# EFFECTIVENESS OF THE IMPLEMENTATION OF PUBLIC SERVICES BASED ON THE ONLINE SINGLE SUBMISSION RISK BASED APPROACH (OSS-RBA) THROUGH THE ONE-STOP INTEGRATED SERVICE (PTSP) IN GIANYAR REGENCY

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## Abstract

This study aims to analyze the effectiveness of the Online Single Submission – Risk-Based Approach (OSS-RBA) policy implementation through the One-Stop Integrated Service (PTSP) in Gianyar Regency. The background of the study is based on the gap between the normative objectives of Bali Governor Regulation Number 46 of 2022, which emphasizes acceleration, transparency, and accountability of services, and the actual conditions on the ground, which still face technical, structural, and cultural obstacles. The research method used is descriptive qualitative, with data collection techniques through in-depth interviews, observation, and documentation studies. Data analysis was conducted using the Miles and Huberman interactive model through the stages of data reduction, data presentation, and conclusion drawing. The results show that the implementation of OSS-RBA has encouraged the digitalization of public services, but its effectiveness remains limited. Data from the Gianyar DPMPTSP for the 2021–2025 period shows fluctuations in the number of permit applications and the persistence of backlogs, indicating delays in administrative completion.. The main obstacles identified include low digital literacy among the public, limited capacity of civil servants, weak internet infrastructure in rural areas, and suboptimal policy dissemination. While some medium- and large-scale businesses benefit from the efficiency of the OSS-RBA, MSMEs and the general public face technical difficulties that lower public satisfaction. Overall, the implementation of the OSS-RBA in Gianyar Regency is still considered ineffective. To achieve fast, transparent, accountable, and inclusive public services, strengthening civil servant capacity, equitable distribution of digital infrastructure, and a more participatory policy communication strategy are needed. With these steps, the OSS-RBA has the potential to become a strategic instrument in improving the quality of public services in the region.
**Keywords:** Effectiveness, Public Service, OSS-RBA, PTSP, Gianyar

## A. INTRODUCTION

Public services are a tangible manifestation of the state's presence in responding to the needs of the community. The government, as the state administrator, has a responsibility to provide quality services, both in terms of speed, transparency, and accountability. The level of public satisfaction with the services provided is a benchmark for the success of government bureaucracy. In the era of decentralization, public services are also a crucial indicator in assessing the capacity of local governments to manage their autonomy responsibly (Tyasotyaningrum & Putri, 2021).

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Improving public services in Indonesia remains a challenge. Despite various reforms, service quality often fails to show significant progress. Public complaints include slow service delivery, complex procedures, and weak inter-agency coordination. These implications extend beyond declining public trust and impact regional competitiveness, particularly in the investment sector (Azizah, 2018).

To address these obstacles, the government developed a One-Stop Integrated Service (PTSP) system aimed at simplifying bureaucracy and improving the efficiency of public services. In Bali Province, this initiative was realized through the issuance of Bali Governor Regulation Number 46 of 2022 concerning the Implementation of Licensing and One-Stop Integrated Services. This regulation emphasizes the delegation of authority to regional apparatuses, specifically the Investment and PTSP Office (DPMPTSP), to carry out integrated, digital-based service and licensing functions through the OSS-RBA (Online Single Submission – Risk-Based Approach) system.

However, the implementation of this policy in Gianyar Regency still faces various obstacles. Research in various regions indicates that factors such as human resource capacity, availability of digital infrastructure, and policy dissemination to the public significantly influence the effectiveness of PTSP implementation (Setiawan et al. 2021). In Gianyar, several residents and businesses still experience difficulties accessing the OSS system and complain about a lack of assistance from service officers.

Furthermore, research by Febriani & Tauran (2024) shows that policy dissemination and low public digital literacy are major obstacles to the successful transformation of electronic-based public services in the regions (Febriani & Tauran, 2024). This aligns with the findings of Mamuri & Suryapuspita (2021), who stated that online information services in the regions are ineffective due to a lack of supporting infrastructure and trained human resources (Mamuri & Suryapuspita, 2021).

Other research also underscores the importance of internal organizational factors such as bureaucratic structure, implementer disposition, and inter-unit communication patterns as determinants of successful public policy implementation (Suhartoyo, 2019). If these factors are not addressed, the implementation of the One-Stop Integrated Service (PTSP) will become merely symbolic without providing a significant impact on service delivery.

In Gianyar Regency, the presence of the DPMPTSP as the technical implementer of Gubernatorial Regulation 46 of 2022 is expected to address the public's need for fast, transparent, and user-friendly services. However, evaluative reports and public complaints indicate that not all aspects of PTSP services are running optimally, especially in terms of procedural clarity, service speed, and the use of digital technology.

The realization of the One-Stop Licensing Service at the Gianyar Regency Investment and Integrated One-Stop Licensing Service Office (DPMPPTSP) is as follows:

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Table 1. Development of the Number of One-Stop Licensing Services at the Investment and Integrated One-Stop Licensing Service Office (DPMPPTSP) of Gianyar Regency During the Period 2021 to June 2025

| No | Year | Number of Permit Applications Submitted | Permits issued | Application rejected |
|---|---|---|---|---|
| 1 | 2021 | 5.907 | 5.974 | 9 |
| 2 | 2022 | 10.640 | 8.807 | 47 |
| 3 | 2023 | 21.565 | 19.869 | 35 |
| 4 | 2024 | 15.812 | 13.637 | 44 |
| 5 | 2025 | 4.421 | 7.266 | 0 |
| | Amount | 58.345 | 55.553 | 135 |

Source: Gianyar Regency Investment and One-Stop Integrated Licensing Services Agency (DPMPPTSP)

Table 1.1 shows that in 2021, the number of permit applications received was 5,907, with 5,974 permits successfully issued and 9 rejected. This number indicates a relatively stable start to the system's implementation. Entering 2022, the number of applications increased significantly to 10,640, but only 8,807 permits were issued, while 47 were rejected, indicating an increased workload and stricter administrative selection.

2023 saw the largest surge, with 21,565 applications received, nearly double the previous year. Of these, 19,869 permits were successfully issued, while 35 were rejected, reflecting the high enthusiasm of the public and business community for using PTSP services. However, in 2024, the number of applications decreased to 15,812, with only 13,637 permits issued. This decrease could be due to technical factors such as system disruptions, policy re-evaluations, or external factors such as economic dynamics. In 2025 (as of June), the number of applications received was 4,421, while the number of permits issued reached 7,266, indicating a backlog from the previous year or delayed completion of applications.

Cumulatively, from 2021 to mid-2025, the Gianyar Regency Investment and Integrated Licensing Service (DPMPPTSP) received 58,345 permit applications, issued 55,553 permits, and rejected 135 applications, all of which were complaints from the public regarding the required permit processing process.

The identified issues with the One-Stop Licensing Service at the Gianyar Regency Investment and Integrated Licensing Service (DPMPPTSP) from 2021 to June 2025 include:
1. The slow processing time for permits, especially business and building permits, is significantly slower than the service target.
2. Public and business owners continue to complain about the lack of clarity regarding procedures, costs, and processing times.
3. The public and MSMEs still rely on manual services, not online ones.
4. Many local businesses and the general public are unaware of Gubernatorial Regulation No. 46 of 2022 and its benefits.

These issues indicate a gap between the ideal objectives stipulated in Gubernatorial Regulation No. 46 of 2022 and the actual conditions on the ground. Therefore, in-depth research is needed to evaluate how this policy is implemented in Gianyar Regency, including identifying supporting and inhibiting factors. This research is crucial for providing constructive input to the local government in improving the quality of public services that are adaptive and responsive to community needs.

Based on this background and the current phenomena, the author is interested in conducting an in-depth study entitled "The Effectiveness of Implementing Online Single Submission Risk-Based Approach (OSS-RBA) Public Services Through One-Stop Integrated Services (PTSP) in Gianyar Regency."

## B. LITERATURE REVIEW

### Public Service and the Principle of Effectiveness

Public services are a concrete manifestation of the state's function in meeting the needs of the community, particularly in the areas of administration and licensing. The effectiveness of public services is determined by the extent to which they meet established standards, including speed, transparency, and public satisfaction. This concept of effectiveness is measured not only by achieving formal targets but also by the ability of public services to provide easy access and increase public trust in the government (Nuraini, 2021).

In the context of regional government, the effectiveness of public services is also related to the bureaucracy's capacity to manage human resources, technology, and regulations. Regional governments are expected to provide services that are simpler, clearer, and more accessible to all levels of society. Therefore, effectiveness is not only oriented towards achieving administrative outputs but also the resulting impact on the quality of social and economic life of the community (Katharina, 2021).

### Online Single Submission Risk Based Approach (OSS-RBA)

The OSS-RBA (Online Business License) is an innovation in licensing services that utilizes digital technology to expedite administrative processes. This system is designed to simplify licensing mechanisms with a risk-based approach, allowing services to be more adaptive to the characteristics of business activities. Through the OSS-RBA, business actors no longer need to face lengthy and complicated procedures, as most processes are conducted online and integrated (Rokhman et al., 2024).

In addition to simplifying bureaucracy, the OSS-RBA also aims to increase legal certainty and transparency in licensing services. The risk-based approach allows the government to provide differentiated treatment based on business categories, with low-risk businesses receiving greater flexibility, while high-risk businesses continue to undergo strict oversight procedures. This makes the OSS-RBA an adaptive system that maintains a balance between ease of doing business and protecting the public interest (Syarif, 2023).

### The Role of One-Stop Integrated Services (PTSP)

The PTSP exists as an institution that bridges the government and the public in the public service process, particularly in the licensing sector. The presence of the PTSP enables the public to obtain (Hutagalung, 2021).

In Gianyar Regency, the PTSP plays a strategic role in the implementation of the OSS-RBA system, as it serves as the frontline, directly liaising with permit applicants. The PTSP's role is not only to provide technical services but also to ensure that the public understands the procedures and benefits of the OSS-RBA. Thus, the presence of the PTSP strengthens the effectiveness of online system implementation by providing friendly, easy-to-understand services tailored to local needs (Noviyanti, 2023).

### Effectiveness of OSS-RBA Implementation through PTSP

The effectiveness of OSS-RBA implementation through the PTSP can be measured by the extent to which the system reduces bureaucratic barriers and increases public satisfaction. The integration of digital systems and face-to-face services at the PTSP creates a complementary combination. OSS-RBA functions as a digital instrument that accelerates processes, while the PTSP provides certainty and clarity of procedures through direct interaction. This synergy is key to achieving effective and efficient licensing services (Suyani & Laelatullaena, 2024).

Furthermore, the effectiveness of OSS-RBA implementation is also measured by its impact on the investment climate and ease of doing business in the region. With faster, more transparent, and integrated services, OSS-RBA through the PTSP is expected to increase regional competitiveness and positively contribute to local economic growth. This also demonstrates that technology-based public service innovations can be optimally implemented when supported by responsive and professional institutions (Kurniawan & Nugraha, 2025).

## C. RESEARCH METHODOLOGY

This study uses a descriptive qualitative approach to analyze the effectiveness of the Online Single Submission – Risk-Based Approach (OSS-RBA) system in the One-Stop Integrated Service (PTSP) in Gianyar Regency. This approach was chosen because it provides an in-depth overview of policy implementation, challenges faced by local governments, and public and business actors' perceptions of digital-based public services. The study was conducted at the Gianyar Regency Investment and One-Stop Integrated Service (DPMPTSP) Office, the implementing agency for Bali Governor Regulation No. 46 of 2022, with a planned four-month study period, from February to May 2025.

Research informants were determined through purposive sampling, intentionally selected based on their involvement in and knowledge of OSS-RBA implementation. Key informants included structural and functional officials at the Gianyar Regency DPMPTSP, such as the Head of the Office, the Head of the Licensing Division, and service officers; members of the public or business actors who had applied for permits through the OSS-RBA system; and individuals who had participated in the research. as well as related external parties such as representatives of MSME associations or village/sub-district officials involved in service facilitation.

The data used consisted of primary and secondary data. Primary data was obtained through in-depth interviews with key informants, direct observation of the service process at the PTSP, and documentation of service activities using the OSS-RBA. Meanwhile, secondary data was obtained from official documents in the form of regulations (Bali Governor Regulation Number 46 of 2022), DPMPTSP performance reports, statistical data on the number of permits for the 2021–2025 period, and previous research on digital-based public services. Several techniques were used to obtain the data, including in-depth interviews, observation, and documentation studies, ensuring a high level of completeness and validity.

Data analysis in this study was conducted using the interactive analysis model of Miles and Huberman (1994), which consists of three stages: data reduction, data presentation, and drawing conclusions or verification. Data reduction is carried out by sorting and focusing data relevant to the research objectives. Data presentation is done in the form of descriptive narratives, tables, and graphs. While drawing conclusions is done by paying attention to the relationship between data and verifying the findings with other sources. To ensure the validity of the data, this study uses source triangulation and method triangulation techniques. Source triangulation is carried out by comparing information obtained from DPMPTSP

officials, community permit applicants, and official documents, while method triangulation is carried out by comparing data from interviews, observations, and documentation studies.

## D. RESULT AND DISCUSSION

The implementation of the One-Stop Integrated Service (OSS-RBA) policy based on the Online Single Submission – Risk-Based Approach (OSS-RBA) in Gianyar Regency demonstrates interesting dynamics to examine, especially when linked to the ideal goals mandated by Bali Governor Regulation Number 46 of 2022. Research results obtained through in-depth interviews, observations, and documentation studies indicate that, in general, this policy has brought about significant transformations in terms of the digitalization of public services. However, the reality of implementation on the ground shows a gap between regulations and ongoing practices, so the effectiveness of OSS-RBA in improving the quality of public services is still not fully optimal.

In terms of service performance, statistical data from the Gianyar Regency DPMPTSP from 2021 to mid-2025 shows fluctuations in the number of permit applications, permits issued, and the number of rejected applications. 2023 saw the highest number of applications, at 21,565, nearly double the number in 2022. This demonstrates the enthusiasm of the public and businesses in utilizing PTSP services. However, not all applications were processed effectively, as only 19,869 permits were issued, while the remainder were delayed. A backlog was evident in 2025, when the number of permits issued (7,266) actually exceeded the number of new applications (4,421). This indicates that administrative processing is often delayed and does not align with the established service timelines.

From the perspective of utilizing OSS-RBA technology, this study found that although this system is considered more modern and efficient, the majority of the public, particularly MSMEs, still experience difficulties accessing and operating the system independently. Many prefer to visit the DPMPTSP office in person for assistance, thus the expected digital-based self-service principle has not yet been fully realized. This is exacerbated by technical obstacles such as system errors, central server disruptions, and difficulties uploading documents. These technical obstacles not only slow down the process but also undermine public trust in electronic-based public services.

Furthermore, from the policy dissemination perspective, the research results indicate that the majority of the public lacks an adequate understanding of Bali Gubernatorial Regulation No. 46 of 2022 or the OSS-RBA implementation procedures. Dissemination conducted by the DPMPTSP is largely formal, through circulars, official government websites, or limited outreach activities targeting specific groups. Most small business owners and the general public reported only learning about the OSS-RBA after directly experiencing the licensing process. The low level of digital literacy in society is further exacerbating this situation, so that policies that are expected to make things easier are actually perceived as new obstacles.

Another equally important aspect is human resource (HR) capacity and digital infrastructure. Interviews with DPMPTSP officials and technical staff revealed that a thorough understanding of the OSS-RBA mechanism remains unequal among officials. Training has been conducted, but its frequency and substance are insufficient to ensure all employees possess equal competency. Furthermore, internet network infrastructure in several areas of Gianyar Regency, particularly in rural areas, remains inadequate. This makes it difficult for the public to access the OSS-RBA online, preferring to visit the service counter in person. Therefore, the success of OSS-RBA implementation is determined not only by regulatory readiness but also by internal organizational capacity and external infrastructure support.

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From a public satisfaction perspective, this study found a significant difference in perception between medium-large businesses and micro and small businesses. Businesses with good digital literacy believe the OSS-RBA system is more efficient because it reduces time and clarifies licensing risks. However, for the general public, the OSS-RBA system is perceived as more complex because it requires technical skills they haven't yet mastered. Frequent complaints relate to a lack of clarity regarding fees, permit processing times, and frequently changing procedures. This has resulted in low levels of public satisfaction, which in turn has implications for declining public trust in local government services.

Overall, the results of this study confirm that the implementation of OSS-RBA in Gianyar Regency has not been fully effective in achieving fast, transparent, and accountable public services. Technical constraints, low public digital literacy, limited apparatus capacity, and weak policy socialization are the main factors hampering the optimization of this policy. Nevertheless, the potential of OSS-RBA to improve the quality of public services remains enormous if the local government is able to strengthen human resource capacity through continuous training, expand digital infrastructure coverage to rural areas, and improve socialization strategies with a participatory approach that is closer to the community. Thus, policy implementation is not merely symbolic, but actually provides real benefits for the community and the business world in Gianyar Regency.

Furthermore, the implementation of the OSS-RBA policy within the One-Stop Integrated Service (PTSP) framework in Gianyar Regency also needs to be examined through the perspective of public policy implementation theory. Referring to the Van Meter and Van Horn (1975) model, the effectiveness of policy implementation is influenced by several key variables: policy standards and objectives, resources, inter-organizational communication, implementing agent characteristics, socio-economic conditions, and implementer disposition. Regarding OSS-RBA, policy standards have been clearly formulated in Bali Governor Regulation Number 46 of 2022, which emphasizes acceleration, transparency, and risk management. However, the gap between normative standards and actual implementation is clearly evident when the community still faces technical obstacles and limited digital literacy. In other words, high policy standards are not fully balanced by technical readiness at the local level.

Resources, both human and technological, also play a central role. This study found that disparities in the competency of implementing officials in operating the OSS-RBA system persist. Officials who have received training tend to be more adaptable, while others still experience difficulties, slowing down the service process. This situation indicates that the internal capacity of the bureaucracy is not yet fully uniform. Furthermore, limited internet network infrastructure in rural areas adds to the complexity of the problem, widening the gap between people living in urban centers and those in peripheral areas. This aligns with the findings of the digital divide theory, which states that disparities in technology access will directly impact the unequal quality of digital public services.

Communication between organizations is also crucial. OSS-RBA implementation not only involves local governments but also requires coordination with central agencies, given that the system is managed nationally. The study results show that frequent technical disruptions at the central level (e.g., system errors or delays in data synchronization) directly impact service delivery in the regions. This situation demonstrates that vertical coordination still faces significant obstacles, ultimately leading to negative public perceptions of local governments, even though the root of the problem does not entirely lie with the local bureaucracy.

In terms of implementer disposition, this study demonstrates a strong commitment from officials at the Gianyar Regency DPMPTSP to providing the best possible service. This is

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reflected in the proactive efforts of employees to assist people experiencing difficulties accessing the OSS-RBA system, both through service counters and through technical assistance. However, this commitment often clashes with limited time, resources, and high workloads. In this context, it can be concluded that the goodwill of the local bureaucracy exists, but remains hampered by structural and systemic limitations.

From a good governance perspective, OSS-RBA implementation should support the principles of transparency, accountability, participation, effectiveness, and fairness. However, this study found that information transparency is still not fully perceived by the public, particularly regarding changes in procedures or technical requirements, which are often not widely disseminated. Accountability is also questioned when service delays are not accompanied by clear complaint and accountability mechanisms. Meanwhile, public participation in the policy process remains low, as the dissemination pattern is more top-down and formal, without involving the public in the formulation of implementation strategies. Thus, the principle of good governance is only a normative ideal and has not yet been fully realized in the practice of implementing OSS-RBA in Gianyar.

Furthermore, this study also highlights the fairness aspect of public services. In the context of the OSS-RBA (Regional Government Apparatus Empowerment and Development) system, digital-based services should provide equal access for all citizens. However, in reality, groups with low levels of education and limited digital literacy are increasingly marginalized. They face dual barriers: technical difficulties in using the system and limited infrastructure in their areas of residence. This creates the risk of digital exclusion, where certain groups are denied equal benefits from supposedly inclusive public policies.

Overall, this study confirms that the implementation of the OSS-RBA in Gianyar Regency is a progressive innovation, but still faces structural, technical, and cultural challenges. The digital transformation promoted through this system has indeed succeeded in increasing efficiency for some citizens, particularly medium- and large-scale businesses with superior technological capabilities. However, for other groups, the OSS-RBA has become an additional burden that reduces accessibility to public services. Therefore, the effectiveness of this policy can only be optimal if local governments seriously consider human resource capacity, the digital divide, policy communication strategies, and coordination mechanisms between levels of government.

## E. CONCLUSION

Based on research on the implementation of the One-Stop Integrated Service (PTSP) policy based on the OSS-RBA (Online Single Submission – Risk-Based Approach) in Gianyar Regency, it can be concluded that this policy has brought fundamental changes to the digitalization of public services. However, its effectiveness still faces various structural and cultural challenges. From a regulatory perspective, Bali Gubernatorial Regulation No. 46 of 2022 serves as a crucial legal framework, affirming the regional government's commitment to promoting fast, transparent, and accountable public services. However, implementation at the operational level has not fully aligned with the norms and ideal goals mandated by this regulation.

In terms of service performance, although the number of permit applications has shown an increasing trend, even peaking in 2023, a permit backlog persists, preventing service targets from being fully met. This indicates a gap between institutional capacity and the high demands of the public and the business world. While the use of OSS-RBA technology is considered more modern, it has not been able to accommodate the needs of all levels of society. Obstacles in the form of low digital literacy, technical difficulties in operating the

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system, and internet network constraints, especially in rural areas, are the main inhibiting factors in achieving the principle of digital-based self-service.

In terms of socialization, policy communication mechanisms remain formal and have not yet reached all levels of society. The low level of public understanding of OSS-RBA procedures indicates that public education efforts have not been optimal. Fourth, the human resource capacity of PTSP officials is also not fully prepared to face the complexity of this risk-based policy. Training is still limited and uneven, resulting in competency disparities among employees. This also impacts the quality of services provided, particularly in providing technical assistance to the public. Public satisfaction levels show significant disparities. Medium- and large-scale businesses with higher digital literacy tend to benefit from the OSS-RBA system, while micro, small, and general public feel burdened by the complex digital procedures. These differing perceptions indicate that policy implementation is not fully inclusive and continues to create gaps in access to services.

In general, the implementation of the OSS-RBA policy in Gianyar Regency can be said to be ineffective. This policy has created a foundation for modernizing public services, but in practice it still faces internal obstacles such as limited human resources and infrastructure, as well as external obstacles such as low digital literacy and weak policy socialization. The future success of this policy will be largely determined by the local government's ability to strengthen the capacity of its apparatus, expand the reach of its digital infrastructure, and develop a more participatory public communication strategy. With these corrective measures, the implementation of OSS-RBA has great potential to become a strategic instrument for realizing public services that are faster, more transparent, more accountable, and more adaptive to the needs of the community in Gianyar Regency.

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