

## Electronic Government Policy Implementation in Public Services in Tangerang District, Banten Province

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### Abstract

The author focuses on the implementation of e-government policies on online licensing services in the form of the Online Single Submission (OSS) and sipinter application. The aim of this research was to discover and evaluate how e-government policies are put into practice and to introduce a fresh approach for implementing these policies in public services in the licensing sector at DPMPTSP Tangerang Regency. The study employed a qualitative research method with a descriptive approach and an inductive strategy based on Edward III's theory. Different methods for collecting data include conducting interviews, observing, and documenting information. The results show that the implementation of e-government policies in the Tangerang Regency DPMPTSP through the Online Single Submission (OSS) and sipinter application each has its own advantages and disadvantages. In terms of communication and resources, it has been going well, but there are some things that need to be improved in terms of disposition and bureaucratic structure. The implementation of e-government policies at DPMPTSP Tangerang Regency has been going well but there are several obstacles that must be addressed to optimise online licensing services through a new model of sipinter.

## 1. Introduction

The pattern of human interaction changes along with the development of ICT, where activities that are usually done face-to-face can now be done without the need to meet face-to-face, we can see this change starting from the education sector, economy, communication, work and so on. Indonesia itself is one of the countries experiencing the impact of the development of ICT, where if we look in the beginning of 2024, new data was published by the Indonesian Internet Service Providers Association (APJII) after conducting a survey on internet usage in Indonesia. According to APJII's findings, there were 221,563,479 internet users in Indonesia, making up 79.50% of the total population of 278,696,200 in the country (APJII, 2024)

The development of information technology has finally made people able to get a lot of information so that it adds to their insight, this certainly provides benefits in the rapid flow of knowledge exchange. This is then one of the causes of public demands and aspirations for government administration to be better.

Criticism of the efficiency of public services within government systems persists in various countries, such as Indonesia (Cordella & Tempini, 2015; Yunas, 2016). Poor government services stem from public disappointment with the quality, security, and privacy of services (Kanaan et al., 2023). The government itself as a public servant must provide the best service so that it can meet the expectations and satisfaction of the community (Nabilasari Lesmana & Yustiawan, 2023). When wanting to implement optimal services, the government needs the right strategy to determine the direction and foundation that will later become a guide in the process of service to the community. Moreover, today's society easily expresses opinions through their social media, opinions or desires conveyed to the government are often referred to as aspirations.

Demands for changes to public services provided by the government are increasingly swift because the public uses comparative data on services provided by the private sector, where the services provided by the private sector are much better when compared to what is provided by the government. This phenomenon then led to government initiatives to use information technology in public services.

The Indonesian government itself has taken the first step by issuing Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning National Policy and Strategy for the development of E-government (Presidential Instruction No. 3 of 2003). Presidential Instruction No. 3 of 2003 emphasizes the importance of using information technology to enhance the efficiency, transparency, and accountability of government administration in light of technological advancements.

This utilization of information technology in the realm of government is then known as Electronic government (E-Government) or electronic government. According to Alcaide-Muñoz & Rodríguez Bolívar (2015), Electronic government can mean a way to improve public services and transform access to information in responding to the aspirations of the community, the private sector, and internal government.

E-government refers to the use of technology by a government to deliver services in a transparent, efficient, and cost-effective manner (Mahmoud et al., 2019). Therefore, these electronic services are needed to accelerate access to information, service quality, transparency, and public participation (Hidayat Ur Rehman et al., 2023). Meanwhile, E-government refers to the utilization of ICT to enhance the effectiveness, openness, engagement, and delivery of government services (Uyar et al., 2021). This idea revolves around modernizing governmental procedures by moving them into the digital realm, enabling individuals to engage with the government via the internet, retrieve public data, and carry out administrative tasks without the need to visit government premises in person (MacLean & Titah, 2022). E-government has the potential to streamline regulations, enhance transparency, and expedite the delivery of public services, making it a valuable instrument in the process of updating governance (Dhaoui, 2022).

Meanwhile, according to Kadir (2014), e-government refers to the application of technology for the purpose of modernizing or interacting with the community, be it in the fields of business, government, education, or other fields that have leaders.

Hartono & Mulyanto (2010) explains that e-government is the use of ICT (Information, Communication and Technology) in the government system as a medium to facilitate the transaction and communication process with the public, government agencies and their staff, and business organizations. So that the effectiveness, efficiency, accountability, and transparency of government to its citizens can be achieved. With the development relationship of Government to Citizens (G2C), Government to Government (G2G), and Government to Business (G2B).

The conclusion that can be drawn from some of the explanations above that explain that e-government is one of the many government systems that rely on technology in the form of digital and prioritize technology as a means to facilitate services to the community. In its application, e-government can facilitate government work in carrying out administrative activities, services to the community, supervision and control in information technology systems. Enhancing the quality of public services through the utilization of current technology is a beneficial proposition to meet the needs of citizens.

## **E-Government for Licensing in Tangerang Regency**

The utilization of Information and Communication Technology (ICT) in government operations, also referred to as E-Government, did not begin until the 2000s in Indonesia. Compared to a number of developed countries, Indonesia is fairly slow to use the internet in governance. The United States and the United Kingdom began implementing E-Government in the mid-1990s (Indrajit, 2002).

However, this is reasonable if we look at Heeks' opinion which states that e-government was born because of 2 (two) revolutions, namely the information revolution and the government revolution (Afriani & Wahid, 2009) where, the revolution or what is known in Indonesia as government reform itself was only born in the late 1990s. E-government is starting to be utilized in various parts of Indonesia, but there is still room for enhancement in its adoption and execution (Muhtar et al., 2018; Nulhusna et al., 2017). The central government and local authorities must both utilize systems that have the capability to be interconnected.

Online service can be interpreted as a service concept in a digital model (Al-Adwan & Al-Horani, 2019; Demir et al., 2021; Rita et al., 2019). The introduction of online services in the government sector has improved the efficiency and accessibility of communication and information transactions for the public (Faulkner et al., 2019; Santa et al., 2019). ICT tools are the main guide in implementing online services in all public services (Demir et al., 2021; Tropea & De Rango, 2020). Government online-based ICT services are presented and adopted by many countries, including public sector organizations: G2G, G2B, and G2C (Kässi & Lehdonvirta, 2018; Olsson et al., 2019).

The use of e-government in answering these challenges is the right strategy for the government today because it provides convenience for the community. The importance of e-government is (1) making the government responsive to every aspiration and need of the community; (2) utilizing the openness of information; and (3) increasing public participation in government implementation activities. In order to introduce e-government, preparedness is needed in terms of telecommunications infrastructure, government personnel, financial resources, legal regulations, change in perspective, and the extent of IT usage by government entities (Indrajit, 2002).

The local government of Tangerang Regency itself in public services in the licensing sector has implemented e-government in the form of the Online Single Submission (OSS) Public Application and the Integrated Licensing Service Information System (SIPINTER) as a forum for the Tangerang Regency Government, to encourage the ease of public services, especially in the licensing sector for the community in Tangerang Regency. The implementation of the E-

Government policy at the Tangerang Regency Investment and One-Stop Integrated Service Office itself began when SIPINTER was implemented in 2017, at which time SIPINTER was present as an innovation to answer the needs of licensing services in the Tangerang Regency local government.

In the initial period of SIPINTER implementation, this website succeeded in listing/online licensing services that were previously carried out manually, which then SIPINTER became the main website for managing all licensing services under the authority of the Tangerang Regency Investment and One-Stop Integrated Service Office until the implementation of the Risk-based OSS system in mid-year or August 2021. Only then does SIPINTER become a licensing support application, where licensing that is not regulated through OSS can be done in SIPINTER,

The application of SIPINTER and OSS as a form of e-government policy implementation in public services in Tangerang Regency to facilitate licensing services is interesting to analyze whether the application is really ready or not. Due to the use of the OSS and SIPINTER Applications, there are still several obstacles and problems, including features and services in the OSS and SIPINTER Applications that are not complete and maximized, the service time for several licenses is still slow. There are obstacles in the use of E-Government (both from business actors and from the government), the system often experiences server constraints, there is a vacuum and / or disharmony of regulations, technical Regional Apparatus Organizations (OPD) do not understand the Tasks and Norms Standard Procedure Criteria (NSPK) for licensing under their authority, verification that is not in accordance with standard operating procedures (SOP), and finally the problems caused after the licensing process.

According to Kurniawan (2006), most government websites at both the Central and Local level continue to encounter obstacles in multiple areas. The importance of E-Leadership priorities and state initiatives cannot be overstated in preparing for and making use of advancements in information technology. Issues surrounding information network infrastructure, such as telecommunications infrastructure, access, quality, coverage, and service costs, are still a cause for concern. Enhancements are needed in the management of information to guarantee effective handling of data. The progression of the information technology field is greatly influenced by external factors such as market conditions, trading systems, and regulations. Awareness and education initiatives play a crucial role in integrating information technology into daily life for both individuals and organizations, as does the quality and security of data management. On the other hand, Kurniawan (2006) also concluded that there are several weaknesses in the development of public service applications in Indonesia. Government sites often lack an effective management system and

streamlined work processes due to regulatory readiness, procedural gaps, and limited human resources, which hinder the integration of computerization into government systems. Strategies for application development have not been well-established, and budget allocations remain inadequate. Many initiatives are undertaken by individual agencies, resulting in inconsistencies in standardization, information security, authentication, and interoperability between sites. Additionally, limited public access to internet networks further restricts the effectiveness of these digital services.

Another study by Tsoraya et al. (2023) shows that in the Tangerang Regency government area there are still many things that must be reviewed, such as the fact that there are still applications from OPD that are not well integrated and are only information that there are related department applications in the OSS and SIPINTER applications. In addition to the fact that the government has not maximized the development of public service applications, there are also many external parties who still do not know about these service applications, this is possible because there are still many people in Tangerang Regency who are not proficient in using technology, even though if the public already knows about this electronic-based service, there are many benefits obtained from the application, seen from the service features of the OSS and SIPINTER applications. Based on the problems that occur above, the author feels that it needs to be studied so that he is interested in conducting research this research. In the evaluation of e-government policies in OSS and SIPINTER applications, the focus is on the factors outlined in Edward III's theory. These factors, including communication, resources, disposition, and bureaucratic structure, are believed to play a significant role in influencing policy implementation.

## 2. Theoretical Framework

This research examines the Edward III model, which suggests that communication, resources, disposition, and bureaucratic structure are the key factors influencing E-Government policy implementation and ultimately improving public services in Tangerang Regency according to the author's perspective. These factors will serve as a basis for the study. These four factors will be the basis for analyzing the success or failure of an E-Government policy implementation in improving the quality of public services in Tangerang Regency. Further explanation will be given regarding these four factors, namely:

### **Communication**

In the process of policy communication, Edward III states that transmission, consistency and clarity provide effectiveness in policy implementation. Both the sender and the receiver need to know what is being done with the E-Government policy in improving the quality of public services in Tangerang

Regency. Communication is said to be effective if the communication that occurs is two-way, where the simulated meaning is the same or similar to that intended by the communicator or sender of the message.

### **Resources**

The insufficient number of resources of the E-Government policy apparatus in improving the quality of public services in Tangerang Regency at the institutional level of the implementer hinders the smooth implementation of the policy, thus, staffing starting from recruitment and coaching is a central problem in implementation, especially in the implementation of new policies. In addition, the skills of the apparatus handling policy implementation determine the achievement of implementation objectives. The apparatus is immediately fostered and developed continuously, gradually and systematically to have more willingness and ability individually or collectively.

### **Disposition**

The personal and or organizational interests of the implementer, as shown by his attitude towards the policy, in fact have a very large impact on the effective implementation of the E-Government policy in Improving the Quality of Public Services in Tangerang Regency. The implementer's attitude that hinders the implementation of the policy starts from the emergence of selection actions, discrimination, disapproval and continues with the inevitable deviation between policy decisions and policy performance.

### **Bureaucratic Structure**

The institutional structure of the government bureaucracy at the central and regional levels has a significant impact on the successful implementation of the E-Government policy in improving the quality of public services in Tangerang Regency. Standard Operating Procedures (SOPs) and the fragmentation of this bureaucratic structure become obstacles to implementation in the form of wasted resources, obstruction of coordination, disruption of the jurisdiction of lower-level implementers, and the generation of unwanted actions that receive additional attention.

One of the scientific works that discusses E-government is a dissertation written by Harahap (2014) with the title "Implementation of Electronic government in the Process of Issuing Building Permits (IMB) at the Investment and Integrated Licensing Services Agency (BPMP2T) in Depok City". This research uses qualitative research methodology with descriptive analytical method. The results of the study state that governance changes in one-stop licensing services are carried out through the e-government development process and involve all components involved in it. The concept of interoperability contains several advantages that can improve the quality of management of governance and public services.

The difference in the research that the author conducts is more on how the implementation of e-government in the OSS and Sipinter systems at the Tangerang Regency Investment and One-Stop Integrated Service Office in an effort to improve public services. The main focus in the research conducted by researchers is very different from Agus Supriadi Harahap's research where researchers focus on the implementation of e-government policies in improving public services by juxtaposing the implementation of e-government with indicators or values of public services.

### 3. Method

The study was carried out utilizing a descriptive approach combined with a qualitative perspective. The descriptive approach was chosen due to the alignment with the research objectives, which were to elucidate the symptoms observed in the field while analyzing various activities, particularly the implementation of e-government to enhance public service quality in Tangerang Regency. While the qualitative method according to (Moleong, 2018). namely is a procedure carried out in research by making descriptive data in the form of words that are written or oral and observing the behavior of individuals. The purpose of qualitative research is to understand the phenomena experienced by research subjects such as motivation, action, perception, and so on (Moleong, 2018).

Data collection techniques are necessary in order to use the evidence and facts gathered during the research process as unbiased data and reduce any discrepancies in the collected data. The paradigm in qualitative research that researchers use is the observation method (observation), interviews, and documentation. Determining informants in this study, researchers chose a purposeful sampling technique (Creswell & Creswell, 2017). This technique was chosen because it can provide comprehensive information from informants who are in accordance with their capacity. For example, the Head of the Tangerang Regency DPMPTSP Office who has complete knowledge of the implementation of e-government in the OSS and SiPinter applications, the community as users of the OSS and SiPinter applications, and other informants.

**Table 1. Research Informants**

| No    | Job/Title                            | Total |
|-------|--------------------------------------|-------|
| 1     | Policy Formulator                    | 6     |
| 2     | OSS and Sipinter Licensing Organizer | 3     |
| 3     | OSS and Sipinter Users               | 2     |
| Total |                                      | 11    |

In Basrowi (2008), the analysis technique used in this research is the theory that refers to Miles and Huberman, where this technique uses three ways, namely, data reduction where at this stage the process of selecting, focusing, abstracting, and transforming the original data obtained from the scene is carried out. Then describes the collection of organized information, presenting data that allows researchers to draw conclusions and take action. Qualitative data is presented in the form of narrative text which aims to design a combination of information arranged in a coherent and easy-to-understand format. And the last is drawing conclusions at this stage the researcher compares the data that has been obtained with interview data from informants and subjects that have been designed to draw conclusions.

#### 4. Results and Discussion

##### **Implementation of E-Government Policy on Licensing in Tangerang Regency**

**Table 2 List of Research Informants**

| No.   | Scope                      | Position                                                                                         | Total |
|-------|----------------------------|--------------------------------------------------------------------------------------------------|-------|
| 1     | Policy Formulators/Leaders | Leadership Element at the Investment and One-Stop Integrated Service Office of Tangerang Regency | 1     |
|       |                            | Leadership Element at the Spatial Planning and Building Office of Tangerang Regency              | 1     |
|       |                            | Leadership Element at the Industry and Trade Office of Tangerang Regency                         | 1     |
|       |                            | Leadership Element at the Environment and Sanitation Office of Tangerang Regency                 | 1     |
|       |                            | Leadership Element at the Health Office of Tangerang Regency                                     | 1     |
|       |                            | Leadership Element at the Agriculture and Food Security Office of Tangerang Regency              | 1     |
| 2     | Technical Implementation   | Licensing Officer                                                                                | 1     |
|       |                            | Licensing Service Back Office                                                                    | 1     |
|       |                            | Licensing Helpdesk Team                                                                          | 1     |
| 3     | License Recipients         | Business Actors/Community (OSS)                                                                  | 1     |
|       |                            | Business Actors/Community (SIPINTER)                                                             | 1     |
| Total |                            | 11                                                                                               |       |

Source: Primary data (2024)

The outcome of the data analysis indicates that the informants predominantly consist of individuals who work at the Tangerang Regency Investment and One-Stop Integrated Service Office, both from the level of implementers to policy makers, in addition there are also technical agencies that are in contact with licensing services and also the public who use services.

Based on the findings from interviews, written records, and direct observations, the author is able to outline the manner in which e-government policies have been put into effect in Tangerang Regency.

### Communication

Communication plays a crucial role in the successful execution of public policies, as it directly impacts the outcome. The effectiveness of implementing policies relies heavily on how well decision makers are informed about their actions (Nugroho, 2014). In seeing whether this communication aspect has been effective or not, the author seeks information on how the delivery and dissemination of information is carried out, how the clarity and consistency of communication is carried out, and finally how the selection or accuracy of the communication media chosen.

From the results of the research conducted by the author, it is found that in terms of delivery and dissemination of policy information has been done well, this can be seen from the effectiveness of licensing implementation where from 2022-2024 more than 30 licenses were obtained each year.000 permits issued, where many business actors issue permits without the need to come directly to the government, this is because information related to licensing policies is already in the OSS and SIPINTER systems, besides that DPMPTSP as the licensing coordinator in the regions also conducts socialization activities for business actors, coordination meetings with technical regional apparatus organizations, and forms a helpdesk team to help people or business actors who are not familiar with using technology, so they still need assistance.

**Table 3. Licensing Data Through OSS System**

| Licensing Data Through OSS System |                           |                    |        |        |
|-----------------------------------|---------------------------|--------------------|--------|--------|
| No                                | Permit Name               | Permit Issued Year |        |        |
|                                   |                           | 2022               | 2023   | 2024   |
| 1                                 | NIB Issued                | 29.392             | 35.352 | 50.412 |
| 2                                 | Automatically Issued      | 31.971             | 31.097 | 35.075 |
| 3                                 | Waiting for Verification  | 1.073              | 1.103  | 1.470  |
| 4                                 | Permit Issued/SS Verified | 2.432              | 2.217  | 1.360  |

**Table 4. Licensing Data Through SIPINTER System**

| Licensing Data Through SIPINTER System |      |        |
|----------------------------------------|------|--------|
| No                                     | Year | Issued |
| 1                                      | 2022 | 7419   |
| 2                                      | 2023 | 7727   |
| 3                                      | 2024 | 7281   |

The second indicator in communication that the author explores is related to the clarity and consistency of information where it is found that there is an outline of licensing implementation currently carried out in Tangerang Regency (as well as in all regions in Indonesia), namely the implementation of risk-based licensing which classifies licenses based on 4 (risks), namely low, low medium, high medium and high risk. Each of these risks has different license requirements, which the author presents in the table below:

**Table 5. Implementation of risk-based licensing based on 4 (risks)**

| Risk Level         | Low Risk                             | Medium-Low Risk                                                                                  | Medium-High Risk                                                                                                             | High Risk                                                                                                                                           |
|--------------------|--------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Business Licensing | Business Identification Number (NIB) | Business Identification Number (NIB); and Standard Certificate in the form of a Self-Declaration | Business Identification Number (NIB); and Standard Certificate that must be verified by the ministry/agency/local government | Business Identification Number (NIB); Permit that must be approved by the ministry/agency/local government; and/or Standard Certificate if required |

This makes licensing standards clear because they have been divided based on risk, where this risk classification is taken based on the Indonesian Standard Classification of Business Fields (KBLI) published by BPS in 2020. This makes the consistency and clarity of e-government policy implementation in licensing services standardized and clear.

The last indicator in the communication dimension, namely the accuracy in choosing the communication media, it is found that the selection of media for disseminating information that has been carried out at the DPMPTSP of Tangerang Regency has included direct and indirect methods, this is to facilitate all levels of society, where people who understand information technology can simply search for licensing information on their own licensing system, but for people who do not understand information systems can participate in socialization activities or direct consultation with the helpdesk team that has been created by DPMPTSP.

From the three indicators in the communication dimension, it is found that the communication dimension in the implementation of the e-government policy for licensing services in Tangerang Regency has been carried out very well, where the communication indicators are carried out so that it has an impact on the effectiveness of licensing implementation in Tangerang Regency.

### **Resources**

Resources play a crucial role in the implementation of policies, as stated by Edward III. He believes that the availability of resources is the second factor influencing the effectiveness of public policy implementation. Where this resource variable will see how DPMPTSP Tangerang Regency as the agency that organizes licensing affairs uses existing resources to successfully implement e-government policies. These resources are based on human resources, infrastructure, and funding. In looking at this resource dimension, it is important to see how the available resources are used.

This research revealed that DPMPTSP Tangerang Regency has a resource structure that aligns with the e-government policy, where there is a licensing service sector that is specifically in charge of organizing licensing where in this field there are already human resources in organizing licensing services, this is also supported by the existing infrastructure in organizing licensing, starting from hardware equipment, software, front office, back office, and licensing helpdesk team. In terms of funding, there is also a budget that has been prepared annually for system maintenance activities, helpdesk team salaries, licensing socialization activities and other licensing implementation needs. This proves that the resource dimension of policy implementation is optimally supported because it is supported by human resources, infrastructure and also good funding.

### **Disposition**

Disposition refers to the implementer's outlook and dedication to the policy or program that needs to be put into action, as successful implementation of any policy depends on implementers with a strong drive and unwavering commitment to achieve the desired objectives (Tjilen, 2019). In seeing whether this disposition dimension has been running effectively or not, the author makes two indicators that the author examines in the disposition dimension, namely whether the policy triggers enthusiasm, motivation, and protection for employees and whether the policy can build trust and effective legal sanctions.

From the findings, different results were obtained from the implementation of OSS and SIPINTER, where the implementation of OSS in the Tangerang Regency Government had a significant impact on the authority possessed by DPMPTSP. With the implementation of this system, the authority to issue licenses previously owned by local governments was reduced, due to the obligation of all

regions in Indonesia to use OSS as a centralized licensing system. This led to structural changes within DPMPTSP, which previously managed most licensing tasks, becoming more limited. Based on interviews with DPMPTSP employees, it is known that these changes have an impact on the motivation of employees, especially in the licensing sector, who now no longer have direct authority in administering licenses. This is due to the automatic issuance of licenses based on self-declarations made by business actors, which has an impact on the number of automatically issued licenses. However, the automatic issuance of this license in its supervisory function is the responsibility of the local government. This is exacerbated by the number of public complaints about licenses issued that are not in accordance with the reality in the field.

In addition, in enforcing legal sanctions, although the entire process is digitally recorded, this system cannot provide valid evidence in the event of a violation such as applying for a permit that does not comply with procedures or falsifying data. This causes difficulties in monitoring the parties involved, potentially reducing the effectiveness of law enforcement and creating unfairness in licensing implementation. As a consequence, inadequate licensing supervision further burdens local governments, as the volume of automatically issued licenses is very large and difficult to supervise thoroughly with limited resources. Moreover, the regions are not given the authority to revoke licenses through the OSS system, and only recommend revocation to the OSS agency.

Meanwhile, in the implementation of the SIPINTER policy, employees feel that they are given the trust to carry out licensing services because the types of licenses available are licensing authorities that are fully managed by the local government, where in the SIPINTER system DPMPTSP employees and or technical regional apparatus organizations carry out verification activities in each permit issued, thus ensuring that each product issued is in accordance with its designation because the local government requires prior verification by DPMPTSP or technical regional apparatus organizations.

The implementation of the SIPINTER system also helps minimize the risk of abuse of government authority that was previously more prone to occur in the manual system. The SIPINTER system, which allows real-time monitoring and data tracking of the licensing process, gives the public and businesses confidence that the licensing process is more careful, controlled, and transparent.

From the perspective of business actors, monitoring policies through digital records provide higher legal certainty. With the monitoring facility, business actors feel more secure in the licensing application process. This digital system reduces the possibility of abuse or injustice in the licensing process and provides confidence that law enforcement will be more objective and based on clear evidence.

Overall, the implementation of SIPINTER at DPMPTSP Tangerang Regency not only provides protection and increases transparency in the licensing process, but also creates a more conducive business environment with fair legal certainty. This policy has succeeded in improving the quality of public services and strengthening integrity in licensing management at the regional level.

From the research results presented above, it is found that there are problems in the disposition factor in the implementation of the OSS policy, where the automatic issuance of licenses in many types of licenses in the OSS causes the function of the institution to be reduced and many licenses are issued with problems because business actors fill in business data that does not match reality. This has an impact on the increasingly heavy burden of supervision on local governments even though the OSS application is a central government application in this case the Ministry of Investment.

### **Bureaucratic Structure**

The implementation of policies is greatly impacted by the bureaucratic structure in place. This component encompasses both the procedure and the actual bureaucratic framework. The initial element involves a set procedure commonly utilized for policy implementation. The SOP is a guideline for each implementer in acting so that policy implementation does not deviate from policy goals and objectives.

The second factor to consider is the bureaucratic setup, an excessively long bureaucracy can lead to reduced oversight and convoluted procedures, ultimately resulting in rigid organizational operations. From this, researchers finally sought information related to how clarity in carrying out the SOP and the division of tasks and authority.

The author's research revealed contrasting outcomes between the utilization of OSS and SIPINTER. The study focused on the clarity in following SOPs for OSS implementation, particularly as outlined in article 350 of the Job Creation Law. This article emphasizes the obligation of regional leaders to adhere to laws, regulations, norms, standards, procedures, and criteria established by the Central Government when providing Business Licensing services. The Central Government has established regulations outlined in Government Regulation No. 5 of 2021, focusing on the implementation of risk-based business licensing services. These regulations specifically address norms, standards, procedures, and criteria for risk-based business licensing in Chapter III. Broadly speaking, the SOP for policy implementation through OSS can be described in the licensing flow below:

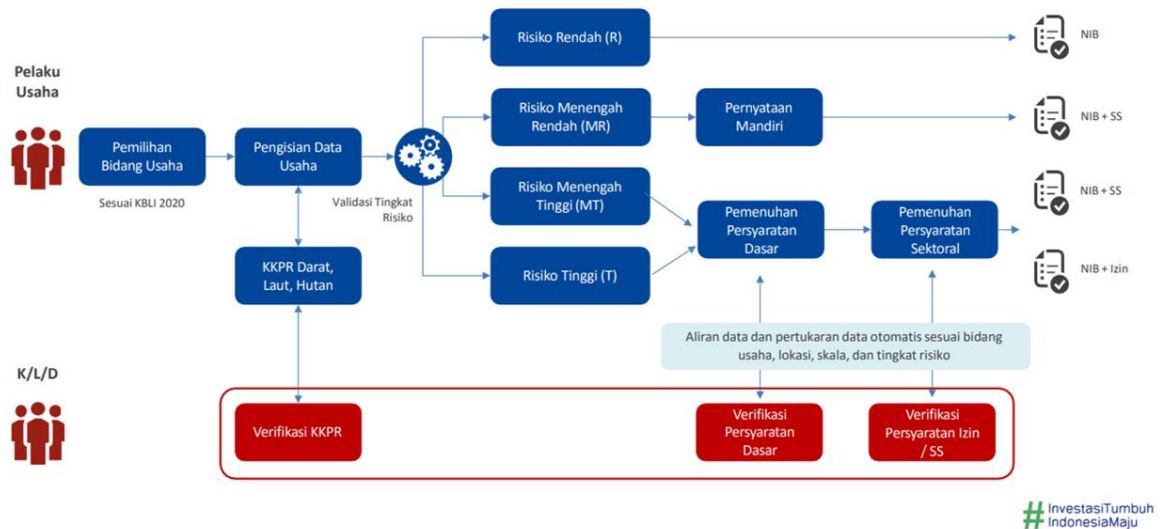


**Figure 1. SOP for policy implementation through OSS**

Source: oss.go.id, further processed by the author

Broadly speaking, the SOP in the implementation of the OSS Policy is quite clear, where licenses are classified based on risk, but because of the many types of licenses based on this risk, it sometimes makes business actors confused about which licensing services they will carry out.

Meanwhile, in the policy implementation through SIPINTER, it was found that the SOP was made by DPMPSTP with clear information regarding stages, requirements, time and output, in general, the SOP can be understood by looking at the SIPINTER licensing flow picture below:

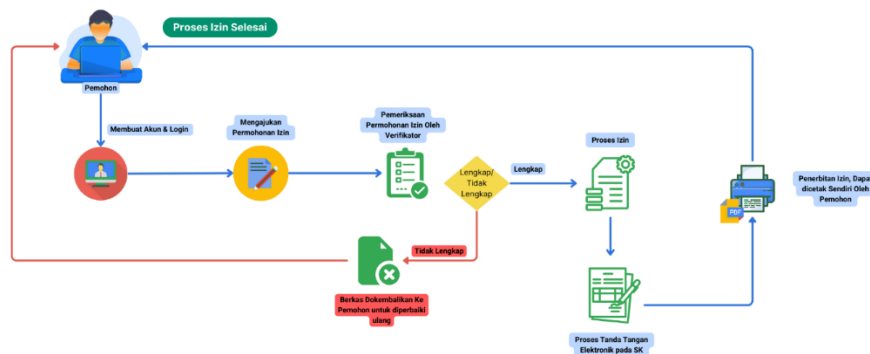


**Figure 2. SOP for policy implementation through SIPINTER**

Source: sipinter.tangerangkab.go.id, further processed by the author

From the findings, the researcher interprets that the basic rules or SOPs for licensing implementation both through the OSS system and SIPINTER can be found and implemented in Tangerang district in implementing licensing service programs and are in accordance with existing laws and regulations.

In addition, the effective implementation of the policy is further enhanced by a well-designed organizational structure, which includes clear allocation of responsibilities that can drive the bureaucratic system towards improved performance. Based on the findings, it is apparent that the authority of each department or field in the internal DPMPSTP has clear and different duties and responsibilities in accordance with the division of labor in accordance with existing laws and regulations. This will help policy implementation run well, as according to Edward III in Agustino (2016) states that due to the division of the bureaucratic system to distribute responsibilities for numerous tasks, projects, or programs among different departments based on their expertise, the execution will likely be more successful as it will be handled by skilled and capable organizations.

DPMPSTP is largely responsible for licensing services and licensing supervision in the region, but this responsibility is also accompanied by the responsibility of technical regional apparatus organizations, because it is the technical regional apparatus organizations that provide verification of the licenses they issue or the licensing supervision function due to the granting of these licenses.

## 5. Conclusion

Following the findings of the study and subsequent conversations, the researchers have arrived at the conclusion that the E-government policies being implemented in the licensing sector in Tangerang Regency, Banten Province, specifically through the OSS and SIPINTER systems, are operating efficiently and optimally, this is as a result of the author's research using Edward III's theory with four indicators, where the following conclusions are obtained:

- a. The communication dimension found that in this dimension the implementation of e-government policies runs well by accommodating various ways of communication, either directly through consultation media, socialization and coordination meetings, or indirectly through electronic media;
- b. The resource dimension found that in this dimension the implementation of e-government policies runs optimally in the context of implementing e-government policies, this is evidenced by the division of tasks in human resources and the existence of activities or facilities supporting the implementation of e-government;
- c. The disposition dimension of e-government policy implementation found that there were obstacles in the implementation of OSS because it caused the issuance of unverified licenses, this led to a weakening of supervision of licensing issuance from OSS; and

- d. The dimension of bureaucratic structure in implementing e-government policies must be strengthened with a strong structure and clear functions.

Therefore, it is necessary to strengthen the dimensions of disposition and bureaucratic structure in the implementation of e-government policies in the licensing sector in Tangerang Regency, where the central government should be responsible for the system created so that it has an impact on the number of licenses issued but the data inputted by business actors does not match the facts in the field.

The researcher can propose research recommendations from the conclusion description, such as the necessity for additional research on the e-government implementation model for licensing services in different regions with the involvement of all relevant parties. Second, the need for verification of licensing through the SIPINTER system related to permits issued automatically in the OSS system so that the issuance of licenses can be controlled and reduce losses in the community and the need for regional regulations to operationalize the OSS and SIPINTER new models in Tangerang Regency.

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