

# Implementation of the Electronic Licensing Service Program in Public Service at Bengkulu Province

Zahran Mabrukah Tomimi<sup>1\*</sup>, Imam Try Prasetyo<sup>2</sup>

<sup>1</sup>Departement of Public Administration, Faculty of Social and Political Science, Andalas University, Indonesia

<sup>2</sup>Departement of Public Administration, Faculty of Social and Political Science, University of Bengkulu, Indonesia

Correspondence\*:

Address: Limau Manis Street, Pauh District, Padang City, West Sumatra, Indonesia

e-mail: [zahran@soc.unand.ac.id](mailto:zahran@soc.unand.ac.id)

## Abstract

Along with the wishes of the people who expect public services to run more effectively because the most important task of government agencies is the service provider, but effectiveness is also significant and needed in supporting services. One of the government agencies in providing services is the Bengkulu Province One-Stop Investment and Integrated Service Office, the services provided use an online system called the Electronic Licensing Service System. The purpose of this study was to determine the effectiveness of online licensing services offered by the Bengkulu Province One-Stop Investment and Integrated Services Office. This research uses a descriptive qualitative method by using 3 elements namely Capacity, Support, and Value. The results of the research are the existence of support from the Bengkulu Province One-Stop Investment and Integrated Services Office in allocating resources in the form of financial, human and infrastructure. Then the availability of infrastructure resources in the form of equipment such as computers, printers and internet networks that complement this Electronic Licensing Service System. When the system was implemented, there was an increase in service quality that affected the satisfaction of the people of Bengkulu Province with the services provided as evidenced by the reduction in complaints from the Community Satisfaction Survey from 90.86% to 90.27%. So it can be concluded that the implementation of the Electronic Licensing Service System in Public Services at the One-Stop Investment and Integrated Services Office that the implementation of the system has gone well, with the support of leadership, resources, infrastructure, socialization, availability of infrastructure resources, and people. And the benefits of implementing this system are also felt by the community related to improving the quality and effectiveness of public services provided.

**Keywords:** Electronic Government, Licensing Services, Policy Implementation, Public Services



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## Introduction

Public services are increasingly important with the implementation of regional autonomy, regional governments as autonomous regions have broad freedom to regulate and manage the interests of their communities to obtain quality public services that continue to improve from time to time. The challenge faced by the government in providing public services is not only creating an efficient service, but how to ensuring that the service can be carried out without discriminating against people's status and creating excellent, fair and democratic service. Therefore, the government system in Indonesia places services as the basis for building bureaucratic relations between the state and the people they place in the government system.

Bureaucracy has a strategic role in determining whether a service provided is of high quality or not, because providing services to the community is the government's main obligation. In the implementation of public services, bureaucrats have not been able to carry out their duties well because they are still oriented towards very strong power so far and this has made the bureaucracy increasingly distant from its mission to provide public services. Public services include three aspects, namely goods services, services and administrative services. The form of administrative services is various licensing services. With the establishment of this one-stop integrated licensing service office/department as an institution specifically tasked with providing licensing services to the public, in terms of processing permits the public only needs to go to one office/agency/department.

The integration of licensing services means cutting down on bureaucracy which is always complained of being complicated. People no longer need to go back and forth between one office and another to obtain authorization for the type of permit that is being processed, because everything can be completed in one office, namely at the One Stop Integrated Services and Investment Service. The benefit of this one-stop service is that people can receive services that are simpler, clearer, safer, transparent, efficient, economical, fair, equitable, timely and coordinated. The implementation of the Investment Service and One-Stop Integrated Services is a licensing and non-licensing administration activity whose management process starts from the application stage to the document issuance stage which is carried out in one place.

The implementation of a one-stop integrated service system is a significant step as a form of improving licensing services in Bengkulu Province. Of course, the various public services provided will become a benchmark for public services in Bengkulu Province. However, in implementing this one-stop integrated service, there are still complaints from the public. This means that the implementation of services is located far from the reach of the community, making it difficult for people in remote villages to obtain licensing services. The distance factor to get permits and infrastructure for the community to the capital services office and one-stop integrated services is often the main inhibiting factor for people to register or get services. The Bengkulu Province One-Stop Integrated Services and Investment Service as the licensing organizer is formed from a process to find the best pattern and find answers to every complaint from the public regarding the services provided, issuing a program to maximize services. This program is called the Electronic Licensing Service System Program (SIPANSE).

From this new service system, it is hoped that the provision of business licensing services will run much better and improve the quality of the service itself. As time goes by, this online system has experienced various improvements in service quality and has received many benefits and the effectiveness of service completion times has also increased. This is indicated by the increase in users of business licensing services since the launch of the SIPANSE program. The following is data on the use of permits accessed through the SIPANSE program in the process of providing business licensing services:

**Table 1.** Data on Bengkulu Province Agencies Using the Electronic Licensing Service System (SIPANSE) 2022-2023

Licensing Sector	Number of Applications		Total
	2022	2023	
Relations	1	9	10
Animal Husbandry and Animal Health	217	91	308
Maritime Affairs and Fisheries	38	135	173
Industry and Trade	0	0	0
Cooperative	1	1	2
Social	46	18	64
National Unity and Politics	1.160	789	1.949
Labor and Transmigration	128	52	180
Health	14	11	25
Investment and One Stop Integrated Services	0	0	0
Energy and Mineral Resources	272	58	330
Public Works and Spatial Planning	32	15	47
Horticultural and Plantation Food Crops	3	13	26
Youth and Sports	53	31	84
Education and Culture	4	3	7
Housing Residential Areas and Land	0	0	0
Tourist	0	0	0
Environmental and forestry	34	23	57
<b>Total</b>	<b>2.003</b>	<b>1.249</b>	<b>3.252</b>

Source: Business licensing data at the Bengkulu Province One-Stop Investment and Integrated Services Service, 2023

Based on the data above, we can see that users of business licensing services have decreased each year because researchers found problems when the business licensing service system uses an online system. From initial observations, it was found that this licensing service system still often experiences technical problems in its implementation, causing users to be unable to fill out permits using the online system until this system is repaired. Another thing found is that it lies in new users or new business actors who want to take care of business permits. The problem that occurs is that these business actors do not understand the system used, with this problem requiring users of this business licensing service to come directly to

the office. to fill out the form and carry out online form filling training assisted by officers from the Bengkulu Province One Stop Investment and Integrated Services Service. Based on the description above, the researcher is interested in researching how to implementation of the electronic licensing service program in public service in Bengkulu Province.

In this study, researchers wanted to see the extent of the implementation of the Electronic Licensing Service System program in public services at the Bengkulu Province One-Stop Investment and Integrated Services Office in 2022. Based on the description above, the researchers are interested in researching how "Implementation of the Electronic Licensing Service System Program in Public Services at the Investment and One-Stop Integrated Service Office of Bengkulu Province".

## Literature Review

### A. Public Service

Public services according to Sinambela (2008: 5) are the fulfillment of the wants and needs of the community by state administrators. The state was founded by the community (public) to improve people's welfare. Meanwhile, according to Dwiyanto (2008: 136) public services are products of the public bureaucracy and are accepted by users and the wider community to meet community needs. Kurniawan (2005: 6) defines public service as providing services for the needs of people or communities who have an interest in the organization by the main rules and procedures that have been determined.

Public services are government activities that serve according to the needs of the community in the form of goods, services and administration for the welfare of the community. State administration theory teaches that state government essentially organizes two main types of functions, namely regulatory functions and service functions. The regulatory function is usually associated with the nature of the modern state as a legal state, while the service function is associated with the nature of a welfare state.

According to the Decree of the Minister of State Apparatus Empowerment Number 63 of 2003 concerning General Guidelines for the Implementation of Public Services, every public service provider must have service standards and be published as a guarantee of certainty for service recipients. Service standards are a measure required in the implementation of public services that must be limited by the provider and / or recipient of services. The following are service standards:

1. Service procedures that apply to service providers and recipients including complaints;
2. Completion time required from the time of submission of the request until the completion of the service including complaints;
3. Service results that will be received by predetermined provisions;
4. Provision of adequate service facilities and infrastructure by public service providers.

## B. Licensing Services

Basically, public services cover three aspects, namely goods, services and administrative services. The form of administrative services is various licensing services, both non-licensing and licensing. Licensing is one of the important aspects of public services, as well as licensing related to business activities. According to Ratminto & Atik Septi W (2012: 5) Government administration services or licensing services can be defined as all forms of services which in principle are the responsibility of and are carried out by government agencies at the central level, in regions, and within State-Owned Enterprises or Regionally-Owned Enterprises, both in the context of efforts to fulfill community needs and in the context of implementing statutory provisions, where the form of service product is a permit or note.

Licensing services are carried out as an effort to fulfill community needs, for example the efforts of the authorized agency in providing legal certainty for the business owned to guarantee all activities. Licensing services are all forms of actions taken by the government to the public that are legal or legalize ownership, rights, existence, and activities of individuals or organizations. About licensing services, the government tries to create an optimal service system. One of the government's actions is the issuance of a One Stop Integrated Service policy.

With the One Stop Integrated Service, the service provider apparatus must be completely organized, renewed, and improved to change the image of the apparatus which was previously seen as slow (due to a long bureaucracy) and not transparent to be effective in by the objectives of public services. Regional Apparatus for One-Stop Integrated Service Providers is a local government apparatus that has the main task and function of managing all forms of licensing and non-licensing services in the region with a one-door system. The implementation of One Stop Integrated Services is an activity of organizing licensing and non-licensing, whose management process starts from the application stage to the document issuance stage, carried out in an integrated manner in one place.

With this concept, applicants only need to come to one place and meet with the front office officer. This can minimize interaction between applicants and licensing officers and avoid unofficial levies. Based on the Regulation of the Minister of Home Affairs No. 24/2006 on the Guidelines for the Implementation of One-Stop Integrated Licensing, the objectives of One-Stop Integrated Services are:

- a. The realization of fast, cheap, easy, transparent, certain and affordable public services;
- b. Increased public rights to public services.

Meanwhile, the objectives of the One Stop Integrated Service Implementation are:

- a. Improve the quality of public services;
- b. Providing wider access to the community to obtain public services.

The government through the policy contained in the Regulation of the Minister of Home Affairs Number 24 of 2006 concerning the Implementation of One Stop Integrated Services essentially asks local governments to carry out activities such as 1) Simplification of

business licensing systems and procedures; 2) Establishment of one-stop integrated licensing service institutions in the regions; 3) Cutting the time and cost of licensing; 4) Improvement of service system; 5) Improvement of information system; 6) Implementation of monitoring and evaluation of licensing process.

### C. Elements of Digitalization Development

The successful implementation of digitalization is determined based on the results of studies and research from the Harvard JFK School of Government to implement digitalization concepts in the public sector three elements that must be owned, namely Support, Capacity and Value (Indrajit, 2016: 15). The explanation of these elements is as follows:

#### a) Support

The first element that must be owned by the government is the desire of various public and political officials to implement the concept of e-Government. According to Indrajit (2006: 16-18), the support for e-Government implementation is not just in words but is more expected in the following forms

1. Leadership, without the element of "political will" it is impossible for e-government development initiatives to run because bureaucratic culture tends to work based on a "top-down" management model. With the element of political will, leadership support will influence implementation. Related to the existence of a political will element in the support element, leadership support also influences the implementation of the online service system.
2. Allocation of a several; resources (human, financial, labor, time, information, etc.) at every level of government to build this concept with cross-sectoral spirit.
3. Establishment of various supporting infrastructures and superstructures to create a conducive environment such as the existence of clear laws and government regulations, the assignment of specialized institutions.
4. Socialize the concept of e-government evenly, continuously, consistently and thoroughly to all bureaucrats in particular and the public in general through various means.

#### b) Capacity

Capacity is the second element, which means the ability and empowerment of the government. There are three things that the government must have with this element, namely:

1. Availability of sufficient resources to implement various e-government initiatives, especially those related to financial resources.
2. Availability of adequate information technology infrastructure because this facility is 50% of the key to the successful implementation of the e-government concept.

3. Availability of human resources who have the required competencies and expertise so that the implementation of e-government can be by the principle of the expected benefits.

c) Value

The first and second elements are aspects that are seen from the side of the government as the service provider. Various e-government initiatives will not be useful if there are no parties who feel benefit. The benefits of e-government are not only determined by the government, but also by the community.

#### D. Electronic Service System (SIPANSE)

One of the software used in one of the government agencies the process of work activities is the Electronic Licensing and Service System (SIPANSE) which was created and processed by the Bengkulu Province One-Stop Investment and Integrated Service Office. This SIPANSE application was launched in 2017 where this application is very helpful for the community in making licensing letters without having to go directly to the Provincial One-Stop Investment and Integrated Services Office. This application is also useful for all staff who work at the Bengkulu Provincial One-Stop Investment and Integrated Services Office in the process of their activities. This application is useful in saving time and energy, especially in making application letters.

An application is a problem-solving program that uses one of the data processing techniques that are usually triggered by a desired computation in the process of expected data (Juansyah, 2015). The SIPANSE application is an e-government that was created to assist in the licensing process which is an online license with an internet network.

The SIPANSE application aims to assist the people of Bengkulu in processing licenses online where the submission of data confirmation through sms and email confirmation of the applicant. This application also reduces the use of paper in the licensing process so that applicants do not need to carry paper files when they want to take care of licensing. System management carried out by the Investment and One-Stop Integrated Service Office related to the SIPANSE application starts with the community / applicant sending files and submissions to make a licensing letter, by utilizing the application, the application from the applicant will be processed immediately by the Back Office, Section Head and Head of Division then after the letter has been finished it will be sent via the applicant's email.

After that, the requirements files sent by the community and the finished licensing letter will automatically enter the SIPANSE application storage into an archive, but for applicants who do not understand how to use the SIPANSE application, it is done by coming directly to the office by registering at the Front Office which is an administrative place by bringing the requirements requested by the officer. The process of archiving applicant data into the SIPANSE application where the archivist takes quite a long time, because the archivist

must check each identity that enters the Front Office and Back Office one by one by having different requirements.

The foundation used by the Investment and One-Stop Integrated Service Office in implementing the SIPANSE application is the Governor Regulation, which is a regulation that encourages the implementation of the SIPANSE application as stated in Governor Regulation Number 35 of 2016 concerning the Implementation of Electronic Government in the Government of Bengkulu Province and Governor Regulation Number 17 of 2018 concerning the E-Government Master Plan within the Government of Bengkulu Province. As is well known, E-Government is electronic government in the One-Stop Investment and Integrated Service Office in the application of its electronic system using a system called SIPANSE.

## Method

In this study, the authors used a qualitative approach with descriptive methods. Furthermore, descriptive techniques are used to find out and describe the application of the Electronic Licensing Service System (SIPANSE) Program in Public Services at the Bengkulu Province Investment and One Integrated Service Office so that researchers can understand and describe facts or events systematically.

The research focus in this study is the implement the electronic licensing service system (SIPANSE) program in public services at the Bengkulu Province Investment and One Integrated Service Office. Further, the researchers will explain as follows:

1. Implementation of the Electronic Licensing Service System Program (SIPANSE) in public services by the elements of implementing digitization results and research from the Harvard JFK School of Government, Indrajit (2006) there are three elements which include:

- 1) Support, the desire of public and political officials to implement the Electronic Licensing Service System (SIPANSE), there are 4 (four) resources:
  - a. Leadership
  - b. Allocated resources
  - c. Legal basis
  - d. Socialization
- 2) Capacity, ability and empowerment of resources in implementing the Electronic Licensing Service System (SIPANSE). There are 2 (two) resources:
  - a. Availability of technology infrastructure (Facilities)
  - b. Availability of human resources
- 3) Value, the accuracy of the benefits or objectives of implementing the Electronic Licensing Service System (SIPANSE).

2. Identifying supporting factors and inhibiting factors in the implementation of the Electronic Licensing Service System (SIPANSE) in public services at DPMPTSP Bengkulu Province.

- 1) Supporting Factors
  - a. Infrastructure resources



- b. Human resources
- 2) Inhibiting Factors
  - a. Lack of knowledge of the applicant or community about SIPANSE
  - b. System

## Result and Discussion

The development of information and communication technology requires the government to further improve the services provided to the community. The implementation of e-Government in the Bengkulu Provincial Government, especially the Bengkulu Provincial Investment and Integrated Service Office, which is closely related to licensing, will make it easier for the public to take care of licenses. Referring to Government Regulation Number 24 of 2018 concerning Electronic Integrated Business Licensing Services and Bengkulu Governor Regulation Number 13 of 2022 concerning Delegation of Authority to Implement Risk-Based Business Licensing and Non-Licensing Services to the Head of the Investment and One-Stop Integrated Service Office, the Bengkulu Provincial Investment and Integrated Service Office implements the SIPANSE system in licensing services. To determine the success in implementing digitalization concepts in the public sector, three elements must be owned, namely support, capacity and value (Indrajit, 2006). Further explanation is as follows:

### A. Support

Support is the first element in implementing the concept of digitalization. In theory (Indrajit, 2006) Support consists of leadership, resource allocation, legal basis, and socialization.

#### 1) Leadership

Leadership is the main indicator of success in the concept of e-Government must be implemented. Leadership will affect the implementation in the bureaucracy because the bureaucracy tends to work with a top-down management model (Indrajit, 2006). The leader is the main key holder of the implementation of a system that has the concept of e-Government. After the enactment of the Electronic Licensing Service System from the provincial government, the Bengkulu Province Investment and Integrated Service Office immediately implemented the system. The Head of Service fully supports the implementation of the Electronic Licensing Service System. Where this support will affect all aspects. The Head of Service's decision to immediately implement this Electronic Licensing Service System in licensing services to facilitate business actors to obtain business licenses.

#### 2) Allocated Resources

Resource allocation is an indicator that builds the success of implementing the e-Government concept. The resources are in the form of hardware, software, human, financial and infrastructure that can affect the success of the implementation of the concept. By the theory of Indrajit (2006), the allocation of a number of resources will affect

the success of e-Government implementation. In its implementation, the Investment and Integrated Service Office of Bengkulu Province has allocated a number of resources in the form of human resources, the Investment and Integrated Service Office of Bengkulu Province has prepared employees who are specialized as service operators of the Electronic Licensing Service System. Then on infrastructure resources.

The Investment and Integrated Services Office of Bengkulu Province has allocated infrastructure specifically for the implementation of the Electronic Licensing Service System system. Then another aspect is hardware resources as a supporting tool for implementing the Electronic Licensing Service System. In financial resources for budget changes that were not originally budgeted for equipment, after implementing the Electronic Licensing Service System, the Bengkulu Province Investment and Integrated Services Office immediately changed the budget that was previously non-existent and then budgeted a number of facilities and infrastructure located in the Electronic Licensing Service System service room. Listed in Government Regulation Number 24 of 2018 Article 96 concerning Funding for the Implementation of Business Licensing through the Electronic Licensing Service System includes the provision of equipment for the implementation of the Electronic Licensing Service System, the Electronic Licensing Service System network and human resources for the implementation of the Electronic Licensing Service System.

### 3) Legal Basis

The legal basis is a regulation set to implement a policy. Based on Presidential Instruction Number 3 of 2003 is the government's legal umbrella in implementing the e-Government concept. The application of the e-Government concept at the Bengkulu Province Investment and Integrated Services Office is the Electronic Licensing Service System. By the Provincial Government, this Electronic Licensing Service System is regulated in Bengkulu Governor Regulation Number 13 of 2022 concerning Delegation of Authority for the Implementation of Risk-Based Business Licensing and Non-Licensing Services to the Head of the One-Stop Investment and Integrated Services Agency. In the data presentation, the Governor Regulation is strong enough to run the Electronic Licensing Service System at the Bengkulu Province One-Stop Investment and Integrated Service Office because the regulation is directly issued and stipulated by the provincial government. From the results of research conducted by researchers at the Bengkulu Province One-Stop Investment and Integrated Service Office, it is by Indrajit's theory (2006), in the support element, apart from government support and resources, the legal basis also supports the successful implementation of digitization concepts in the public sector.

#### 4) Socialization

Another support indicator that determines the success of the implementation of the e-Government concept is socialization. Socialization is carried out among the community directly or indirectly. Socialization is carried out to introduce the Electronic Licensing Service System which is now used to register business licenses. Socialization is needed by the community to know how to use the Electronic Licensing Service System. Support carried out by the Investment and One-Stop Integrated Service Office of Bengkulu Province in the form of socialization has been carried out by the Investment and One-Stop Integrated Service Office of Bengkulu Province through physical meetings, cetah media and electronic media. The Investment and One-Stop Integrated Service Office of Bengkulu Province does several things in socializing the Electronic Licensing Service System, namely through radio and websites, information services by providing brochures and x-banners, in brochures and x-banners it is stated how the flow of registration through the Electronic Licensing Service System.

#### B. Capacity

Capacity is the second element in implementing the concept of digitalization in the public sector. In Indrajit's theory (2006), capacity consists of the availability of technological infrastructure and the availability of human resources.

##### 1. Availability Of Technological Infrastructure (Facilities)

In Indrajit's theory (2006), infrastructure availability is 50% of the success indicator in implementing the concept of digitalization. The availability of infrastructure in the application of the SIPANSE system is an indicator that determines the success of the system used at the Investment and One-Stop Integrated Service Office of Bengkulu Province. Technological infrastructure is the facilities and infrastructure used by the Investment and One-Stop Integrated Service Office of Bengkulu Province in the form of tools to run the SIPANSE system. The equipment provided by the Investment and One-Stop Integrated Service Office of Bengkulu Province is in the form of three computers, two printers and a fast internet network. The equipment is placed specifically in the SIPANSE service room.

With the availability of this equipment, it can help the implementation of the SIPANSE system at the Investment and One-Stop Integrated Service Office of Bengkulu Province. By the theory of Indrajit (2006), the Investment and One-Stop Integrated Service Office of Bengkulu Province has provided facilities and infrastructure to support the successful implementation of the SIPANSE system. These tools are sufficient to operate the SIPANSE system.

##### 2. Availability of Human Resources

Human resources are another important indicator in implementing the e-Government concept. Human Resources have a role as implementers of the e-Government concept, so resources are needed that have qualifications and competencies in the use of technology. The existence and availability of Human Resources who understand and master IT will affect the

implementation of e-Government. When the SIPASE system was implemented, the Bengkulu Province Investment and One-Stop Integrated Service Office immediately provided special employees as SIPANSE service operators.

These employees certainly have competence in the use of information technology. Both employees are well qualified as SIPANSE operators who understand the flow of registration in the SIPANSE system. The two employees help and initiate applicants who are still unfamiliar with technology. Where they are operators who help applicants to register their business licenses. Similar to Indrajit's theory (2006) for the implementation of e-Government to be by the expected benefits, the availability of human resources must have competence and expertise in the field of technology.

### C. Value

Value is the third element in implementing the concept of digitalization. In Indrajit's theory (2006) value is a benefit. In this indicator, the benefits are not only felt by the government but also by the community. So the success of implementing the e-Government concept is also seen from the benefits that have been felt by the community. Since the implementation of the SIPANSE system, the Investment and One-Stop Integrated Service Office of Bengkulu Province has experienced a decrease in public complaints which can be seen from the Community Satisfaction Survey. Based on the results of the research in the first quarter, namely January-July 2022, it was 90.86% and in the second quarter in July-December 2022 it was 90.27%. It can be seen that there was a decrease in the index and within two months at the beginning of the implementation of the SIPANSE system, the license that entered the Bengkulu Province One-Stop Investment and Integrated Service Office had reached 700 letters.

The efficiency dimension, where people feel the ease of access with the implementation of the SIPANSE system in licensing services. In fulfillment, technical functions can be available and function properly and more practically. In this dimension, to register a business license, the community only needs to register at [dpmpstsp.bengkulu.go.id](http://dpmpstsp.bengkulu.go.id). on the web, information on what licenses will be registered is already available. Privacy in this dimension regarding web security, SIPANSE was made by the province and through the Bengkulu Province One-Stop Investment and Integrated Service Office, security is guaranteed. And reability has clear service standards and can be accessed at any time, in this dimension the SIPANSE system can be accessed anywhere and anytime. Only through the internet network can the SIPANSE system be accessed. Based on the presentation of data, the results of research by researchers are by with the theory of Indrajit (2006).

### Conclusion

The Bengkulu Province One-Stop Integrated Investment and Services Office directly implements the SIPANSE system in carrying out government authority based on Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services. Based on the research conducted by researchers, the conclusions regarding the

implementation of the SIPANSE system in licensing services at the Bengkulu Province One-Stop Investment and Integrated Services Office are as follows:

The implementation of the Electronic Licensing Service System (SIPANSE) in licensing services at the One-Stop Integrated Investment and Service Office of Bengkulu Province has been successfully implemented and is running well. With the existence of support, capacity and perceived value. These three elements are the main keys to the successful implementation of the SIPANSE system.

- 1) In the main element, namely support in the form of leadership support from the Head of One-Stop Integrated Investment and Service Office of Bengkulu Province Office to immediately implement the SIPANSE system by to carry out the edict of the One-Stop Integrated Investment and Service Office of Bengkulu Province namely to provide easy licensing services to the community. The support of the One-Stop Integrated Investment and Service Office of Bengkulu Province in allocating resources in the form of financial, human and infrastructure. The regulation that serves as the legal umbrella for the One-Stop Integrated Investment and Service Office of Bengkulu Province of Bengkulu Province in implementing the SIPANSE system is clear based on Bengkulu Governor Regulation Number 13 of 2022 concerning Delegation of Authority for the Implementation of Risk-Based Business Licensing and Non-Licensing Services to the Head of the One-Stop Investment and Integrated Services Agency. In the socialization aspect, socialization is not only carried out in government circles but also to the community. The One-Stop Integrated Investment and Service Office of Bengkulu Province is currently socializing the SIPANSE system through the website, information services, and radio.
- 2) In terms of capacity, the ability or capacity possessed by the One-Stop Integrated Investment and Service Office of Bengkulu Province in providing infrastructure resources and human resources. The availability of infrastructure resources in the form of equipment such as computers, printers and internet networks that complement this SIPANSE system. One-Stop Integrated Investment and Service Office of Bengkulu Province has also provided specialized human resources who are competent and have expertise in operating the SIPANSE system.
- 3) In the value indicator, it is not only felt by the government but also by the community. When the SIPANSE system was implemented at the One-Stop Integrated Investment and Service Office of Bengkulu Province of Bengkulu Province, there was an increase in service quality, which affected the satisfaction of the people of Bengkulu Province with services at the One-Stop Integrated Investment and Service Office of Bengkulu Province of Bengkulu Province. This is evidenced by the reduction in complaints from the Community Satisfaction Survey from 90.86% to 90.27%.

Suggestions given by researchers based on this research are:

- 1) To optimize the application of this SIPANSE system, it is better for the One-Stop Integrated Investment and Service Office of Bengkulu Province to improve and provide regular and scheduled socialization to the public, especially regarding the SIPANSE system itself. And

maximize socialization through the website [dpmpstsp.bengkulu.go.id](http://dpmpstsp.bengkulu.go.id) so that people in every circle understand how the flow and registration of permits through SIPANSE.

- 2) It is necessary for the supervision of the One-Stop Integrated Investment and Service Office of Bengkulu Province of Bengkulu Province to continue to oversee the SIPANSE system that is currently implemented, because the SIPANSE system is still in transition and is still in the improvement stage. One-Stop Integrated Investment and Service Office of Bengkulu Province supervision can help the SIPANSE system to always be improved.

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