

## **Implementation of Bureaucratic Reform Policy at the Investment and One-Stop Integrated Service Office of Malang Regency (Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kabupaten Malang)**

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INDEXING	ABSTRACT
<b>Keywords:</b> Keyword 1: Investment Keyword 2: OSS Keyword 3: MPP Keyword 4: Licensing Process Keyword 5: Bureaucratic Reform	In practice, the investment climate in Indonesia is still not conducive, both local and foreign investors remain reluctant to invest capital in various sectors in Indonesia. Several fundamental reasons behind this include complicated licensing processes, inadequate infrastructure quality, many regions that hinder the investment climate, and legal certainty for investors. Therefore, this research aims to determine the policies, impacts of policy implementation, and inhibiting factors in implementing bureaucratic reform policies in the investment sector through DPMPTSP Malang Regency in accelerating the licensing process and increasing investment value. This research uses a qualitative descriptive approach. The data sources used are primary and secondary data. Researchers used observation, documentation, and interviews as data collection techniques. In validating the research results, researchers used the triangulation technique to test the credibility of the research results. The results showed that DPMPTSP of Malang Regency implemented an Online Single Submission (OSS) system to accelerate the licensing process to increase regional investment value; furthermore, a Public Service Mall Building (MPP) was built which aims to integrate services in one place. The impact of these policies has increased the amount of investment in Malang Regency, but the increase is gradual. On the other hand, the overlapping regulations between central and regional governments become inhibiting factors for investors in investing their capital, especially for foreign investors. Based on the research results, the researchers suggest that there needs to be a holistic approach in implementing bureaucratic licensing reform that not only focuses on technological aspects, but also on developing human resource capacity and regulatory harmonization. Development of a comprehensive monitoring and evaluation system to ensure the implementation of bureaucratic licensing reform proceeds according to objectives and delivers positive impacts on increasing investment.

### **Article History**

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## **INTRODUCTION**

To ensure effective management of Bureaucratic Reform, the government has established the planning and governance of Bureaucratic Reform in a planning document that can be understood and implemented by all parties and stakeholders concerned (Sebayang et al., 2022). One of the sectors that is the focus of the central and regional governments in public services is bureaucratic Reform (Rifa'i et al., 2016). Concerning this, the government has issued Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025, which is divided into

three periods of the National Bureaucratic Reform Road Map, namely the 2010-2014, 2015-2019, and 2020-2024 Bureaucratic Reform Road Map. Bureaucratic Reform has entered the third or final period of the Grand Design of National Bureaucratic Reform. In this final stage, Bureaucratic Reform is expected to produce a world-class bureaucracy characterized by several things, namely, increasingly quality public services and increasingly effective and efficient governance (Sebayang et al., 2022). Bureaucratic reform aims to realize good governance with a high-integrity, productive, and excellent service apparatus to increase public trust. (Gunawan, 2015) explains that to achieve good governance, an e-government system is needed. E-government is the implementation of government using information and telecommunications technology to improve government performance and meet the community's needs for transparency and accountability of government financial information.

One crucial aspect of bureaucratic reform is the investment sector, which requires efficient and effective management to encourage regional economic growth and increase competitiveness (Choe & Roberts, 2011). Government bureaucracy plays a significant role, even a single role, in developing a country. So, bureaucracy is still a scary specter when developing investment licensing in Indonesia (Tanti, 2015). This specter creates a bond between bureaucracy and the political system. The political system also places bureaucracy as the central control of society. Continuous centralization of bureaucracy is difficult to separate from practical political interests. This bureaucratic reform aims to provide fast, efficient, effective, and comprehensive services to all levels of society (Enceng et al., 2023). However, what is happening now is that the competence of the bureaucracy that is competent to implement a policy towards the concept of good governance in providing public services is not yet optimal.

Investment activities are activities carried out to obtain profit or benefit. Investors are always looking for ways to empower existing capital so that it does not become static but rather increases in value (Slamet, 2015). Development and investment activities are difficult to separate; development without investment activities means reducing economic growth. Therefore, a high and sustainable investment growth rate is needed to achieve high and sustainable economic growth. Investment is an important form of economic activity that supports business life in a country. Investment activities will increase economic activity, open new businesses, or create jobs to reduce unemployment, increase people's purchasing power, increase national income, and increase economic growth (Mulyadi et al., 2024). Thus, bureaucratic reform needs to be encouraged to accelerate and facilitate business permit management for business actors making investments or capital investments.

In practice, the investment climate in Indonesia is still not conducive. Local and foreign investors are still reluctant to invest in various sectors in Indonesia (Ria, 2017). Several fundamental reasons include the complicated licensing process, inadequate infrastructure quality, many regions that still hinder the investment climate, political stability, legal certainty for investors, and extortion practices carried out by several regional heads against investors.

One effort to increase investment is to "bring together" investor aspirations with the interests of local governments (at the provincial and district/city levels) (Ekopriyono, 2016). To find out and understand investor aspirations and the potential and policies of district/city governments, a survey is needed that records various problems faced by investors and the Malang district government. Implementing this is hoped to create ease and acceleration of licensing to increase economic growth and development. Economic development is carried out by exploring and exploiting the natural resources contained therein, requiring high technology and skilled human

resources (HR) that must be supported by sufficient capital (Pujiono et al., 2022). Adequate capital is a problem for the government when exploring and exploiting natural resources due to limited capital.

The limited capital owned by the government is being tried to be overcome by opening an investment scheme to obtain capital from investors, both domestic investment and foreign investment through investment throughout the territory of the Republic of Indonesia, to process economic potential into a real economy to accelerate national economic development (Law of the Republic of Indonesia Number 25 of 2007 concerning investment, 2007). The regulatory updates to Law No. 25 of 2007 concerning investment through the enactment of Law No. 11 of 2020 on Job Creation have significant implications for investors, who generally favor a regulatory environment where rules are clear, non-overlapping, and conflict-free (Saputra & Dhianty, 2022).

The government is currently actively trying to increase investment, one of which is by issuing policy packages. However, during the government's efforts, there are obstacles in the form of many regional regulations, which are considered obstacles to increasing investment in the regions. This may be due to the interpretation of Law Number 23 of 2014 concerning Regional Autonomy being too broad by each region, where regions can make their regulations in the form of Regional Regulations, Governor/Mayor/Regent Decrees (Mulyadi et al., 2024).

This problem is contrary to the regulations issued by the Government, namely Law Number 25 of 2009 concerning Public Services. Public services that are still needed by the community to this day are related to licensing services. This law ensures that public services provided by the state, local governments, and other public service providers run effectively, efficiently, and transparently. Licensing services require an equal relationship between the community using services and the officers tasked with providing services (Maslihatin, 2016).

In Malang Regency, the agency that handles investment licensing issues is the Malang Regency One-Stop Integrated Investment Service (DPMPTSP), through Malang Regent Regulation Number 50 of 2016 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the One-Stop Integrated Investment Service. Establishing and institutionalizing the One-Stop Integrated Investment Service is an effort to realize licensing services that follow the principles of public service within the Malang Regency Government. Based on thinking about the problems faced by the community as service users to improve various weaknesses and anticipate deficiencies in the quality of public services, especially in the licensing sector, the government has formed the One-Stop Integrated Service institution (Ismayanti, 2015). The one-stop integrated service aims to improve the investment climate to encourage economic growth and provide attention to micro, small, and medium enterprises. The President supports the policy of strengthening institutions with the issuance of Presidential Regulation Number 97 of 2014 concerning the Implementation of One-Stop Integrated Services which aims to provide protection and legal certainty to the community, shorten the service process, realize a fast, easy, cheap, transparent, specific and affordable service process and bring and provide broader services to the community.

The objectives of the study were to determine the bureaucratic reform policy in the investment sector through the Malang Regency Investment and One-Stop Integrated Service Office in accelerating the licensing process and increasing investment value, to determine the impact of the implementation of the bureaucratic reform policy on investment interest and realization in Malang Regency, to determine the inhibiting

factors faced in the implementation of the bureaucratic reform policy for the investment licensing process in Malang Regency.

## **LITERATURE REVIEW**

### **Bureaucratic Reform**

Bureaucratic reform is a systematic, integrated, and comprehensive effort to realize good governance, including aspects of institutions, human resources of the apparatus, administration, accountability, supervision, and public services. It is hoped that with the renewal of administration, human resources, and institutions, several benefits will be obtained, namely guarantees to the public that they will receive services with accountable quality, improvements in public service performance, and improvements in service quality (Yusriadi, 2018).

Bureaucratic reform is an effort to make fundamental reforms and changes to the government administration system, especially concerning aspects of institutions (organizations), administration (business processes), and human resources of the apparatus (Akbar et al., 2021). However, in its implementation, bureaucratic reform often brings unintended consequences. New reforms inspired by public management, which weaken the strong elite bureaucracy, can ironically result in bureaucratic augmentation. The main reason is that bureaucrats usually design and manage the administrative reform process.

### **Investment**

Investment is defined as a commitment of money or other resources made at present (present time) with the hope of obtaining benefits in the future (Khusnah & Anshori, 2018). In practice, investment is usually associated with various activities related to investing money in various alternative assets, both those classified as tangible assets, such as land, gold, and property, or in the form of financial assets, for example, various forms of securities, such as stocks, bonds, or mutual funds. For more intelligent investors who are willing to take risks, their investment activities can also include investments in riskier financial assets. Investment is the beginning of economic development activities. The private sector, government, or cooperation between the government and the private sector can carry out investment. Investment can be carried out by the private sector, government, or cooperation between the government and the private sector (Osei-Kyei & Chan, 2017).

Investment or capital investment plays an important role for every business because it creates opportunities for economic actors to expand their businesses and improve production facilities (Sandika et al., 2014). Therefore, investment can increase output, expand job opportunities, and increase profits. The funds obtained are reinvested in the business, and it is hoped that there will be a sustainable increase.

The following are factors that hinder the existence of investment in Indonesia (Fuad et al., 2024), including:

#### **1. Overlapping regulations**

It is indisputable that the government is often inconsistent in implementing regulations related to investment. This attitude impacts legal uncertainty among business actors, both local and international. Business actors tend to be reluctant to invest because they are afraid of the risk of legal uncertainty that can harm them financially.

The legal uncertainty caused by the government's inconsistency in implementing investment regulations also has implications for the lack of trust of business actors in the existing legal system. The lack of guarantees of legal protection makes business actors more careful in making investment decisions. Concerns that sudden policy changes could harm their business and make obtaining adequate and fair legal

protection difficult.

## 2. Complicated licensing

Licensing is a stage that every business actor must pass. Without the necessary permits, a company cannot operate legally and will face legal sanctions. However, the process of managing permits in Indonesia has been considered complicated by many business actors. Generally, they feel burdened by the various permits that must be taken care of to carry out their business activities. The licensing system, which is considered complex, is considered inefficient and an obstacle to the growth and development of the business world (Fiquhiyyah et al., 2023).

### **Online Single Submission**

Legal reform in the investment sector is strengthened by the issuance of Government Regulation No. 24 of 2018 concerning Integrated Electronic Business Licensing Services or online single submission (OSS), which regulates the management of permits and institutions authorized to issue permits (Pujiono et al., 2022). By understanding the above, and to make OSS a superior global-scale internet-based system that can carry out its functions in serving investment or investment following the objectives of OSS, it is necessary to make a structured and systematic plan in developing the system in the future (Moreno-Sanchez et al., 2007).

The OSS system is a concrete form of implementing business licensing regulatory reform in Indonesia to accelerate business services in Indonesia, both in terms of time and stages, through the integration of licensing services in Indonesia (Sakti, 2021). The OSS system is expected to be able to integrate licensing into one door at the Investment Coordinating Board (BKPM) so that it can support the acceleration and increase of investment and business implementation in Indonesia, even in a matter of hours, through the use of technology.

### **Public Policy Implementation**

Van Meter and Van Horn define public policy implementation as actions based on previous decisions. These actions include efforts to change decisions into operational actions within a specific period or to continue efforts to achieve significant and minor changes determined by policy decisions made by public organizations that are directed to achieve predetermined goals (Winarmo, 2008).

George C. Edward III's theory is that policy implementation is influenced by four variables (Subarsono, 2012), namely:

1. Communication, namely the success of policy implementation, requires the implementer to know what to do, where the goals and objectives of the policy must be transmitted to the target group, so that it will reduce implementation distortion.
2. Resources: Although the policy's contents have been communicated clearly and consistently, if the implementor lacks the resources to implement, then the implementation will not run effectively. These resources can be human resources, such as the implementer's competence and financial resources.
3. Disposition is the implementer's nature and characteristics, such as commitment, honesty, and a democratic nature. If the implementor has a good disposition, then the implementor can implement the policy as the policymaker desires. When the implementor has a different attitude or perspective from the policymaker, the policy implementation process also becomes ineffective.
4. Bureaucratic Structure, the organizational structure tasked with implementing the policy, significantly influences policy implementation. Standard Operating Procedure (SOP) and fragmentation are aspects of the organizational structure. An

organizational structure that is too long will weaken supervision and create red tape, namely complicated and complex bureaucratic procedures, which make organizational activities inflexible. Edwards III states that important resources include adequate staff and good skills to carry out their duties, as well as the authority and facilities needed to translate proposals on paper to carry out public services (Subarsono, 2012).

## **RESEARCH METHOD**

The type of research used in this study is descriptive qualitative. This study aims to determine and understand the process of implementing bureaucratic reform policies at the Investment and One-Stop Integrated Service Office in Malang Regency. Qualitative research is a method based on post-positivist philosophy, used to research natural object conditions (as opposed to experiments) where researchers are key instruments, data collection techniques are carried out in combination (triangulation), and data analysis is qualitative inductive, emphasizing meaning rather than generalization (Sugiyono, 2015).

The data sources used are primary and secondary data. Furthermore, researchers use observation, documentation, and interviews as data collection techniques. In analyzing data, researchers use three stages: data reduction, data presentation, and finally, drawing conclusions. In validating the study's results, researchers use triangulation techniques to test the credibility of the research results.

In this regard, researchers focus their research on:

1. The study will examine how Malang Regency implements bureaucratic reform policies in the investment licensing process by the Investment and One-Stop Integrated Service Office (DPMPTSP).
2. The research will focus on the challenges faced by DPMPTSP in implementing reform policies, including issues related to human resources, infrastructure, and existing internal processes.)

## **RESULT AND DISCUSSION**

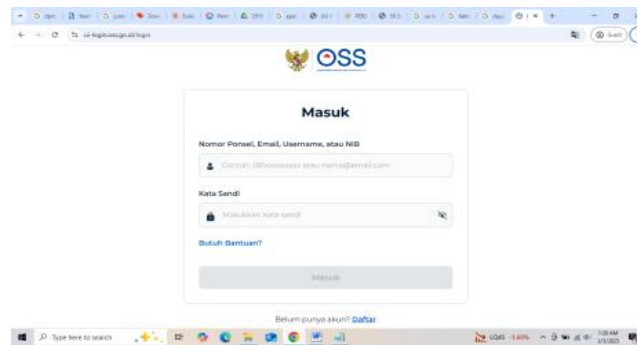
### **Policy to Facilitate the Licensing Process and Increase Investment Value**

Policy is a series of products that the government owns. Wibawa expressed that public policy is every decision made by the government, both at the central and local levels, or supra-state agencies/institutions/or organs (Setyawan, 2017). Public policy is intended to resolve challenges and problems that are currently occurring. In this regard, the issue of investment licensing is a serious problem currently being faced by the government. One form of government policy to overcome the problem of the complicated licensing process that takes a long time is the government-issued legal regulations through Government Regulation No. 24 of 2018 concerning Electronically Integrated Business Licensing Services or online single submission (OSS) which regulates the management of licensing and institutions authorized to issue licenses (Pujiono et al., 2022). The Online Single Submission aims to realize easy, fast, and transparent licensing services, increasing public trust in services to the community (Maliki, 2022). The OSS system is a concrete form of implementing business licensing regulatory reform in Indonesia to accelerate business services in Indonesia, both in terms of time and stages, through the integration of licensing services in Indonesia (Sakti, 2021). It is further explained that PTSP services to the Central and Regional Governments are refined to be more efficient, serving, and modern. One of the most significant is the provision of an Electronic Integrated Business Licensing Service (OSS) system. Through the OSS, business actors register and manage the issuance of

business, commercial, and/or operational licenses in an integrated manner. Through the OSS, the Central Government and Regional Governments issue Business Licenses submitted by Business Actors (Ekawati & Sarikun, 2023). According to Law No. 25 of 2007 on investment, Licensing Service is defined as all forms of approval to conduct capital investment issued by the government and regional government that has authority by the provisions of the prevailing laws and regulations, which includes: Capital Investment Registration License; Capital Investment Principle License, Expansion Principle License, Amendment Principle Licenses/Business License, Expansion Of Business License, Merger Business License and Amendment Business License (Suhendra, 2018).

The results of the study show that the policy of the Malang Regency Government, through the Investment and One-Stop Integrated Service Office, is implemented through the Online Single Submission (OSS) system, which aims to facilitate the licensing process and reduce bureaucracy related to the time for completing complicated and time-consuming permits. The results of this study are in line with several theories and studies that previous researchers have conducted that the researcher has explained above, that as a form of policy of the Investment and One-Stop Integrated Service Office of Malang Regency to facilitate the licensing process to attract investors to increase investment value, namely by implementing the Online Single Submission technology system. This OSS system will likely attract as much investment interest as possible to help improve the regional economy.

In addition to the implementation of Online Single Submission (OSS), the Malang Regency government through the Investment Office has also built a Public Service Mall (MPP) building, the purpose of this building is to facilitate the licensing process by only being carried out in one place, the Public Service Mall has been integrated with all series of service procedures only carried out in this one place, so that the public or business actors do not need to move from place to place in taking care of the licensing process. Based on Presidential Regulation of the Republic of Indonesia Number 89 of 2021 concerning the Implementation of Public Service Malls, it aims to integrate services to increase the speed, ease, reach, comfort, and security of services. Furthermore, based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 23 of 2017 concerning the Implementation of Public Service Malls, Public Service Malls (MPP) are places where public service activities for goods, services, and administration take place which are an expansion of the integrated service function both central and regional, as well as BUMN/BUMD and Private services to provide fast, easy, affordable, safe, and comfortable services. Davis revealed that ease of service consists of easy-to-fulfill service requirements, easy-to-follow service procedures, and easy-to-operate service facilities (Roqim et al., 2023). In addition, the Malang Regency Public Service Mall is also strategically located in the capital city, considering that Malang Regency is extensive, making this place strategic and easily accessible to people from other sub-districts. This fulfills two main elements in service accessibility according to Suharmiati, namely service elements such as affordability of costs and infrastructure, and user elements such as justice for service users (Pujiono et al., 2022).



**Figure 1. Online Single Submission (OSS)**

*Source: Secondary data 2024*

Based on the image above, researchers can explain that to simplify the licensing registration process, business actors can independently register for an OSS account and then complete the required forms according to the application's direct guidance.



**Figure 2. Public Service Mall (MPP)**

*Source: Primary data 2024*

Based on the image above, the licensing service process at the Malang Regency DPMPTSP is carried out in one location, the Public Service Mall. The purpose of the MPP is to facilitate business actors' carrying out the licensing process in one place.

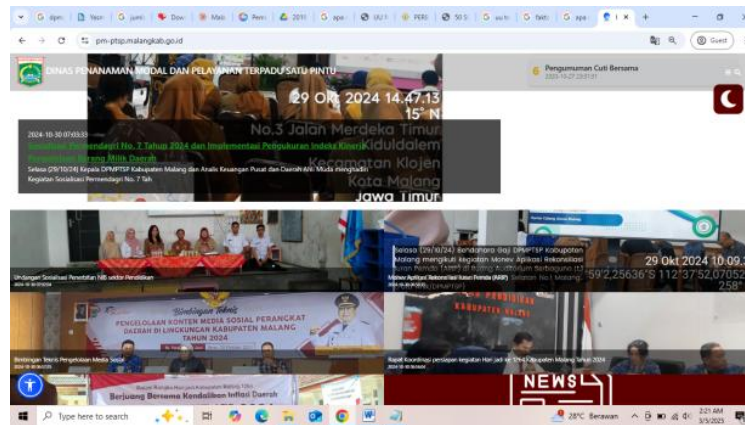
Based on all the descriptions above, the researcher can conclude that implementing the Online Single Submission (OSS) system at the Malang Regency DPMPTSP aims to facilitate business actors in the licensing process without visiting the agency. Furthermore, the Malang Regency government also formed a Public Service Mall, which functions as a place where licensing process services can be carried out in only one location without moving from place to place. This form of policy is proof of the government's seriousness in efforts to facilitate the licensing process and increase investment value in Malang Regency.

#### **a. Communication**

Communication or socialization has an important role in public policy, public policy socialization can be interpreted as: "an effort to disseminate the contents or substance of a policy that has been made to generate knowledge and understanding from various related parties, including the target group so that they are willing and able to carry out their role in the success of the objectives as stated in the policy" (Herdiana, 2018). Therefore, the continuity of good socialization will affect the policy being known by the target group to be targeted; ineffective socialization will make the policy not understood or even not known at all by the target group.

The researchers' findings show that the socialization of policies carried out by DMPTSP Malang Regency is carried out digitally. The agency utilizes information technology through the official DPMPTSP website and Instagram social media accounts

to provide information on requirements, procedures, costs, and estimated time for completing investment permits. This makes it easier for prospective investors to access information effectively and efficiently. On the other hand, the local government also actively conducts direct socialization through various methods. DPMPTSP also organizes Technical Guidance (BimTek) to provide technical guidance to business actors, holds special seminars and meetings with investors, and even utilizes religious activities such as Shubuh Keliling to provide licensing services and information. This combined approach shows the commitment of DPMPTSP Malang Regency to creating an open, informative, and investor-friendly investment ecosystem.



**Figure 3. DPMPTSP Website Malang Regency**

*Source: Secondary data 2024*

The image above explains that the Malang Regency Investment and One-Stop Integrated Services Agency has an official website that conveys all its activities and details regarding investment licensing procedures and requirements.



**Figure 4. Instagram Account of DPMPTSP Malang Regency**

*Source: Secondary data 2024*

Based on the image above, the DPMPTSP Malang Regency Instagram account functions as a means to convey all the latest information to the public on licensing requirements and procedures for business actors. The public can access this social media to find out the latest news or procedures issued by the DPMPTSP Malang Regency.



**Figure 5. Technical Guidance by DPMPTSP Malang Regency**

*Source: Instagram account of DPMPTSP Malang Regency*

The image above explains that the Malang Regency DPMPTSP is providing technical guidance to business actors. This activity aims to help them understand the requirements and procedures for risk-based business licensing in the Malang Regency.



**Figure 6. Shubuh Keliling (Shuling) Activity**

*Source: Secondary data 2024*

From the picture above, it can be explained that the Head of the Malang Regency Investment and One-Stop Integrated Service Office accompanied the Malang Regent in the Shubuh Keliling program. This activity aims to provide socialization of licensing services that make it easier for business actors to take care of their business permits. Information technology must also be appropriately utilized in the increasingly rapid development of information technology. For this reason, policy socialization must also take advantage of this momentum, so conveying information to the broader community becomes faster and more effective. Socialization utilizes social media or official sites owned by related institutions/agencies to convey the central policies. This is in line with the opinion of (Septikasari et al., 2022), which states that through technology and ease of accessing every community's needs, product licensing can be done online to facilitate the delivery of information for each service process. In contrast to the results of research conducted by current researchers, previous research conducted by (Robby & Tarwini, 2019) at the DPMPTSP of Bekasi Regency, the results of their research showed that the socialization method carried out was still manual through socialization in sub-districts in Bekasi Regency and delivery of materials related to the licensing process through Online Single Submission.

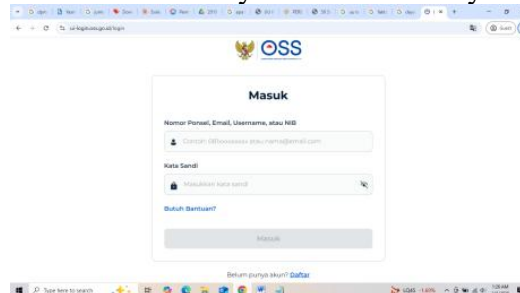
## b. Resources

The availability of resources is an important aspect of the policy implementation process. In this case, the researcher wants to examine the availability of technological resources and supporting facilities owned by the Malang Regency Investment and One-Stop Integrated Service Office to facilitate the licensing service process.

### 1. Availability of information technology systems

Information technology can help the public get easy and fast services because filling out forms online can be done anywhere and anytime (Febryan et al., 2016). Furthermore, technological advances can facilitate company management in diffusing innovations for the community. Technology can facilitate community licensing matters and reduce complicated bureaucracy (Farah & Astuti, 2020). The benefits of the Electronically Integrated Licensing System will indirectly reduce the licensing process and procedures, which are expected to attract investors, especially foreign investors, to invest in Indonesia (Sakti, 2021).

Based on researchers' findings during research at the Investment and One-Stop Integrated Service Office of Malang Regency, researchers concluded that, technically, the Malang Regency DPMPTSP does not yet have independent technology for the licensing process. Hence, it fully utilizes the OSS system, which was first introduced in 2018. However, this limitation does not make them passive. The Malang Regency Government is proactively optimizing the system, focusing on improving the quality of service and ease of access for investors and business actors. Their commitment is reflected in a combination approach: accepting central policies while continuing to innovate and improve. They view OSS as an administrative instrument and a strategic means to transform governance, accelerate the licensing process, and create a more transparent, efficient, and investor-friendly investment ecosystem.



**Figure 7. Online Single Submission (OSS)**

*Source: Secondary Data 2024*

Based on the image above, the Malang Regency DPMPTSP utilizes Online Single Submission as a technology system to support the licensing process's more effective and efficient running.

The aim of reforming the licensing regulations is to develop Risk-Based Norms, Standard Procedures and Criteria (NSPK), so that the government can issue permits in a way that allows for integrated supervision (Suroso et al., 2024). Business licenses are issued by the OSS Institution on behalf of the Minister, Head of Institution, Governor/Regent/Mayor to business actors through an integrated electronic system. This license type is called an Online Single Submission (OSS) license. The OSS system also aims to improve the investment environment, facilitate licensing registration and administration, and encourage the growth of business activities (Erdiawati, 2023).

The results of this study show alignment with previous research conducted by Sakti (2021), which revealed that bureaucratic reform in the field of telecommunications licensing through electronically integrated business licensing services (OSS System) is one of the government's efforts to improve public services in the licensing process

through accelerating business licensing. Furthermore, the results of research conducted by (Sakti, 2021) at the Investment Coordinating Board (BKPM) show that the OSS system implemented has another advantage, namely being able to display data on the number of business actors who register for licensing in real-time (from time to time) quickly, precisely and accurately the number of business actors who register, activate accounts, who obtain NIB, business licenses, and commercial/operational licenses.

## 2. Availability of Supporting Facilities

The availability of supporting facilities is an important aspect in maximizing the service process provided; the absence of supporting facilities will result in the provided service being less than optimal. Rahayu et al. (2021) expressed the same thing: the existence of facilities is anything that can facilitate efforts and expedite work to achieve a goal. Furthermore, Dayantri (2022) stated that agencies or services must provide supporting facilities in the licensing service process.

The research findings show that the Malang Regency DPMPTSP has designed a modern, efficient service ecosystem focusing on easy access for the community and business actors. The concept of a public service mall is concrete evidence of the transformation of public services, where all supporting facilities have been systematically prepared in one building (Osborne, 2020). Starting from a comfortable service room equipped with a waiting room, computer devices, and stable internet connectivity, to a simple queuing mechanism that makes it easy for the public to be organized and orderly in getting services. This infrastructure meets minimal needs and is designed to create an optimal service experience. This strategy shows the commitment of the Malang Regency Government to transforming governance. They provide physical facilities and build a responsive, transparent, and user-oriented system. The developed infrastructure aims to accelerate the service process, reduce bureaucracy, and provide maximum convenience for business actors accessing various licensing services.



**Figure 8. Supporting Facilities for Licensing Services**

*Source: Primary data 2024*

The image above explains that the supporting facilities for licensing services at the Malang Regency DPMPTSP, such as service rooms, computers, and internet connections, have been integrated in one place, namely in the Public Service Mall (MPP) building.

The researcher's findings are in line with previous research conducted by Dayantri (2022), which revealed that the North Sumatra Province DPMPTSP has physical service equipment facilities in the form of computers, as well as a DPMPTSP office or building equipped with a clean and comfortable waiting room. Furthermore, the results of research conducted by (Rahayu et al., 2021) revealed the same thing that the Malang Regency DPMPTSP has provided good facilities such as service rooms and waiting rooms, facilities such as service tables and chairs, hardware such as computers, printers, and software or software provided, namely internet network access that is directly connected to the Samarinda City DISKOMINFO.

Therefore, based on the findings of researchers, previous studies, and theoretical descriptions related to the importance of the existence of supporting facilities, the researcher concludes that the Malang Regency DPMPTSP has been serious about paying attention to this aspect. The existence of the facilities provided is proof of the government's seriousness in providing licensing process services to facilitate the community.

### c. Disposition

The disposition in carrying out the licensing service process at the DPMPTSP must be viewed broadly because, in its implementation, the disposition of the DPMPTSP as an implementer is not enough to ensure that the implementation of services runs smoothly. For this reason, the implementer must be genuinely committed and serious in implementing an existing policy product; a lack of seriousness in implementing the policy will hinder the implementation process. An implementor has a good disposition to be able to implement the policy properly as intended by the policy itself. Without a good disposition, the policy implementation process will also be ineffective (Widiawati et al., 2021). In implementing a policy effectively and efficiently, implementers must not only know what to do and have the capability to do it, but they must also have the passion or desire to implement it (Vicesa et al., 2021). The researcher's findings show that the Malang Regency Government is firmly committed to improving the quality of public services and encouraging the investment climate. This commitment is manifested through several strategic approaches: First, there is an emphasis on leadership that participates by providing clear direction to all levels to provide fast, effective, and quality services. This can be seen from the direct instructions of the leadership and the existence of Service Information as a guide to service standards. Second, systematic efforts to facilitate investment are carried out by forming Malang Regency Regional Regulation Number 3 of 2019 concerning the Provision of Incentives and Investment Facilities. This PERDA regulates explicitly the provision of incentives and investment facilities. This regulation is a legal instrument that supports creating a conducive investment environment in Malang Regency. Third, there is a deep awareness of the importance of quality public services, focusing on optimizing organizational performance and meeting community needs. This commitment is reflected in ongoing efforts to improve service standards and create more responsive mechanisms.



**Figure 9. Information on DPMPTSP Services in Malang Regency**

*Source:* secondary data 2024

Based on the image above, it can be explained that the Head of the Malang Regency Investment and One-Stop Integrated Service Office signed a service announcement that aims for every staff member and employee of the Malang Regency DPMPTSP to provide services according to service standards and promise to provide services according to obligations and to be carried out continuously.



**Figure 10. Regional Regulation Number 3 of 2019 Concerning the Provision of Incentives and Investment Facilities**  
*Source: secondary data 2024*

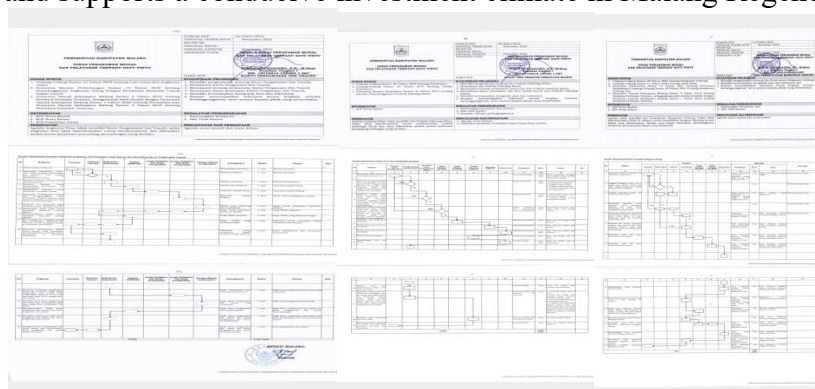
From the picture above, it can be explained that in order to facilitate investment and attract investment interest, Malang Regency issued a PERDA signed by the Deputy Regent at that time, who has now been inaugurated as the Regent of Malang, Mr. Drs. H.M. Sanusi, M.M. the purpose of forming this PERDA is to attract investors to invest in Malang Regency.

The results of the study presented by Widiawati et al. (2021) show that incentives are provided to employees who show good performance. The incentive provision system at the DPMPTSP of Tasikmalaya City is in the form of support or additional operational allowances and employee performance allowances in the form of employee remuneration based on service performance targets. However, in the study conducted by the current researcher, it was found that the provision of incentives was given to investors, as evidenced by the enactment of Malang Regency Regional Regulation Number 3 of 2019 concerning the Provision of Incentives and Investment Facilities, which regulates the procedures and criteria for providing incentives. The difference in this study shows that the Malang Regency Government provides incentives to investors to attract investors to invest in its area.

Furthermore, the results of the study (Widiawati et al., 2021) show differences in research results as well where as a form of commitment from the leadership in accelerating the licensing service process at the Banyumas Regency DPMPTSP, an exemplary employee program is held every month to appreciate the performance of employees with indicators of honesty and performance assessment. From the differences in the results of this study, the researcher concluded that the Malang Regency DPMPTSP also needs to provide incentives to employees/staff who show good and maximum performance. d. Bureaucratic Structure The availability of a clear bureaucratic structure allows policy implementation to run effectively and efficiently. Implementing a policy requires adequate resources and can be hampered if its bureaucratic structure still has obstacles (Widiawati et al., 2021). Therefore, it is important to consider the bureaucratic structure. An important thing to consider in accelerating the licensing process is the existence of clear standard operating procedures (SOPs). Routine SOPs designed for typical situations in the past may hinder changes in policy because they do not match new situations or programs. SOPs are very likely to hinder the implementation of new policies that require new ways of working or new types of personnel to implement the policy. This is supported by Edrawd III, which states that the greater the policy requires changes in the routine ways of an organization, the greater the probability of SOPs hindering implementation (Robby & Tarwini, 2019).

The researchers' findings show that Malang Regency has developed a comprehensive, digital, and inclusive licensing system focusing on convenience and accessibility. The licensing system implemented has two main mechanisms: Online Single Submission (OSS) and a manual process designed to provide efficient and

transparent services. Through OSS, prospective investors and the public can access information, submit applications, and undergo online verification. This system simplifies the licensing process and reduces bureaucratic time. Manual services are still provided with direct assistance at the office for people unfamiliar with technology. Each type of license has a clear and specific Standard Operating Procedure (SOP), with varying completion times depending on the complexity of the license. For example, a health practice license can take up to two weeks. This approach reflects the local government's commitment to transforming public services, prioritizing speed and convenience. The system built is not merely administrative, but also empowers the community and supports a conducive investment climate in Malang Regency.



**Figure 11. Standard Operating Procedure of DPMTSP Malang Regency**

*Source: secondary data 2024*

Based on the image above, the researcher can explain that the researcher took an example of three (3) standard operating procedures for the licensing process flow enforced by the Malang Regency DPMTSP. The researcher took three examples of SOPs: the SOP for clinical psychology practice permits, the SOP for licensing/non-licensing services without surveys and levies (route monitoring cards), and the SOP for building approval. Of the three SOPs, there are differences in the time required to complete the permits; the longest licensing completion process is for the SOP for clinical psychology practice permits, which takes 14 days (two weeks). Meanwhile, for licensing/non-licensing services without surveys and levies (route monitoring cards) and building approval, the completion time is 7 days (one week). The results of this study with research conducted by (Widiawati et al., 2021) revealed that Tasikmalaya City uses SOPs that regulate investment procedures and licensing processes, Licensing Service Standards are also adjusted to service needs and references to the latest laws and regulations, namely PP24/2018 concerning online single submission (OSS). The results of previous research conducted by (Robby & Tarwini, 2019), revealed the same thing, the results of their research showed that the Bekasi Regency DPMTSP which provides Business Licensing Service Standards through Online Single Submission (OSS) is guided by the Regulation regulated in Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services. The same research results were also revealed by (Vicesa et al., 2021), who conducted research at the DPMTSP of Cilacap Regency. The results of their research showed that the SOP for licensing services had been prepared, but the SOP for licensing and non-licensing services was different for each section. Therefore, the requirements, provisions, and processing times were also different. For example, in managing IMB (Building Construction Permit) permits, there are several different requirements, even though technically they are almost the same. Based on the research results and previous studies, there is harmony in the research results, where the DPMTSP of Malang Regency has prepared standard operating procedures for each permit at the DPMTSP of Malang

Regency. However, each permit has a different flow and time for completion.

### Increase in Incoming Investment Value After Implementation of Bureaucratic Reform of Licensing

Bureaucratic reform in investment licensing services, in addition to simplifying the licensing process, also aims to increase the value of incoming investment from the previous year. One factor that drives the increase in investment value is a fast and uncomplicated licensing process. Mulyadi (2018) stated that investors' interest is certainly seen in the factors that encourage them to invest in their businesses in Indonesia: fast, easy, and cheap licensing; legal certainty; cheap production and labor costs; national security; and other factors.

Based on the study's results, the researcher found that Malang Regency generally experienced positive but gradual investment growth, with different characteristics between domestic and foreign investment. Investment has continuously increased since 2021, with the number of investors increasing. However, the growth is gradual, and there is no drastic spike. Domestic investment shows a more stable and consistent performance, while Foreign Investment (PMA) experiences quite significant fluctuations, a serious condition concerning the local government.

7									
C. Realisasi Investasi									
No	Uraian	Tahun 2018 s.d 2021	Tahun 2022	Tahun 2023	Tahun 2024				Keterangan
					Triwulan I	Triwulan II	Triwulan III	Triwulan IV	
1.	Penanaman Modal Asing	11.327.142.227.935	2.242.857.698.333	1.530.785.375.879	631.886.211.381	182.064.000.000	131.596.289.627	79.868.028.977	
2.	Penanaman Modal Dalam Negeri Non UMM	36.579.072.778.833	3.118.310.690.983	3.943.740.313.285	616.585.176.795	638.136.400.000	819.129.490.734	1.076.490.195.332	
3.	Penanaman Modal Dalam Negeri UMM	0	0	188.572.887.767	0	157.359.133.645	0	186.445.323.030	
	Jumlah	47.906.215.006.768	5.360.918.389.316	5.563.104.690.035	1.247.475.388.176	877.589.533.645	950.725.780.361	1.342.804.545.939	
	Jumlah Realisasi Investasi Tahun 2024							4.518.585.248.121	

Sumber Data : OSS RBA periode Triwulan IV (1 Oktober s.d 31 Desember) 2024

Register: 1/1 Januari 2025  
KEPALA DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU PINTU KABUPATEN MALANG  
Subdit MPPADALING  
Subsidi Usaha Muda  
NIP. 197104141994031087

**Figure 12. Investment Realization in Malang Regency**

*Source: secondary data 2024*

Based on the image above, which the researcher obtained from the Head of Investment Implementation Control Division, Mrs. Endah Dwi Suhesti, S.Sos., M.Si, it can be explained that there is indeed an increasing trend in investment realization in Malang from 2021 to 2023, but in 2024 the figures show a downward trend of more than 1 trillion from 2023.

DATA INVESTASI PENANAMAN MODAL KABUPATEN MALANG TAHUN 2024									
Berdasarkan Online Single Submission (OSS) Berbasis Risiko									
Triwulan IV (1 Oktober 2024 - 31 Desember 2024)									
A. Jumlah Investor									
No	Uraian	Tahun 2018 s.d 2021	Tahun 2022	Tahun 2023	Tahun 2024				Keterangan
					Triwulan I	Triwulan II	Triwulan III	Triwulan IV	
1.	Investor Penanaman Modal Asing	26	3	32	1	1	1	0	
2.	Investor Penanaman Modal Dalam Negeri Usaha Non Perorangan	6.837	1.568	1.548	349	476	667	924	
3.	Investor Penanaman Modal Dalam Negeri Usaha Perorangan	10.061	19.956	31.529	6.125	22.249	5.798	15.464	
	Jumlah	16.924	21.526	33.109	6.475	22.726	6.466	16.388	
	Jumlah Investor Tahun 2024							52.075	

**Figure 13. Number of Investors**

*Source: secondary data 2024*

Based on the image above that the researcher obtained from the same source, there is an increasing trend from 2021 to 2024, especially in the investment sector from domestic investment investors, non-individual businesses, and domestic investment

investors, individual businesses. However, foreign investors show a fluctuating trend; the largest number is in 2023, with 32 investors.

The Malang Regency government is fully aware of the importance of maintaining investment growth momentum. They are formulating a strategy to attract investor confidence, especially foreign investors, to create a more conducive and sustainable investment climate. This effort is considered crucial to support future economic growth and regional development. Based on the results of research conducted by Mulyadi (2018), it was revealed that the DPMPTSP of Sragen Regency, which provides fast and transparent services, has resulted in an increase in investment that continues to increase from year to year (Mulyadi, 2018). The results of this study explain that fast and transparent services will increase the investment value, which continues to grow.

### **Inhibiting Factors in the Implementation of Investment Licensing Reform**

One of the common inhibiting factors related to the investment licensing process is the uncertainty of applicable laws; there is often an overlap of laws between the central and regional governments, which results in the investment process in the regions being slightly hampered (Howse, 2019). The problem of overlapping service authorities, including foreign investors, has become a symptom after the implementation of regional autonomy. Legal uncertainty caused by the government's inconsistency in implementing investment regulations also has implications for the lack of trust of business actors in the existing legal system (Fuad et al, 2024). The lack of guarantees of legal protection makes business actors more careful in making investment decisions. Concerns that sudden policy changes will harm their business, and obtaining adequate and fair legal protection is complex.

The researcher's findings show different views from the three sources in explaining the inhibiting factors related to investment licensing in Malang Regency. The first source identified overlapping legal regulations between the central and regional governments as the main factor inhibiting foreign investment. These policy differences create significant legal uncertainty, making foreign investors hesitant. The second source, however, stated that there were no inhibiting factors. According to him, the licensing process has been carried out optimally, and supporting facilities have met the standards required to attract investors. Meanwhile, the third source expressed the most interesting perspective that they have not yet realized the inhibiting factors for investment because they have not conducted an in-depth investigation. However, they are confident in the great potential of Malang Regency in the agro-industry, tourism, and other industrial sectors.

The results of the current study and previous research presented by Enceng et al. (2023) revealed that issues concerning the ease of licensing, overlapping laws and regulations, and unsynchronized regulations are still often heard (Enceng et al., 2023). The concept of integrated one-stop services to electronically integrated business licensing has been echoed. For this reason, business licensing and regulatory reform are a national priority. Furthermore, the study results (Dalla & Hutabarat, 2018) in Batam City also revealed that the problem of overlapping legal regulations is still an inhibiting factor in the licensing process (Dalla & Hutabarat, 2018). This overlapping authority hinders the development of Special Economic Zones, namely in dividing work areas, assets, and types of permits. The results of research conducted by researchers and previous researchers revealed that the problem of overlapping legal regulations between the central and regional governments is relatively severe. If this problem is not resolved immediately, foreign investors' interest in investing in the region will be affected. Based on the hierarchy of regional government legislation, both provincial and district/city

governments are at the bottom; therefore, in formulating Regional Regulations, they must pay attention to higher legal regulations so that there are no differences in legal regulations applied by the regional government.

The government has made various efforts to solve the problem of disharmony in investment regulations. In 2017, Presidential Regulation (Perpres) Number 91 concerning the Acceleration of Business Implementation came into law. This policy aims to improve the standard of business licensing bureaucracy to efficient, easy, and integrated business licensing services without neglecting the good governance principle (Suroso et al., 2024).

## **CONCLUSION**

From the series of research results that have been described, the conclusion in this study is that the policy of the Malang Regency Investment and One-Stop Integrated Service Office in accelerating the licensing process and increasing investment value is by implementing the Online Single Submission (OSS) system and the construction of the Public Service Mall (MPP) building. The OSS system at the Malang Regency DPMPTSP aims to make it easier for business actors to carry out the licensing process without visiting the service agency. The Public Service Mall, which functions as a place for licensing process services, can be established in just one location without moving from place to place. Malang Regency has generally experienced positive but gradual investment growth, with different characteristics between domestic and foreign investment. Investment has continuously increased since 2021, with the number of investors increasing. However, the growth is gradual, and there is no drastic spike. The inhibiting factors experienced by the Malang Regency DPMPTSP in the licensing service process are the complexity of legal regulations that are not aligned between the central and regional governments. The overlapping policies between the central and regional governments create significant legal uncertainty. These regulatory differences are a disincentive for foreign investors, making them hesitant to invest in the region.

Based on the results of the research that has been conducted, the following are suggestions given by the researcher:

- a. Implementing licensing bureaucratic reform requires a holistic approach that focuses on the technological aspect, human resource capacity development, and regulatory harmonization.
- b. Developing a comprehensive monitoring and evaluation system to ensure that the implementation of licensing bureaucratic reform runs according to objectives and positively impacts increasing investment.
- c. Improved collaboration between the central and regional governments is needed to ensure policy harmonization and consistent implementation at all levels.

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