

IMPLEMENTATION OF RISK-BASED BUSINESS LICENSING POLICY (OSS-RBA) AT THE ONE-STOP SERVICE AND INVESTMENT OFFICE OF PONTIANAK CITY

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Abstract

Business activities are very identical to the licensing process to obtain legality of business activities. In order to simplify the procedures, time, and costs of licensing services, the government has implemented e-government on the aspects of licencing services by issuing a Risk-Based Enterprise Licensing Policy through the OSS-RBA system. However, in the implementation process of this policy there are still problems so that implementation is not optimal. The problem raised in this study is the poor understanding of the entrepreneur to the use of the system, the socialization held by DPMPTSP Pontianak City is still ineffective, and still the low knowledge that the officials possessed by the DPMPsP Pontian City about using the OSS-RBA system. The purpose of this research is to know and analyze the implementation process of the policy of licensing attempts based on risk on DPMPSP Pontiaanak City. The methods used are descriptive qualitative research methods. Data is obtained through observation, interviews, documentation, and triangulation. This study uses the implementation theory of Donald S. Van Meter and Carl E. Van Horn. The results of the research show that implementation of a risk-based licensing policy on Pontianak City DPMPTSP is not optimal. This can be seen from the absence of the Operational Standards Procedures in service, the many features in the OSS-RBA system becoming an obstacle to the entrepreneur, the participation of entrepreneurs is still low to understand the use of the system, the lack of knowledge and skills of some staff on how the system works, training of staff uneven, and ineffective socialization programmes.

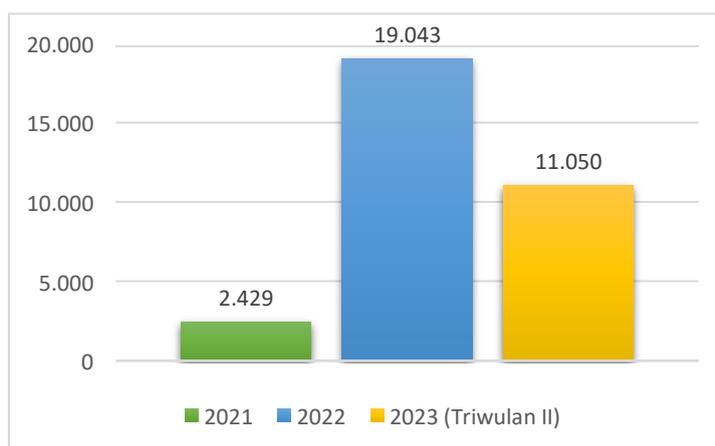
Keywords: implementation, OSS-RBA Policy, DPMPTSP, E-government.

Introduction

In today's era of globalization, very rapid growth is taking place in the telecommunications and information technology sectors, and these developments affect all aspects of life, especially in the field of public administration. E-Government

has become an innovation in public administration as an attempt to use telecoms and information technologies to increase transparency, efficiency, effectiveness and accountability of governments in providing superior public services. The definition of e-government according to the OECD (2003) is the use of information and communication technology development in achieving good governance by using the Internet as a tool. Meanwhile, according to UNDP (2003) E-Government is an attempt to use information technology by the government in creating an application its purpose to facilitate all government affairs. E-Government prospects to create an effective and efficient culture of performance in government administration as well as building interaction with the public (Suaedi & Wardiyanto, 2010). Risk-based licensing policy is one of the forms of e-government application to the aspects of administrative services by the government to the corporate community, aimed at simplifying the procedures, time, and cost of licensed services. The Online Single Submission Risk Based Approach (OSS-RBA) is a web-based licensing system that is used to assist the public in the process of filing, complaints, and business licenses which will be followed up by decision makers. The Online System of Single Submission Risk Based Approach (OSS-RBA) is based on Government Regulations on Risk-Based Enterprise Licensing No. 5 of 2021. According to section 3 of Government Regulation No. 5, 2021, the purpose of this risk-based licensing is to: “to improve the investment and business ecosystem through the issuance of Enterprise licences more simply and effectively; and to implement a transparent, structured and accountable supervision of business activities in accordance with the provisions of the applicable laws”.

Figure 1 Total Business Permissions through OSS-RBA (online single submission risk based approach) 2021-2023



Source: DPMPTSP Pontianak City, processed by researchers 2023

Based on the above data, the number of business licences in the Capital Plantation Service and the Pontianak City PTSP has experienced a significant increase after the risk-based licensing policy through the OSS-RBA application was

implemented by the end of 2022. It can be concluded that in implementing the issuance of business permits in a simpler and more effective way the benefit can be felt by the society of the entrepreneur. In addition to focusing on improving the implementation of issuing business permissions more simple and effective, this policy is prepared to regulate the existence of permits already obtained through supervision. Self-monitoring is divided into two: routine supervision and incidental supervision. Routine monitoring through the report of the entrepreneur is usually known as the Capital Plantation Activity Report (LKPM) contains the realisation of the capital plantation budget of the enterprise and labor force, compliance inining safety and the living environment. The entrepreneurs are obliged to report the Capital Plantation Activity Report (CAP) every three months and there are even twice three months depending on the risk of their business activities.

Given the importance of the Capital Plantation Activity Report (CAPR), both the authorities and the entrepreneurs should coordinate each other on the matter of the capital plantation activity report. However, in the process of its implementation, there are still many enterprises that have been found not to report on the activities report. (LKPM). This was also confirmed by one of the officials of the Capital Plantation and Integrated Service One Door Pontianak City. Based on the results of pre-research shows that there are still many entrepreneurs who do not report on the Capital Plantation Activity Report (LKPM) for some reasons such as lack of understanding of the reporting methods to not know the timing of reporting. Bearing in mind that the perpetrators receive assistance in support and guidance when using the system by the Service officer for reporting purposes. It is a warning to the businessman if he does not report.

In addition, the main tasks and functions of the Department of Capital Plantation and Integrated Services of Pontianak City One Door in implementing the policy of maintenance of licences seeking to be risk-based, namely by socializing the content of the policy to the Society. However, the socialization organized by this agency focuses only on the introduction of the system for the registration stage of enterprise activities not accompanied by the reporting method of Reporting Capital Planting Activities (LKPM).

The research was conducted to look at the implementation process of risk-based business licensing policy through the Online Single Risk Based Approach (OSS-RBA) system at the Capital Plantation and Integrated Services Service Unit of Pontianak City with a focus on research on individual entrepreneurs in the area of the Pontianak City. Observations of previous research discussing the implementation of the single submission online system show that the licensing implementation processes are not fully optimized due to lack of human resources (Apriyani et al., 2022), the submission of information that is not fully acceptable to the Society becomes an obstacle in the process of implementation (Fadhilah & Prabawati, 2019), and the public environment where technology becomes a distinctive obstacle to the system application process. (Kusnadi & Baihaqi, 2020). For this purpose, the author carried out a different study in which the context of the research was the implementation of the policy of the OSS-RBA system while the previous research examined the policy on OSS 1.1. Further research is needed based on the exposure of the background, on the

extent to which the implementing process of the licensing policy seeks to be risk-based through the Online Single Submission Risk Based Approach (OSS- RBA) system with the title "Implementation of Risk-Based Enterprise Licensing Policy (OSRBA) in the Capital Plantation and Integrated Services Department of Pontianak City OneDoor".

METHOD

This research is research with a qualitative and descriptive approach. (Sugiyono, 2021). Qualitative research is a type of research aimed at explaining and analyzing events, phenomena, attitudes, social activities, thoughts, beliefs, perceptions, individually to within groups. (Sukmadinata, 2012).

Research location at the Capital Plantation and Integrated Services Unit of Pontianak City. The research was conducted from March to May 2024. The data sources used in this study include primary data and secondary data. Primary data obtained by the authors from the results of interviews and direct observations. Data from interviews with sources and results from observations of conditions, interviews conducted using guidelines for interviews that have been adapted to Van Metter's theory and Van Horn's objective to measure the success of policy implementation performance. Secondary data is supporting data obtained by the author from the website <https://pontianak.go.id/> and data from the service related to the number of permits attempted through the OSS-RBA system in 2022-2023.

Techniques of data collection in this research through interviews, observations, and literature studies, as well as the sources in this study are Father A and Father M as licensing department officers at the Department of Capital Plantation and Integrated Services One Door City Pontianak and three individual entrepreneurs from Rumangsa coffee shop, W Shoes, and private health clinics. The method of analysis in this study is interactive analysis with three components of analysis namely data reduction, data presentation, and conclusion drawing. (Sugiyono, 2021).

RESULT

The definition of public policy is the projection of a program of aims, values, and practices presented by Laswell and Kaplan in (Taufiqurokhman, 2014). In this case, public policy can be understood as an action by the government to raise public issues in the middle of the society and its actions have been predicted in such a way from practice to purpose. The definition of public policy according to Pressman and Widavsky inside (Winarno, 2011) is an assumption of initial conditions with predictable consequences. A policy implementation is an action that is carried out after the approval of a policy and the issuance of a regulation for implementation that covers the effort in organizing input to realize outputs to good outcomes for the community. Policy implementation is simply defined as the process of translating regulations into forms of action (Agustino, 2017). In its implementation, the implementation of policy is a very complicated practice and often contains political elements because it involves a variety of different interests. (Agustino, 2017). The policy implementation model proposed by Van Metter and Van Horn shows a

relationship between policy and performance that can be inferred from the relationship between the components of basic size and objectives, resources, communication and activities between executive agents, the characteristics of executive agencies, the social, economic, and political environment, and the attitudes and tendencies of executives. A policy may have been well implemented but failed to have an optimal and meaningful impact on the socio-economic interests of the people. Van Meter and Van Horn in (Ibrahim & Supriatna, 2019) concluded that there was a policy success (output), but not necessarily enough to produce a significant outcome for the socio-economic benefit. The explanation of such components can be understood as follows:

a) Basic size and target

This component refers to the importance of the factors that influence policy performance. Such performance becomes a parameter in assessing the level of measurements, content and goals that have been achieved. According to Metter and Horn in (Ibrahim & Supriatna, 2019), measurement and objectives are performance indicators that represent public policy success as a stage of policy implementation analysis as well as the measure and objective showing the overall objectives of public policy.

b) Resource

c) The ability to make use of existing resources greatly affects the success of the implementation process. These resources include human, financial, means and supplies that are interrelated and dependent on the implementation of a Decision to promote the successful implementation and effective policy.

d) Communication and activities between implementing agents

Coordination and communication are key factors in determining the success of policy implementation. The better the coordination and communication between the parties involved in the implementation, the less likely an error will occur, and vice versa, if coordination and communication are well established, it will have a good effect on the policy implementation process. In addition, in inter-organizational communication, the clarity of the size of the goal facilitates understanding, in addition to clarity in communication, accuracy and consistency or uniformity of information are needed.

e) Characteristics of the implementing agent

The bureaucratic structure of the implementing agency is inseparable from the characteristics of the implementing agent. In (Ibrahim & Supriatna, 2019) the bureaucratic structure of policy implementing agents as characteristics while norms and patterns of cooperative relationships within the organizational environment implement policies. Implementing agent characteristics are closely related to communication and resources.

f) Economic, social and political environment

Environmental influences need to be considered in the implementation of a public policy in the Metter and Horn perspective. How much influence does the external environment have in supporting the success of public policies that have been implemented. According to Meter and Horn, an unsupportive environment can

hinder the implementation process of a policy.

- g) The tendency of the implementing agent The last component that plays an important role in the success of policy implementation is the tendency of implementing agents. Identified in three influencing elements, namely cognition about policy content, direction of policy acceptance, and intensity of implementor responses.

The Business Licensing Policy has undergone several changes both in regulations and systems, first known as Electronically Integrated Business Licensing through the OSS system issued by the OSS Institution. This policy is a form of E-Government because this policy is in the form of a system. The impact of technology is very important in government institutions as known as E-Government, which is a government effort to improve services to the public more easily, quickly, cheaply, efficiently and effectively. E-Government implementation according to Norris (2008) in (Carlo et al., 2021) is divided into several forms, among others:

- 1) Government to Society: the right to information, management of state assets, and transparency from public officials.
- 2) Government to Business: interaction in the context of taxation, customs, liquidation of business entities, and issuance of business licenses
- 3) Government to other Governments: improvement in the efficiency of public officials and local governments in relation to the management and development of inter-departmental electronic information administration systems.

Until now, the OSS system has become a version that considers the risk level of a business called OSS-RBA. The development from OSS 1.1 to OSS-RBA is a form of government concern for the community of business actors who are classified as micro businesses so that they can more easily obtain their own business licenses. In addition, there are several things that are different from the two versions of OSS, including:

- 1) OSS-RBA is a system that changes the concept of licensing where requirements must be met in advance (*ex-ante*) to the concept of licensing requirements and verification can be done afterwards (*ex-post*).
- 2) In OSS-RBA, business licenses are differentiated based on risk and scale of business activity, while in OSS 1.1, the licensing concept is based on the amount of capital.
- 3) OSS-RBA excels in Norms, Standards, Procedures and Criteria (NSPK) while OSS 1.1 has no business licensing standards.
- 4) The difference in verification time is clearer in the OSS-RBA system because each type of license has a clear time standard that creates certainty for business actors, while in OSS 1.1 there is no standard processing time. This uncertainty can certainly hamper the activities of business actors.
- 5) OSS-RBA, all fees are paid online through the system, based on the provisions of Non-Tax State Revenue (PNBP) or retribution while OSS 1.1 still

has business licenses that must be applied for through the relevant Ministries or Institutions and / or regions, this causes the costs to be incurred not only paid through the OSS 1.1 system. From the above differences, it can be seen that OSS-RBA is superior to the previous version of OSS.

As for the problem that is the question in this study is how the process of Implementation of the Risk-Based Enterprise Licensing Policy (OSS-RBA) at the Pontianak Capital Plantation and Integrated Services Unit, based on the results of the author's pre-research with one of the officers of the Pontian Capital Planting and Integrative Services Unit Unit, Mr. Mardiansyah stated that: "There are still many found entrepreneurs who do not understand the reporting of the Capital Plantations Activities Report (LKPM), even some who did not see the report from the beginning of the business permit published. As for the fatal impact received by the negligent entrepreneur on the obligation to report the Capital Plantation Activity Report (LKPM) is the suspension of business permission until the withdrawal of business permit. Given that every time the reporting period enters, entrepreneurs will get an e-mail from the OSS Institution and if the entrepreneur does not understand how to report it is best to go to the local Capital Plantation Office office to ask for guidance. However, in the implementation, many entrepreneurs have even stumbled on the matter and when they have received a warning letter of delay reporting the new entrepreneur will take care of reporting of the Capital Plantation Activity Report (LKPM). If the process of recovery of suspended business permits is more complicated, then we strongly recommend that you pay more attention to the obligation." (wawancara Bapak M, pegawai PTSP, 20 November 2023). It depends on whether the problem lies in the size and purpose of policy, resources, characteristics of executive agency, communication and inter-executive activity, executive agent characteristics, economic, social, and political conditions, or in the tendencies of the executive. With this research, it is possible to identify obstacles to the implementation of the Risk-Based Enterprise Licensing Policy (OSS-RBA) at the Capital Plantation and Integrated Services Service Unit of Pontianak City. The results of the research were designed through six implementation components in accordance with the policy implementation process model of Van Metter and Van Horn, with the presentation as follows.

Implementation Process of Risk-Based Business Licensing Policy

a) Policy Measures and Objectives

The implementation of risk-based business licensing policies at the Pontianak City One-Stop Investment and Integrated Services Office is based on Government Regulation Number 5 of 2021 concerning the Implementation of Risk-Based Business Licensing and Government Regulation Number 6 of 2021 concerning the

Implementation of Business Licensing in the Regions. Meanwhile, at the level of the Pontianak City One-Stop Investment and Integrated Service Office, Standard Operating Procedures for guidelines in the implementation process in the regions still do not exist in accordance with regulations from the central government. However, the Standard Operating Procedures at the agency are currently in the process of being made and discussed with stakeholders related to business licensing.

With the clarity of the size and objectives of the risk-based business licensing policy regulated in government regulations to Pontianak city regional regulations, the implementation of this policy can be measured, the targets and objectives are clear so that failure in the implementation process can be avoided. Based on Government Regulation Number 5 of 2021 concerning the Implementation of Risk-Based Business Licensing, the purpose of implementing business licensing stated in Article 3 is to improve the investment ecosystem and business activities.

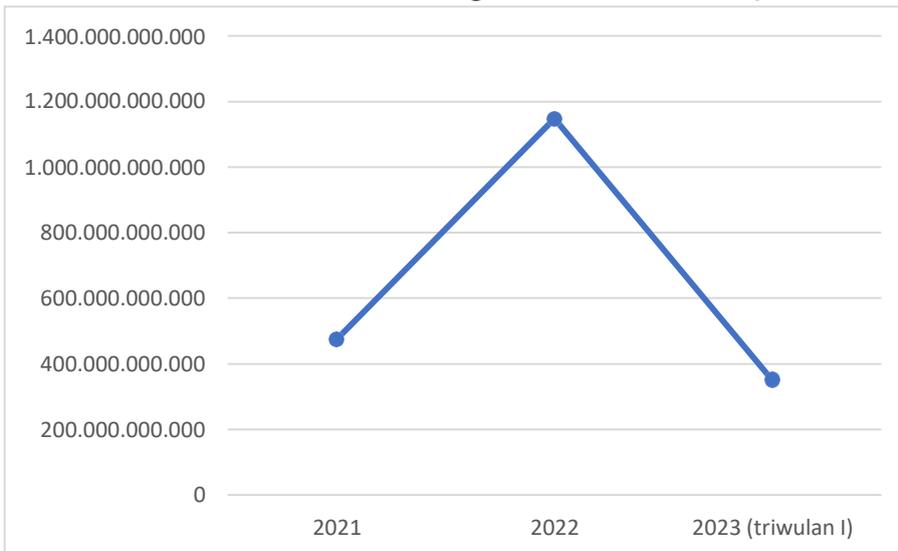
Table 1 Purpose of Licensing

No	Description
1	Implementation of Business Licensing issuance more effectively and simply
2	Transparent, structured, and accountable supervision of business activities in accordance with the provisions of laws and regulations.

Source: Government Regulation Number 5 of 2021

Since the implementation of the risk-based business licensing policy at the Pontianak City Investment and One-Stop Integrated Service Office at the end of 2022, investment reports in Pontianak City have increased significantly as shown in Figure 1.

Figure 1 Investment Report for the 2021-2023 Period



Source: DPMPTSP Pontianak City, processed by researchers 2023

The increase in the amount of investment in the initial 2021-2023 period which can show the benefits of this policy at the stage of applying for licenses for business actors can already be felt. With this change in the licensing application pattern, it contributes a lot to the value of investment in the region to increase.

b) Resources

The resources owned by the Pontianak City One-Stop Investment and Integrated Service Office are quite good, especially in facilities and infrastructure and financial resources in supporting the successful implementation of risk-based business licensing policies. In terms of its own human resources, the number of personnel for each field has been fulfilled, but the competence, especially in understanding the operation of the OSS-RBA system, is still lacking. The lack of experience and training owned by employees at the Pontianak City One-Stop Investment and Integrated Service Office is one of the factors inhibiting the success of the policy implementation process. Training and technical guidance that should be organized by the central government regarding the OSS-RBA policy to employees at the One-Stop Investment and Integrated Service Office is very rarely held.

As explained by Van Meter and Van Horn in (Winarno, 2011) that the type and level of resources provided by policy decisions will affect communication and implementation activities. The resources owned will greatly affect the performance of policy implementation such as in communication, if the implementing agent does not understand how the system works, it will affect communication with the community as a target group that requires guidance from the implementing agent.

c) Communication and Activities Between Implementing Agencies

Communication between implementing agents in the implementation of risk-based business licensing policies in Pontianak City is one of them in the form of a task force if there are reports of violations by business actors. Cooperation is established to investigate complaints from the public on violations committed by a business entity or individual place of business. With complaints from the public, the Pontianak city one-stop integrated service and investment office can make more efforts in maintaining the ecosystem of the business environment so as not to pollute the environment and commit violations that are detrimental to many communities. In responding to complaints from the public, all relevant agencies will go directly to the field with the reporting community to investigate and assess the feasibility of business activities.

In addition to communication between implementing agents at the government agency level, the Pontianak city one-stop integrated service and investment office also communicates with the community as business actors, namely by conducting socialization which is also an action plan for implementing the risk-based business licensing policy of the office as stated in Government Regulation Number 5 of 2021 concerning the Implementation of Risk-Based Licensing contained in article 311. The socialization carried out by the agency to business actors regarding how to use the system at the stage of applying for a business license, besides that when the socialization program was being carried out, the relevant agency also held a program in an effort to make it easier for business actors who did not yet have a business license to be able to register the legality of business activities at that time. The program is the Permit Pickup program, the permit pickup program is a program launched by the Pontianak City One-Stop Integrated Investment and Service Office which aims to make it easier for business actors to register business activities through the OSS-RBA system with direct assistance by employees with the requirement that business actors only need to have an NIP and NPWP.

d) Implementing Agent Characteristics

By design, the risk-based business licensing policy is delegated to the Investment and One-Stop Integrated Service Office. In the implementation of this policy implementation, it does require an important role from each agency because this policy covers many business fields, but the core agency that handles business license issues is the Investment Office which is shaded by the OSS Institution as an institution that regulates OSS-RBA system affairs. As explained in the basic measures and policy objectives, the Pontianak City One-Stop Integrated Investment and Service Office does not yet have a Standard Operating Procedure (SOP) as a guideline in organizing its activities. Standard Operating Procedure (SOP) is a device that regulates each stage of the work process and procedures

for certain activities. According to (Budihardjo, 2014) Standard Operating Procedures (SOP) is a guideline, how employees can carry out their work.

In addition to the need for clear Standard Operating Procedures (SOPs) in implementing a policy, competent implementing agents are needed in the Implementation of Risk-Based Business Licensing Policies at the Pontianak City One-Stop Investment and Integrated Services Office. From the results of the researchers' interviews with the two informants from the Pontianak City One-Stop Investment and Integrated Services Office, it can be seen that training on the use of the OSS-RBA system is still uneven and rarely carried out. Training has rarely been conducted and even in 2023 there was no training procurement by the central government regarding the use of OSS-RBA. It is understood that the government requires each implementing agent and the Community to be more independent in following system changes.

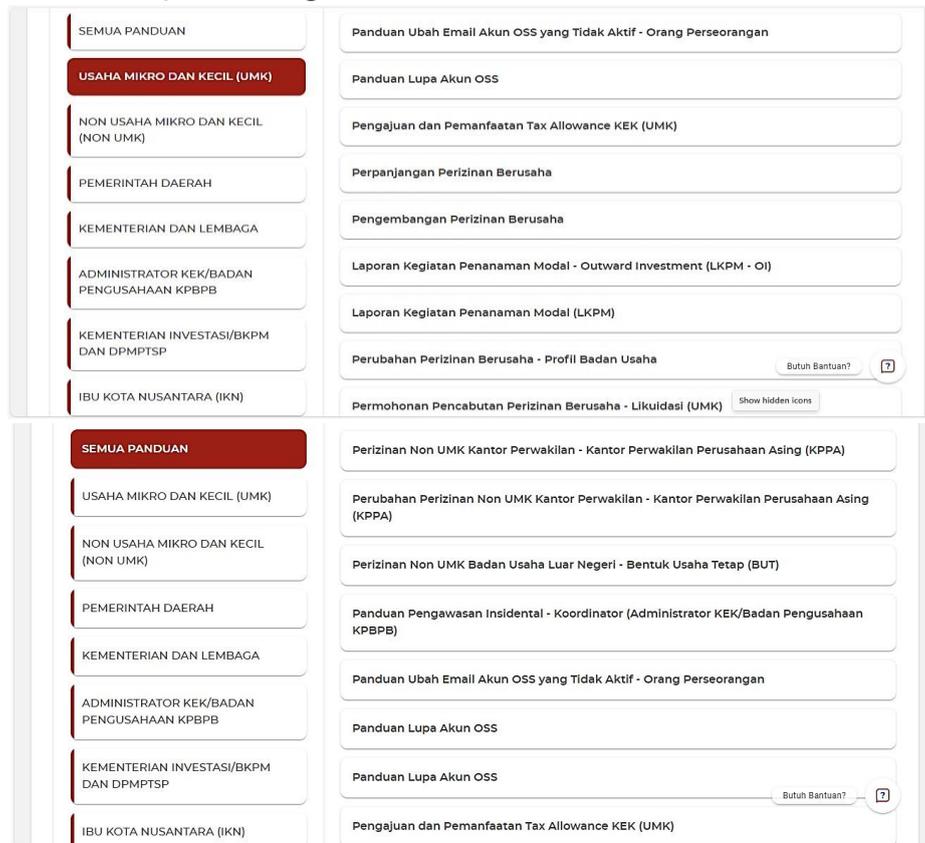
The characteristics of implementing agents in implementing risk-based business licensing policies have not gone well. The competence possessed by implementing agents at the Pontianak City One-Stop Investment and Integrated Service Office is still lacking, which is indicated by several personnel who still do not understand how to apply the OSS-RBA system, which is caused by the workload of these personnel not related to accessing the OSS-RBA system. Access rights are only owned by stakeholders so some implementing personnel rarely have the opportunity to use the OSS-RBA system.

e) Economic, Social and Political Environment

The analysis was conducted by researchers on the influence provided by the economic, social, and political environment including social factors in the community, political support, and the level of education owned by business actors. The results showed that there was an influence on the success of policy implementation in the scope of political support, which can be seen from assistance from the local government in issuing local regulations to facilitate the investment office in carrying out each of its duties and financial assistance from the APBD in carrying out the policy implementation process.

In addition, there are obstacles in the social environment factor in the process of implementing a policy. The low interest of the community as business actors (target group) in accepting and wanting to understand the OSS-RBA system is a factor inhibiting the implementation process of risk-based business licensing policies. In addition, in the OSS-RBA system there is a system usage guideline feature that can be easily accessed by business actors and implementing agents if they experience difficulties during system use. The following authors attach a picture of the guidelines for using the OSS-RBA system, as follows:

Figure 2 OSS-RBA System Usage Guide



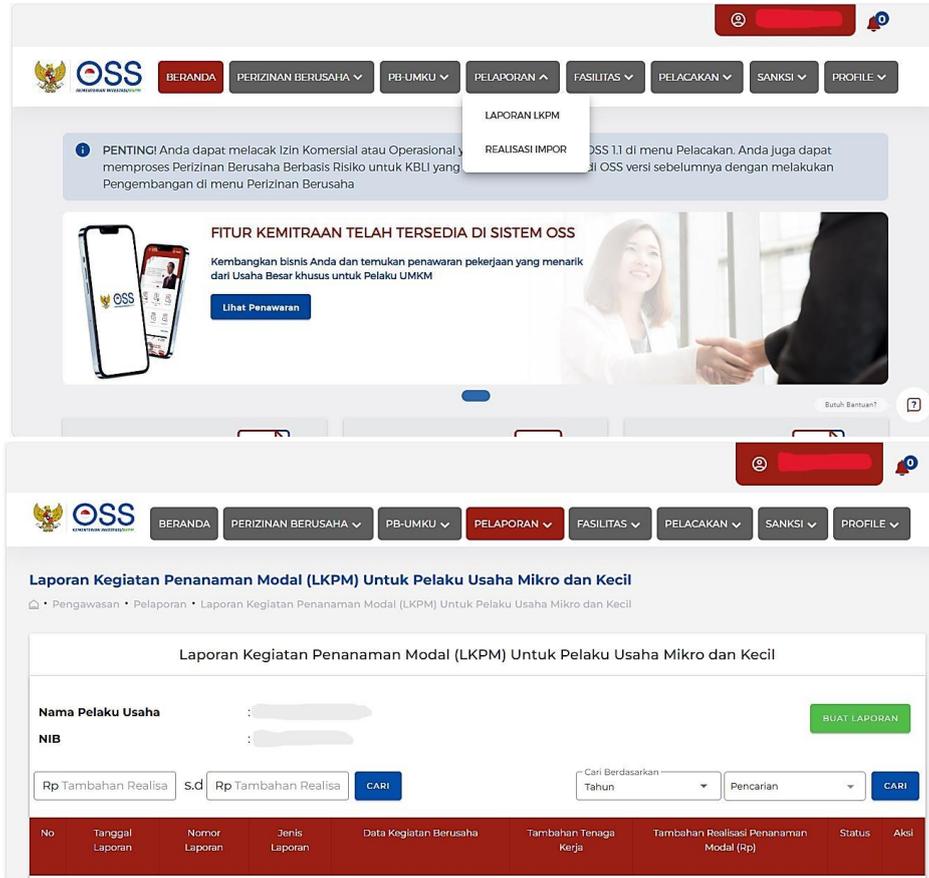
Source : oss.co.id

The social environment includes interactions and relationships between individuals and groups within the community. Thus, community participation is included in the social sphere because it involves interaction, responsibility, and an active role in the development process and efficiency in achieving the success of a policy. Based on the results of the researcher's interview with business actors in the coffee shop sector, it can be seen that the reason why business actors do not understand the application of the OSS-RBA system is not due to the low interest of business actors to understand how to use the oss system but due to the many features in the OSS-RBA system so that business actors become confused about how to place themselves when using the system.

From the results of interviews conducted by the author with three business informants who have different business backgrounds, they are not aware of the obligation to report the Investment Activity Report (LKPM). It can be seen that this Investment Activity Report (LKPM) is a form of commitment from business actors who already have a business license to always report on the sustainability of business activities and how the management of their business. This LKPM is the task and function of the Investment sector at the One-Stop Investment and Integrated Services Office, this business report contains the realization of business capital, the number of workers, and taxes issued during one business period.

The following authors attach the LKPM feature display in the OSS-RBA system, as follows:

Figure 3 Investment Activity Reporting Feature in OSS-RBA



Source : oss.co.id

Meanwhile, from the City Investment and One-Stop Integrated Service Office through their official Instagram account, they always aggressively remind business actors to report LKPM. Given that the one who is very disadvantaged if the reporting period is missed is the business actor himself. LKPM reporting is required for business actors every three to six months a year, depending on the risk of business activities carried out. From the researchers' explanation of the economic, social and political environmental factors that influence the implementation process of risk-based business licensing policies, it can be seen that the obstacles that are often faced are about how the system works. Both in terms of employees as implementing agents and in terms of the community as business actors or target groups, there are still many who experience obstacles in operating this OSS-RBA system.

f) Implementing Agent Tendencies

Electronically Integrated Business Licensing through the Online Single Submission (OSS) system is a system designed by the government to simplify the process of business licensing and business bookkeeping. With the changes in the business licensing process that are more efficient by utilizing information technology, an attitude of acceptance is needed from the implementing agent in order to properly convey all the contents and objectives of the policy to the target group. The Pontianak City Investment and One-Stop Integrated Service Office is divided into two work fields, namely the investment field which takes care of investment ecosystem matters and the Investment Activity Report (LKPM) and the licensing service field which takes care of services and business licensing through the OSS-RBA system.

The Pontianak City one-stop integrated service and investment office in terms of acceptance attitude is quite good, it can be seen from the existence of a socialization program, the activeness of service sector employees in conveying how the system works to the public, and the readiness of the office in responding to complaints and complaints from the public about violations committed by business actors. However, it will be even better if the attitude of acceptance is accompanied by good knowledge and competence in the operation of the OSS- RBA system for each employee at the Pontianak City One-Stop Investment and Integrated Service Office.

CONCLUSIONS

The risk-based business licensing policy at the Pontianak City Investment and One-Stop Integrated Service Office is based on Government Regulation Number 5 of 2021 concerning the Implementation of Risk-Based Business Licensing, which fully describes the objectives, targets, norms, sanctions, procedures, and procedures for monitoring each business sector. There is support from the local government in the form of regulations in the implementation of business licensing. In its implementation, this policy is in the form of a system that encourages each implementing agent and target group to always follow changes to the system and understand how to operate the system so that business actors as a target group can easily register business activities and implementing agents can monitor these business activities without having to go directly to the location of business activities. Through socialization in each sub-district in Pontianak City, the Pontianak City Investment and One Stop Integrated Service Office always tries to convey the contents and objectives of the policy and how to use the system to the business community. In addition to the socialization program, the Pontianak City One-Stop Integrated Investment and Service Office is also aggressively conducting a permit pick-up program so that business actors who have not registered their business activities can register their businesses easily and quickly at that time with direct assistance and direction by the agency's employees.

The inhibiting factors in the implementation process of risk-based business licensing policies at the Pontianak City One-Stop Investment and Integrated Service Office occur at the organizational and community levels. At the organizational level, the absence of Standard Operating Procedures (SOPs) in policy implementation and the low knowledge and competence of employees in terms of using the system are challenges for the investment office to implement this policy. The social condition of the community as business actors who have not been able to apply the system is a measure that communication between implementing agencies and business actors has not been maximized.

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