

## IMPLEMENTATION OF THE E-GOVERNMENT SYSTEM FOR BUSINESS IDENTIFICATION NUMBER (NIB) ISSUANCE SERVICES AT THE INVESTMENT AND ONE-STOP INTEGRATED SERVICE AGENCY OF BULUKUMBA REGENCY

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### ABSTRACT

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The implementation of e-government through the Online Single Submission (OSS) system has become an important instrument for improving business licensing services and facilitating the issuance of Business Identification Numbers (NIB). This study aims to analyze the implementation of the OSS system for NIB issuance at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Bulukumba Regency. The study employed a descriptive qualitative approach. Data were collected through observation, semi-structured interviews, and documentation, while data validity was ensured through data triangulation and member checking. Data analysis followed the interactive model of data condensation, data display, and conclusion drawing. The findings were analyzed using William N. Dunn's six policy evaluation criteria: effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness. The findings indicate that OSS implementation has generally improved the accessibility, speed, transparency, and simplicity of NIB licensing services. However, implementation has not been fully optimal due to unstable internet connectivity, system disruptions, limited digital literacy among some business actors, unequal access in remote areas, and incomplete integration of certain licensing processes. Responsive assistance from service officers, supportive regulations, adequate technological facilities, and inter-agency coordination constitute important supporting factors. Therefore, strengthening digital infrastructure, human resource capacity, public digital literacy, inter-agency coordination, and decentralized assistance services is necessary to improve the inclusiveness and sustainability of OSS-based business licensing services in Bulukumba Regency.



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### INTRODUCTION

The rapid evolution of technology has led almost every country around the world to rely increasingly on information and communication technology (ICT) in the delivery of public services. Consequently, public services can be accessed by citizens in an increasingly integrated and timely manner. This service system is commonly known as e-government. The primary objective of implementing e-government is to promote good governance by ensuring that government services are transparent, accountable, and free from corruption. In essence, e-government refers to the utilization of information and communication technology as a tool to support and improve government administrative and service-delivery systems. In Indonesia, e-government was initially introduced in 2001 through Presidential Regulation No. 6 of 2001 on Telecommunications, Media, and Informatics, which stated that government officials should utilize telematics technology to support good governance and accelerate the democratization process (Peraturan Presiden No. 6 Tahun 2001 Tentang Telekomunikasi, Media Dan Informatika, 2001). Subsequently, the issuance of Presidential Regulation of the

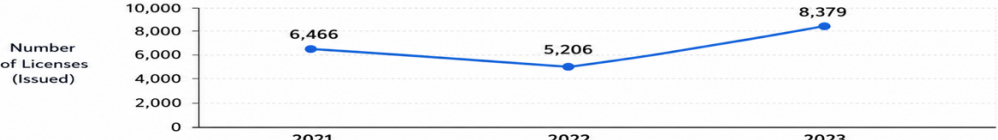
Republic of Indonesia No. 3 of 2003 on the National Policy and Strategy for E-Government Development demonstrated the Indonesian Government's commitment to improving the quality of public services through electronic government systems (Peraturan Presiden RI No. 3 Tahun 2003 Tentang Kebijakan Dan Strategi Nasional Pengembangan E-Government, 2003).

The government continues to pursue greater efficiency and effectiveness in public service delivery, including business licensing services. The implementation of One-Stop Integrated Services (Pelayanan Terpadu Satu Pintu – PTSP) was strengthened through Minister of Home Affairs Regulation No. 20 of 2008 on Guidelines for the Organization and Work Procedures of Integrated Licensing Service Units in the Regions, which required provincial, regency, and municipal governments to establish regional institutions responsible for organizing integrated licensing services (Peraturan Menteri Dalam Negeri Nomor 20 Tahun 2008 Tentang Pedoman Organisasi Dan Tata Kerja Unit Pelayanan Perizinan Terpadu Di Daerah, 2008). The Investment and One-Stop Integrated Services Office (DPMPTSP) of Bulukumba Regency was established through the integration of the Investment Agency and the Integrated Licensing Service Office in 2016. Previously, the Investment Agency was responsible for licensing services related to investment, while the Integrated Licensing Service Office handled other licensing services as stipulated in Bulukumba Regent Regulation No. 11 of 2009 on the Delegation of Certain Licensing Authorities. This institutional arrangement was further strengthened through Bulukumba Regency Regional Regulation No. 1 of 2021, concerning the second amendment to Bulukumba Regency Regional Regulation No. 14 of 2016 on the Formation and Structure of Regional Apparatus Organizations. Consequently, the nomenclature of the regional apparatus responsible for implementing one-stop integrated services was adjusted through Bulukumba Regent Decree No. 188.45-339 of 2022.

The Investment and One-Stop Integrated Services Office (DPMPTSP) of Bulukumba Regency is responsible for providing integrated and efficient business licensing services to entrepreneurs operating in Bulukumba Regency (Peraturan Daerah Kabupaten Bulukumba Nomor 5 Tahun, 2016). However, in practice, several challenges and public complaints remain concerning the service standards provided by DPMPTSP, as reflected in the 2023 Community Satisfaction Survey (SKM) Report of DPMPTSP Bulukumba Regency (Laporan Pelaksanaan Survei Kepuasan Masyarakat (SKM) DPMPTSP Kabupaten Bulukumba, 2023). DPMPTSP also plays a critical role in the issuance of business identification and licensing documents, particularly Business Identification Numbers (Nomor Induk Berusaha – NIB).

Efficient and transparent licensing processes constitute important factors in attracting investment and facilitating business activities. Based on licensing issuance data for the 2021, 2022, and 2023 fiscal years, there were notable fluctuations in the number of licenses issued. In 2021, DPMPTSP Bulukumba Regency issued 6,466 licenses, while the number decreased to 5,206 licenses in 2022. In 2023, however, the number increased substantially to 8,379 licenses. These changes indicate fluctuations in the licensing process and may reflect changes in government policies, licensing requirements, or procedural adjustments implemented by the relevant authorities. The development of licensing issuance during this period is presented in the following table.

**Table 1.**  
SKM Scores for DPMPTSP Bulukumba Regency, 2020–2024



| DESCRIPTION                              | 2021  | FISCAL YEAR       |                   |
|------------------------------------------|-------|-------------------|-------------------|
|                                          | 2021  | 2022              | 2023              |
| Number of Licenses Issued (units)        | 6,466 | 5,206             | 8,379             |
| Change Compared to Previous Year (units) | –     | ▼ 1,260 (-19.49%) | ▲ 3,173 (+60.95%) |
| Change Compared to Previous Year (%)     | –     | -19.49%           | +60.95%           |

Based on the table above, it can be concluded that the service delivery performance of the Bulukumba Regency Investment and One-Stop Integrated Services Agency (DPMPTSP) declined in 2024. In light of this, the researcher has adopted the following title for the study: "Implementation of the E-Government System for Business Identification Number (NIB) Issuance Services at the Bulukumba Regency Investment and One-Stop Integrated Services Agency."

This study utilizes William N. Dunn's policy evaluation theory as its analytical framework. According to Dunn, policy evaluation is a process that generates information regarding the value or utility of a policy based on the achievement of established goals. Dunn proposes six dimensions for policy evaluation: effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness. These six dimensions are used to assess the extent to which the implementation of the OSS system for issuing Business Identification Numbers (NIB) at the Bulukumba Regency DPMPTSP has achieved its intended objectives and to identify factors requiring further improvement.

## METHOD

This study employed a descriptive qualitative approach to examine the implementation of the e-government system in Business Identification Number (NIB) issuance services at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Bulukumba Regency. A qualitative approach was selected because the study sought to understand the implementation process, service practices, interactions among service providers and users, and challenges encountered in the utilization of the e-government system within its actual institutional context (Creswell & Poth, 2018). Data were collected through observation, semi-structured interviews, and documentation. Observations were conducted to examine the implementation of NIB issuance services and the interaction between service officers and applicants. Interviews were conducted with relevant DPMPTSP officials, service officers, and business applicants who had direct experience with NIB issuance services. Informants were selected purposively based on their knowledge and direct involvement in the service process. Documentary data included relevant regulations, institutional reports, service standards, administrative records, and documents related to the implementation of the e-government system and NIB services. The combination of these techniques enabled the researcher to obtain information from different sources and compare empirical conditions with formal institutional provisions.

Data analysis followed the interactive model proposed by Miles et al. (2014), consisting of data condensation, data display, and conclusion drawing/verification. Data condensation involved selecting, simplifying, focusing, and organizing information obtained from observations, interviews, and documents according to the research objectives. The condensed data were then displayed in the form of descriptive narratives and thematic categories to facilitate the identification of patterns concerning the implementation of NIB issuance services, service procedures, accessibility, coordination, and implementation challenges. Conclusions were developed continuously throughout the research process and verified by comparing findings across different data sources. To ensure data credibility, the study employed source and technique triangulation by comparing information obtained from interviews, observations, and documentation, while member checking was conducted by confirming relevant interpretations with selected informants (Creswell & Poth, 2018; Lincoln & Guba, 1985). These procedures were intended to strengthen the credibility, dependability, and confirmability of the findings and provide a comprehensive understanding of e-government implementation in NIB issuance services at DPMPTSP Bulukumba Regency.

## RESULT AND DISCUSSION

The findings indicate that the implementation of the Online Single Submission (OSS) system for Business Identification Number (NIB) issuance at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Bulukumba Regency has generated positive changes in business licensing services. The analysis uses William N. Dunn's six policy evaluation criteria: effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness (Dunn, 2015). Overall, OSS has simplified licensing procedures, reduced administrative burdens, improved service accessibility, and increased transparency. However, its implementation has not yet reached an optimal level because of uneven digital literacy, unstable internet connectivity, system disruptions, incomplete digital integration for certain types of permits, and unequal access in remote areas. These findings reinforce the broader argument that e-government can improve public service efficiency and transparency, but its success depends not only on technology but also on institutional capacity, infrastructure, and citizens' ability to use digital services effectively (Heeks, 2006; United Nations, 2022).

### Effectiveness

The effectiveness of OSS can be observed from goal attainment, institutional integration, and organizational adaptation. The findings show that OSS has substantially facilitated the issuance of NIB by making the process faster, simpler, and more transparent than the previous manual system. According to the Head of DPMPTSP Bulukumba, more than 13,500 licensing applications were processed in 2024, with approximately 9,000 submitted through OSS, indicating substantial adoption of the digital system. Applicants can initiate licensing procedures electronically, while information is processed through an integrated platform. Nevertheless, effectiveness remains constrained by internet disruptions, central-system maintenance, data synchronization problems, and limited digital literacy among some business actors. Consequently, some applicants continue to depend on assistance from DPMPTSP officers. This finding demonstrates that digital transformation does not automatically eliminate administrative barriers; rather, it changes the form of support required from government agencies, from conventional administrative processing toward digital facilitation and assistance (Heeks, 2006; Janowski, 2015).

Institutional integration has also improved because OSS connects central and regional government functions in the business licensing process. DPMPTSP provides consultation and assistance when applicants encounter difficulties. However, delays may occur when synchronization with the central OSS system is disrupted or when verification must be completed by other institutions. From an e-government perspective, this demonstrates that technological integration must be accompanied by organizational integration. Digital platforms can connect administrative processes, but effective service delivery still depends on coordination among institutions with different authorities and responsibilities (Dunleavy et al., 2006). Organizational adaptation is reflected in the ability of DPMPTSP officers to operate OSS and assist users. Training, technical guidance, and continuous updates have supported employee adaptation, although differences in citizens' digital capabilities remain a significant challenge. Overall, the effectiveness of OSS in Bulukumba can be categorized as relatively effective but not yet fully optimal.

### Efficiency

OSS has significantly improved the efficiency of NIB issuance, particularly in terms of time, cost, administrative workload, and accessibility. Applicants no longer need to repeatedly visit the DPMPTSP office because applications can be submitted electronically. According to an interview with a DPMPTSP service officer, when the internet connection is stable and the required information is complete, the NIB application can be processed within approximately 10–15 minutes. This represents a substantial improvement compared with the

previous manual procedure, which required applicants to obtain application forms, secure approvals from local authorities, and complete several supporting administrative requirements.

Financially, NIB issuance through OSS does not require a service fee, while digital processing reduces transportation, photocopying, and other administrative costs. The system also reduces the workload associated with physical document management because information is entered and stored electronically. Nevertheless, efficiency is affected by unstable internet connections, system downtime, incorrect data entry, and occasional duplication or repetition of information. Therefore, the implementation of OSS demonstrates that digitalization can reduce transaction costs and administrative burdens, but its efficiency remains dependent on the reliability of digital infrastructure and the quality of data management (Dunn, 2015; Heeks, 2006). In this regard, OSS can be considered sufficiently efficient, although infrastructure and system reliability still require improvement.

### **Adequacy**

In terms of adequacy, OSS has addressed a substantial proportion of citizens' need for fast, accessible, and transparent business licensing services. The system simplifies the process of obtaining business legality and enables applicants to complete many licensing procedures electronically. However, the findings also show that OSS does not accommodate every type of permit in the same manner. Certain licensing processes, such as specific spatial-use requirements, may still require additional verification or procedures outside the fully electronic process. Some professional and educational licensing sectors are also administered through other institutional authorities rather than through OSS.

This condition indicates that OSS is adequate for the core function of NIB issuance, but its capacity to provide a fully integrated licensing experience remains limited by the division of authority among government institutions. From a policy evaluation perspective, adequacy concerns whether a policy is capable of solving the underlying problem rather than merely producing an administrative output (Dunn, 2015). Thus, OSS has substantially reduced the complexity of business licensing, but further integration among sectoral institutions is required to provide a more comprehensive digital licensing ecosystem.

### **Equity**

Equity concerns the extent to which the benefits of a policy are distributed fairly among different groups of service users (Dunn, 2015). DPMPTSP Bulukumba provides OSS services to business actors regardless of business scale and complements online services with direct assistance for applicants who experience difficulties. However, the findings reveal an access gap between urban and remote areas. Although internet access is available in several districts, differences in digital literacy, electricity availability, network quality, and access to appropriate devices continue to affect citizens' ability to use OSS independently.

This finding demonstrates that digital service availability does not necessarily mean equal digital access. In response, DPMPTSP has initiated public service posts at the sub-district level to bring services closer to communities in geographically distant areas. Such initiatives are important because equitable e-government requires not only equal access to digital platforms but also institutional mechanisms that compensate for differences in infrastructure and digital capability (United Nations, 2022). Therefore, the equity dimension can be categorized as sufficient but requiring further improvement, particularly through stronger digital inclusion and decentralized assistance.

### **Responsiveness**

Responsiveness represents the capacity of government to respond to citizens' needs, complaints, and problems arising during policy implementation (Dunn, 2015). The findings indicate that DPMPTSP officers demonstrate a relatively high level of responsiveness.

Applicants can receive direct assistance at the service office or obtain guidance through communication channels when they experience problems such as inactive identification data, tax-related issues, verification delays, or technical difficulties in OSS. The existence of complaint and consultation mechanisms allows officers to communicate with applicants and, when necessary, coordinate with technical teams at the provincial or central level.

This responsiveness is particularly important because digital services do not eliminate the need for human interaction. Instead, government employees increasingly function as facilitators who help citizens navigate digital systems. The finding is consistent with the principle of citizen-centered e-government, which emphasizes that digital transformation should improve citizens' experiences rather than merely automate administrative procedures (Janowski, 2015; United Nations, 2022). Accordingly, the responsiveness of DPMPSTP Bulukumba can be considered relatively optimal, although continuous improvement of complaint-handling mechanisms remains necessary.

### **Appropriateness**

The appropriateness criterion assesses whether a policy is suitable for addressing the problem for which it was designed (Dunn, 2015). The implementation of OSS for NIB issuance is highly relevant to bureaucratic reform and digital public service transformation because it simplifies licensing procedures, improves transparency, reduces administrative burdens, and supports business formalization. The system is therefore appropriate for the needs of contemporary business licensing and investment facilitation.

Nevertheless, the appropriateness of OSS at the local level is influenced by the readiness of infrastructure, human resources, and citizens' digital capabilities. Internet instability and uneven digital literacy indicate that a nationally standardized digital platform may produce different experiences across regions. Thus, the policy itself is appropriate, but its local implementation requires contextual adaptation. This supports the view that successful e-government implementation requires alignment between technology, institutional arrangements, organizational capacity, and the social context in which the technology is deployed (Heeks, 2006; Janowski, 2015).

### **Supporting and Inhibiting Factors**

Several factors support OSS implementation in Bulukumba. First, clear national regulations and policy frameworks provide institutional legitimacy and procedural guidance for electronic business licensing. Second, employee commitment encourages officers to provide not only administrative services but also assistance to citizens who experience difficulties. Third, information technology enables applications, data processing, and document management to be conducted electronically. Fourth, the availability of computers, internet facilities, service spaces, and supporting infrastructure facilitates implementation. Fifth, inter-institutional coordination supports verification and resolution of technical or administrative problems. These factors indicate that successful e-government implementation requires the simultaneous presence of technological, organizational, and human capacities (Heeks, 2006; Gil-García et al., 2018).

Conversely, the major barriers include low digital literacy, unstable internet connectivity, system disruptions, uneven employee competencies, dynamic regulatory changes, and limited socialization. Low digital literacy remains particularly important because some micro and small business owners are unable to complete the NIB registration process independently. System and network disruptions can also delay services even when officers and applicants are ready to complete the process. In addition, frequent regulatory and system updates require continuous organizational learning and communication. These findings demonstrate that the challenges of e-government implementation are not exclusively technological; they are also institutional and social (Heeks, 2006; Gil-García et al., 2018).

Overall, the evaluation demonstrates that OSS implementation for NIB issuance at DPMPTSP Bulukumba Regency has been relatively successful but has not yet achieved full optimization. Effectiveness, responsiveness, and appropriateness are relatively strong, while efficiency, adequacy, and equity remain constrained by infrastructure, digital literacy, system reliability, and incomplete integration across licensing authorities. In accordance with Dunn's policy evaluation framework, the findings suggest that the success of OSS should not be measured solely by the existence of a digital platform or the number of NIBs issued, but also by its ability to provide accessible, efficient, responsive, equitable, and contextually appropriate services (Dunn, 2015). Therefore, strengthening internet infrastructure, improving digital literacy, continuously developing employee competencies, expanding community assistance through sub-district service posts, improving inter-institutional integration, and intensifying public socialization should become the main priorities for improving the quality of e-government-based NIB services in Bulukumba.

## CONCLUSION

The implementation of the e-government system through Online Single Submission (OSS) for Business Identification Number (NIB) issuance at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Bulukumba Regency has generally improved the quality of business licensing services. Based on William N. Dunn's six policy evaluation criteria, the implementation is relatively effective in achieving faster, simpler, more transparent, and responsive services. OSS has reduced administrative procedures, minimized service costs, facilitated access to licensing, and enabled applicants to obtain NIB without repeatedly visiting the service office. The responsiveness of service officers and the availability of assistance mechanisms have also supported the implementation. However, the system has not yet reached an optimal level, particularly in terms of efficiency, adequacy, and equity, due to unstable internet connectivity, system disruptions, differences in digital literacy, incomplete integration of certain licensing processes, and unequal access in remote areas.

The study concludes that the sustainability and optimization of OSS-based NIB services depend not only on technological availability but also on institutional capacity, digital infrastructure, human resource competence, inter-agency coordination, and community digital literacy. Therefore, DPMPTSP Bulukumba should strengthen internet and supporting infrastructure, expand digital literacy and public socialization, improve continuous training for service personnel, strengthen coordination with central and technical agencies, and expand decentralized assistance through sub-district public service posts. These measures are important to ensure that digital transformation does not merely replace manual procedures but produces a more inclusive, efficient, responsive, equitable, and citizen-oriented public licensing service. The findings are limited to the institutional and regional context of DPMPTSP Bulukumba Regency; therefore, future studies could compare OSS implementation across different regions and incorporate quantitative service-performance indicators to provide broader evidence of its effectiveness.

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