

# Implementation of Licensing Application Information System (SIAP) Policy at the Investment Office, One-Stop Integrated Services and Manpower of Bulukumba Regency

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## ABSTRACT

This research was conducted using a descriptive method with a qualitative approach in explaining the state of the object in describing the state of the object of research such as facts that occur in the field. Data collection techniques use interview, observation and documentation methods. While in data analysis techniques, researchers use triangulation techniques. Based on research conducted by researchers at the research site, it shows that the implementation of the licensing application information system in improving the quality of licensing services in Bulukumba Regency based on indicators is considered good but there are still obstacles that occur. The obstacles that occur are still a lack of understanding from the public regarding the SIAP application, inadequate human resources, inadequate facilities, Standard Operating Procedures are considered convoluted, networks and servers that often experience problems, and lack of media owned by the public to access SIAP services.

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## 1. INTRODUCTION

The development of information digitalization has had a positive impact on government organizations in Indonesia and has offered many alternatives to improve the quality and quality of public service performance with a digital-based system. This can be seen in the effectiveness of bureaucrats in running the bureaucratic system and various regulations that support licensing. Licensing services can be interpreted as everything whose form of service is the responsibility and carried out by Government Agencies located at the Central, in the

Regions, and within BUMN or BUMD in order to meet the needs of the community whose form of service products is in the form of permits in order to carry out regulations in accordance with laws and regulations.

However, it is recognized that service delivery still has challenges that must be resolved immediately in order to meet the needs of the community. As an effort by the government to improve licensing services, the Government through the Ministry of Home Affairs issued Regulation of the Minister of Home Affairs (Permendagri) Number 138 of 2017 concerning the Implementation of One-

Stop Integrated Services, this Permendagri is intended to increase economic growth through investment, improve the quality of licensing and non-licensing services to the community, and improve the quality of one-stop integrated service delivery.

Simplification of licensing that is not rigid, not complicated, and seems long in the service process, its implementation must be supported by the government both at the central and regional levels. This is considering that the ease of licensing will not succeed if it is not supported by the government as a whole. Guidelines are needed that become a reference in the implementation of one-stop integrated services in the regions.

Licensing services provided by the government to the community, can be said to be assessed as a whole from how well the provision of licensing services and the implementation of licensing services can be said to be effective when it can answer the wishes of the community. The parameters of the quality of public services can be seen from public complaints that there are public services received, so there are several measuring instruments that 5 can be used to measure the quality of public services. According to Parasuraman [1] including Physical evidence (Tangibles), reliability (Reliability), Responsiveness (Responsiveness), Assurance (Assurance), and Empathy (Empathy).

In relation to the quality of licensing services at the Investment Office, One-Stop Integrated Services and Manpower in Bulukumba Regency as an agency that is also tasked with providing good service should form a fast, friendly, easy, accountable and transparent service.

However, in serving licensing at the Investment Office, One-Stop Integrated Services and Manpower in Bulukumba Regency tend to be passive, this can be seen from the many complaints from the community, namely convoluted, lack of certainty of time, and facilities and infrastructure are still obstacles and obstacles faced by the Investment Office, One-Stop Integrated Services and Manpower.

The Investment Office, One-Stop Integrated Services and Manpower which was previously named the One-Stop Investment and Licensing Agency or abbreviated as BPMPT Bulukumba Regency is a combination of the investment agency and the integrated licensing service office established in 2016. The two agencies are combined because the investment agency has licensing services in the field of investment, while the integrated licensing service office has some licensing services regulated by Regent Regulation No. 11 of 2009 concerning the Delegation of Part of Authority in the Field of Licensing. Then in 2021 it became the Investment Office, One-Stop Integrated Services and Manpower regulated by Regent Regulation No. 134 of 2021 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures at the Investment Office, One-Stop Integrated Services and Manpower. Prior to the establishment of the Investment Office, One-Stop Integrated Services and Manpower licensing services depended on the relevant Regional Apparatus Organizations (OPD).

In order to improve public services in the field of licensing and non-licensing services in Bulukumba Regency, the Bulukumba Regency Government issued Regent Regulation Number 49 of 2017 concerning the Implementation of One-Stop Integrated Licensing and Non-licensing which regulates Electronic Licensing Services at the Investment Office, One-Stop Integrated Services, and Bulukumba Regency Manpower. In its implementation, the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency through the Field of Data Processing and Information Systems have developed and integrated Application Portals that can conduct and trace the process of licensing and non-licensing applications.

By implementing the concept of Integrated System, the Bulukumba Regency Government has collaborated with the State Cyber and Encryption Agency (BSSN) of the Republic of Indonesia through the Electronic Certification Center (BSrE) in the application

of Electronic Signatures (TTE) on licensing documents issued by the Investment Office, One-Stop Integrated Services and Manpower of Bulukumba Regency.

Based on the background above, the author is interested in discussing the Implementation of the Licensing Application Information System (SIAP) Policy at the Investment Office, One-Stop Integrated Services and Manpower of Bulukumba Regency.

## 2. LITERATURE REVIEW

### 2.1 Public Policy

Public Policy According to Carl Friedrich in [2] It says that a policy is "a set of actions/activities proposed by a person, group or government in a particular environment where there are obstacles (difficulties) and possibilities (opportunities) that the policy is proposed to be useful in overcoming to achieve the intended goal".

### 2.2 Implementation Concept

Policy implementation is the decision-making stage between the formation of a policy, such as the articles of a legislative law, the issuance of an executive regulation, the passing of a court decision, or the issuance of regulatory standards and the consequences of policies for society that affect some aspect of their lives.

According to Mazmanian and Sabatier in [3] There are three groups of variables that affect the success of implementation, namely the characteristics of the problem (*tractability of the problems*), policy/statutory characteristics (*ability of statute to structure implementation*) and environment variables (*nonstatutory variables affecting implementation*).

### 2.3 Information System

According to Wilkinson in [4] An information system is a framework that coordinates resources (human, computer) to convert inputs into outputs (information), in order to achieve company goals.

## 3. METHODS

This study uses a qualitative descriptive approach that involves researchers directly into the cycle under study to find its true meaning. Looking at the relationship between researchers and those studied. Sugiyono considers qualitative research to have a holistic nature and explains the research process, it is difficult to distinguish dependent and independent variables because there is an interactive relationship between research variables that influence each other [5].

According to Yusuf, in principle, all types of qualitative research are descriptive that describe, describe, or explain an event or event in people's social life to find meaning in the real context [6]. In order to obtain relevant and accurate data and information, it is necessary to participate researchers in the field with systematic observation and assessment [7].

Based on the above, this study explains and explains the implementation of the licensing application system policy in the Licensing Application Information System (SIAP) program at the Investment Office, One-Stop Integrated Services and Manpower in Bulukumba Regency using qualitative research methods with an inductive descriptive approach

## 4. RESULTS AND DISCUSSION

### 4.1 Overview of Bulukumba Regency

The inauguration of Bulukumba into a regency name began with the issuance of Law Number 29 of 1959, concerning the Establishment of Level II Regions in Sulawesi which was followed up by Regional Regulation of Bulukumba Regency Number 5 of 1978, concerning Regional Symbols. On February 4, 1960, the anniversary of Bulukumba Regency was established.

Bulukumba Regency is located in the southern part of the peninsula of South Sulawesi and is 153 km from Makassar (the capital of South Sulawesi Province). The area of Bulukumba Regency is 1,154.67 km<sup>2</sup> or

1.85% of the area of South Sulawesi Province. Bulukumba Regency consists of 10 districts, namely Ujung Bulu District (Regency Capital), Gantarang District, Kindang District, Rilau Ale District, Bulukumba District, Ujung Loe District, Bontobahari District, Bontotiro District, Kajang District and Herlang District.

Geographically, Bulukumba Regency is located at coordinates between 5°20" to 5°40" South Latitude and 119°50" to 120°28" East Longitude. Its boundaries are:

1. North : Sinjai District
2. South Side : Sea Flores
3. East Side : Bone Bay
4. West : Bantaeng Regency

Bulukumba Regency has an average temperature ranging from 23.82 °C – 27.68 °C. Temperatures in this range are perfect for agriculture.



#### 4.2 Overview of the Investment Office, One-Stop Integrated Services and Manpower of Bulukumba Regency

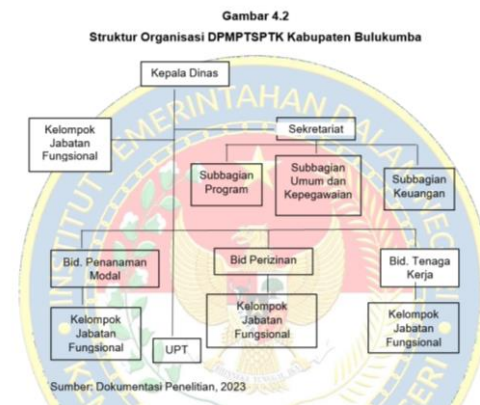
**Table 4.2**  
**Human Resources Conditions of the Investment Office, One-Stop Integrated Services and Manpower of Bulukumba Regency**

No.	Uraian	Laki-Laki (orang)	Perempuan (orang)	Jumlah (orang)
(1)	(2)	(3)	(4)	(5)
	Jumlah SDM Berdasarkan Jabatan			
1	Kepala Dinas	1	-	1
	Sekretaris	1	-	1
	Kepala Sub Bagian	1	2	3
	Kepala Bidang	2	1	3
2	Staf	9	7	16
3	Pejabat Fungsional	2	-	2
	Jumlah	16	10	26

Komposisi Pegawai Berdasarkan Strata Pendidikan				
1	S-2	3	2	5
(1)	(2)	(3)	(4)	(5)
2	S-1	8	6	14
3	D-3	2	1	3
4	SLTA	3	1	4
	Jumlah	16	10	26
Komposisi Pegawai Berdasarkan Golongan				
1	Golongan IV	5	3	8
2	Golongan III	7	5	12
3	Golongan II	4	2	6
	Jumlah	16	10	26

Source : Investment Office, One-stop Integrated Services and Manpower, 2023

The organizational structure of the Investment Office, PTSP and Manpower of Bulukumba Regency can be seen in the following picture:



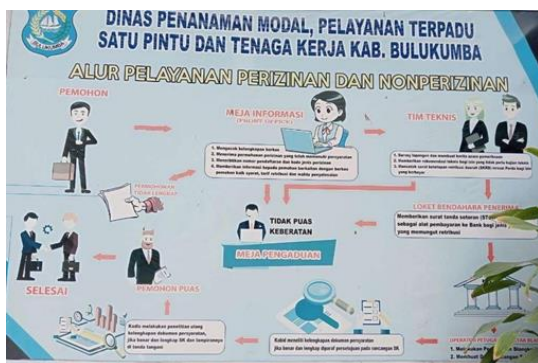
#### 4.3 Licensing Application Information System Policy Overview

Licensing Application Information System or abbreviated as SIAP is an online media DPMTSPTK Bulukumba Regency intended for applicants who will apply for licenses online using electronic certificates issued by the Electronic Certification Center (BSrE), in accordance with the Head of State Encryption Regulation No. 10 of 2017.

With this policy, it will make it easier for applicants who will apply for permits without face-to-face. The licenses served by the Licensing Information Application System are research permits, pharmacist practice licenses, general practitioner practice licenses, dentist practice licenses, midwife practice licenses (SIPB), nurse practice licenses (SIPP), dental nurse practice licenses (SIPPG), specialist doctor practice licenses, physiotherapy practice licenses, laboratory

practice permits, building permits (IMB), environmental permits, modern shop business licenses (IUTM), pharmacy license, construction service business license (IUJK), industrial business license (IUI), tourism business permanent license, route license, warehouse registration certificate (TDG), operating license, operational license, pharmaceutical technical personnel license (SIPTTK), medical recorder work permit, ship registration proof, household industry food production certificate, radiographer practice license, traditional medicine registration letter, drug store license, electromedical practice license, health service implementation permits, sanitarian work permits (SIK), nutritionist work permits (SIKTAG), and job seeker registration cards.

**Figure 4.3**  
**Permissions Flow before using the SIAP App**



Source : Research Documentation, 2023

Before the presence of application SIAP, process Service can last for 1 week and up to 3 weeks at most, with the following licensing flow:

1. The applicant brings the documents and requirements to the office
2. The front office is in charge of checking the completeness of the file, receiving permit applications that have met the requirements, and then, issuing a number registration and code type of licensing, and providing information to the applicant related to the applicant's file both terms, levy rates and completion time.
3. The technical team is in charge of field surveys, making minutes of

inspections, providing technical recommendations for permits that do not need technical studies, and printing regional levy decrees in accordance with local regulations for paid permits.

4. Then go to the receiving treasurer's counter to receive a deposit certificate
5. Next, the clerk operator prints the stamp.
6. The Head of Division examines the completeness of the required documents if they are correct and complete in the approval paragraph on the draft decree.
7. The Head of the Service conducts a review of the completeness of the required documents, if the correct and complete SK and its attachments are signed. If it is felt that the applicant is not satisfied, you can go to the complaint desk

**Figure 4.4.**  
**Website Display Application Information System Permissions**



The licensing flow after the SIAP application, applicants no longer need to come to the office, with a relatively fast licensing service time, which is for 1 day and can be completed no later than 5 working days since the application and requirements are received correctly, complete and have been held meetings and location checks.

**4.3 Implementation of Licensing Application Information System Policy**

The implementation of the Licensing Application Information System (SIAP) must

have benefits that can significantly improve the quality of licensing services, as well as encourage the improvement of the quality of modern e-government-based bureaucracy in Bulukumba Regency.

Looking at the digital-based licensing service system, which is a new service system, the author conducted in-depth observations and interviews with several informants related to the implementation of licensing services through SIAP.

Observations and interviews conducted by the author are sourced from the process of implementing and using SIAP, inputs and outputs felt by people who use the SIAP application. Based on the theory used by the author to analyze the implementation of the SIAP policy proposed by George C. Edward III in the form of policy implementation which includes 4 (six) variables in accordance with the concept of implementation, namely: (1) Communication, (2) Disposition, (3) Human Resources, and (4) Bureaucratic Structure.

#### 1. Communication

Communication is a crucial thing that becomes an important element in determining and implementing a policy. Communication is needed to know the direction and guidance in the implementation of a policy. The ability of human resources to communicate will determine the attitude of the community to work together with the government to support the policies to be implemented in order to achieve the objectives of the policies to be issued by the government.

Transmission actually aims to convey policies that have been made by the government so that they can be understood by all parties related to policies, both directly and indirectly.

In the implementation of policies must be informed or socialized in advance. In order to socialize the SIAP policy so that it is better known to the wider community.

a. The results of an interview with Mr. Agus Salim AR, S.STP as Head of the Program Subdivision on January 10, 2023, he said that: Socialization related to the SIAP application has been carried out 2 times,

namely the first by inviting sub-districts throughout Bulukumba district, the second by inviting OPD representatives related to licensing which was also attended by representatives from BKPSDM. We hope that with the implementation of socialization, the community will understand more about this policy so that later the program carried out by DPMPTSPK will benefit the wider community.

b. The results of the interview with Mr. Ferryawan Z. Fahmi, S.STP., M.AP as the Head of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency in an interview session conducted by researchers on January 8, 2023, that: Related to the socialization carried out by the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency has been carried out 2 times in different places with the hope that the community will understand about the technical services which is served SIAP App.

Based on direct observations in the field and the results of the interview, socialization is one of the supports in the implementation of the Licensing Application Information System. The socialization that has been carried out by the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency is considered sufficient, but there are still obstacles that occur in the field.

#### 2. Clarity

a. The results of an interview with Mr. Ferryawan Z. Fahmi, S.STP., M.AP as the Head of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 8, 2023, he stated that: Regarding the clarity of information related to SIAP, we have made efforts so that information can be easily understood by the public. In the future, socialization will be held again to remote areas of Bulukumba Regency

- b. The results of an interview conducted with Mr. Baharuddin as a SIAP user community on January 11, 2023, he stated that:
- c. We as SIAP users feel that the information that has been submitted from the Investment Office, One-Stop Integrated Services, and Manpower is quite clear, but we also feel that other communities in the village do not know enough information about this application.

### 3. Consistency

- a. The results of an interview with Mr. Agus Salim AR, S.STP as Head of the Program Subdivision of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 10, 2023, he stated that: We from the agency will continue to serve licensing in accordance with the guidelines that have been regulated, in line with the tagline carried by the agency, namely "Datank uruski izinta, COMPLETE FILE IS CORRECT, cost??? Rp 0." We will maintain that.
- b. The results of an interview with Mr. Ferryawan Z. Fahmi, S.STP., M.AP as the Head of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 8, 2023, he stated that we will consistently implement this policy in accordance with the established regulations. Every wrong action must be justified, so that right usually needs to be given a firmer emphasis, so that the mistake is not repeated again.

Based on observations in the field and the results of the interview, consistency is important in implementing policies because the implementation of obligations must follow the guidelines and applicable regulations. The Investment Office, One-Stop Integrated Services and Manpower of Bulukumba Regency have consistently followed applicable guidelines and regulations.



Sumber: DPMPSTPK Kabupaten Bulukumba 2022

Based on the figure above, it can be concluded that there has been a consistent increase in the performance of public service delivery from 2019 to 2022 at the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency. The implementation of public services in the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency generally reflects an excellent level of quality with an SKM value of 98,633.

### 4. Resources

- a. The results of the interview conducted with Mr. Baharuddin as a community user on January 11, 2023, he said that "... I as a community when coming to the office was greeted kindly and kindly by the officers. The officer immediately directed me to the front office and asked me the purpose of arrival. I am well served..."

Based on observations and direct interviews in the field, officers of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency provide good and friendly services to the community.

- b. The results of an interview with Mr. Darwis, ST as Head of Licensing at the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 10, 2023, he said that "... The budget is the thing that supports every activity,

even with a minimal budget, we will still maximize it well..."

- c. In an interview with Mr. Husein as a community member on January 12, 2023, he said that: "... I think the facilities have a crucial influence, because I see that many facilities in the official office have been damaged and must be replaced. Therefore, the Bulukumba Regency Government, in this case, DPMPTSPK should pay attention to the condition of the facilities in its office..."

Based on direct observations in the field and interview results that facilities support the implementation of the SIAP policy. The condition of some facilities in the DPMPTSPK office of Bulukumba Regency is indeed quite old and must be replaced to support the implementation of policies.

#### 5. Disposition

Disposition is defined as an attitude that is supportive or rejection of a policy for policy implementers

- a. The results of an interview conducted with Mr. Wahyudin, S.STP., M.Si as Secretary of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 9, 2023, he stated that I think that the appointment of bureaucrats implementing the SIAP policy is given to the Head of the Office who is more authorized to manage and select competent and worthy people to provide licensing services properly.

Based on the results of the interview, the appointment of bureaucrats is a support because the bureaucrats appointed are bureaucrats who have abilities in their fields.

- b. The results of an interview with Mr. Wahyudin, S.STP., M.Si on January 9, 2023, he said that "... Providing incentives or bonuses so that employees work harder, but we are still limited by the budget given by the district government..."

Based on the results of the interview, intensive giving aims to encourage

employees to direct their efforts to achieve policy implementation goals.

#### 6. Bureaucratic Structure

Bureaucratic structure is a fundamental factor in reviewing a policy implementation because there are characteristics that are closely related to policy.

- a. The results of an interview with Mr. Darwis, ST as the Head of Licensing of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 10, 2023, he argued that: "SOPs are a measuring tool to measure service quality, the simpler the SOPs will be faster and easier. The agency will continue to consistently provide services in accordance with applicable procedures in order to realize efficient and effective services."

Based on the results of the interview, the Standard Operating Procedure becomes a guideline so that each process of service becomes more effective and efficient. In addition, the existence of SOPs will make it easier for employees to do and complete their respective tasks.

- b. The results of an interview with Mr. Agus Salim AR, S.STP as Head of the Program Subdivision of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 10, 2023, he stated that: The agency needs to cooperate with related third parties for server maintenance, we need a strong enough network so that the server does not go down. Actually, the network in the office already exists, but it is not strong enough to keep the server smooth and unconstrained.

Based on the information obtained, the author can know that in supporting the success of implementing a policy, it still requires other parties or external parties outside to get maximum results and prevent unexpected problems.

#### *4.3 Obstacles to the Implementation of SIAP Policy in Bulukumba District*



The policies issued do not always run smoothly because the implementers and targets of the policy need to adapt. This is a challenge for organizers to be able to manage and improve what has been done. SIAP is a technological advancement in order to improve the quality of licensing services. But while in the field researchers found obstacles that the researchers described as follows:

a. Related to Communication, Interview Results were obtained with:

- An interview was also conducted with Mr. Baharuddin as a community in Rilau Ale District on January 11, 2023, he stated that: The community has known about socialization, but I feel that there are still people who do not know that the current service no longer needs to come to the licensing office, we can take care of licensing at home. This is because we are constrained by the existence of a society that stutters technology.

Based on the interview, transmission is one of the obstacles in the implementation of the SIAP policy because there are still people as policy targets, still come to the office to take care of permits manually, and have not been able to make optimal use of the SIAP application.

b. Regarding Resources, Interview Results were obtained with:

- Based on the results of an interview with Mr. Agus Salim AR, S.STP as Head of the Program Subdivision of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 10, 2023, he stated that we have problems in the HR department that has IT capabilities to run the SIAP application. In this section there used to be 5 programmers, now there are only 2 left, actually enough, it's just that there are some parts that we have difficulty with and need qualified human resources to help run the SIAP application.

- The results of the interview were also conducted with Mr. Darwis, ST as the Head of Licensing of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 10, 2023, he stated that: "... Service personnel have never been given special training related to excellent service and there has been no application of awarding outstanding tasks.
- c. Regarding the Budget, the results of the interview were obtained with:
- Based on the results of an interview conducted with Mr. Wahyudin, S.STP., M.Si as Secretary of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 9, 2023, he stated that "... We have constraints in the budget section, the budget we get is still relatively small. However, we continue to work with the existing budget, we will improve and provide good quality licensing services..."
  - An interview was also conducted with Mr. Ferryawan Z. Fahmi, S.STP., M.AP on January 8, 2023, he stated that: "... We have challenges, with a small budget we have to continue to improve the quality of licensing service delivery. It is undeniable that the Covid-19 pandemic has an impact on all sectors, the entire budget is reorganized and allocated for handling the pandemic. This resulted in the initial budget of the agency/institution having to change a lot..."

Based on the results of the interview, it can be seen that the budget is one of the inhibiting factors in the implementation of the SIAP policy in Bulukumba District. This is because the budget allocated to implement the SIAP policy in DPMPSTPTK has not been a priority for the Bulukumba Regency Government.

- d. Regarding Facilities, Interview Results were obtained with:
- Based on the results of an interview with Mr. Darwis, ST as the Head of Licensing of the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency on January 10, 2023, he stated that any activity must require a budget, as well as the implementation of this SIAP policy which also requires a budget so that facilities can be available and adequate to support the implementation of the policy. This means that the licensing carried out by DPMPTSPK Bulukumba Regency still has obstacles related to inadequate facilities, due to insufficient budget.
- e. Regarding Disposition, Interview Results were obtained with:
- An interview was also conducted with Mr. Ferryawan Z. Fahmi, S.STP., M.AP on January 8, 2023, he stated that "... So in carrying out all duties and obligations, we do not have incentives in the form of additional income because there is no budget provided by the government. So far, we have only received from salaries, work allowances and official travel..." Based on the results of the interview, the provision of additional income or incentives is an obstacle to the implementation of the SIAP policy because the provision of incentives is important so that employees become active in working.
- f. Regarding the Bureaucratic Structure, the results of the interview were obtained with:
- An interview was conducted with Mr. Baharuddin as a SIAP user community on January 11, 2023, he stated that regarding technical OPD service procedures in the service delivery process so that people sometimes feel that the permit

granting procedures are too many and long, as well as the requirements for issuing permits, applicants feel the need for improving requirements.

#### ***4.3 Government Efforts to Overcome Obstacles to the Implementation of the Licensing Application Information System Policy***

In the implementation process, you must be familiar with obstacles, for that efforts are needed to overcome obstacles. The SIAP Policy aims to make it easier and faster for the community as a policy target to manage permits, but the implementation of the SIAP Policy in Bulukumba Regency has obstacles faced. There are several efforts made by the government in this case the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency including:

1. Increase socialization activities to policy targets
2. Recruiting qualified human resources to improve the quality of licensing services
3. Improving and Improving the Quality of Infrastructure Facilities
4. Lack of media owned by the public to access the SIAP application
5. Improve Standard Operating Procedures to Avoid Convuluted
6. Establish Cooperation with Third Parties to Improve the Quality of Licensing Service Delivery

#### **5. CONCLUSION**

The implementation of the SIAP policy by the Investment Office, One-Stop Integrated Services, and Manpower of Bulukumba Regency in improving the quality and quality of licensing services can be categorized as not optimal, according to 4 variables that researchers use from George C. Edward III's theory, namely: (1) Communication, (2) Resources, (3) Disposition, and (4) Bureaucratic Structure because it has not been maximized as observed in the field.

Obstacles to the implementation of the Licensing Application Information System, namely: There is still a lack of understanding from the public regarding the SIAP application, inadequate human resources, inadequate facilities, Standard Operating Procedures are considered convoluted, networks and servers that often experience problems, and lack of media owned by the public to access SIAP services.

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## Legal Rules

Minister of Home Affairs Regulation Number 138 of 2017 concerning the Implementation of Regional One-Stop Integrated Services

Head of State Cipher Regulation No. 10 of 2017.

Regent Rule Number 49 of 2017 About Unauthorized Maintenance And Non-Authorization Integrated One Door

Regent Regulation No. 11 of 2009 concerning the Delegation of Part of Authority in the Field of Licensing

Regent Regulation No. 134 of 2021 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures at the Investment Office, One-Stop Integrated Services and Manpower

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