

Research article

Implementation of Investment Facility Services in the Ministry of Investment

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This study aimed to examine the implementation of policies concerning the investment facility services of the Online Single Submission system (OSS) version 1.1 which was launched in January 2020. According to the results of a previous survey of facilities in 2020, there had been a decrease in the level of satisfaction concerning the effectiveness and efficiency of facility services, and also a decrease in the processing targets for the import facility services. The researchers of this study used a qualitative approach and collected data through interviews and document analysis. Edward's theory was employed, which focuses on four aspects: communication, disposition, resources, and bureaucracy. This was combined with three perspectives of performance indicators from the Ministry of Investment/BKPM: customers, internal processes, and learning. The results indicated that the investment facility services of the OSS version 1.1 have not been effective due to several factors, including: (1) lack of communication and coordination, and policy inconsistencies; (2) unclear service information, and a lack of technical guidance and socialization; (3) a lack of support for resources through the budget, human resources and infrastructure; and (4) a lack of periodic structured evaluation. The recommendations are thus as follows: first, the government needs to make informative and detailed guidelines for facility services and conduct socialization with stakeholders before a policy is implemented. Second, there is a need for periodic internal evaluations every month; the results of the evaluation should be recorded; follow-up improvements should be made; and the obstacles found should be submitted to the Management Review Meeting. Third, the facility unit should detail its training needs and training should be carried out regularly to improve the capabilities of its employees. Fourth, the government needs to create a fully integrated facility service system, and when building this, it is necessary to apply the principles of clarity, convenience, acceleration, transparency, legality, and measurability.

Keywords: communication, information, coordination, consistency, evaluation, socialization

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1. Introduction

1.1. Background

Investment as one of the important components to encourage the most prospective economic growth is currently a special concern for Mr. President Jokowi. Investment is currently the only important thing because an increase in investment realization will have a positive impact on increasing tax revenue. This is because 79% of state revenue currently comes from tax revenues.

A good business climate will directly affect the quality of people's lives. There are at least 4 government efforts to continue to promote ease of doing business in Indonesia. (1) improvement of regulations in various sectors (2) acceleration of service time standards through simplification of procedures (3) more effective socialization of regulations that are considered to encourage ease of doing business in Indonesia (4) improvement of licensing and non-licensing services through an integrated online system.

To support the vision and mission of BKPM to increase investment in Indonesia to support national development both at the central and regional levels for the welfare of the community, the government stipulates Government Regulation Number 24 of 2018 concerning Electronic Business Licensing Services that in the context of accelerating and increasing investment and business which has now been revoked, replaced by Government Regulation Number 5 of 2021 concerning Implementation of Risk-Based Business Licensing, that BKPM is ordered to immediately implement risk-based electronically integrated business licensing services. Electronically Integrated Business Licensing or Online Single Submission, hereinafter abbreviated as OSS, is a Business Licensing issued by the OSS Institution for and on behalf of the minister, head of the institution, governor, or regent/mayor to Business Actor through an integrated electronic system.

BKPM has implemented using the Balanced Score Card as a tool to measure the performance of its organization. One form of the Balanced Score Card method is the depiction of a strategy map in structuring efforts to achieve the vision, mission, and goals of the organization. As one of the I units at BKPM, the Balanced Score Card Deputy for Investment Services is a Level 1 Balanced Score Card which is a derivative of the BKPM Balanced Score Card which becomes a Level 0.

The Directorate of Business Facilities Services is an II unit under the Deputy for Investment Services that carry out non-licensing duties and functions, namely the provision of fiscal facilities. In approving fiscal facilities, the Directorate of Business Facilities Services obtains a delegation of authority from the Ministry of Finance through

Minister of Finance Regulation Number 176/PMK.011/2009 junto last amendment Number 188/PMK.010/2015.

In carrying out its duties and functions as the issuer of fiscal facilities, the Directorate of Business Facility Services works by the technical regulations contained in BKPM Regulation Number 6 of 2018 and its amendments. The regulation also regulates the procedures for the application in detail and the time required for the issuance process. However, in the implementation in the field, many things cause the time required in the issuance process is not by the Standard Operational Procedure.

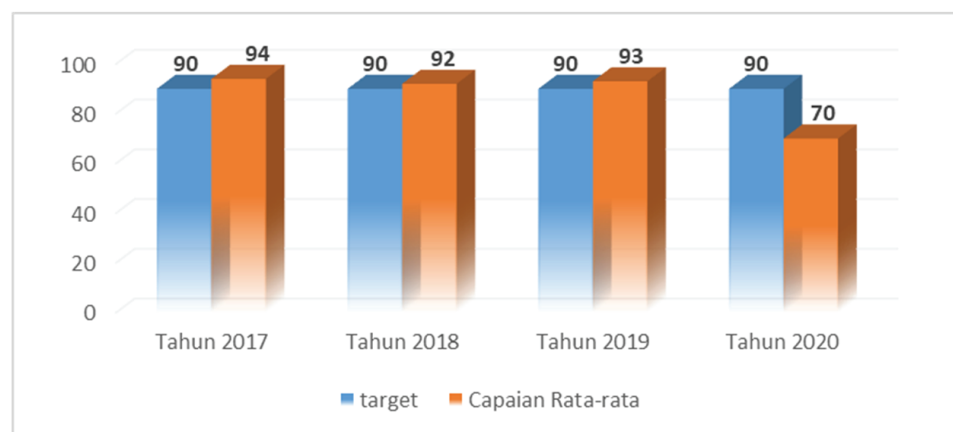


Figure 1: Achievement of Import Duty Exemption Facility Period 2017 – 2020, processed by researchers in 2021.

The target of issuing a decision letter for exemption from import duty on machinery, which is 5 (five) working days, experienced a decrease in achievement when implementing OSS version 1.1 in 2020. The SOP achievement in 2020 was only 70%, this shows that there are 30% of decrees issued outside SOP that is more than 5 days. It was recorded that in 2020 as many as 683 approval letters had been issued, so that if a percentage of 30% of these approvals, as many as 204 approval letters did not reach the SOP target. The SOP achievement data gap occurred during the implementation of the OSS licensing system version 1.1 in 2020. This became one of the backgrounds of this research.

The Directorate of Business Facilities always evaluates the implementation of public services through the Community Satisfaction Index Survey (IKM) every year to users of business facilities services consisting of various business actors, education level, gender, and age.

Based on the results of data processing using the MSI method on the results of the Performance Survey of the Directorate of Business Facilities in 2020, it can be seen that the work value for service SOPs, transparency of fiscal and tax facilities services, and the service quality of the rating scale is 3.86 with a very good category. However,

when the data is compared with the achievements of IKM in 2019, it appears that there is a fairly wide gap in several elements of the indicator. The first largest gap is in the elements of effectiveness and efficiency of facility service activities of 1.00, followed by the second-largest gap in the explanation of the material presented by employees and friendliness, employee care in providing services of 0.94. Followed by the element of ability and skill of employees at 0.92 and overall service aspects at 0.84.

This phenomenon occurred in 2020 when OSS version 1.1 was implemented in January 2020 until now. This becomes very interesting for researchers to analyze further the stepping gap when implementing OSS 1.1. From the data from the IKM survey, it can be seen that in 2020 facility services are still not sufficient to meet the expectations or expectations of business actors or stakeholders. This is because the largest decrease, when compared to the survey results in 2019, is in the scope of the effectiveness and efficiency of facility service activities.

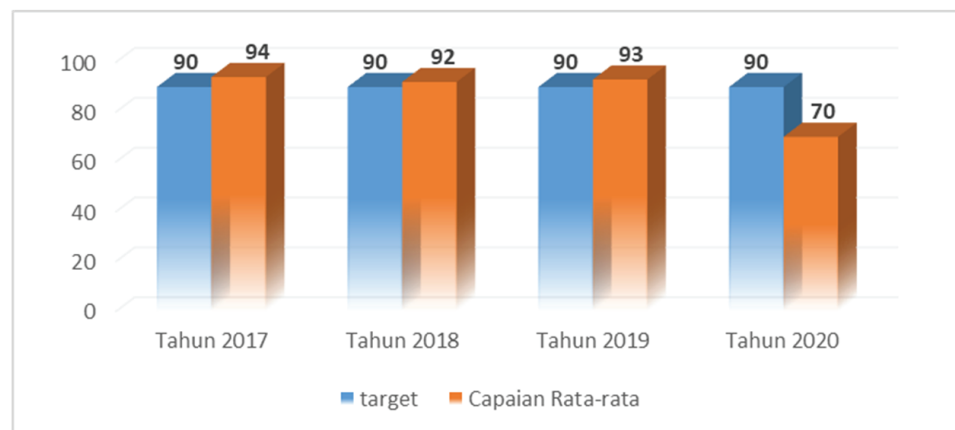


Figure 2: Achievement of Import Duty Exemption Facility Period 2017 – 2020, processed by researchers in 2021.

1.2. Problem Identification

Based on the description of the background that has been stated, several problems can be identified as follows: (1) Implementation of investment facility services, when implemented into the OSS licensing system version 1.1 in 2020, causes a decrease in service quality at the Directorate of Business Facility Services (2) There is a very significant gap between the results of the IKM survey in 2019 compared to 2020, especially in terms of the effectiveness of investment facility services, and last (3) The length of the process of issuing a decision letter on investment facilities in 2020 when the implementation of OSS version 1.1 resulted in a decrease in the achievement of the SOP target of 5 (five) working days.

1.3. Problem Formulation

Based on the background of the problems described above, the problems in this study are formulated as follows: (1) Has the investment facility service in the OSS 1.1 business licensing system been running effectively? (2) What are the factors that hinder the effectiveness of investment facility services in the OSS licensing system version 1.1 (3) What are the recommendations for an effective investment facility service policy.

1.4. Research Objectives

The aims of this research are as follows: (1) To determine the effectiveness of investment facility services implemented in the OSS business licensing system version 1.1 (2) To identify investment facility services in the OSS version 1.1 business licensing system that is effective (3) To formulate recommendations for an effective investment facility service policy in the implementation of the latest risk-based licensing system.

2. method

2.1. Literature Review

2.1.1. Theory of Implementation Policy

Public policy is the authority of the government in carrying out its duties and functions about society and the business world. The government's policy in encouraging investment is a state policy that is oriented to the public interest (society) because with investment one of them will encourage employment.

The policy implementation process is influenced by various variables, both individual (human resources) and organizational variables, and each of these variables are interrelated and affects one another.

Even if a policy is implemented properly, if it is not appropriate or cannot reduce the problem that is the target of the policy, then the policy may fail. In the view of George C. Edward III, policy implementation is influenced by four variables that is communication, resource, attitude, and bureaucratic structure.

Good communication depends on three decisive factors: (1) Transmission, if a policy has been established, then it becomes an order to be implemented. In its implementation there are always misunderstandings about the decisions that have been issued (2) Clarity, the ambiguity of the communication message conveyed will cause misunderstandings for the implementer (3) Consistency, A policy implementation will

be effective and efficient if the implementation instructions are consistent, i.e., the implementation instructions do not conflict with each other.

The seconds, resources in this case theory are adequate staff as well as skilled and competent expertise in carrying out their duties, authorities, and facilities needed to translate proposals to carry out public services.

Third, attitude is a complex mental state that involves beliefs and feelings, as well as a disposition to act in a certain way. There are two important things about attitudes (dispositions), namely the appointment of the bureaucracy (staffing bureaucracy) and incentives for implementing policies.

Fourth, the bureaucratic structure is defined as the characteristics, norms, and patterns of relationships that occur repeatedly in executive bodies that have both potential and real relationships with what they have in carrying out policies.

2.1.2. Policy Review

In the framework of reforming the service bureaucracy at BKPM, the licensing system has changed since June 2018 based on the mandate of PP No. 24 of 2018. The licensing system is called OSS or the Online Single Submission system. OSS until now has undergone a second version change in 2020, namely OSS version 1.1. The OSS system is always dynamic, adaptive, and changeable because it always adapts to the latest policies, both from the center and the regions. Currently, approximately 22 Ministries/agencies have integrated their licensing system with OSS.

The Directorate of Business Facilities Services as the issuer of the import duty exemption facility is one of the direct users of OSS version 1.1. The facility application system currently in use is the National Single Window for Investment (NSWI). The NSWI system integrates into the OSS version 1.1 system to retrieve business data references requested by each business entity. Whenever OSS changes, there will always be a new policy related to the service of providing import duty exemption facilities at the Directorate of Business Facilities Services.

Derivative rules from the implementation of the granting of import duty exemption facilities on the import of machinery and goods and materials are issued by the Investment Coordinating Board as a Government Institution which is given the delegation of authority to encourage direct investment both from within the country and abroad. The current regulation of the Investment Coordinating Board regarding the guidelines and procedures for investment facilities is contained in the Regulation of the Investment Coordinating Board Number 6 of 2018 concerning Guidelines and Procedures for

Licensing and Investment Facilities as amended by the Regulation of the Investment Coordinating Board Number 5 of 2018 2019.

In applying for the import duty exemption facility on the import of machinery and raw materials (masterlist), investors can access the old NSWI (National Single Window for Investment) by submitting/uploading complete documents in the form of softcopy of application letter, power of attorney, company deed, NIB, Business license, production process flow, industrial layout, calculation of production capacity, brochure of machine or raw material requested, detailed list of machine or raw material requested and report on investment activities on time.

Applications that have been received completely and correctly, will then be verified by the Directorate of Business Facilities Services team for the next scheduled technical meeting or requests for raw materials and machine replacement, a field visit will be carried out. After the company completes the deficiency or corrects the document after the technical meeting or field visit, the document file will be processed within 5 (five) working days.

Ministries and institutions are currently and have issued derivative regulations as the implementation of the PP. BKPM is a non-government institution that is responsible for the risk-based business licensing system is currently the coordinator for institutional ministries in the context of compiling standard norms for licensing criteria procedures as a whole. Of course, this resulted in the service of investment facilities being affected. In line with the change in the risk-based business licensing system, the investment facility services need to be adjusted both in terms of business process flow and standard operating procedures.

As input when implementing facility services in a risk-based OSS system, researchers conducted in-depth research regarding the implementation of facility services in the previous OSS version, OSS version 1.1. The results of the research are used as input or policy recommendations for the implementation of investment facility services in the risk-based OSS licensing system.

2.2. Research Method

Because it is applied, to achieve this goal, this research uses relevant research methods, namely qualitative methods through interviews with stakeholders or primary and secondary data analysis.

Through this evaluation method, it is hoped that the research results can provide policy recommendations in the plan for implementing investment facility services in a risk-based OSS system. This study focuses on the description of effective business

process flow policy recommendations from the interviews. Based on the research focus, the approach used in this study is qualitative in analyzing the problem formulation and in achieving the objectives, and answering research questions.

2.3. Data Collection Techniques

In collecting the necessary data and information, the researcher used interview techniques and primary secondary data analysis. The interview process was carried out using an interview technique that was guided by an interview guide. The interview guidelines made by the research do not bind the course of the interview, but the guidelines used are as a controller (handle) for researchers to bring to the point. Thus, the conduct of the interview itself is not rigid.

The research location is focused on the Directorate of Business Facilities Services as the implementing team for the issuance of import duty exemption permits on the import of machinery and goods and materials

2.4. Data Processing and Analysis Techniques

Data analysis in this study uses inductive logic where special data is collected in the field, breaks it down into units, sorts out which ones are important and will be studied, then analyzed to obtain a general conclusion. Data validation is done by triangulation of sources and triangulation of techniques. Source triangulation is done by testing the credibility of the data by asking the same questions to different sources. While technical triangulation is done by testing data on the same source with different techniques, namely interviews and data.

In qualitative research, data analysis is carried out from the beginning of the study and during the research process. The data obtained were collected through various appropriate and appropriate sources and then processed systematically. The analyzed data is obtained from the results of interviews, editing, classifying, reducing, and then presenting the data and concluding the data.

2.5. Research Instruments

In research that uses a qualitative approach, the main research instrument is the researcher himself. Assisted with primary data and secondary data obtained from interviews.

Primary data means direct data from the existing system for issuing import duty exemption facilities, namely the NSWI system or the National Single Window for Investment, IKM (Indeks Kepuasan Masyarakat) data, and Standard Operational Procedure achievement data. Secondary data is obtained from the document checking logbook which is usually carried out by Customs Analysts to facilitate the traceability of each application and its issuance.

2.6. Framework Thinking

After an in-depth study, the researchers decided to use a combination of theories and supporting regulations related to public service standards.

To provide policy recommendations on plans for implementing investment facility services in a risk-based business licensing system, the researchers used a combination of policy implementation theory from George C. Edward III which consists of 4 aspects from 3 perspectives contained in the Main Performance Indicators of the Directorate of Business Facilities Services.

The inhibiting and supporting factors will be analyzed to make a resolution strategy and become a proposal or input in the form of policy recommendations when planning the implementation of the investment facility service policy in the risk-based business licensing system. To describe the framework for research thinking on the implementation of investment facility service policies in a risk-based business licensing system, the scheme can be described as follows.

No.	Ruang Lingkup (Unsur) Fasilitas Berusaha	Periode 2019	Periode 2020	Selisih
1	sarana dan prasarana	4.29	3.71	0.58
2	kinerja Unit	4.51	3.71	0.80
3	regulasi dalam bidang fasilitas fiskal dan perpajakan	4.07	3.71	0.36
4	penerapan regulasi sesuai dengan standar yang telah ditetapkan	4.42	3.71	0.70
5	standar operasional prosedur pelayanan	4.43	3.86	0.57
6	transparansi pelayanan fasilitas fiskal dan perpajakan	4.50	3.86	0.64
7	penjelasan materi yang disampaikan oleh pegawai	4.51	3.57	0.94
8	keramahan dan kepedulian pegawai dalam memberikan pelayanan	4.65	3.71	0.94
9	kualitas pelayanan	4.62	3.86	0.76
10	kemampuan dan kecakapan pegawai	4.49	3.57	0.92
11	ketepatan waktu	4.42	3.71	0.70
12	efektifitas dan efisiensi kegiatan pelayanan fasilitas	4.29	3.29	1.00
13	penerapan sistem online	4.27	3.71	0.55
14	penerapan Tracking System	4.14	3.71	0.43
15	ketepatan waktu yang diberikan dalam hal penerbitan izin-izin	4.35	3.71	0.63
16	keseluruhan aspek pelayanan	4.41	3.57	0.84

Figure 3: Framework Thinking, processed by researchers in 2021.

3. Results and Discussion

3.1. Overview of Research Locations

The Directorate of Business Facilities Services is an echelon II unit under the echelon I unit of the Deputy for Investment Services at the Ministry of Investment/BKPM. Based on Presidential Regulation Number 32 of 2021 promulgated on April 28, 2021, explains the change in the authority of BKPM to become the Ministry of Investment / BKPM. And when this research was made, a new organizational structure and management were being prepared. However, in general, the Directorate of Business Facilities did not experience any changes in the new organizational structure. The number of personnel at the Directorate of Business Facilities Services consists of 1 Director, 2 Head of Sub-Directorate, 6 Heads of Section (1 paid leave), 11 Customs Analysts, 1 Civil Servant, 1 Administrative Section, and 2 Honorary Persons, so the total personnel is 23 person. For the needs of the interview, it is carried out starting from Echelon III and below in the Directorate of Business Facilities, except for the Administration and Honors section because in substance it is not directly related to the facility issuance process.

3.2. Analysis of Research Results

Attached below is a discussion of each aspect that has been combined with field observations by the author to find the factors that hinder and support the implementation of facility services when implementing the OSS licensing system version 1.1 in 2020 until now.

3.2.1. Investment Facility Service Policy When Implementing OSS Licensing System Version 1.1 Viewed From the Communication Aspect

From the results of 10 questions posed by researchers from the communication aspect viewed from 3 perspectives as customers, processes in the internal business facility unit, and learning that occurs in the unit, it is obtained that in general the communication that occurs within the Business Facility unit is not good enough. Some of the factors that hinder the effectiveness of facility services are as follows:

1. There is no technical guide information that is communicated to service users when there is a change in the OSS licensing system version 1.0 to 1.1, this makes the facility service system seem complicated and unclear, and ineffective. As

we know, in 2020 Indonesia was affected by the Covid-19 pandemic, so face-to-face consultations were abolished. Then the existence of a work from home policy makes it difficult for business actors to conduct consultations to obtain information on facility services. If a policy is to be implemented, it must be followed by implementation instructions that are accepted by the policy implementer. The ambiguity of the communication message conveyed will cause misunderstandings for the implementer.

2. There has been no special socialization carried out by the Business Facilities Directorate unit because the budget is not provided. The socialization budget is placed in different echelon 1 units, but when it is socialized to business actors, it is very rare for the Business Facilities team to be involved, even though in substance they understand better because it has become the duty and function of the business facility unit every day. Socialization is not only carried out for investment promotion to foreign investors but currently needs to be encouraged to socialize facility services to the MSME sector according to the mandate of Law Number 11 of 2020 concerning Job Creation. In this day and age where the digital world is growing, socialization can be done very easily. There are so many applications, both paid and unpaid, that the government can use to promote its services. Of course, this will be more effective in terms of budget, time, energy, and personal security. In this case, when a public policy is not properly socialized, it will lead to a conflict of opinion between policymakers and policy implementers as well as different perceptions and unwillingness of the implementers to know the requirements of a policy.
3. The dynamism of the licensing system regulation is one proof that the government is inconsistent and committed to the laws and regulations that have been set. To adapt to regulatory dynamism, it will be followed by a change in policy direction, the faster the regulation changes, the faster the policy direction changes. This will directly affect the implementation of existing policies in business facility services. For every change in policy direction, it should be stated at least in the form of technical guidelines or in the form of circulars. This is to avoid any differences in understanding between service users and service publishers. Policy implementation will be effective and efficient if the implementation instructions are consistent, i.e., the implementation instructions are not contrary to each other. If there is a conflict, it will encourage policy implementers to take loose (flexible) actions in interpreting and implementing a policy.

4. Coordination has not been well established in the internal Business Facility Unit, this is the impact of the lack of intensive interaction between leaders and subordinates or between colleagues. The culture of “*ewuh pekewuh*” in government circles is still very strong, the culture of being shy about asking questions and being ashamed of having an opinion makes coordination not work well. The absence of regular meetings or briefings from the leadership during a certain period causes coordination to not go well. Coordination is part of policy transmission or delivery; this is also a form of communication where each policy needs to be communicated properly by stakeholders to all stakeholders to avoid misunderstandings due to differences in views or understanding.

From the explanation above, several positive sides or factors support the implementation of facility services when implementing OSS version 1.1 in 2020, namely the capabilities of the implementer, in this case at the echelon 3, echelon 4 levels, and the highly qualified customs analyst staff. As a result of regulatory changes, the facility team tried to be very adaptive and able to quickly adapt to the new regulations. So that the impact of the factors inhibiting the effectiveness of the facility services that have been stated above can be overcome even though they are not.

3.2.2. Investment Facility Service Policy When Implementing OSS Licensing System Version 1.1 Viewed From Attitude Aspect

From the attitude aspect, the researcher conducted interviews but only viewed them from the perspective of the internal process. This is because the other two perspectives, namely the customer and irrelevant learning are questioned from the attitude aspect. The attitude aspect is the only aspect that supports the implementation of the investment facility service policy in the Business Facility Service Unit. Most of the policy implementers in the unit support the policies that have been set following the applicable laws and regulations. The implementers in the facility unit have a high commitment to always be positive and proactively provide input to the leadership for policy improvement in their services. The implementers strongly support the implementation of facility services when implementing the OSS 1.1 business licensing system to provide excellent service to business actors and facilitate daily work in terms of verification, validation, and the process of issuing facility requests which are carried out automatically through the online system.

3.2.3. Investment Facility Service Policy When Implementing OSS Licensing System Version 1.1 Viewed From the Resource Aspect

From the aspect of resources, the researcher reviewed only from 2 perspectives, namely internal processes and learning with a total of 5 questions. From the customer perspective, it is irrelevant so it was decided not to be reviewed in this aspect. The resources referred to here are budgetary resources, human resources, and infrastructure. Of the three resources, all respondents stated that all were lacking. The results of the interview of the resource aspect are still in line with the communication and bureaucratic aspects. Some notes from the interview are as follows:

1. Implementation of a licensing or non-licensing service system such as a facility system service needs to be supported by a large budget, human resources, and infrastructure, this depends on the volume or capacity of the system created. However, 2020 was a pretty tough year, because Indonesia was hit by the COVID-19 outbreak which caused changes to the budget structure in the form of a reduction of approximately 50% of the budget in each ministry/institution. So this causes no upgrading of the computerized system used by the apparatus to accommodate work in the back office to support the service facilities.
2. There is no structured technical training to improve the competence of the apparatus. There was no good transfer of knowledge in facility services when the implementation of the OSS version 1.0 to 1.1 changes in 2020. The purpose of the training is to develop the technical capabilities of the state civil servants, by increasing the capacity, the work or service can be of high quality, run effectively and provide benefits to the institution. Education and training are also a means to equalize the level of understanding of each implementer when running facility services. To implement a policy does not depend on the number of staff who support the policy, but the ability or quality of the staff who implement it. The more technical a policy that will be implemented, the greater the expertise required from the implementers. In this case, it is how human resources as implementing staff can improve their skills and expertise in implementing policies, namely through structured technical training or training.
3. The next obstacle is the development of the licensing system which is considered to be lacking in careful planning, making the integration between OSS and NSWI/SPIPISE somewhat hampered. This is confirmed by the majority of respondents that errors still often occur in the system when business actors apply for facilities, either in the NSWI or OSS systems. The new licensing system is deemed less user-friendly for business actors.

3.2.4. Investment Facility Service Policy When Implementing the OSS Licensing System Version 1.1 Viewed From the Bureaucratic Structure Aspect

From the bureaucratic aspect, the researcher proposes a sampling of 6 questions that can represent from the perspective of internal processes and learning. The results of the interview of the bureaucratic aspect turned out to be intersected again with aspects of communication and resources, such as lack of communication, coordination, socialization either through online or offline media. The positive factor from the bureaucratic aspect is that the division of tasks is following the job description of each apparatus and the applicable laws and regulations. Standard SOPs have been set in the form of guidelines and procedures for licensing and facilities in the BKPM regulations. It's just that consistency and compliance with the rules set out in the applicable regulations need to be maintained. With the implementation of an integrated system, it is hoped that there will be no conflict of interest in the licensing because everything has been done systematically. In general, the obstacles that occur in the facility service bureaucracy are as follows:

1. There has not been a comprehensive evaluation carried out periodically on facility services when integrating with the OSS system version 1.1. Evaluation is needed to re-confirm the implementation that has been done and to make continuous improvements. Evaluation can be done through the IKM survey (Community Satisfaction Index) or through a management review meeting mechanism which is held at least once a month to discuss things that have happened and future improvements. It is better if the reports made by the agency, whether in the form of LAKIN (Performance Report) or LAKIP (Performance Accountability Report) or the IKM survey (Community Satisfaction Index), are not only in the form of reports, but are followed up with a continuous improvement.
2. Implementation of the OSS licensing system version 1.1 adds to the length of bureaucratic paths in the facility. Supposedly with an integrated system can cut the bureaucracy but without reducing the substantive things. With the length of the bureaucratic path, the effectiveness of facility services is not good. The main purpose of using an integrated licensing system is to reduce lengthy bureaucracy, transparency, fast, easy, measurable and guarantee the legality of the law. Bureaucratic spans that are too long tend to weaken supervision and lead to complicated and lengthy bureaucratic procedures, resulting in inflexible organizational activities.

In general, an effective form of facility service in a risk-based licensing system that will be implemented needs to implement the following:

1. Socialization, monitoring, evaluation, and continuous improvement
2. Establish a good consistent synergy between policies and permits
3. The need for periodic monitoring and evaluation of facility services
4. Fully integrated services, no data manipulation, strengthening in supervision and sanctions
5. The service process must be clear, transparent, simple, and following regulations

4. Conclusions

4.1. Conclusion

The conclusions obtained can be presented as follows:

- 1) The implementation of the investment facility service policy implemented in the online single submission (OSS) licensing system version 1.1 in 2020 has not been running effectively.
- 2) Several factors hindering facility services in implementing the online single submission (OSS) licensing system version 1.1 in 2020 are not effective, including aspects of communication, resources, and bureaucracy.
 - a) customer perspective communication aspect
 - there are no clear guidelines for generally informed facility services
 - lack of socialization when new regulations are applied in facility services to the regional level
 - lack of clarity of information related to facility service regulations
 - OSS 1.1 system is less informative and often has problems
 - b) aspects of communication from an internal process perspective
 - inconsistency of policy directions from leadership to implementers
 - differences in understanding at the leadership level that lead to different perceptions at the implementer level

- lack of communication between leaders and subordinates (top-down does not work well)
- c) aspects of communication from a learning perspective
- lack of intensive coordination from the facility unit to the needs of the facility issuance process to other units, namely business licensing and system development.
- d) resource aspect internal process perspective
- lack of resource support from the budget side.
 - disruption of main activities due to additional tasks outside the unit's main functions.
 - lack of understanding of the technical substance of the leadership.
- e) resource aspect of learning perspective
- there is no routine detailed and comprehensive technical training or training related to a technical substance at the facility.
- f) bureaucratic structure aspects of internal process perspective
- there is no consistency of policies conveyed by the leadership to each implementer.
 - there is a long hierarchical process chain (stepping hierarchy) that must be passed for a facility request process.
 - the position of the highest leadership of the echelon II unit has been vacant for quite a long time.
- b) bureaucratic aspects of learning perspective
- there are no routine evaluation and monitoring activities for facility products and services
 - there is no reward or incentive system for implementers who have carried out their duties well
- 3) The attitude aspect is the only factor that supports the implementation of the investment facility service policy that can be implemented properly when implementing the OSS 1.1 business licensing system in 2020. This is because the policy implementers support and are committed to implementing each policy positively and proactively following the provisions of the applicable laws and regulations,

and always provide positive input in the form of policy improvements. In general, an effective form of facility service in a risk-based licensing system that will be implemented needs to implement the following:

4.2. Recommendation

1) Communication aspect from the customer's perspective

From the 4th echelon level and customs analyst staff, it is necessary to make a guide in the form of a booklet containing information on processes related to facility services. The guidelines are explained in detail so that they can then be included in the SPI (Information Service System) in a risk-based OSS. The guide is also made in the form of a detailed and comprehensive syllabus and is made with attractive and interesting pictures. The guide can be made in the form of a video application procedure that is shared through the official BKPM.ID Youtube account or through other electronic media.

2) Communication aspect from an internal process perspective

The Director of Business Facilities Services needs to schedule regular internal meetings once a month to discuss problems that occurred in the facility's internals in the past month, as well as morning briefings that are held every morning to update information or cases that occurred the previous day. Cases that occur are inputted into a kind of logbook, then the status updates are always monitored. The logbook is stored in a Google Drive or One Drive account so that it can be accessed by all officials in the Facility Directorate unit. Every problem that occurs is appointed a PIC who is in charge. Problems that cannot be resolved in the facility unit and if an opinion or view is needed from another unit or agency, it is necessary to make a coordination meeting in which minutes of the meeting are made and filings and backups are made in the form of scanned files. The main problems in each week are discussed in monthly meetings and solutions are sought. If the monthly meeting is not resolved, it needs to be submitted in a management review meeting at the echelon I level which is held at least quarterly.

3) Communication aspect from a learning perspective

In building a public service system such as facility services, at least the data elements that will be used by the system are required. It is recommended that echelon II officials in the facility unit instruct the sub-directorate, head of sub-directorate, and staff to detail what data elements are required to be embedded into the system. After that, the risk is mapped, which at least contains information on the description of risks that may occur, internal and external issues, opportunities, causes of risks, and their impacts. The points

above are then carried out risk mitigation, complete with implementation status and PIC. After the risk has been mapped, then the data elements are planted into the system to be built, this will make it easier for developers because various possibilities have been mapped out the risks. Before the system will be implemented, the facility unit will conduct thorough socialization regarding the plan for implementing the system. Then an evaluation is carried out to then make improvements and so on until the ideal system form is obtained.

4) Resource aspect from an internal process perspective

The treasurer and PPK of the Deputy for Investment Services unit need to revise the budget of the facility unit so that it can be included in the socialization budget. Then structured scheduling related to the socialization of facility service policies, starting from Sabang to Merauke. Then so that all employees have the same opportunity to carry out socialization to the regions. The socialization syllabus needs to be determined at the beginning of the year and then evaluated every quarter by Echelon III or the head of the sub-directorate.

5) Resource aspect from a learning perspective

The Director of the Business Facilities unit needs to instruct the Head of Sub-Directorate, Head of Section, and staff to detail the needs for routine education and training which can then be submitted to the Pusdiklat unit for implementation. Training or training can be carried out at least 2x a year and is directly related to technical substances related to facility services. The training instructors are selected from practitioners who have been directly involved in the field so that the knowledge gained is more practical and can be fully applied to activities at the facility. To be more focused, training should be conducted outside the office and face-to-face, this is because learning that occurs through face-to-face can be better absorbed by employees in facility units who on average have a technical education background. At the time of training, it is necessary to do a pretest and posttest to find out the scientific progress obtained before and after the training.

6) Bureaucratic aspects from an internal process perspective

The Head of Sub-Directorate and Head of Section in the facility unit needs to make a kind of job progress control board, this is to be able to monitor the SOP for the issuance process of the facility decision letter that has been implemented following BKPM Regulation Number 4 of 2021. The progress of the application can be monitored every day from the Director to the staff so that the leadership in the facility unit is also

aware of requests for facilities that have passed the SOP or are close to passing the SOP.

7) Bureaucratic aspect from a learning perspective

The Director of Business Facilities together with 3 other directors in the Investment Services Unit needs to make a mutual agreement to be able to conduct Management Review Meetings at least 2 times in 1 year. This needs to be done to provide information on issues to the highest leadership so that communication between units can run well and routine monitoring activities need to be carried out in collaboration with the control and implementation unit. Each unit needs to establish a system of credit points that are calculated from the KPI system or key performance indicators that have been determined every year, good credit points can be used to encourage increased promotions and allowances from every employee in the Deputy for Investment Services unit.

4.3. Suggestions

1. To implement the facility service system into a risk-based business licensing system which is planned to be implemented on June 2, 2021, to run effectively, the Directorate of Business Facility Services needs to:
2. More intensive coordination both internally and externally, internally in the context of external business processes in the context of the integration process
3. It is necessary to conduct periodic evaluations, the SMI survey is made quarterly so that continuous improvement can be effective and it is necessary to conduct management review meetings every quarter at least, this is so that the leaders are more aware of the substance issues that occur in the service unit.
4. Make maximum use of social media to inform new services by making technical guides to make it easier for service users or whenever there is a change in regulations, socialization is carried out through video streaming or podcasts.
5. New service information is displayed through the website on the OSS page or at the Ministry of Investment / BKPM with attractive graphics, it is necessary to create an artificial intelligence system that can help direct users to apply their applications.
6. Clarity of policy directions so that implementation is more targeted and measurable can be stated in the form of official circulars so that they are standardized and not multi-interpreted.

7. It is necessary to carry out continuous monitoring and evaluation of the services that have been carried out, editing can be done every month and routinely at the beginning of the month. This can be used as a medium for routine evaluation of activities that have been carried out in the previous month.
8. Need to make a kind of facility service dashboard that contains information on facility data, the progress of the application and is equipped with an alert system according to the SOP that has been set. The need is that if at any time the leadership requests data in the form of facility realization, it will be very easy to retrieve the required data.
9. Facility services use a fully integrated system, there is no data manipulation, strengthening in supervision, and strict sanctions if they are not following their designation.
10. For further research, the scope of respondents should be expanded starting from high-ranking officials at Echelon 2, Echelon 1, and if possible, up to the Ministerial level. This is to obtain a wider data reference from the point of view of the highest leadership regarding the implementation of the current investment facility service policy.
11. A digital system should be built to facilitate the work of its users. So that when designing a facility service system into a risk-based business licensing system it is necessary to inculcate the principles of clarity, convenience, acceleration, transparency, legality, and measurability. When the six principles mentioned above can be applied to build or design a business process flow for facility services, the effectiveness of facility services can be achieved.

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