

Strategy for Adapting Licensing Services with the Online Single Submission Risk Based Approach (Oss-Rba) System in Madiun Regency

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Abstract

The Industrial Revolution 4.0 is changing human lifestyles, including digitally transformed ways of connecting and working. This opens up great opportunities for Indonesia and the government to innovate in carrying out their duties, with the hope that information technology can accelerate e-governance and technology-based public services. One of the initiatives resulting from this effort is an electronically integrated licensing system, Online Single Submission Risk Based Approach (OSS-RBA). However, the initial inspection of the Madiun Regency DPMPSTP on January 17 2023 showed problems in processing business permits online through OSS-RBA. When people face problems such as internet network disruption and system problems, they have to return to the service office. This research aims to find strategies for adapting OSS-RBA licensing services in Madiun Regency with a focus on improving internet-based performance and efficiency. The methodology includes situation analysis, e-governance requirements, and literature research on OSS-RBA in other areas. Obstacles such as the lack of integration between service systems which slows down the licensing process are also a concern. Adaptation strategies are proposed, such as improving internet network quality, system integration, and updating OSS-RBA. It is hoped that this strategy will increase the effectiveness of online licensing services and can be adopted in other regions in Indonesia. The conclusions of this research provide guidance for Madiun Regency DPMPSTP to improve online licensing services, supporting the growth of business actors in the region.

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1. Introduction

The Industrial Revolution can bring changes in human lifestyles, including in relating and working from manual to all-digital. This will provide opportunities and also great opportunities for Indonesia, including government organizations that innovate in carrying out their duties and functions. By utilizing IT developments, it will accelerate e-governance in carrying out government administration such as technology-based public services.

This OSS-RBA was created with the aim of reforming the field of business licensing, because initially the management of the proposed permits seemed to be still convoluted and had to go through a long bureaucratic process and physically had to be present at the relevant offices. Therefore, with the OSS-RBA system, it is hoped that in the future people will be able to take care of business licenses more practically, quickly and without leaving their homes or offices, because the OSS-RBA system itself is an independent program that can be accessed by the public anytime and anywhere. However, in the implementation of the OSS-RBA system, it is still felt that it is not effective because the system whose management is online does not have a system that is integrated with other services. Sometimes this OSS-RBA system also instantly errors due to maintenance that makes the processing of permits delayed for an unspecified period of time.

From several research results that are closely related to the quality of public services, various factors, dimensions, and variables that can affect the quality of public services are obtained. Both studies or research conducted quantitatively and qualitatively show that various factors, dimensions or variables affect the quality of public services, including:

The first research was conducted by Jonny P. Simamora (2009) with the title *Quality of Service for Issuing Passports of the Republic of Indonesia at the Tangerang Class I Immigration Office*, a research devoted to the issuance of passports at the Tangerang Class I Immigration Office. This research is focused on the provision of passport services at the Tangerang Class I Immigration Office with the results showing that there is a correlation between the quality of passport service and the level of community satisfaction as applicants/users.

The second research of PSKK-UGM (2005) with the title "Good Governance and Public Service", this research photographs public services from the aspects of government organization, main tasks and functions where the role of the government is still influential in the field of public services, with the results showing that the practice of public service implementation in Indonesia still does not meet the expected quality.

The third research conducted by Sri Winarni (2004), with the title "The effect of inherent supervision on the effectiveness of identity card services in the North Tarakan sub-district office", this research is focused on the extent of inherent

supervision which includes the dimensions of monitoring, examination, evaluation, corrective action and follow-up on identity card services which include the dimensions of simplicity, clarity, certainty, economy, fairness and timeliness. The results of the analysis showed that the monitoring variables were inherent and there was a very significant correlation between effectiveness.

The novelty in this research must be raised and presented. Considering that novelty is indispensable in the world of academia. The purpose of the renewal is to increase knowledge. Especially in the realm of governance studies so that the results presented from this research can be used and redeveloped by academics in the future in the specificity of policy adaptation theory.

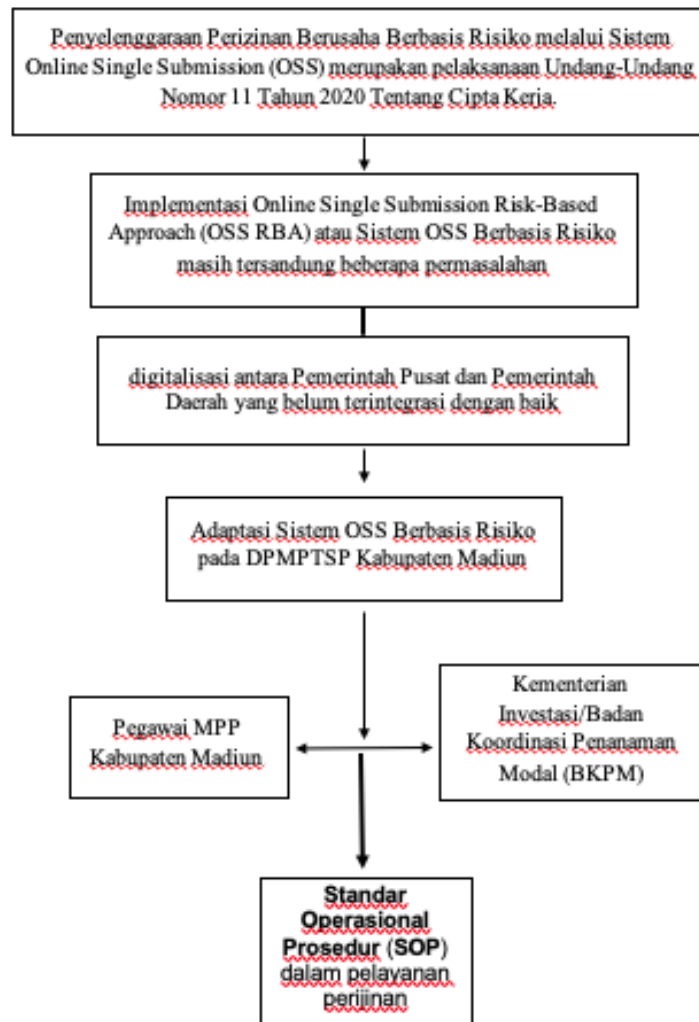
2. Research Method

This study uses a quantitative method with a SWOT approach which is then analyzed using IFAS and EFAS. Through these two analyses, researchers can understand the position and conditions of better licensing services and identify factors that have the potential to support or hinder the implementation of licensing services with the OSS-RBA System in Madiun Regency.

The research will be carried out in June – October 2023. This study describes the Adaptation Strategy of Licensing Services with the OSS-RBA System in Madiun Regency and its inhibiting factors in the development of governance. This research was conducted in Madiun Regency, precisely in the Public Service Mall building.

The focus of this paper is the research design, data sources, data collection methods, and selected variables. Primary data comes from interviews with resource persons responsible for the adaptation of public service policies at the Madiun Regency Public Service Mall, as well as community groups that use public services there during the COVID-19 pandemic and the New Normal era. Secondary data, consisting of documents and observations, are also supported by primary data. Data collection techniques include in-depth interviews with flexible guidelines and observations, as well as descriptive literature studies of public service users. By comparing the results of observations, secondary data, and interview results, the validity of the data was tested through the triangulation method.

Research Stages



3. Results and Discussion

Analysis of Internal and External Strategy Factors

In this study, the researcher selected 6 respondents to fill out the questionnaire that had been prepared. The selection of respondents is based on the considerations of the researcher, namely, people who have authority at the Madiun Regency One-Stop Licensing Office (DTSP) and know exactly the matters related to the problem being researched. To determine the rating and weight of each internal and external factor, it was made in the form of a questionnaire to the respondents, where each question item was given an alternative answer. Each answer is scored by following the scoring rules of very important, important, less important, and not important. For the strength and opportunity factors, it is given a value of 4 (strongly agree) to a value of 1 (disagree). Meanwhile, the weakness and threat factors were given a score of 1 (strongly agreed) to a value of 4 (disagreed).

Similarly to the EFAS matrix, if the results of the EFAS matrix are found to be below 2.5, it means that the organization with the existing situation has not been able to make optimal use of the opportunity and is very vulnerable to threats. That is, in the face of external environmental dynamics, the organization is in a weak position, on the contrary, if the result is more than 2.5 can be concluded, in the face of external environmental dynamics the organizational position is relatively strong.

Table 2. IFAS Matrix of the Madiun Regency One-Stop Licensing Office (DTSP)

KEY INTERNAL FACTORS	WEIGHT	PERINGKAT	AVERAGE WEIGH
STRENGTH			
1. Access to permits can be done independently	0,14	4	0,56
2. The licensing procedure will be detailed in the application	0,11	3	0,33
3. Simplify and shorten licensing time because all systems can be integrated	0,13	3	0,39
4. The licensing process can be monitored independently	0,10	2	0,20
5. All processes can be accessed by the entire community	0,15	4	0,60
TOTAL			2,08
DEBILITATION			
1. Not all business actors and officers have mastered technology	0,10	2	0,20
2. Supervision and commitment of officers have not been carried out properly	0,10	3	0,30
3. Not all systems are well integrated	0,09	2	0,18
4. There is still a gap to play	0,08	2	0,16
5. Not all societies have internet access	0,09	3	0,27
TOTAL			1,14
GRAND TOTAL			3,22

Source: data processing results

In table 2 above, it can be seen that the IFAS and EFAS matrices are discussed in the context of strategic planning. The EFAS matrix evaluates external factors by considering opportunities and threats, while the IFAS matrix evaluates the internal

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factors of the organization. Each component is given a weight that indicates its level of importance, and is rated from 1 to 4 to indicate how effectively the organization responds to external factors. After that, the score weight is calculated by multiplying the rank and weight. Overall, the score weight shows the organization's position on the dynamics of public services. If the EFAS score is below 2.5, the organization is considered weak in taking advantage of opportunities and vulnerable to threats. On the other hand, if the score is above 2.5, the organization is considered strong enough to face the dynamics of public services.

Table 3. EFAS Matrix of the Madiun Regency One-Stop Licensing Office (DTSP)

KEY EXTERNAL FACTORS	WEIGHT	PERINGKAT	AVERAGE WEIGH
CHANCE			
1. Trimming licensing procedures	0,09	4	0,36
2. Transparent	0,13	4	0,52
3. Integration of the licensing system	0,10	3	0,30
4. Easy access	0,10	3	0,30
5. The community can directly supervise	0,14	4	0,56
TOTAL			2,04
THREAT			
1. Data leakage	0,04	2	0,08
2. IT development and social media use	0,09	2	0,18
3. Still doing the procedure manually	0,07	2	0,14
4. Employees who commit fraud	0,05	2	0,10
5. Ego sektoral antar user	0,05	2	0,10
TOTAL			0,60
GRAND TOTAL			2,64

Source: data processing results

Table 3 is the EFAS DTSP matrix of Madiun Regency, it can be seen that the total value of the EFAS matrix owned by the organization is 2.64. This shows that the strategies carried out by the organization effectively reflect the external opportunities that exist and avoid the potential negative influence of public service activities. Furthermore, calculations are carried out in addition to the table above to find out the most appropriate strategy carried out by the Madiun Regency DTSP. Based on this difference, the coordinates of the DTSP of Madiun Regency are determined as can be seen in the following figure 3: the coordinates of the DTSP of Madiun Regency as can be seen in the following figure 3:

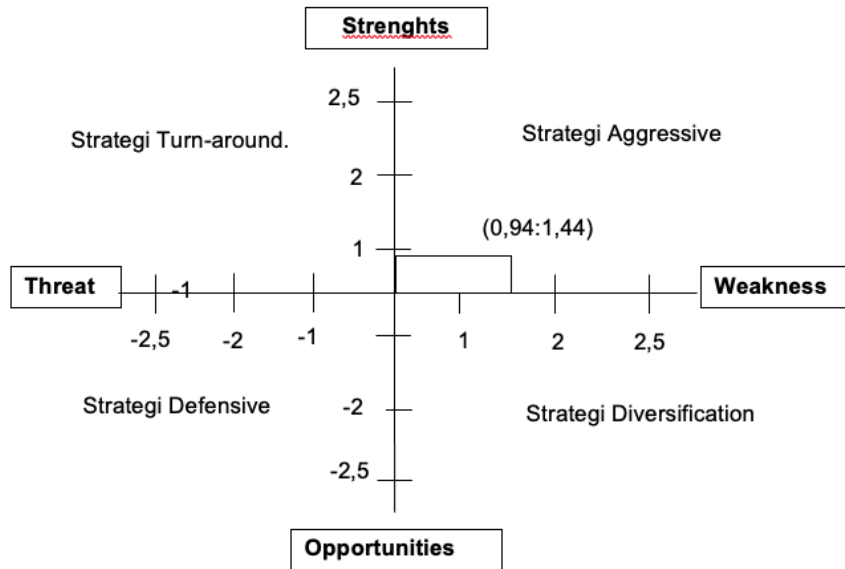


Figure 3. Cartesius Diagram of the Madiun Regency One-Stop Licensing Office (DTSP)

Figure 3 shows the positive and negative forces that can be harnessed. SWOT analysis can be applied to an organization as a whole or a specific project within a department. To find out the resources available to develop new initiatives, innovate, and plan for future success, the organization's internal and external factors are assessed. The IFE and EFE matrices are analysis methods similar to SWOT analysis and are used to evaluate the internal and external environment of a company. The matrix shows the important factors that affect the business or its strategy, and can be used to build or compare SWOT analysis. Businesses use growth strategies to increase sales and market share. The weighted average total in the IFE Matrix ranges between 1.0 and 4.0, with an average of 2.5. A total score below 2.5 indicates an internal deficit, while a score above 2.5 indicates an internal deficit. Like the EFE Matrix, the IFE Matrix ideally includes 10-20 key factors. The number of factors has an influence on the total range of weighted averages because the weights always amount to 1.0.

Matriks SWOT (Strength, Weakness, Opportunities, Threats)

The SWOT matrix is a tool used to develop public service strategy factors through OSS-RBA. This matrix can clearly illustrate how the external opportunities and threats faced by the Madiun Regency One-Stop Licensing Office (DTSP) can be adjusted to its strengths and weaknesses. This matrix can produce four sets of possible alternative strategies that can be taken by leaders in the face of changes in public services. The SWOT matrix of the Madiun Regency One-Stop Licensing Office (DTSP) can be seen in Table 4 as follows:

Table 4. SWOT Matrix of the Madiun Regency One-Stop Licensing Office (DTSP)

INTERNAL	STRENGTH(S)	WEAKNESS (W)
	<ol style="list-style-type: none"> 1. Access to permits can be done independently 2. The licensing procedure will be detailed in the application 3. Simplify and shorten licensing time because all systems can be integrated 4. The licensing process can be monitored independently 5. All processes can be accessed by the entire community 	<ol style="list-style-type: none"> 1. Not all business actors and officers have mastered technology 2. Supervision and commitment of officers have not been carried out properly 3. Not all systems are well integrated 4. There is still a gap to play 5. Not all societies have internet access
EXTERNAL	SO	WO
CHANCE (O)	<ol style="list-style-type: none"> 1. Licensing can be done independently so as to cut down on procedures 2. Licensing will be detailed in the application so that transparency is guaranteed 3. System integration can reduce the duration of the licensing time 4. The licensing process can be monitored independently so that it makes it easier to access 5. Supervision can be accessed directly by the user community 	<ol style="list-style-type: none"> 1. Technical guidance support related to mastery of systems and procedures 2. Improving the integrity of officers through the establishment of integrity areas 3. Support for all service users in system integration 4. Public participation for OSS-RBA licensing services 5. The provision of Self-Service Platforms can expand the use of services
THREAT (T)	ST	WT
<ol style="list-style-type: none"> 1. Data leakage 2. IT development and social media use 3. Still doing the procedure manually 4. Employees who commit fraud 5. Ego sectoral antar user 	<ol style="list-style-type: none"> 1. The use of information security systems to avoid data leakage 2. Application-based IT optimization can make service easier 	<ol style="list-style-type: none"> 1. Training and socialization support for users 2. Supervision through IT system optimization

3. Optimizing IT Usage can reduce the duration of service time	3. Optimize procedures by using IT-based systems
4. Multi-stakeholder supervision can reduce fraud committed by officers	4. Hotline and IT-based whistleblower mechanism minimizes fraud in the field
5. Training support between users can reduce sectoral egos between users	5. The use of public internet facilities supports access for users

The SWOT matrix in Table 4 outlines four strategies that can be used by the Madiun Regency DTSP Office to adapt to the OSS-RBA licensing system. The SO strategy includes measures such as self-licensing to reduce procedures, detailed licensing in the application for transparency, system integration to reduce the duration of permitting, self-monitoring of the licensing process to facilitate access, and direct supervision by users. The WO strategy includes supporting users' understanding of systems and procedures through technical guidance, improving the integrity of officers through the establishment of integrity zones, supporting all users in system integration, encouraging public participation in OSS-RBA licensing services, and providing self-service kiosks to expand the use of services. ST's strategy includes the use of information security systems to prevent data leaks, optimization of IT-based applications to facilitate services, the use of IT to reduce the duration of services, multi-stakeholder oversight to reduce agent fraud, and training between users to reduce sectoral egos. WT's strategy includes providing training and socialization to users, optimizing IT-based systems for supervision, optimizing procedures with IT-based systems, providing whistleblower mechanisms through hotlines and IT to minimize fraud, and utilizing public internet facilities to support user access.

By implementing these strategies, the Madiun Regency DTSP can take advantage of internal strengths and external opportunities, overcome weaknesses, and face threats effectively to achieve its goals in adapting to the OSS-RBA licensing system.

4. Conclusions

Research by DTSP Madiun Regency shows that OSS-RBA as a digital solution for licensing and public services helps identify and manage risks. The evaluation of internal and external factors showed strong internal strength (IFE: 3.22) and effective strategies in line with external opportunities (EFE: 2.64). These findings position the DTSP in quadrant 1, supporting an aggressive growth strategy. There are four alternative strategies: leveraging strengths for opportunities (SO), minimizing weaknesses for opportunities (WO), leveraging strengths to overcome threats (ST), and minimizing weaknesses and avoiding threats (WT). This study provides a

comprehensive view of licensing adaptation through OSS-RBA, formulating strategies for public services and sustainable growth.

Suggestion

Recommendations for further research on public service policies in Madiun Regency using the online system Single Submission Risk Based Approach (OSS-RBA) are as follows: First, evaluate the efficiency of OSS-RBA implementation to measure the achievement of policy objectives, including efficiency, transparency, and accountability. Second, user satisfaction evaluation through surveys and interviews. Fourth, finding problems and obstacles in implementing OSS-RBA, including technical problems and cultural changes in the organization. Fifth, to gain an understanding of best practices and problems, make comparisons with other regions that have implemented similar systems. Involving relevant stakeholders such as the government, permit applicants, service providers, and the community is essential to gain a good understanding and provide input for the development of better public service policies in the future.

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