSS) system. This proactive attitude refers to the implementer's ability to not only carry out tasks as instructed, but also to take the initiative in facing challenges and finding creative solutions to problems that may arise. In a book by (Lukman Agustino, 2016), policy implementers with a proactive attitude are better prepared to face the complexities of policy implementation [15]. For example, they are more responsive to operational obstacles, such as technical errors in the OSS system or a lack of public understanding of electronic licensing procedures.

**Table 4.** OSS Service Quality Evaluation Conducted Monthly

No	Activity Evaluation	Frequency	Objective
1	Evaluation monthly OSS services	12 times/ year	Employee performance & user feedback
2	Analysis of complaints and licensing issues	12 times/ year	Identification constraint system /manual
3	Adjustment training CS staff /Operator	3-4 times/ year	Follow-up findings evaluation

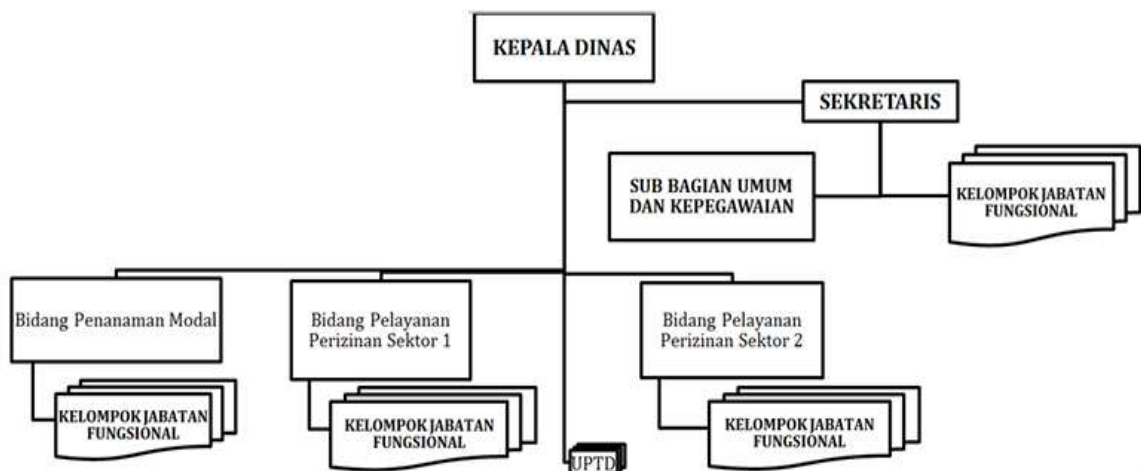
Source : DPMPTSP Regency Sidoarjo in 2024

Frequency evaluation show proactive disposition from apparatus implementer, with step sustainable for repair quality OSS services based on routine monitoring and response direct to user. Attitude This No only speed up settlement problems, but also improve satisfaction public as users service. With attitude proactive, the implementer is also more tend for collaborate with various parties, such as perpetrator business or society, in look for a better way efficient in implementation of OSS. According to view me, nature proactive This reflect Spirit service ideal public, in which implementers No only functioning as manager system, but also plays a role as determined facilitator for increase quality service. In overall, attitude proactive from implementer create better conditions Good For implementation policy like OSS, making it more smooth, effective, and focused on needs society. Attitude This be one of base important in connect policy Good with results real in the field. In view me, attitude proactive This can come true through good communication between implementers and the community, as well as through routine evaluation of performance implementer for ensure that services provided in harmony with need public.

With so, disposition or attitude implementer No only impact on quality services, but also determines success implementation of OSS whole. Regency Sidoarjo own potential big for repair quality OSS services with develop attitude more implementers responsive, disciplined and proactive. I am confident with the right strategy, such as training intensive and ongoing assistance, OSS implementers in the Regency Sidoarjo can become example superior in give service public quality.

**Structure Bureaucracy** is one of the fundamental elements in implementation policy public, because covers rules, procedures and mechanisms functional coordination as guide in implementation policy. In the context of the Investment and Services Office Integrated One-Stop Service (DPMPSTP) Regency Sidoarjo, policy *Online Single Submission* (OSS) becomes instrument main in increase efficiency and transparency system licensing business. System This aim for simplify the licensing process with apply mechanism One door (*single submission*), so can cut previous procedures complex and requires coordination between Lots agency.

In perspective theory implementation policies put forward by Edwards III (in Putra, 2021), there are two characteristics main in structure bureaucracy that determines success implementation policy, namely Standard Operational Procedures (SOP) and fragmentation. SOP functions as clear guidelines for apparatus implementer policies in order to be able to operate his duties with efficient, consistent and appropriate with standards that have been established. SOPs that are not clear or not enough flexible can hinder implementation policies, especially If there is change in demanding policies adjustment procedural or coordination cross sector. Meanwhile that, fragmentation refers to the spread not quite enough answer policy to various organizational units that can hinder implementation If no managed with Good. [16]



**Figure 2.** Structure DPMPSTP Regency Organization Sidoarjo

Source : Taken from Regulation Regent Sidoarjo Number 15 of 2022 concerning the SOTK DPMPSTP

DPMPSTP Regency Sidoarjo has organize structure bureaucracy OSS policy with good, as set in Regulation Regent Sidoarjo Number 15 of 2022, which regulates

mechanism organization and division task in implementation system OSS licensing. Existence Regulation Regent Number 78 of 2022, which in specific establish SOPs in implementation OSS policy, providing guide for apparatus implementer for operate procedure licensing in a way standardized and transparent.

In context OSS implementation at the Regency DPMPTSP Sidoarjo, fragmentation No happen in a way significant, because has there is mechanism effective coordination between agency related, including with government regions and investment bodies national. Good coordination avoid overlapping overlap task as well as speed up synchronization of data and administrative processes, so that licensing business can walk with fluent.

According to research conducted by Abdul Rahman et al. (2024), the success of OSS implementation is greatly influenced by the clarity of SOPs and the effectiveness of inter-agency coordination. Their study stated that if SOPs are well-designed and flexible, tailored to policy needs, the OSS policy can run more optimally and achieve its stated goals. [11]

## CONCLUSION

**Fundamental Finding :** This study demonstrates that the implementation of the Online Single Submission (OSS) system at the Sidoarjo Regency DPMPTSP has effectively enhanced efficiency and transparency in business licensing, with communication, resources, implementer disposition, and bureaucratic structure serving as critical determinants of success. **Implication :** These findings underscore the strategic importance of strengthening inclusive communication channels, ensuring continuous technical training, and fostering bureaucratic flexibility to align with dynamic central government policies, thereby positioning OSS as a potential model for adaptive, transparent, and participatory digital public service reform in Indonesia. **Limitation :** Nevertheless, the study is constrained by its focus on a single regional context and reliance on qualitative analysis, without incorporating quantitative assessments of user satisfaction and service effectiveness. **Future Research :** To address these gaps, future studies should adopt cross-regional comparative designs, integrate quantitative metrics to measure OSS performance outcomes, and explore the role of digital innovations in developing more inclusive communication strategies that can enhance accessibility for diverse user groups.

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