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Evaluation of the Online Single Submission Service at the Investment and One-Stop Integrated Services Office in Bantaeng Regency, Indonesia

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Abstract. This study evaluates the Online Single Submission (OSS) Service Innovation Program implemented by the Investment and One-Stop Integrated Services Office (DPMPTSP) in Bantaeng Regency, Indonesia. The OSS program aims to streamline business licensing processes and improve service accessibility through digitalization. Using the CIPP (Context, Input, Process, Product) evaluation model, this research assesses the program's effectiveness across key dimensions. The findings reveal that while the OSS program has successfully simplified licensing procedures, its impact is limited by users' lack of digital literacy. The DPMPTSP demonstrates commitment to affordability and transparency, but challenges persist in infrastructure, outreach, and capacity building. The evaluation highlights the need for targeted digital literacy programs, user support, and staff training to optimize service quality. Recommendations include upgrading technology, enhancing information transparency, and conducting regular user satisfaction surveys. By addressing these areas, the DPMPTSP can elevate the OSS program's effectiveness, foster a conducive business environment, and promote economic growth in the region. This study contributes to the broader discourse on e-governance and service innovation in developing economies, offering insights for policymakers and practitioners seeking to enhance public service delivery through digital transformation.

Keywords: Business licensing, CIPP evaluation model, Digital transformation, E-governance, Service innovation.

1. INTRODUCTION

The Indonesian government continuously strives to enhance the efficiency of business activities through accelerating business licensing processes, as stipulated in Government Regulation No. 24 of 2018 concerning Electronically Integrated Business Licensing Services. This policy integrates all business licensing services through the Online Single Submission (OSS) system, which aims to simplify, expedite, and streamline the process of obtaining business permits (Robby & Tarwini, 2019). Providing high-quality public services is a government obligation to meet the needs of the community and promote public welfare. Efforts to improve organizational performance, including through institutional restructuring, are crucial factors in enhancing the quality of public services (Setyaningsih et al., 2021).

Program evaluation is an essential process for assessing the success and effectiveness of a program based on established objective criteria or standards (Djaali, Mulyono, & Ramly, 2000). The CIPP (Context, Input, Process, Product) evaluation model developed by Stufflebeam emphasizes fair democratic principles by involving various stakeholders in the evaluation process. Evaluators must strive to present fairness and rationality in considering different values and interests (Nurhasan, 2001; Sawitri, 2007).

The digitalization of public services in Indonesia is regulated by Law No. 25 of 2009, which emphasizes the use of technology and digital data to facilitate and improve service quality. Digitalization enables business processes to become more efficient, productive, and profitable (Hikmawati & Alamsyah, 2018; Opute et al., 2020). However, public complaints persist regarding complex, convoluted, slow licensing services and the lack of clear standards. On the other hand, the Investment and One-Stop Integrated Services Office (DPMPTSP) also faces challenges such as a lack of understanding among business actors regarding the use of online systems and limited internet access (Panggabean & Meilani, 2023).

The DPMPTSP of Bantaeng Regency endeavors to provide the best services to the community through an online licensing system. However, obstacles remain, such as a lack of socialization and public understanding, particularly among MSME actors, regarding electronic licensing procedures. This leads to ineffective and time-consuming licensing processes (Yanti et al., 2024). The Online Single Submission (OSS) application aims to facilitate business licensing, including business permits, location & environmental permits, and operational permits. Nevertheless, business actors must fulfill several requirements to use the OSS system (Mahajir et al., 2021).

Previous research has evaluated the implementation of land technical consideration (PTP) services in supporting business licensing through the OSS system in Tangerang Regency. The results showed that PTP services were running in accordance with applicable regulations, but several aspects still needed improvement and development (Iqbal, 2022). Additionally, research by Unique (2016) revealed that the One-Stop Integrated Licensing Service Office still faced a large number of public complaints regarding licensing services.

Based on the problems described, this study aims to evaluate the Online Single Submission (OSS) service innovation program at the Investment and One-Stop Integrated Services Office of Bantaeng Regency using the CIPP evaluation model. This research is crucial for analyzing the context, input, process, and product of the OSS program and providing recommendations for improvement to enhance the quality of licensing services and

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support the acceleration of business implementation in Bantaeng Regency. The results of this study are expected to contribute academically and practically to the development of an effective, efficient, and community-oriented electronic-based licensing service system.

2. METHODS

This study employs a qualitative approach to evaluate the Online Single Submission (OSS) Service Innovation Program at the Investment and One-Stop Integrated Services Office of Bantaeng Regency. A case study research design is adopted to enable an in-depth analysis of the program, its context, inputs, processes, and products. The key steps in designing this case study include defining the research questions, selecting appropriate design and instruments, determining data collection techniques, collecting and analyzing data, and preparing the final research report (Yin, 2003).

Purposive sampling was used to select 5 key informants directly involved in the OSS program, consisting of 1 Head of Licensing and Non-Licensing Division, 1 Head of Complaints and Investment Control Division, 1 OSS Operator, and 2 Business Actors. Primary data were collected through direct observation, in-depth interviews, and document review. The collected data were analyzed using Miles & Huberman's (2014) interactive model, which involves three concurrent activities: data reduction, data display, and conclusion drawing/verification. To ensure the validity and reliability of the findings, several strategies were employed, including data source triangulation, member checking, providing rich descriptions, clarifying researcher bias, checking interview transcripts, maintaining coding consistency, and cross-checking codes among researchers.

3. RESULTS AND DISCUSSION

3.1. Context Evaluation

The Online Single Submission (OSS) Service Innovation Program at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Bantaeng Regency was launched as a response to the need for a more efficient and transparent licensing system. In an era of globalization and intense competition, the attractiveness of investments heavily depends on the ease and speed of the licensing process. With the implementation of decentralization and regional autonomy, local governments have a greater responsibility in creating a conducive investment climate. However, the licensing process that has been running so far is often hampered by convoluted and non-transparent bureaucracy, resulting in dissatisfaction from investors and business actors. The OSS program aims to address these challenges by integrating the entire licensing process into a single digital platform, allowing entrepreneurs to apply for permits more easily and quickly while monitoring the status of their applications in real-time. Additionally, OSS is expected to increase transparency, reduce the potential for abuse of authority, and accelerate decision-making.

The implementation of the OSS service innovation program at DPMPTSP Bantaeng Regency has been quite effective in achieving its primary objectives, although there is still room for improvement. The program aims to reduce service processing time, simplify access to licensing, and streamline bureaucratic processes. The digitalization of services through the OSS application has enabled business actors to apply for and obtain business permits from their homes without the need to visit the office physically. However, the effectiveness of the program is somewhat hindered by the lack of understanding among some business actors regarding the use of the online system. Consequently, these individuals prefer to visit the office directly for assistance in processing their business licenses. Despite these challenges, the OSS program has shown promise in providing solutions to the problems faced by business actors, particularly in simplifying the licensing process.

The implementation of the OSS service innovation program in Bantaeng Regency has demonstrated both strengths and weaknesses. On the positive side, the program has succeeded in simplifying the licensing process and reducing the time required for obtaining business permits. The OSS application allows business actors to apply for licenses online from anywhere, eliminating the need for physical visits to the office. This has been particularly beneficial for those who are well-versed in using digital platforms. However, the program's effectiveness is limited by the lack of digital literacy among some members of the community. Many individuals, especially those who are new to the digital world, still prefer to visit the office in person to ensure the accuracy of their data entry and to seek clarification from staff members. Furthermore, there is a lack of socialization and interaction regarding the use of the OSS application, which contributes to the reluctance of some people to fully utilize the online services. Consequently, while the OSS program has the potential to greatly improve the licensing process, its success is contingent upon addressing these weaknesses and providing adequate support and education to all users.

To ensure the effective implementation of the OSS service innovation program, it is crucial to address the identified weaknesses and capitalize on its strengths. One key area for improvement is the socialization and education of the community regarding the use of the OSS application (Giuffrida & Dittrich, 2013; Liao & Xu, 2020; Amante, 2024). Conducting targeted outreach programs, workshops, and training sessions can help increase digital literacy and build confidence among users. Additionally, providing clear and accessible user guides, video tutorials, and helpdesk support can assist individuals in navigating the online platform and accurately entering their data. Furthermore, the DPMPTSP should continuously monitor and evaluate the

program's implementation, seeking feedback from users and making necessary adjustments to enhance its user-friendliness and effectiveness. By addressing these issues and leveraging the program's strengths, such as simplifying the licensing process and reducing processing time, the OSS service innovation program can achieve its full potential in creating a more efficient and transparent licensing system in Bantaeng Regency.

3.2. Evaluation of Input

The evaluation of input in this study focuses on assessing the allocation of funds, availability of human resources, infrastructure, and implementation strategies for the Online Single Submission (OSS) Service Innovation Program at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Bantaeng Regency. The findings highlight both the strengths and areas for improvement in these critical aspects of the program's implementation. In terms of funding allocation, the DPMPTSP has demonstrated a commitment to providing accessible and affordable services to the public. The majority of licensing services offered through the OSS-RBA program are free of charge, with the exception of certain permits regulated by regional regulations, such as building permits (IMB). This approach ensures that the program remains inclusive and does not impose financial burdens on the community. However, it is essential to maintain transparency in the management of licensing funds to foster public trust and accountability.

The availability of human resources at the DPMPTSP is considered satisfactory, with a team of professionals possessing diverse educational backgrounds and expertise. Nevertheless, there is a recognized need to enhance the competencies of these personnel through structured training and capacity building programs. By investing in the continuous development of its human resources, the DPMPTSP can ensure that its staff is well-equipped to deliver high-quality services and respond effectively to the evolving needs of the community.

The existing infrastructure and facilities at the DPMPTSP currently support the implementation of the OSS program. However, the evaluation reveals that certain aspects of the infrastructure require improvement to optimize service efficiency. This includes upgrading technological devices, enhancing the comfort and functionality of service spaces, and addressing issues related to internet connectivity. By focusing on these areas of improvement, the DPMPTSP can create a more conducive environment for both staff and service users, ultimately leading to increased user satisfaction and trust in the institution. Lastly, the evaluation underscores the importance of strengthening the implementation strategy of the OSS program through a clear and transparent information disclosure system. The DPMPTSP must establish mechanisms that allow the public to easily access information about the licensing process, from the initial stages to the final outcomes. By promoting transparency and openness, the DPMPTSP can foster greater public confidence in the services provided and demonstrate its commitment to accountability and good governance (Speer, 2012; Sofyani, et al, 2020; Efunniyi et al, 2024).

While the DPMPTSP has made commendable efforts in allocating funds, securing human resources, and establishing infrastructure for the OSS program, there remain areas for improvement. By addressing the identified gaps in capacity building, infrastructure enhancement, and information transparency, the DPMPTSP can further optimize the implementation of the OSS Service Innovation Program and deliver high-quality, efficient, and responsive services to the community of Bantaeng Regency.

3.3. Evaluation of the Process

The evaluation of the process in this study aims to assess the implementation of the Online Single Submission (OSS) Service Innovation Program at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Bantaeng Regency. This evaluation focuses on examining the ongoing and completed program activities, as well as evaluating the responsiveness of the program in meeting the needs of specific community groups.

The success of the OSS-RBA service innovation program can be measured by the community's response to its implementation. The research findings indicate that the program has been well-received by the majority of the community, particularly among business actors. The online application system has significantly simplified the licensing process, allowing entrepreneurs to manage their business permits from the comfort of their homes. This convenience has been highly appreciated by those who are familiar with digital platforms and have access to the necessary technology.

However, the evaluation also reveals some challenges in the program's implementation. Despite the availability of online services, a significant portion of the community still prefers to visit the DPMPTSP office in person to process their business permits. This preference is primarily attributed to the lack of understanding and familiarity with the online application system, especially among those who are less technologically savvy. Consequently, the objective of streamlining the licensing process and reducing bureaucratic complexities has not been fully realized, as many individuals continue to opt for the traditional face-to-face approach.

To address these challenges and ensure the effective implementation of the OSS-RBA service innovation program, the DPMPTSP of Bantaeng Regency must focus on improving socialization and education efforts. Conducting targeted outreach programs, workshops, and training sessions can help increase digital literacy among the community and build confidence in using the online platform (Keengwe & Georgina, 2012; Nash, 2020; d'Haenens et al, 2024). Additionally, providing clear user guides, video tutorials, and helpdesk support can

assist individuals in navigating the application system and accurately entering their data (Nguyen, 2024; Gu, et al, 2024). By addressing these issues and continuously monitoring and evaluating the program's implementation, the DPMPTSP can enhance the responsiveness and effectiveness of the OSS-RBA service innovation program in meeting the needs of the community and promoting a more efficient licensing process in Bantaeng Regency.

3.4. Evaluation of the Product

The product evaluation in this study focuses on assessing the accessibility and user-friendliness of the Online Single Submission (OSS) Service Innovation Program at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Bantaeng Regency. A key aspect of this evaluation is examining how well the program meets the needs of the community and provides clear information about the procedures and mechanisms for submitting licensing applications.

One of the primary objectives of the DPMPTSP is to ensure that information about the OSS-RBA program is widely disseminated to the public through various platforms and socialization efforts. The research findings indicate that the DPMPTSP has made significant strides in this regard, regularly conducting socialization programs at the sub-district and village levels. These efforts have been instrumental in raising awareness about the online licensing system among business actors and the general public.However, the evaluation also reveals some gaps in the dissemination of information. While some users, such as business owner Mr. J, were introduced to the OSS-RBA application during their visits to the DPMPTSP office, others, like Mr. Z, were unaware of the online system due to a lack of socialization in their area. This suggests that the outreach efforts have not been uniform across all regions of Bantaeng Regency, leaving some communities without adequate knowledge of the program.

Moreover, the evaluation highlights the need for DPMPTSP to provide more comprehensive user support and resources. Some users, like Mr. Z, expressed difficulties in navigating the OSS-RBA application and a preference for in-person assistance at the office. This underscores the importance of developing user-friendly tutorials, instructional videos, and other support materials that can be easily accessed through the DPMPTSP's official platforms, such as their website and YouTube channel. By providing these resources, the DPMPTSP can empower users to independently utilize the online system and reduce their reliance on in-person support. while the DPMPTSP has made commendable efforts to disseminate information about the OSS-RBA program, there is still room for improvement in terms of ensuring equitable outreach across all regions and providing comprehensive user support resources. By addressing these gaps, the DPMPTSP can enhance the accessibility and user-friendliness of the program, thereby better serving the needs of the community and promoting the adoption of the online licensing system in Bantaeng Regency.

4. CONCLUSION

The evaluation of the Online Single Submission (OSS) Service Innovation Program at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Bantaeng Regency has yielded several key insights. The program has successfully streamlined the licensing process and improved service accessibility for the business community through the digitalization of the application system. However, its effectiveness is hindered by the lack of digital literacy among some users, resulting in a preference for in-person assistance. The DPMPTSP has demonstrated a commitment to affordability and inclusivity by offering most licensing services free of charge, guided by regional regulations. While the human resources are considered satisfactory, there is a recognized need for continuous capacity building to enhance staff skills and responsiveness. The existing infrastructure supports the OSS program, but improvements in technology, service spaces, and internet connectivity are necessary to optimize efficiency and user satisfaction. Information dissemination about the program has been carried out through various socialization efforts, but gaps in outreach and user support resources remain.

To enhance the effectiveness and impact of the OSS Service Innovation Program, several recommendations are proposed. Firstly, the DPMPTSP should intensify digital literacy programs and user support by developing targeted training, workshops, and comprehensive user guides to assist users in navigating the online system. Secondly, investing in human resource development through structured capacity building programs, performance evaluations, and feedback mechanisms is crucial to monitor and improve service quality. Lastly, upgrading infrastructure, strengthening information transparency, and conducting regular user satisfaction surveys will contribute to creating a more conducive environment for investment and economic growth in the region. By implementing these recommendations, the DPMPTSP of Bantaeng Regency can further elevate the OSS Service Innovation Program, ensuring the delivery of high-quality, efficient, and responsive services to the business community. The program's success will not only benefit the local economy but also serve as a model for other regions seeking to streamline their licensing processes and promote ease of doing business.

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