

Implementation of One-Stop Integrated Services (PTSP) in Improving the Quality of Public Services (Case Study in Cipayung District, East Jakarta City, DKI Province)

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ABSTRACT

Public service reform requires integrated, accessible, transparent, and responsive administrative services to meet the increasing expectations of citizens and business actors. This study aimed to examine the implementation of the One-Stop Integrated Service (*Pelayanan Terpadu Satu Pintu* [PTSP]) policy at the Investment and One-Stop Integrated Services Management Unit of Cipayung District, East Jakarta, and to identify its supporting and inhibiting factors. The study employed a descriptive qualitative approach with a case study design. Data were collected through direct observation, interviews with district and service-unit officials, documentation, and a literature review, and were analyzed using Edward III's policy implementation framework, which comprises communication, resources, disposition, and bureaucratic structure. The findings indicated that the policy had improved licensing and nonlicensing services through administrative coordination, service supervision, face-to-face assistance, and the JakEVO digital platform. Its implementation was supported by leadership commitment, positive implementer attitudes, officer professionalism, clear service procedures, and digital facilities. Nevertheless, service quality remained constrained by unclear policy communication, limited staff numbers and competencies, network and server disruptions, inadequate supporting equipment, applicants' limited understanding of digital procedures, and coordination barriers with technical agencies. The study concluded that the policy had functioned effectively but required stronger authority delegation, employee training, infrastructure improvement, public assistance, interagency coordination, and continuous monitoring to ensure sustainable, inclusive, and accountable service delivery.

INTRODUCTION

The implementation of the One-Stop Integrated Services (*Pelayanan Terpadu Satu Pintu* [PTSP]) policy within the era of bureaucratic reform highlights the need to improve public service delivery (Pratama et al., 2024; Roziqin & Budi, 2021). Public services consist of a series of activities designed to fulfill the service needs of citizens and residents in accordance with applicable laws and regulations, including the provision of goods, services, and/or administrative services by public service providers as stipulated in Law Number 25 of 2009 concerning Public Services. Article 9 paragraph (2) regulates the implementation of the one-

stop integrated service system. This provision is further supported by Government Regulation Number 96 of 2012 concerning Guidelines for the Implementation of Law Number 25 of 2009 concerning Public Services, DKI Jakarta Provincial Regulation (*Peraturan Daerah* [PERDA]) Number 12 of 2013 concerning the Implementation of One-Stop Integrated Services (*Pelayanan Terpadu Satu Pintu* [PTSP]), and Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 36 of 2012 concerning Technical Guidelines for the Preparation of Service Standards (Febriyanti, 2023; Bustari, 2025). These regulations emphasize community involvement in public services (Fitriani & Syamsuddin, 2022). Currently, the government, as an institution responsible for fulfilling human needs through government products, public services, and civil services, faces various challenges, particularly those related to demands for bureaucratic reform from multiple stakeholders (Husni Rohman & Kurniawan, 2023; Setyasih, 2023).

Indonesia has also recorded measurable improvements in public service quality. The Ministry of Administrative and Bureaucratic Reform reported that the national Public Service Index increased from 3.93 in 2023 to 4.02 in 2024, categorized as A– or “very good,” while the 2024 Community Satisfaction Index reached 88.9 (Ministry of Administrative and Bureaucratic Reform, 2025). Nevertheless, the Ombudsman of the Republic of Indonesia handled 10,837 public complaints in 2024. Among the completed cases, the most frequently identified forms of maladministration were prolonged delays at 33.86%, failure to provide services at 30.31%, and procedural irregularities at 20.61% (Ombudsman of the Republic of Indonesia, 2025). These findings reveal a persistent gap between aggregate performance achievements and citizens’ experiences at service-delivery points. Therefore, improvements in national indicators require further examination through localized research that identifies how policies are implemented within specific administrative units.

Within Indonesia’s decentralized administrative system, One-Stop Integrated Services (*Pelayanan Terpadu Satu Pintu* [PTSP]) represents an important instrument for improving licensing and nonlicensing services. Its implementation is based on Law Number 25 of 2009 concerning Public Services, Government Regulation Number 96 of 2012, and DKI Jakarta Provincial Regulation Number 12 of 2013 concerning the Implementation of PTSP. These regulations aim to provide citizens and business actors with convenience, procedural certainty, transparency, and faster completion of administrative services. In DKI Jakarta, PTSP services are supported by JakEVO, a digital platform managed by the Provincial Investment and One-Stop Integrated Services Office. The platform facilitates electronic submission, verification, monitoring, and issuance of licensing and nonlicensing documents while transparently displaying applicable requirements and fees (Isnawati et al., 2025; Mustomi, 2025; Sihombing et al., 2023). Consequently, PTSP represents both an institutional integration policy and a digital government initiative (Cipta et al., 2026; Juniyengsi & Jabbar, 2026; Wong et al., 2026).

The implementation of this policy at the Cipayung District Investment and One-Stop Integrated Services Management Unit (Unit Pengelola Penanaman Modal dan Pelayanan Terpadu Satu Pintu [UP PMPTSP]), East Jakarta, presents more specific administrative challenges. The unit provides various services, including business identification numbers, professional practice licenses, building approvals, land-use information, and administrative recommendations through both face-to-face and digital channels. However, preliminary evidence reported in the research manuscript indicates that service delivery remains

constrained by network or server disruptions, inadequate supporting equipment, an imbalance between employee capacity and application volumes, disparities in employee competencies, limited public understanding of digital procedures, and dependence on confirmation from technical regional agencies. These conditions are particularly relevant because only 72.78% of Indonesians aged five years and older accessed the internet in 2024, with access reaching 79.13% in urban areas but only 63.71% in rural areas (Statistics Indonesia, 2025). Therefore, the expansion of digital services must continue to be accompanied by accessible assistance mechanisms and reliable offline alternatives (Botelho, 2021; Lannquist & Tan, 2023; Putrevu & Mertzanis, 2024; Williams et al., 2016).

Previous international research has established that digital government creates public value when it strengthens service quality, administrative efficiency, openness, ethical governance, citizen trust, and social well-being. Through a comprehensive literature review, Twizeyimana and Andersson (2019) found that the value of e-government cannot be assessed solely based on the presence of technology because its ultimate value depends on the outcomes experienced by citizens and government institutions. Similarly, Mergel et al. (2019) demonstrated that successful digital transformation requires organizational and cultural change rather than isolated technology adoption. These studies provide a relevant conceptual foundation for examining JakEVO-supported One-Stop Integrated Services (Pelayanan Terpadu Satu Pintu [PTSP]) because improvements in service speed and accessibility may remain limited when institutional authority, employee competencies, interagency coordination, and organizational commitment are not strengthened simultaneously.

Research conducted in Indonesia has identified similar implementation challenges in various regional contexts. Ismowati et al. (2020), in their examination of PTSP implementation in North Jakarta, found that integrated service performance was influenced by clarity of authority, organizational arrangements, human resources, communication, and supporting facilities. Santosa et al. (2022) reported that integrated services in Bekasi Regency and Bekasi City continued to experience communication problems and procedural complexity because numerous derivative technical policies were not effectively understood by service users. Meanwhile, Sayogi and Suhardono (2023) found that the implementation of the Online Single Submission system in East Java depended on institutional readiness, collaboration among policy actors, and community participation. Subsequent research on electronic licensing has also highlighted the importance of leadership support, infrastructure, socialization, staff capacity, and coordination in sustaining digital public services. Collectively, these studies demonstrate that integrated licensing systems provide significant benefits but remain vulnerable to organizational and implementation barriers.

Despite these contributions, several research gaps remain. First, much previous research has examined PTSP or Online Single Submission services at the provincial, municipal, or regency levels, while empirical evidence regarding policy implementation at the district-level Unit Pengelola Penanaman Modal dan Pelayanan Terpadu Satu Pintu (UP PMPTSP) remains limited. Second, existing studies commonly discuss digital licensing, organizational capacity, or service quality separately, resulting in insufficient explanations of how communication, resources, implementer disposition, and bureaucratic structure interact within a hybrid service environment. Third, studies conducted in other administrative jurisdictions cannot fully explain the institutional characteristics of Cipayung District, including service volume, applicant

characteristics, dependence on technical agencies, and the utilization of JakEVO alongside face-to-face services. Finally, previous research has rarely formulated context-specific recommendations that simultaneously address digital system reliability, employee capacity, delegation of authority, public assistance, and interorganizational coordination.

Addressing these gaps is urgent because failures in district-level implementation directly affect citizens' access to essential administrative documents and business actors' ability to obtain legal certainty. Network interruptions, unclear requirements, delayed technical recommendations, and insufficient staff capacity may increase transaction costs, prolong service completion, reduce public trust, and weaken the expected contribution of PTSP to investment and local economic activity. The novelty of the present research lies in its integrated assessment of PTSP implementation at UP PMPTSP Cipayung District through the four interrelated dimensions of Edward III's policy implementation framework: communication, resources, disposition, and bureaucratic structure. The research also positions these dimensions within the contemporary context of hybrid public service delivery, where JakEVO-based processes coexist with direct assistance and continuous coordination with regional technical agencies. This approach enables the study to evaluate not only whether the policy has been implemented but also why implementation achievements and constraints occur at the operational level.

Based on this background, the research aims to examine the implementation of the One-Stop Integrated Services (*Pelayanan Terpadu Satu Pintu* [PTSP]) policy in improving the quality of public services at UP PMPTSP Cipayung District, East Jakarta. Specifically, it seeks to evaluate policy communication, identify the adequacy of human resources and supporting facilities, examine the disposition and commitment of internal and external implementers, assess the bureaucratic structure and coordination between UP PMPTSP and relevant technical agencies, and identify the principal supporting and inhibiting factors. The study is expected to contribute theoretically by extending policy implementation analysis to district-level hybrid public services and empirically by providing evidence concerning the operation of JakEVO-supported licensing and nonlicensing services. Practically, its findings may support the DKI Jakarta Provincial Government and UP PMPTSP in strengthening authority delegation, employee competencies, infrastructure reliability, procedural communication, public assistance, interagency coordination, and continuous monitoring. For citizens and business actors, the resulting recommendations are expected to promote services that are faster, more transparent, accessible, accountable, and responsive to diverse user capabilities.

METHOD

The research activity of the Domestic Government Professional Program at the Institute of Domestic Government (IPDN) for the 2026 Fiscal Year was conducted at UP PMPTSP Cipayung District, East Jakarta, DKI Jakarta Province. This study employed a qualitative approach to obtain an in-depth understanding of the implementation of DKI Jakarta Provincial Regulation (*Peraturan Daerah* [PERDA]) Number 12 of 2013 concerning One-Stop Integrated Services (*Pelayanan Terpadu Satu Pintu* [PTSP]). This regulation aims to provide convenience and certainty for the community in obtaining licensing and nonlicensing services.

The study used a descriptive qualitative research method. According to Sugiyono (2009), descriptive research examines problems related to the existence of independent variables. This approach was applied to explore how the PTSP policy was implemented in public service delivery at Cipayung District, East Jakarta. The research adopted a case study design focusing on the One-Stop Investment and Integrated Service Management Unit (Unit Pengelola Penanaman Modal dan Pelayanan Terpadu Satu Pintu [UP PMPTSP]) of Cipayung District. The case study was conducted to gain a comprehensive understanding of integrated service policy implementation and to support decision-making processes.

The research focused on policy implementation in the field of one-stop integrated services by applying public policy and organizational theories as analytical references. The use of multidisciplinary perspectives was intended to strengthen the analysis and provide a broader understanding of the factors influencing PTSP implementation.

Research activities at UP PMPTSP Cipayung District, East Jakarta, focused on the implementation of public services, particularly the processes of licensing and nonlicensing services provided to residents and business actors. The study also examined the utilization of digital service systems, such as the JakEVO platform, and assessed community and business actor satisfaction with the services provided.

The technical implementation of the research activities at UP PMPTSP Cipayung District, East Jakarta, DKI Jakarta Province involved direct engagement with relevant officials. The research activities were received by the Deputy Head of Cipayung District and the Head of UP PMPTSP, as presented in the following figure.



Figure 1. Research Activities of UP PMPTSP Received by the representative of the Cipayung Sub-district and Head of Investment Management Unit and One-Stop Integrated Services

Source: Processed Researcher

Based on discussions with the Deputy Head of East Jakarta District, Mr. Beni Haribowo, and the Head of the Investment Management Unit and One-Stop Integrated Services (Unit Pengelola Penanaman Modal dan Pelayanan Terpadu Satu Pintu [UP PMPTSP]), Mr. Tri Jaya Karel, the improvement of public services through the JakEVO (Jakarta Evolution) application was identified as an important initiative in supporting digital licensing and nonlicensing services. JakEVO is the official digital platform of DPMPTSP DKI Jakarta that facilitates online permit and nonpermit applications within the DKI Jakarta area, including subdistrict-level services such as those provided in Cipayung District, East Jakarta. Through the JakEVO web platform and the JAKI application, residents can submit business license applications and administrative requests without visiting the PTSP office directly.

The advancement of information and communication technology has provided opportunities for the government to optimize public service delivery through digital transformation. The utilization of information technology has improved service efficiency, transparency, accessibility, and effectiveness. The DKI Jakarta Provincial Government has continuously sought to improve the quality of One-Stop Integrated Services in Cipayung District, East Jakarta, particularly because licensing services are among the most frequently accessed public services by residents. Licensing requirements are essential for various activities, including building construction, business operations, healthcare practices, and other community activities.

The Investment and One-Stop Integrated Services Office (Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu [DPMPTSP]) is responsible for providing licensing and administrative services, including licensing assistance, information services, and recommendation letters. At the Cipayung District Office, East Jakarta, services provided include population administration services, such as the issuance of identity cards (Kartu Tanda Penduduk [KTP]), family cards (Kartu Keluarga [KK]), birth certificates, and death certificates, as well as assistance related to building permits and business location permits. These services represent the government's commitment to providing accessible administrative support at the subdistrict level.

The primary responsibility of government employees and bureaucrats is to provide optimal services that meet community expectations. Therefore, service providers are expected to demonstrate professionalism, responsiveness, and accountability in delivering public services. The implementation of digital platforms such as JakEVO and continuous improvement of service procedures are part of institutional efforts to enhance public service quality and strengthen community satisfaction.

RESULTS AND DISCUSSION

From the results and discussions that have been explained, the Investment and One-Stop Service Management Unit (UP PMPTSP) of Cipayung District, East Jakarta, the implementation of the One-Stop Integrated Service policy is carried out through administrative coordination, service supervision, and integration of face-to-face and online systems. In implementing the implementation of the policy of improving the quality of public services, it is preceded by a change in the paradigm of a clean and serving bureaucracy, and an improvement in the quality of Apparatus Human Resources through the preparation of human resource competency standards for public service providers. The competence of Apparatus

Human Resources, which is an accumulation of *sub-variables* of education/training level, number of years of work experience, and service variety, are determinants of the quality of public services. As an improvement in the quality of public services, *the mindset* of human resources of the apparatus needs to be adjusted to this paradigm. Integrated services are a concern in strengthening public servants so that procedures need to be carried out comprehensively and coordinated, therefore sectors and agencies that have authority related to the implementation of procedures are obliged to make improvements to achieve reform goals. The implementation of the one-stop integrated service policy is seen from a *normative* point of view, as the authority to move, harmonize, harmonize, and balance specific or different activities, so that everything is directed at achieving certain goals at a predetermined time. From a functional point of view, coordination is carried out to reduce the negative impact of specialization, and to make effective the division of labor James G. March and Herbert A. Simon in *Organization* (1958) and *Organization Theory* (1992), linking organizations in *day-to-day* adjustments, and the process of achieving a goal among interrelated goals. Terry (1959) divides coordination into *internal coordination* and *external coordination*. Government coordination (Ndraha, 2003) is defined as a process of mutual agreement by binding various activities or elements related to the dimensions of time, place, components, functions, and interests, between the government and the commanded, so that both parties are directed towards one jointly determined government goal, and the success is not tainted by the other party. Furthermore, Ndharu (1989:48) stated that coordination means on one's own initiative informing things that are considered necessary through the available communication media, so that there is agreement and integration and harmony. The implementation of the PTSP policy needs to be carried out comprehensively and coordinated, therefore sectors and agencies that have authority related to the implementation of procedures are obliged to make improvements in order to achieve the goals of serving the community. Public Service Policy One-Stop Integrated Service System in organizational governance that prioritizes the quality of service to the community so that it reflects a complete form of service in order to improve the quality of public services and the effectiveness of achieving the performance of an institution. The policy taken by Cipayung District, East Jakarta, to immediately implement the PTSP policy. By implementing the One-Stop Integrated Service, it can be seen as follows:

- 1) Cipayung District, East Jakarta in implementing the One-Stop Integrated Service policy by evaluating public services, this is to facilitate coordination with related technical units. There are concerns due to strong political impetus and limited existing human resources and the inability of local government resources to implement the One-Stop Integrated Service policy.
- 2) The problems faced by the Jakarta Government related to less binding regulations are unclear, incomplete and inconsistent. Related to incompetent resources, inadequate bureaucratic structure, this is hoped to be overcome with joint commitment from leaders and implementers as well as support from adequate human resources.
- 3) The scope of public services is very broad, including the implementation of *public good* and *public regulation* and is carried out based on the principles of good *governance*. The commitment of the Governor of DKI Jakarta by issuing the Governor of DKI Jakarta Province Regulation Number 281 of 2016 dated January 3, 2017, BPTSP DKI Jakarta

Province officially changed its name to the DKI Jakarta Province Investment and One-Stop Integrated Services Office (DPMPTSP), to improve services to the community.

- 4) To realize a clean and professional bureaucracy, it must be followed up with various strategies including system improvement and improvement of quality public services.

The strategy must then be followed by practical and rational steps that allow the government system to run effectively and efficiently, including improving the quality of public services with the goal of realizing public services that are simple, transparent, precise, affordable, complete, reasonable, and fair, through one-stop integrated services, therefore it is necessary to carry out efforts to reform the service bureaucracy, especially licensing and non-licensing services that originally existed in several technical units, within the framework of implementing the function of public regulation. The government establishes laws and regulations in the field of licensing services, including regulating the establishment of one-stop integrated licensing service institutions (PTSP) and simplifying licensing services, for the purpose of improving the quality of licensing services in the regions.

The theory of policy implementation by George C. Edward III states that the success of the implementation of a policy is influenced by four main variables that are interrelated namely **Communication, Disposition, Resources and Bureaucratic Structure as follows:**

1. Communication Policy

The policy implementation model according to Edwards III (1980), states that policy communication is one of the aspects that affect policy implementation. For implementation in policy communication, it includes the transmission of policies to implementers, clarity and consistency in communicating policies to implementers to support activities in PTSP. **Transmission:** In the implementation of the PTSP policy in Cipayung District, East Jakarta, it is necessary to transfer the policy, namely the DKI Jakarta Regional Government. The one-stop integrated service policy is with the Regional Regulation (PERDA) of DKI Jakarta Province Number 12 of 2013 concerning the Implementation of One-Stop Integrated Services (PTSP). Contained in Article 3 paragraph (1) The purpose of implementing PTSP is to provide convenience and certainty for the community in obtaining licensing and non-licensing services. agencies that have the authority of Licensing and Non-Licensing whose management process starts from the application stage to the stage of issuing documents that are carried out in one place. The implementation of the PTSP system requires that institutions be given authority and the licensing process starting from the application stage to the issuance of permits is carried out in one place.

The problem in the delegation of authority was responded to by the government with the issuance of a Joint Circular Letter (SEB) of the Minister of Home Affairs, the Minister of State for State Apparatus Empowerment and Bureaucratic Reform, and the Head of the Coordinating and Investment Agency (BKPM) dated September 15, 2010 concerning the Synchronization of the Implementation of Investment Services in the Regions. In principle, this joint SE asks the Governor and Regent/mayor to immediately fully delegate the authority to grant licensing and non-licensing to PTSP, as a public service organization PTSP should be equipped with authority without authority, then the service function will not run. The Government's high commitment in realizing excellent services is reflected in the enactment of Law Number 25 of 2007 concerning Investment, Law Number 25 of 2009 concerning Public Services, Regulation of the Minister of Home Affairs Number 24 of 2006 concerning Guidelines for the

Implementation of One-Stop Integrated Services and Regulation of the Minister of Home Affairs Number 20 of 2008 concerning Organizational Guidelines and Work Procedures of Integrated Licensing Service Units in the Regions, then in line with this commitment and as an effort to eliminate abuse of authority in the implementation of policies and technical implementation of licensing and non-licensing services in each SKPD/UKPD Province of the Special Capital Region of Jakarta to integrate into one management, PTSP was formed. The establishment of PTSP is expected to respond to the demands of the community as well as realize the Province of the Special Capital Region of Jakarta as a service *city* and at the same time a benchmark in ease of use. Implementers take very loose action in interpreting and implementing policies. If a policy conflicts with the choices of the implementers, then they will have a tendency to use their discretion to ignore and distort it, inconsistencies as well as ambiguity stemming from the increasing number of competing interests that seek to influence the implementation of the policy. Sources are an important factor in implementing public policies, important sources include:

- 1) adequate staff and good skills to carry out their duties, the authority and facilities necessary to translate proposals on paper to carry out public services. Staff are the most important resource in implementing policies because they are the implementers of policies in the field. In this case, they must be sufficient in number and must have the necessary skills to implement policies.
- 2) The information referred to here is: a) information on how to implement a policy. Implementers need to know what is being done and how they should do it. Thus the policy implementers must be given instructions to implement the policy. b) Data on the compliance of other personnel with government regulations is as follows:
 - a) Lack of knowledge.
How to implement policies due to lack of information has several direct consequences.
 - 1) Some responsibilities will not be fulfilled or cannot be fulfilled in a timely manner.
 - 2) Inefficiency. Limited authority or lack of authority in carrying out a policy can be an obstacle.
 - b) Facilities
Physical facilities are important sources in implementation because they are a supporting factor for the implementation of a policy. The tendency or tendency behavior of policy implementers is the third factor that has important consequences for effective policy implementation.
 - c) Flexibility of subtle means hinders implementation, bureaucratic structure is one of the processes in achieving goals. In the implementation of policies has a significant influence on improving public services. One of the important structural aspects of every organization is the existence of standard operational procedures that can be a guideline for every implementer in acting.

Disposition (Tendency of Attitude of Internal Parties and External Parties).

The policy implementation model according to Edwards III (1980), effective policy implementation can be understood and analyzed using various policy implementation models and in public policy studies there are many policy implementation models including the public policy implementation models of Van Meter and Van Horn (1975), Edwards III (1980), Grindle (1980), Mazmanian and Sabatier (1983) and so on. The various policy implementation models,

some are relatively abstract and some are relatively operational. This study does not intend to assess which of these models is good. The use of a particular model is more based on the need for analysis alone, depending on the complexity of the policy problem being studied and the purpose of the analysis itself. The more complex the policy problem and the deeper the analysis carried out, the more a theory or model that is relatively operational, namely a model that is able to explain the focus of the analysis. The implementation of the One-Stop Integrated Service policy in Isayang District, East Jakarta is supported by several related parties as follows:

- 1) Internal parties include the Mayor of East Jakarta, leaders and implementers at the DKI Jakarta Provincial Government.
- 2) External parties include academics, NGOs and community leaders who care about public services.

Parties who have a direct or indirect interest in the policy can be clearly accepted so that they know the purpose, purpose, objectives and substance of the public policy. The implementation instructions must not only be understood but also clear. Often the instructions forwarded to the implementers are vague and do not specify when or how a program will be implemented. If it is not clear, the policy implementers will not know what should be prepared and implemented so that the policy objectives can be achieved effectively. The tendency of the implementer's attitude will affect the implementation of the policy that has been determined. The implementation of having a negative choice openly will cause an attitude against the objectives of the

At the beginning of the implementation of the One-Stop Integrated Service (PTSP) policy in Cipayung District, East Jakarta, there were many challenges that SKPDs felt that their activities were taken away so that there were pros and cons between PTSP and SKPD.

One-Stop Integrated Services in Cipayung District, East Jakarta face difficulties in policy implementation, from the services attached to SKPD/UKPD are united into one door, this takes time for socialization even though the function of the technical SKPD/UKPD is still attached, the leaders and implementers in the DKI Jakarta Provincial Government take a stance to continue to be committed to implementing the PTSP policy as a strategy to take improvement steps.

Resources

Human Resources (HR)

The policy implementation model follows Edwards III (1980), Effective policy implementation can be understood and analyzed using various policy implementation models. Human Resources is one of the most important factors that cannot even be separated from an organization, both institutions and companies. Human resources are also the key that determines the development of the organization.

In essence, the Jakarta Regional Government faces obstacles to human resource competence in implementing policies in PTSP as a driver to achieve organizational goals in implementing policies. In overcoming the lack of human resource competence in providing services to the community, the Jakarta Government takes steps by providing education and training. The shortage of human resources who have expertise is in line with the concept from Edwards III (1980) that new policies tend to face problems in policy implementation, among others, due to the lack of human resources who have adequate professional and accountable

skills. Policy implementation requires the willingness of personnel to change activities that partially serve in several SKPDs/UKPDs into one door.

This policy needs time to make changes in its implementation, so according to Edwards III, it tends to face obstacles to the scarcity of human resources who understand the policy and should be supported by its implementation guidelines. Thus, what happens in the implementation of PTSP to improve public services, implementers in local governments to implement it because the structure of the PTSP Organization in the sub-district has two forms, namely the Integrated Sub-district Administration Service (PATEN) and the One-Stop Integrated Service (PTSP) because the central government's policy is not clear in making the policy "Local governments can form PTSP" so that in the implementation of policies in the regions interpret them differently.

Sources of Facilities and Infrastructure/Physical Facilities

The policy implementation model according to Edwards III (1980), stated that the resources of facilities and infrastructure are one of the factors that affect policy implementation, can be understood and analyzed using various policy implementation models. Physical facilities are an important factor in policy implementation. The implementer may have sufficient, capable and competent staff, but without supporting facilities (facilities and infrastructure), the implementation of the policy will not be successful. This can be a supporting and inhibiting factor or positive/negative value in the eyes of customers. The Jakarta Regional Government already has an information system (IT) to support services to the community, so people can register permits and non-permits at their respective homes so that they can save time in providing services. The success of the policy implementation process is highly dependent on the ability to utilize available resources. Humans are the most important resource in determining the success of the implementation process. But apart from human resources, other resources that need to be taken into account are also financial resources and time resources. These three resources will support each other in the implementation of a policy. "In line with this, the DKI Jakarta Government where licensing and non-licensing services are one of the mandatory affairs that must be held. Therefore, it is necessary to increase its competitiveness, including through the implementation of One-Stop Integrated Licensing Services (PTSP).

Cipayung District serves licensing and non-licensing with IT by accessing <https://linktr.ee/PTSPKecamatanCipayung>, to encourage an improvement in the quality of services to the community. In line with the existence of PTSP in the DKI Jakarta Government and the authority to process licensing, the authority to serve permit and non-service permit applications is the authority of the local government.

Bureaucratic Structure

The policy implementation model follows Edwards III (1980), stating that bureaucratic structure is one of the factors that affect policy implementation. Bureaucratic structure factors include the scope of Service Standards (SP) and Standards Operating Procedures (SOP), separation of functions and coordination between PTSP and technical SKPD/UKPD. Bureaucracy is one of the institutions that most often and even as a whole is the implementer of activities. Even in certain cases, bureaucracy is created only to carry out a certain policy. Ripley and Franklin in Winarno (2005:149-160) identify six characteristics of bureaucracy as a result of observations of bureaucracy in the United States, namely:

- 1) Bureaucracy was created as an instrument in dealing with *public affairs*.
- 2) Bureaucracy is the dominant institution in the implementation of public policies that have different interests in each hierarchy.
- 3) Bureaucracy has a number of different purposes.
- 4) The function of the bureaucracy is in a complex and extensive environment.
- 5) The bureaucracy has a high survival instinct and it is rare to find a dead bureaucracy.
- 6) The bureaucracy is not a neutral force and is not under the full control of outsiders.

Based on the explanation above, understanding the structure of the bureaucracy is a fundamental factor for studying the implementation of public policies. According to Edwards III in Winarno (2005:150) there are two main characteristics of bureaucracy, namely: "*Standard Operational Procedure (SOP) and fragmentation*".

"*Standard operational procedures (SOPs) are a development of internal demands for the certainty of time, resources and the need for uniformity in complex and extensive work organizations*". (Winarno, 2005:150). The basic measure of SOPs or work procedures is commonly used to overcome general circumstances in various public and private sectors. By using SOPs, implementers can optimize the available time and can function to standardize the actions of officials in complex and widespread organizations, so that it can cause great flexibility and great similarity in the implementation of regulations. Based on the results of Edward III's research summarized by Winarno (2005:152) explained that: "SOPs are very likely to be an obstacle to the implementation of new policies that require new ways of working or new types of personnel to implement policies.

One-Stop Integrated Services (PTSP) is supported by adequate facilities, clear SOPs, and digital systems, but is often hampered by limited number of officers, internet network disruptions, and lack of understanding of procedures by some people, in detail seen from the **supporting and inhibiting aspects of PTSP** implementation are:

Supporting Aspects

The tendency of the attitude of support from the policy implementer is a supporting aspect of the implementation of the PTSP policy, because in the event that the implementation has the same attitude as the policy maker, the implementer will implement the policy in accordance with what has been outlined by the policy maker. Bureaucrats according to Edwards III (1980) have a homogeneous tendency and tend to attach importance to the organization, where the attitude of the implementer makes management in the implementation of policies among bureaucrats not so much a problem as long as the organizational leaders have a good attitude towards the policy and the organization benefits from the policies that have been implemented. Cipayung District, East Jakarta in implementing the One-Stop Integrated Service policy has become a positive response among the community and service provider implementers. Because in its implementation, the leaders and implementing staff are supported by the Mayor of East Jakarta and also from academics, so there is a positive tendency from policy implementers in implementing the One-Stop Integrated Service policy, thus there needs to be a commitment to leadership, delegation of authority and strengthening in improving public services.

Inhibitory aspects

For clarity, consistency in communicating policies and quality, policy transmission is an aspect that determines the implementation of policies that have been carried out. Incomplete

policy communication, unclear goals between the intended communicator and communicator and transmission to ineffective implementers will disrupt policy communication so as to cause multiple interpretations from existing policy implementers. In this case, the impact of the implementer can carry out activities that are not in accordance with what the policymaker wants so that it only leads to a waste of resources, on the other hand, the impact of activities that are expected by policy makers to be implemented is not followed up to be realized by the policy implementer. PTSP Cipayung District experienced technical obstacles in the implementation of the One-Stop Integrated Service policy, including: a) Network or Server Disruption: Connection obstacles or errors in electronic service applications (such as JakEVO in the DKI Jakarta area) that slow down the process of uploading documents or verifying licensing data. b) Limited Supporting Devices: Not all applicants are ready with adequate digital devices or understanding to access services independently from home. c) Employee Workload: The number of *front office* officers or *verifiers* is often not proportional to the volume of applications that come in during peak hours. d) Technical Coordination: Reliance on confirmation from the Regional Apparatus Work Unit (SKPD) or other technical agencies that sometimes extend the duration of the verification process of certain non-licensing documents. In the implementation of one-stop integrated services, it is necessary to conduct monitoring and evaluation as activities that are carried out in parallel throughout the policy process when policy implementation is monitored to ensure that the implementation of the policy is in accordance with the policy formulation, evaluation is needed to see the development of policy performance and is carried out in parallel on the implementation of the One-Stop Integrated Service policy, policy formulation and environmental conditions of policy development are formulated, and implemented. The results of the evaluation formulate whether the policy is continued or brings actual issues in the new policy or is reviewed the policies that have been carried out. The implementation of licensing and non-licensing services, the realization of fast, precise, cheap, easy, transparent, certain and affordable services. Strengthening excellent services through their roles and functions.

CONCLUSION

The results of this study concluded that the implementation of the One-Stop Integrated Services (*Pelayanan Terpadu Satu Pintu* [PTSP]) policy at the Investment and One-Stop Integrated Services Management Unit (*Unit Pengelola Penanaman Modal dan Pelayanan Terpadu Satu Pintu* [UP PMPTSP]) of Cipayung District, East Jakarta, had been implemented and demonstrated an improving trend, although several challenges remained. The implementation was supported by leadership commitment, the utilization of the JakEVO (Jakarta Evolution) platform to facilitate online licensing services, the application of the Integrity Pact to promote clean and transparent services, and the professionalism of service officers in delivering public services.

However, the effectiveness of PTSP implementation remained constrained by unclear policy communication, limited human resource competencies, inadequate information technology capabilities, incomplete supporting facilities, and structural fragmentation caused by coordination barriers between UP PMPTSP and related technical agencies. The delegation of authority for licensing and nonlicensing services had not been fully

optimized, resulting in continued dependence on technical agencies that could prolong the verification process.

Therefore, strengthening institutional capacity is required through clearer regulations on authority delegation, improvement of human resource quantity and competencies through recruitment and training, enhancement of service facilities, optimization of digital service integration through JakEVO and the Online Single Submission (OSS) system, and strengthening of coordination mechanisms among related institutions. Continuous monitoring and evaluation by the regional government are also necessary to ensure sustainable improvements in PTSP implementation.

This study was limited to the case of UP PMPTSP Cipayung District, East Jakarta. Therefore, future research is recommended to expand the research scope, involve broader regional contexts, and examine other variables that may influence the effectiveness of integrated public service implementation.

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