

Digital Transformation in Public Services: Effect of RBA OSS Implementation in South Jakarta

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ABSTRACT

Keywords: Policy Implementation; Quality of Public Services; Electronic Licensing Service System; RBA OSS System, Online Single Submission Risk-Based.

This research investigates the effect of implementing the Risk-based Online Single Submission System (OSS RBA) on the quality of licensing services in South Jakarta. This research aims to evaluate policy implementation factors that influence the quality of licensing services and identify the implications of these findings. The research method used is Structural Equation Modeling (SEM) Partial Least Squares (PLS), with a population of business actors in South Jakarta and a sample of 100 respondents using the OSS RBA System. The results of the analysis show that the factors of Communication, Resources, Disposition, and Bureaucratic Structure positively and significantly influence the quality of licensing services. Even though the Public Factor does not show a statistically significant influence, its contribution still has an overall effect on service quality. These findings imply that greater attention should be paid to these aspects in designing policies and strategies to improve the effectiveness of public services. Thus, this research provides valuable insights for the development of practices and policies in digital technology-based public services.



Introduction

Digitalization of public services has become a global trend that cannot be ignored in efforts to improve the quality of services to the community (Camilleri, 2020). The quality of public services is an important aspect that significantly influences citizen satisfaction and utilization of public services, with digitalization possibly being a key element in maintaining the sustainability of public services and increasing public satisfaction with those services (Coman et al., 2023). The quality of public services in policy implementation is influenced by various factors. Previous research shows that public policy design and individual factors play an important role in shaping the policy implementation process (Kipo-Sunyhzi, 2022). The quality of policy implementation directly influences the effectiveness of public services provided to the community. Effective policy implementation ensures that public services are delivered efficiently and

in line with the intended policy objectives (Chriqui, Asada, Smith, Kroll-Desrosiers, & Lemon, 2023). In this context, this research expands the existing literature by examining the community of events related to the implementation factors of public service policies on service quality in public sector institutions in the administrative city of South Jakarta.

As part of efforts to improve service quality, many countries including Indonesia have adopted the digitalization of public services in the form of electronic systems to simplify and increase efficiency in various aspects of public administration (Nugroho, Rahayu, & Yusuf, 2023). One of them is using the Internet to carry out public affairs and provide better public services to the community, which is referred to as digital governance (Hartanto & Siregar, 2021). Digital governance of public services does not make it easy for people to come directly to public institutions and queue to get various public sector services that can be obtained easily and affordably through digital channels. Therefore, the Government wants to realize the hopes of its people by providing easy access to government services and information. Greater opportunities to participate in democratic institutions and processes improve service quality (Bennett et al., 2020).

One of the important public service digital initiatives in Indonesia is the implementation of the Risk-based Online Single Submission System (OSS RBA), which is designed to speed up and simplify the business licensing process. Online Single Submission (OSS) is a system that allows businesses to complete all licensing requirements online through a single platform. The OSS RBA system simplifies the licensing process by integrating various permits into one Business Identification Number (NIB) for low-risk business activities (Firdaus, Sukowati, & Adi, 2023). The OSS RBA system aims to reduce complicated bureaucracy and provide faster and more transparent services to the public and business actors (Kharisma et al., 2023). This research is not only relevant to Indonesia but also offers valuable insights for other countries that are considering or implementing similar systems to improve the quality of their public services.

In the South Jakarta Administrative City, which is part of the DKI Jakarta Province, the OSS RBA System Policy has been implemented by a public sector institution, namely the Investment Management Unit and One-Stop Integrated Services (PTSP) of the South Jakarta Administrative City, as part of the regional government's commitment to improving efficiency and quality of public services (Knott, Rao, Summers, & Teeger, 2022). The implementation of this system is expected to bring significant changes in the way public services are provided, with a focus on increasing speed, accuracy, and service user satisfaction (Syarif et al., 2023).

Before the implementation of OSS RBA, the licensing process was often characterized by complex bureaucracy, long completion times, and uncertainty for business actors (Sutan & Novita, 2022). This situation not only hampers the investment climate but also reduces public trust in the effectiveness of government services. It is expected that there will be major advances in service transparency and efficiency with the implementation of OSS RBA. However, although there are high hopes for the benefits of this system, there are still various challenges and obstacles that require further

attention. Several problems arise, such as the reluctance of staff/policy implementers to change, service users' resistance to new systems, and the readiness of technical infrastructure. Previous research also explains that there are significant obstacles including legal uncertainty, system compatibility, and knowledge gaps in the implementation of the OSS RBA system (Firdaus et al., 2023).

In this context, this research seeks to evaluate the effect of OSS RBA implementation on the quality of public services in the South Jakarta Investment Management Unit and PTSP. By carrying out in-depth analysis using quantitative and qualitative methods, it is hoped that we can analyze what factors play a role in the successful implementation of policies so that they influence service quality. In practice, since the OSS RBA System was implemented, there are still complaints from the public or business actors regarding the difficulty of understanding the online licensing system, difficulties in system integration, technical obstacles to the OSS RBA system in operation, less effective coordination and communication with technical SKPD and the impact on satisfaction service users (Source: Interview Results on 05 October 2023, 09.30 WIB at the UP PMPTSP Office, South Jakarta City). This raises questions regarding the extent to which the implementation of OSS RBA is truly able to improve the quality of public services at the local level, especially the South Jakarta Administrative City.

Based on the problems above, this indication is caused by the socialization aspect where there is a lack of understanding for business actors to register for permits. Then on the resource aspect, both infrastructure and human resources, where the internet network is less stable, officers still don't understand the OSS RBA system and there are still business licensing services that have not been registered on the OSS-RBA application, making the service less effective. aspects of the bureaucratic structure still found a lack of coordination with the relevant SKPD (Source: Interview Results on 05 October 2023, 09.30 WIB at the UP PMPTSP Office, South Jakarta City).

Much research has been carried out regarding the implementation of the OSS RBA policy, including studying the implementation of the Standard Certificate policy at the North Sumatra Province DPMPPTSP Service which has been well implemented, although in terms of application, there are still many shortcomings and insufficient socialization to the community (Dayantri, 2022). The implementation of the OSS RBA policy in West Nusa Tenggara is also quite good, but there are still several obstacles in the service process with the OSS application, namely the lack of adequate quality human resources, the existence of business licensing services that have not been registered in the OSS-RBA application, lack of public understanding or gaps. digital (digital divide) as well as an unstable internet network (Bilita, Nurazmi, & Prasta, 2023). Therefore, this research aims to answer the question, namely, to what extent are the Implementation Factors of the Online Licensing Service Policy (OSS RBA System) consisting of Communication, Resources, Disposition, Bureaucratic Structure and Public Factors (Business Actors/Community can influence the quality of public services in South Jakarta One-Stop Integrated Service and Investment Management Unit (PTSP).

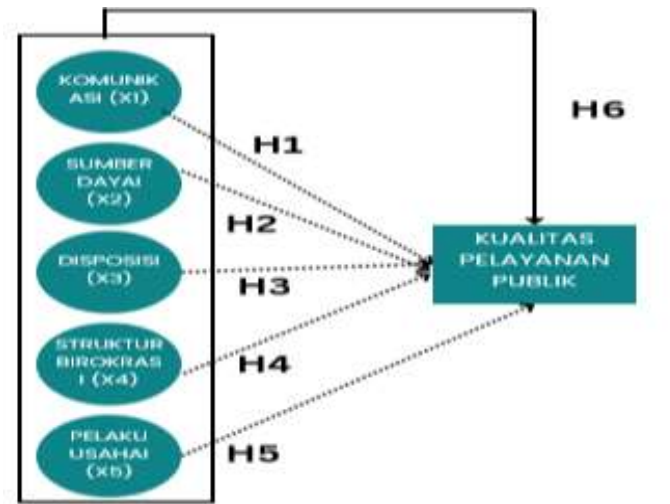
With a clear focus on empirical evaluation, this research is expected to make a significant contribution to the existing literature and offer practical insights for policymakers and practitioners in the field of public services. Although many studies have examined the impact of digitalization on the efficiency and transparency of public services, there is a significant gap in the literature regarding in-depth empirical evaluation of OSS RBA in the local context, particularly in South Jakarta. Previous research has often focused on technological and public policy aspects without paying sufficient attention to the experiences and perceptions of service users and operational challenges in the field.

The current study is a valuable addition to public service research because it examines factors that can influence the quality of public service. This will increase understanding of communication strategies in public services, strengthening efficient resources in supporting the implementation of licensing services, reliable disposition, good bureaucratic structure, and perception and participation of the public (society/business actors) in the successful implementation of policies, thereby improving quality. public service. It is hoped that the results of this research can become the basis for appropriate recommendations for continuous improvement and optimization of OSS RBA implementation in the future, not only in South Jakarta but also in other areas that implement similar systems.

Method

This research adopts a quantitative research design to measure and analyze the effect of implementing the Risk-based Online Single Submission System (OSS RBA) on the quality of public services in the Investment Management Unit and PTSP of the South Jakarta Administrative City. A quantitative survey approach is considered appropriate for collecting data regarding individual attitudes, behaviour and opinions (Luetke Lanfer, Reifegerste, & Kargbo, 2021). In addition, quantitative surveys are designed to minimize researcher bias and intervention in the data collection process (Mellinger & Hanson, 2020). However, it is also necessary to pay attention to combining the survey instrument with a theoretical framework regarding validity and reliability in data collection.

The population in this study are business actors registered in South Jakarta who have used the OSS RBA system. This research sample consisted of 100 business actors selected randomly from the population. Sample selection was carried out randomly to ensure the representativeness and validity of the research results (Rendleman et al., 2022). The data collection method uses questionnaires. Questionnaires were used to collect data from respondents regarding their perceptions and experiences of the quality of services provided through the OSS RBA system. The questionnaire was designed to cover various aspects of service, efficiency, and user satisfaction. Respondents answered all questions in the questionnaire and marked all questions as important to avoid missing values in the data.



Gambar 1 Kerangka Teoritis Penelitian

Survey Instrument

The questionnaire in the survey created by the researcher consists of 2 main parts, namely (1) Demographic Characteristics of Respondents, namely age, gender, type of Education, Type of Application Submission, Type of Business Activity, and Application for Electronic Integrated Risk-Based Business Licensing Services and (2) 28 questions related to the research construct. 4 Policy Implementation variables consisting of Communication Factors, Resource Factors, Disposition Factors and Bureaucratic Structure Factors were measured with 23 Questions based on Edward's Theory (1980), Public Factors were measured with 2 questions based on the Theory of successful implementation of policies (Grindle, 2017) and Quality Factors Service is measured with 5 questions based on Zeithml et al's (1990) theory of 5 dimensions of service quality consisting of Tangible, Reliability, Responsiveness, Assurance, and Empathy. A 5-point Likert-type scale with responses ranging from 1 = very inappropriate to 5 = very suitable rated the response.

Results and Discussion

Respondent Characteristics

In research, respondent characteristics provide detailed identity information and help in accurately identifying respondents (Sayed et al., 2024). Respondent demographics showed that 46% of participants were women, and 54% were men. The percentage level of the age group is dominated by those aged 30 - 40 years at 42%. Participants were dominated by those with a Bachelor's degree, 73.0%. Meanwhile, the highest percentage of types of application submissions was the creation of a NIB (Business Identification Number) at 58%, the application for a Standard Certificate at 8%, and the application for other technical permits at 34%. The number of types of business activities that respondents chose the most in the RBA OSS System were Activities Trade as many as 50 respondents. Finally, 84% of respondents chose to apply for permits independently.

Measurement Model Analysis (Outer Model)

Data processing in this research uses the SEM-PLS Smart PLS 3.0 application. The data that has been filled in by the respondent is combined into 1 in a CSV (Comma Separated Values) type data tabulation. This data processing is to determine the model form, loading factors, and significance of each latent variable. Data processing using SEM-PLS is carried out by running the data repeatedly so that the validity and reliability values are met (Rappaport, Amstadter, & Neale, 2020). There are 3 measurement criteria for assessing the Outer model, namely Convergent Validity, Discriminant Validity, and Composite Validity. Convergent validity is the principle that measures of a construct should have a high correlation. The convergent validity test of the SmartPLS application can be seen by the loading factor value for each indicator in each construct (Brundle et al., 2019). For this purpose, Cronbach's Alpha (CA), Composite Reliability (CR), and Cronbach's Average Variance Extracted (AVE) need to be calculated (Henseler et al., 2015). Researchers recommend that the research construct CA and CR values should be more than 0.70 (Homburg, Klarmann, & Vomberg, 2022).

As shown in Table 2, the results show that all CR and CA values of the current research constructs are within the specified range. Likewise, the AVE values for all research variables are in the recommended range, namely >0.50 , with all factors significantly loading on their respective constructs so that it can be concluded that all variables are valid based on convergent validity testing. In addition, Figure 2 shows the factor loadings on the research items.

Table 1
Reliability, and Validity

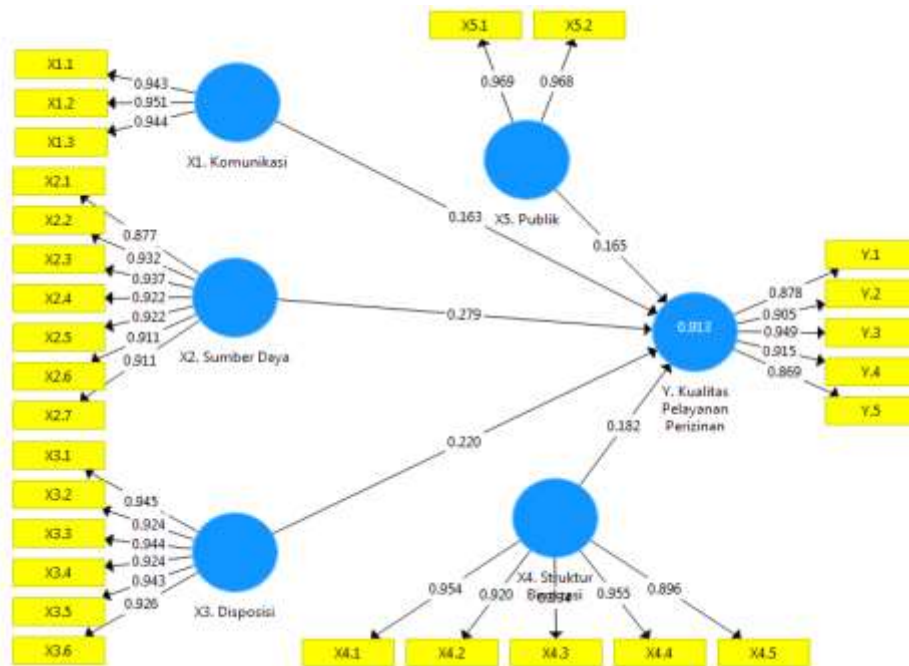
Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
X1. Komunikasi	0,941	0,962	0,895
X2. Sumber Daya	0,968	0,973	0,839
X3. Disposisi	0,971	0,976	0,873
X4. Struktur Birokrasi	0,962	0,971	0,869
X5. Publik	0,934	0,968	0,938
Y. Kualitas Pelayanan Perizinan	0,944	0,957	0,817

Table 3
Factor loadings / cross-loading

	X1. Komunikasi	X2. Sumber Daya	X3. Disposisi	X4. Struktur Birokrasi	X5. Publik	Y. Kualitas Pelayanan Perizinan
X1.1	0,943	0,878	0,832	0,773	0,776	0,853
X1.2	0,951	0,836	0,872	0,735	0,789	0,822

X1.3	0,944	0,858	0,900	0,782	0,835	0,890
X2.1	0,817	0,877	0,816	0,746	0,760	0,805
X2.2	0,847	0,932	0,882	0,797	0,824	0,868
X2.3	0,847	0,937	0,850	0,823	0,825	0,852
X2.4	0,792	0,922	0,769	0,767	0,728	0,825
X2.5	0,801	0,922	0,806	0,775	0,689	0,818
X2.6	0,846	0,911	0,838	0,808	0,849	0,863
X2.7	0,858	0,911	0,833	0,789	0,790	0,883
X3.1	0,897	0,890	0,945	0,814	0,837	0,895
X3.2	0,832	0,813	0,924	0,781	0,788	0,813
X3.3	0,858	0,824	0,944	0,766	0,808	0,854
X3.4	0,850	0,824	0,924	0,753	0,786	0,826
X3.5	0,842	0,877	0,943	0,843	0,820	0,899
X3.6	0,865	0,837	0,926	0,734	0,800	0,847
X4.1	0,689	0,761	0,727	0,954	0,795	0,789
X4.2	0,734	0,794	0,760	0,920	0,739	0,805
X4.3	0,782	0,814	0,839	0,934	0,783	0,851
X4.4	0,778	0,840	0,818	0,955	0,868	0,852
X4.5	0,775	0,789	0,753	0,896	0,809	0,796
X5.1	0,852	0,851	0,871	0,843	0,969	0,866
X5.2	0,787	0,802	0,801	0,818	0,968	0,853
Y.1	0,756	0,789	0,826	0,787	0,772	0,878
Y.2	0,831	0,838	0,805	0,777	0,791	0,905
Y.3	0,855	0,875	0,845	0,839	0,837	0,949
Y.4	0,863	0,869	0,883	0,774	0,842	0,915
Y.5	0,777	0,795	0,783	0,797	0,764	0,869

Table 3 shows that all variables have a higher cross-loading value for each Latent variable than the cross-loading between one Latent variable and another so it can be concluded that all variables are valid based on discriminant validity testing.



Gambar 2
Full Measurement Model

Structural Model Analysis (Inner Model)

After analyzing the measurement model (outer model), researchers begin to calculate and analyze the structural model (inner model) to evaluate the proposed relationships empirically. Bootstrapping techniques can be used in structural equation modeling (SEM), to assess structural models and account for sampling variability. Hypothesis tests often take p-values and t-values for β coefficients when presenting research regression results. The p-value indicates the compatibility of the data with the null hypothesis, while the t-value indicates the significance of the estimated coefficient. In hypothesis testing, these statistical measures play an important role. The p-value indicates the probability of a result of chance, and the t-value indicates the strength of the relationship between variables (Ranstam, 2019).

The coefficient of determination (R^2) is also determined to calculate the level of Goodness of Fit of a structural model. The R-squared (R^2) value is used to measure how much the endogenous latent variable, which is a variable that is influenced by other variables (in this study, the dependent and mediating variables), is explained by the exogenous latent variable, which is an independent variable (Hayes, 2021). The suitability of the relationship between exogenous variables and endogenous variables on the Licensing Service quality variable is considered good, with an R^2 value of 0.913. These results indicate that this model is suitable for this research.

In addition, the researcher tested the relevance of predictions where it was found that the value for the endogenous variable in the Licensing Service quality variable was 0.728. Hair et al (2017) stated that a Q^2 value greater than 0 indicates that the model has predictive relevance for the endogenous construct being considered. According to the

predictive relevance test, the endogenous variable on the quality of Licensing Services has a value of 0.728, which shows that the influence on the Quality of Licensing Services is very large. Then the researchers analyzed how much influence the exogenous variables had on the endogenous variables through the path significance test (Arizmendi, Gates, Fredrickson, & Wright, 2021). To see the significance of both the inner and outer models, this test was carried out using the bootstrapping method. The path coefficient will appear after the T-Statistic step is complete. The t value can be considered significant if it is greater than 1.96. The initial value of the sample indicates the direction of influence; if the value is more than 0, then the direction is positive, and if it is less than 0, then the direction is negative.

Table 4

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1. Komunikasi -> Y. Kualitas Pelayanan Perizinan	0,163	0,170	0,078	2,102	0,036
X2. Sumber Daya -> Y. Kualitas Pelayanan Perizinan	0,279	0,273	0,132	2,109	0,035
X3. Disposisi -> Y. Kualitas Pelayanan Perizinan	0,220	0,225	0,110	2,003	0,046
X4. Struktur Birokrasi -> Y. Kualitas Pelayanan Perizinan	0,182	0,184	0,080	2,270	0,024
X5. Publik -> Y. Kualitas Pelayanan Perizinan	0,165	0,157	0,129	1,285	0,199

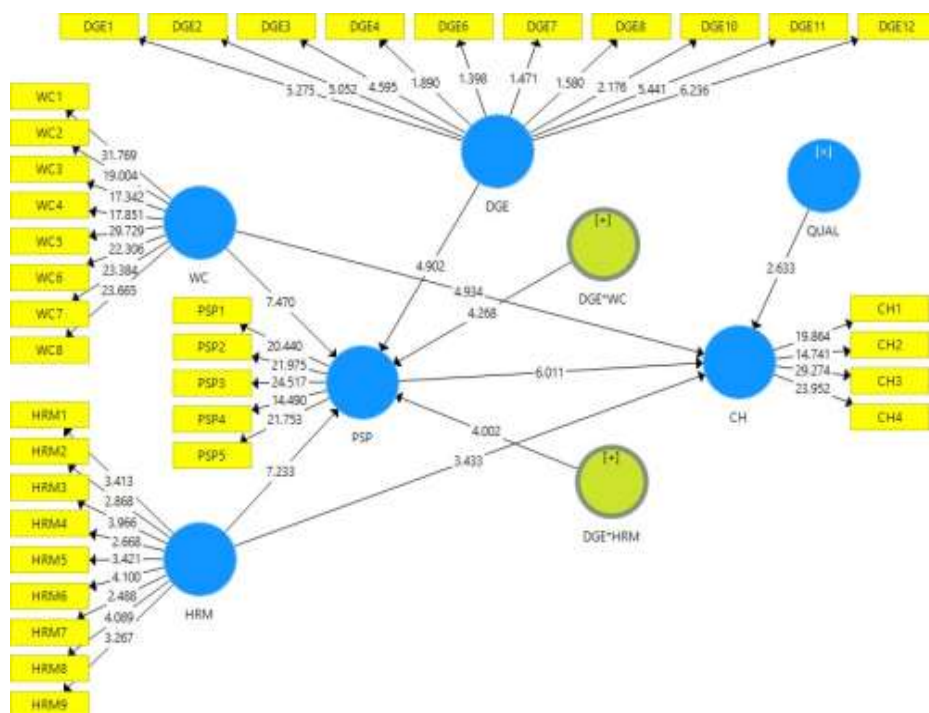
Hypothesis

The results of the regression analysis carried out on SmartPLS 3.3.0 software show that H1 states that the Communication Factor in public sector agencies has a positive and significant effect on the quality of the agency's public services. The research results show that communication ($\beta = 0.163$, $t = 2.102$) has a positive effect on the quality of public services. The results of this research also support hypothesis H2 which states that resource factors in public sector agencies have a positive and significant effect on the quality of public services in these agencies. The research results show that resources ($\beta = 0.279$, $t = 2.109$) have a positive effect on the quality of public services. The results of this research also support the existence of a positive and significant relationship between the Disposition factor and the quality of public services ($\beta = 0.220$, $t = 2.003$) thus supporting hypothesis H3. The results of this research also support hypothesis H4, which states that there is a positive relationship between bureaucratic structure and the quality of public services. The research results also show that there is a positive and significant influence of Bureaucratic Structure and the quality of public services ($\beta = 0.182$, $t = 2.270$). The results of this study do not support hypothesis H5, which states that there is a positive relationship between Business Actors and the quality of public services. The research results show that there is a positive but not significant influence between Business Actors and the quality of public services ($\beta = 0.165$, $t = 1.285$). Thus, the coefficient is

significant, HO is rejected, meaning that the Public Variable and its indicators do not significantly influence the Quality of Licensing Services with its indicators. Lastly, the results of this research also support hypothesis H6 stating that there is a positive and significant relationship between Communication, Resources, Disposition, Bureaucratic Structure, and Public Factors simultaneously on the quality of public services. The overall influence value of the independent variables on R Square is 91.3% on the dependent variable and the partial influence values of the 5 independent variables are all positive and 4 (four) of them have a significant effect. Figure 3 below presents the complete structural model with hypothesis sections and t-statistic values.

Table 5
Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
X1. Komunikasi -> Y. Kualitas Pelayanan Perizinan	0,163	0,170	0,078	2,102	0,036
X2. Sumber Daya -> Y. Kualitas Pelayanan Perizinan	0,279	0,273	0,132	2,109	0,035
X3. Disposisi -> Y. Kualitas Pelayanan Perizinan	0,220	0,225	0,110	2,003	0,046
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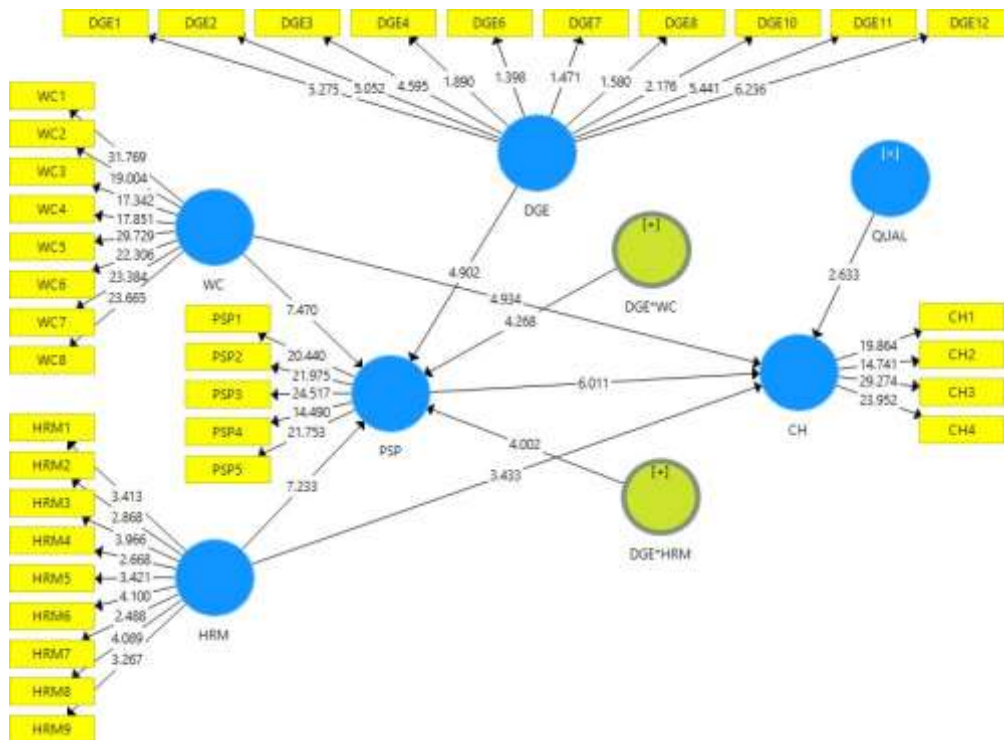


Figure 3 Full Structural Model (Inner Model)

Based on the results of analysis using Structural Equation Modeling (SEM) Partial Least Squares (PLS), these findings provide important insight into the factors that influence the quality of licensing services in South Jakarta. From these results, it appears that Communication, Resources, Disposition and Bureaucratic Structure factors significantly influence the quality of licensing services, according to the research hypothesis. A positive P-value indicates that the independent variables have a strong influence on the dependent variable, indicating that these factors have an important role in increasing the effectiveness of public services. Even though the Public Factor does not show a statistically significant influence, its contribution still has an overall effect on service quality. Overall, the partial influence value of the five independent variables on the dependent variable reached 91.3%, indicating that simultaneously, the factors of Communication, Resources, Disposition, Bureaucratic Structure, and the Public play an important role in improving the quality of licensing services. These findings provide empirical confirmation of theories that support the importance of these factors in the context of public services, as well as providing valuable insights for policymakers in designing strategies to improve public services in South Jakarta.

The current study examines the extent to which communication in public service units influences the level of public service quality. Communication has a very important role in conveying a policy, therefore the policy to be conveyed must be well understood by its implementers (Peckham et al., 2022). In this way, the policy can be communicated and disseminated clearly, accurately, and consistently and without causing contradictions. The research results show that communication has a positive effect on the quality of public services in UP PMPTSP South Jakarta City. This can be linked to previous

research, which states that communication quality positively influences the overall quality of e-government services, leading to increased user experience and satisfaction levels (Hung, Chen, & Su, 2020). Effective communication quality contributes to users finding e-government services more useful, indicating a direct relationship between communication quality and perceived service quality. In addition, transparent and informative communication fosters trust and cooperation between implementing agencies and the community. Research shows that internal communication plays an important role in the successful implementation of SIMBG and SLF. Effective communication also encourages collaboration and understanding among stakeholders involved in the licensing process. Previous research shows that governments benefit from improved communication among stakeholders in the dam operation licensing process.

The findings of this research also support the hypothesis which states that there is a positive influence of resources on the quality of public services. This means that the higher the resources (X2) available, the higher the quality of public services (Y), conversely the lower the resources, the lower the quality of public services in UP PMPTSP South Jakarta City. The success of policy implementation in various sectors depends on the availability of resources such as human resources (HR), competent policy implementers, policy implementation guidelines, infrastructure facilities, and effective time. This aspect of Resources is very important, according to research from various contexts. For example, research conducted in Tanzania shows that adequate instructors trained in curriculum delivery, sufficient physical resources, and other systemic elements are essential to producing competent doctors. Apart from competence, according to (Nyamtema et al., 2022), optimal human resource management is very important to improve the quality of public services. Appropriate allocation of resources based on skills and experience can improve motivation and overall quality of service in public administration.

These results further follow previous research findings, which emphasized the need to increase resources gradually. This includes investments in human resources, infrastructure, management information systems, and equipment to increase effective certificate issuance (Riau et al., 2024). However, what is still a resource constraint in UP PMPTSP is service time, especially for licensing services that require technical recommendations, it takes quite a long time to issue a Standard Certificate on the RBA OSS System, thus affecting the level of service quality which results in low public assessment of service performance. public. This is in line with research by (Jiang et al., 2021), emphasizing that timeliness is one of the factors that influence quality in fresh food e-commerce logistics services so it significantly influences consumer satisfaction.

The findings of this research also support the hypothesis which states that there is a positive influence of disposition on the quality of public services. The disposition or attitude of the implementer will create real obstacles to policy implementation if the existing government apparatus does not implement the desired policy, which can affect the quality of public services. Policy implementers must be people who are committed to the established policies. Commitment is one aspect of the disposition factor. According

to Pahi et al. (2020), Commitment to service quality reflects the willingness and dedication of implementers or employees to achieve excellence in service quality and customer satisfaction by providing high-quality services. Commitment to service quality is critical for organizations to achieve performance goals and provide exceptional customer service, emphasizing the importance of employee attitudes and behaviour in service delivery. Furthermore, in line with the research above, attitudes also have a significant influence on the quality of public services at the Suwawa Subdistrict Office, Bone Bolango Regency. Policies will function as intended by policymakers if the people implementing them have a positive attitude. The policy implementation process will also be unproductive if implementers and policymakers have different attitudes or points of view.

Bureaucratic structure is one of the factors that influence the quality of public services. When the bureaucratic structure is not conducive to the implementation of a policy, this will lead to low quality of public services and hinder the implementation of the policy. The results of this research support the hypothesis which explains that there is a positive relationship between Bureaucratic Structure and the Quality of Public Services. In the organizational structure at UP PMPTSP South Jakarta City, there is a division of work, job descriptions, and main duties for each staff. Edward III (Subarsono, 2011, p. 9) believes that important sources in supporting the implementation of government policies include the bureaucratic structure which consists of SOPs and division of work. A bureaucratic structure involves the division of tasks, responsibilities, and authority among various levels of the organization. Bureaucratic structures play an important role in shaping organizational performance and the quality of services provided to citizens. Apart from that, according to Riau, et al. (2023), this bureaucratic structure greatly influences the implementation of public services where it is necessary to increase organizational capacity through strengthening the bureaucratic structure. According to Rulinawaty (2020), an inefficient coordination process causes delays in decision-making and policy implementation, affecting service delivery. Implementing a good bureaucratic structure certainly influences the quality of licensing services at UPPMPTSP South Jakarta City, reinforced by the results of research conducted by Destrina Paliema, Jantje Mandey, and Martha Ogotan (2016) which shows the influence of organizational structure on the quality of public services

The results of this research explain that the Public (Business Actors/Society) influences the Quality of Licensing Services positively but not significantly. This means that the Public Factor (community or business actors) as users of the OSS RBA licensing system services does not influence the quality of service at UP PMPTSP South Jakarta City. This is because business actors/the public still do not understand the policy changes that have occurred in electronic licensing services. According to (Grindle, 2017), the success of a policy implementation is influenced by the extent to which the target group or target group feels they have received benefits from the policy so that they change their attitudes and behaviour into a form of compliance and participation for the success of the policy program. Business actors or the public are the target groups in the RBA OSS

System service policy where business actors must understand and adopt the policies that have been created as something new to meet their needs. This was also explained by Quade (1984) that in the policy implementation process, there will be interactions and reactions from the implementing organization, target groups, and environmental factors. The target or targeted group is expected to adopt new interaction patterns through policies and subjects that must change to meet their needs. According to the interview results, the perception of business actors/community regarding the RBA OSS System service policy has not been fully received. Apart from that, the implementation of the RBA OSS System Service Policy is not the result of formulation by the community or business actors who are fully aware of the problems and issues they are experiencing. The RBA OSS System Policy is top-down where decision-makers do not know or are not even able to touch the needs, desires, or problems that must be resolved. Referring to the opinion of Sabatier (1986, pp. 21-48) where if the decision to act is dominated by the wishes of the implementer at the central level then the implementation is centralized or a top-down model, meanwhile, when the decision to act is based more on initiation, creation and adjustment by the implementor at the lower level, the implementation is decentralized or a bottom-up model. Improving licensing services in the OSS RBA System so that it is more effective and has an impact on business actors requires efforts in the form of support for business actors / the community. These efforts consist of:

1. Improvement of RBA OSS System Policy Information Services

Increasing the perception of the understanding of business actors/society can be done by providing information services through online media owned by each policy-implementing agency/organization.

2. Assistance with business/community participation in the process of making business permits

Implementation will run relatively more smoothly if public participation is allowed in accessing the policy process, or at least in one of the processes such as setting the agenda or evaluating policies (Riau et al., 2024). Therefore, there is a need to strengthen assistance in processing business permits for novice business actors, especially MSMEs (Micro, Small, and Medium Enterprises), so that in the end MSMEs have business legality, products can be marketed offline and online, and can increase sales and the community's economy. Efforts to strengthen assistance to business actors can be carried out by holding collaboration and coordination activities between PTSP officers and technical agencies to speed up the licensing service process in the RBA OSS system which requires technical recommendations.

In the relationship between the variables Communication, Resources, Disposition, Bureaucratic Structure, Public and the Quality of Public Services, the overall influence value of the independent variable on R Square is 91.3% on the dependent variable and the partial influence value of the 5 independent variables is overall positive and 4 (four) of which have a significant influence so that it can be stated that there are Communication, Resources, Disposition, Bureaucratic Structure and Public Factors that simultaneously have a positive and significant influence on service quality. Therefore, the hypothesis that

states that the variables Communication, Resources, Disposition, Bureaucratic Structure, and Public simultaneously have a significant effect on the quality of public services is ACCEPTED. The results of the research show that there is synergy and mutually supportive contributions between communication, resources, disposition, bureaucratic structure, and the public (community or business actors) to the quality of public services in UP PMPTSP South Jakarta City. If the factors of communication, resources, disposition, bureaucratic structure, and the public (society or business actors) are implemented together, then the joint influence of the five has a greater influence on the quality of public services, namely 91.3%. It can be understood that something done together will provide greater synergy and contribution than something done individually. This is supported by research conducted by Suwarta (2013) in his journal entitled *The Influence of Communication Factors, Resources, Disposition and Bureaucratic Structure in the Implementation of the Population Administration Information System (Siak) Policy on the Effectiveness of Making Population Identification Cards (KTP) in Kesambi District Cirebon City*. The results of the research show that communication, resources, disposition and bureaucratic structure factors have a big influence on the effectiveness of making KTPs in Kesambi District, Cirebon City.

Conclusion

The impact on theory and practice of the results of this research is very significant. Findings that factors such as Communication, Resources, Disposition, and Bureaucratic Structure positively influence the quality of licensing services. Even though the Public Factor (Business Actors/Community) does not show a statistically significant influence, its contribution still has an overall effect on service quality. This emphasizes the importance of considering the role of all relevant factors in designing policies and strategies to improve the quality of licensing services. The practical implication of these results is that the government and related institutions must pay special attention to these aspects to increase the efficiency and effectiveness of electronically integrated licensing services. For example, investment in improving communication between government and business actors, more efficient resource allocation, developing positive dispositions among officers, reforming bureaucratic structures that are more responsive improving information services as well and facilitating public participation in licensing services can be strategic steps that are required. Apart from that, these findings can also be used as a basis for developing new models or frameworks in public service management that can be applied in other regions or different contexts. Thus, the results of this research not only contribute to the development of public service theory but also provide valuable guidance for practitioners and policymakers in improving the quality of public services more effectively and sustainably to improve public services in South Jakarta.

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