



Implementation of The Online Single Submission Risk-Based Approach (OSS RBA) Policy In The City of Cirebon

Nur Hanifah¹, Yanto Heryanto²

¹Swadaya Gunung Jati University, Cirebon, West Java, Indonesia. Email: nrhanifahh@gmail.com

²Swadaya Gunung Jati University, Cirebon, West Java, Indonesia. Email: yanto.heryanto@ugj.ac.id
Corresponding Author E-Mail: nrhanifahh@gmail.com

Abstract

Background. Digital transformation is driving the government to provide licensing services that are faster, more accountable, and more transparent through the Online Single Submission Risk-Based Approach (OSS RBA) system. However, at the local level, the implementation still faces numerous challenges.

Aims. This study has the aim to analyze the implementation of the OSS RBA policy at the DPMPSTP of Cirebon City using the policy implementation theory by George C. Edward III, which puts an emphasis on the aspects of resources, communication, disposition, as well as bureaucracy.

Methods. A qualitative approach is used in this study. The study's results reveal that internal communication functions fairly well, personnel and facility resources are adequate, and implementers' attitudes show a commitment to service. The bureaucratic structure is also supported by clear Standard Operating Procedures (SOPs).

Result. The implementation, however, has not been optimal due to ongoing technical disruptions in the centralized system, limited public digital literacy, and the need for coordination with other technical agencies.

Conclusion. This study concludes that the success of public service digitalization requires a stable national system, enhanced staff capacity, and ongoing public support.

Keywords: policy_implementation; OSS_RBA; public_services; business_licensing; e-government



© 2026 The Author(s). This article is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/), which permits use, sharing, adaptation, distribution, and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source.

INTRODUCTION

The advent of the digital age has transformed the perspective of public service providers in Indonesia, requiring the government to deliver faster, more transparent, and more accountable services to the public through information and communication technology. In this context, digital transformation in the public sector is being implemented through e-government, an initiative within the bureaucracy aimed at enhancing responsiveness to public needs, particularly in the business sector.

According to a research (Pancasakti, 2023)The digitization of public services offers benefits such as making it easier for the public to access information and services, promoting government transparency in service delivery, and improving the efficiency and quality of services. In addition, digitization can increase public participation, accelerate development processes, and support community empowerment through information technology.

The Indonesian government is constantly striving to improve the business licensing system. One such policy change is the development of the Online Single Submission Risk-Based Approach (OSS RBA) system, which is supported by Government Regulation No. 28 of 2025 on Risk-Based Business Licensing Authorities. This policy was established to streamline the licensing process by using a risk-based approach an business activities.

Based on a review of existing theories and previous research, there appears to be a gap in studies regarding the implementation of the OSS RBA policy, particularly when linked to George C. Edwards III's (1980) theory on policy implementation, which focuses on four factors: communication, resources, disposition, and bureaucratic structure. Previous research has focused more on the technical and administrative aspects of the Online Single Submission (OSS) system, such as service speed, system constraints, and public understanding of the licensing process. However, it has not comprehensively addressed the four factors of implementation, as outlined by George C. Edwards III (1980).

A study conducted by (Dayantri, 2022) Data from the DPMPTSP of North Sumatra Province indicate that many business operators still do not fully understand the OSS process, including difficulties accessing the system due to the high number of users nationwide. Whereas, a study that (Putri Larus & Ulin Ni, n.d.) Conducted at the DPMPTSP of Sukoharjo Regency, the study reveals that, although the implementation of OSS RBA has been in accordance with public service principles, there are still challenges, including inadequate data synchronization across agencies, technical glitches, and limited public understanding of the system.

Earlier studies have identified numerous challenges in OSS RBA implementation at the regional level; however, no study has specifically examined how this policy is implemented at the DPMPTSP of Cirebon City, using George C. Edwards III's (1980) theory as the main framework. Therefore, this study aims to fill this gap by examining in depth the roles of resources, communication, dispositions, and bureaucratic structure in influencing the implementation of OSS RBA policy at the DPMPTSP of Cirebon City. This study is hoped to

provide a thorough understanding of the implementation of digital-based licensing at the local level.

The Cirebon City Investment and One-Stop Integrated Service Agency (DPMPTSP) is the implementing agency for implementing the OSS RBA policy at the local level. This agency provides public services, specifically in business licensing and investment. Through the implementation of the OSS RBA system, the DPMPTSP aims to simplify all licensing activities, making them more efficient, practical, and easily accessible to the public. This system is intended to accelerate the issuance of the Business Identification Number (NIB), reduce inefficient bureaucracy, and improve transparency and accountability in public services in Cirebon City.

This study is important because, at the local level, the OSS RBA policy implementation still faces numerous challenges regarding public understanding, the readiness of government human resources, and coordination between agencies. Even though the OSS RBA has been implemented at the DPMPTSP of Cirebon City, no research has been conducted to examine the OSS RBA policy implementation in Cirebon City using George C. Edwards III's (1980) theory.

This study aims to examine the OSS RBA policy implementation at the local level, identify factors that hinder it, and specify steps to address these obstacles. Based on this, the author has chosen the title "Implementation of the Online Single Submission Risk-Based Approach (OSS RBA) Policy in the City of Cirebon."

LITERATURE REVIEW

Public Policy

The book written by Dr. Agus Subianto, M.Si, titled "Public Policy," states that policy is understood as a series of government decisions based on principles that guide actions to resolve public issues. Policies are also established to address society's needs through planned, consistent decisions. However, in practice, it is not only effective implementation that matters; appropriate implementers are also needed to achieve effective public policy.

A study conducted by (Wulandari Sri & Nurarpenia Nindi, 2018) explains that public policy is essentially the government's approach to resolving specific issues through appropriate decisions and actions. The study emphasizes that a policy serves a strategic function in achieving the intended objectives.

Research conducted by (Desrinelti et al., 2021) states that public policy is a series of actions taken by the government in response to issues in society. Policy implementation is a process designed to determine whether the objectives are being achieved in accordance with the established goals.

Policy Implementation

In their book, (Yoga Jusri Pratama & Praktik, 2021) The book titled “Public Service Implementation: Theory and Practice” states that policy implementation can be viewed as the steps taken by government agencies, either independently or collectively, to achieve the objectives set forth in the policy. Policy implementation is essentially the process by which a policy is refined and translated into concrete and direct action

In a study conducted by (Heryanto & Sofiyah, 2023) that the implementation of public service policies at the local level can be assessed by examining how the implementation process is carried out and what factors may influence it. Policy implementation is determined not only by the substance of the policy, but also by policymakers, infrastructure, and the support provided by each relevant institution.

According to (Sunarto, 2021) George C Edwards III developed a theory of policy implementation using a top-down approach known as “Direct and Indirect Impact on Implementation.” This theory posits that the success of policy implementation is influenced by four core components: communication, resources, disposition, and the bureaucratic framework. These four components are interrelated and play a crucial role in determining how effectively policies can be implemented within the government.

George C. Edwards III (1980). In his book *Implementing Public Policy*, he states that the success of policy implementation is greatly influenced by four main factors: communication, resources, disposition, and bureaucratic structure.

1. Communication ensures that the objectives and details of the policy are clear to those implementing it and to the public, thereby reducing the likelihood of confusion.
2. Resources include having a skilled team, sufficient financial resources, and the right location to carry out the plan
3. Disposition, that is, the extent of the team’s commitment and motivation, truly reflects how ready they are to implement a policy

4. Bureaucracy involves how work is carried out, the division of labor, and ensuring that different departments within the company work together smoothly to ensure that policies are implemented effectively and without wasting time.

These four key areas are the main criteria used by Cirebon City's integrated investment and services office to evaluate the effectiveness of the implementation of the OSS RBA policy.

Online Single Submission Risk-Based Approach (OSS RBA)

The OSS RBA system represents a major shift in Indonesia in how business permits are processed, as it connects the central and local governments through a single online platform. The establishment of OSS RBA was to handle all types of government permits, from major ministries to loyal mayors, through an integrated, seamless system. The OSS RBA policy is part of the reform of Indonesia's business licensing system, established by the central government under Government Regulation No. 28 of 2025 on Risk-Based Licensing Authorities. This system categorizes business licensing requirements by risk level: high, medium, or low. The primary objectives of OSS RBA are to streamline administrative processes, accelerate the issuance of the Business Identification Number (NIB), and boost investment nationwide.

Research conducted by (Rahman, 2023) states that, by using this system, business operators can start and conduct their operations smoothly and appropriately, as the licensing process has been tailored to each business operator's risk level. In this new system, each type of business is grouped into three risk categories: low, medium, and high, with each category having different licensing rules and requirements. A higher risk level requires each business operator to meet stricter requirements and undergo more rigorous oversight.

A research by (Irlan Fariz Alfaridzi et al., 2023) He stated that e-government innovations in Indonesia have transformed various aspects of people's social lives. The changes that have occurred are not always negative; in fact, many people have benefited from technological advancements. The adoption of technology has enabled the government to implement digital solutions in policy execution, leading to policy innovations such as the OSS RBA, which was created to facilitate and streamline the business licensing process through an integrated online system.

RESEARCH METHOD

This study employs a qualitative approach. As noted by Prof. Dr. Sugiyono (2022), qualitative methods are used to comprehensively understand social phenomena by focusing on aspects such as behavior, attitudes, and interactions among individuals and groups within their lived contexts. In this way, the researcher can clearly understand how communication, resources, implementers' dispositions, and bureaucratic structures, in accordance with George C. Edwards III's (1980) Policy Implementation Theory, contribute to the successful implementation of the OSS RBA system at the local level.

Through a qualitative approach, researchers can uncover realities in the field from policymakers' perspectives, both within government agencies and among the public who use these services. The conduct of this study was to explain how the process of policy implementation is carried out, what obstacles are encountered, and what strategies are applied.

This study took place at the DPMPTSP (Agency for Investment and One-Stop Integrated Services) of Cirebon City, located in the Cirebon City Public Service Center (MPP) at Pemuda Street No. 1, Sunyaragi, Kesambi District, Cirebon City, West Java 45132.

The data for this study are drawn from both primary and secondary sources. Primary data were collected from interviews with informants, including the Head of the Licensing Services Division, the operators of OSS RBA, and policy users. Meanwhile, secondary data was gathered from documentation, literature reviews, such as Government Regulation No. 28 of 2025 on the Implementation of Risk-Based Business Licensing, reports on the performance of the Cirebon City DPMPTSP, and scientific journals related to public policy implementation and the OSS RBA across different regions.

RESULTS AND DISCUSSION

The Implementation of the OSS RBA Policy at the Cirebon City DPMPTPS from the Perspective of Policy Implementation Theory

Local governments are required to provide transparent, fast, and accountable services through digital transformation in public services using information technology. The policy of OSS RBA was established as part of the business licensing reform, which was legally reinforced by Government Regulation No. 28 of 2025 on Risk-Based Business Licensing Authorities. This policy was designed to make the licensing process easier through a risk-based approach tailored to the level of business risk, improve public service efficiency, and create an

investment environment that is more conducive investment environment. As found in previous studies, the OSS RBA policy in some regions still faces challenges, specifically in the areas of technical systems, public understanding, and the readiness of human resources within the agency. Therefore, the focus of this study is to examine how these conditions become evident at Cirebon City DPMPTSP through the four policy implementation variables by George C. Edward III: communication, resources, disposition, and bureaucracy.

Communication

The process of communicating the OSS RBA policy at the DPMPTSP in Cirebon City follows a formal, hierarchical structure. Policy information is disseminated by the central government through awareness campaigns, announcements, and coordination forums. This information is then internally relayed through department meetings and directives from leaders to all members of staff. This is to ensure that local government officials receive consistent and appropriate technical guidelines for implementing the OSS RBA system.

The Acting Head of the DPMPTSP Office at Cirebon City stated that every employee has received official instructions on regulatory changes and system updates. This communication method ensures that all policy communications are disseminated systematically.

The transparency of policy messages at the internal level is well maintained through employee discussion forums and regular briefings. However, the situation differs at the community level. A community informant revealed that they first learned about the OSS RBA from a neighborhood outreach event. They also mentioned that the staff explained the procedures slowly and repeatedly because the community was not very familiar with the internet. This experience shows that face-to-face communication remains very important for explaining technical information in a way that is easily understood by the public.

Challenges arise when the central government updates its systems. Employees need to readjust how information is conveyed to the public. This shows that policy communication is more than just disseminating information; it is also about the ability to adapt to changes in national regulations.

These findings confirm that the communication aspect of implementing OSS RBA policy at the Cirebon City DPMPTSP has been effective, but it still needs improvement in public understanding.

Resources

The OSS RBA implementation at the DPMPTSP in Cirebon City highlights the important roles of staff readiness and supporting facilities. The success of a policy, as emphasized by George C. Edward III, relies on the adequacy of staff, information, infrastructure, and authority.

Staff are assigned based on their competencies in information technology and understanding of licensing regulations. Technical training is provided regularly to improve OSS operators' capabilities. For example, when an OSS operator has completed training, they will obtain OSS facilitator certification from the Ministry of Investment. This shows efforts to improve the implementing workforce quality.

These findings are also supported by public perception. Informants reported that when they encountered difficulties, the officials seemed familiar with the OSS system and were quick to offer assistance. This shows that users can experience, firsthand, how competent government officials are.

Service facilities include internet access, computers, and printers, as well as a comfortable waiting area, and respondents rate the environment as comfortable and well-organized. Network disruptions occasionally occur because of congestion in the central system. This shows the limitations of local authorities in managing centralized digital infrastructure.

The aspect of resources in policy implementation falls into the adequate category, particularly regarding civil service competence. However, limited control over the centralized system is an indication that the resource variable is still influenced by external factors beyond local government authority.

Disposition

The attitude of the administrative staff shows in how they provide services to the public. Community informants stated that the staff were friendly, patient, and thorough in assisting with the business permit application process. The staff explained the procedures step by step, and they willingly repeated their explanations when the public did not understand, so that the public felt well-guided throughout the service process.

The staff's sense of responsibility becomes evident during system disruptions. They continue to assist and resume operations when the system finally works again. These attitudes of the staff reflect their commitment to providing optimal services to the public.

This is an indication that the attitudes of the officials positively support policy implementation. This shows that the aspect of disposition has been met, as officials demonstrate an optimal commitment to providing public services.

Bureaucratic Structure

The bureaucratic structure that supports the OSS RBA implementation at the DPMPTSP of Cirebon City is evident in the clarity of the Standard Operating Procedures (SOPs) and in the coordination mechanisms among the divisions and agencies involved in the licensing process.

In implementation, the DPMPTSP serves as a coordinator that integrates the numerous technical agencies involved in the licensing process. Each division has distinct functions such as promotion, service delivery, and oversight, but all are interconnected within a single integrated service mechanism. Coordination is conducted through direct communication and online platforms to ensure information consistency and minimize potential miscommunication among agencies.

This is supported by interviews with OSS staff, who stated that the DPMPTSP serves not only as an administrative body but also as a liaison in the technical verification process involving relevant agencies, such as the departments of trade, transportation, and labor. This indicates a clear division of tasks and authority within the bureaucratic structure.

One community member noted that the service process is relatively well-organized and easy to follow. Although the digital system still requires some guidance, community members feel that the service process is systematic and well-coordinated among staff, thereby reducing the potential for confusion.

A bureaucratic structure involving multiple agencies can also lead to fragmentation, particularly in technical verification processes that require cross-sectoral coordination. Differences in procedures and response times among agencies can affect the effectiveness and efficiency of service delivery.

Overall, the bureaucratic structure for implementing the OSS RBA policy at the Cirebon City DPMPTSP is functioning relatively well, as evidenced by clear standard

operating procedures (SOPs) and established coordination mechanisms among agencies. However, cross-sectoral coordination efforts are still necessary to improve the overall effectiveness of policy implementation.

Challenges in Implementing the OSS RBA System in Licensing Services at the Cirebon City DPMPTSP

The OSS RBA implementation at the DPMPTSP of Cirebon City has revealed numerous obstacles arising from technical system problems, user capacity, and coordination with technical agencies involved in the licensing process.

Glitches in the technical system are the most common issue. OSS staff explained that when national regulations are updated, such as when Government Regulation No. 28 of 2025 was first implemented, the OSS system undergoes adjustments to incorporate new features, which can result in service errors. Menus in the system sometimes do not run in order, data input pages jump, and login issues prevent applicants from accessing their accounts. This situation sometimes even causes business operators to fail in obtaining a Business Identification Number (NIB) on the same day of service. This is an indication that full reliance on the central server limits the local governments' ability to control the stability of the system.

Limited digital literacy can also be a barrier to service delivery. The Acting Head of the DPMPTSP Office of Cirebon City reported that MSME operators, like small food manufacturers, traditional vendors, and home-based businesses, often do not understand the online licensing process. People who are unfamiliar with email or uploading digital documents need thorough assistance from officials. This aligns with the experiences of community respondents who learned about OSS through neighborhood outreach but still needed help from officials due to their unfamiliarity with the internet.

The next challenge is the division of authority among agencies. The OSS RBA process involves technical agencies related to specific sectors of business. As explained by OSS staff, the DPMPTSP serves as the administrative coordinator, while technical verification is conducted by relevant agencies such as transportation, labor, or trade. Service delays can occur due to differences in procedures and response times among agencies. The Acting Head of the DPMPTSP in Cirebon City emphasized that it is important to have a shared understanding across sectors to prevent sectoral interests from hindering the goals of public service.

Another challenge is the psychological burden on government officials. Staff must deal with public complaints arising from system disruptions, even though they are beyond the control of the local government. This can cause work-related stress as officials must explain delays even though they do not have the authority to fix the system.

These challenges indicate that the obstacles to the OSS RBA implementation at the DPMPTSP of Cirebon City can arise from both internal and external factors, such as national policies and service users' readiness.

Steps Taken by the Cirebon City DPMPTSP to Ensure the Continued Implementation of the OSS RBA Policy

The DPMPTSP of Cirebon City takes several steps to ensure service continuity despite potential challenges. Besides being practical and adaptive, these steps are also grounded in the actual conditions faced by government officials and service users.

Policy information is actively disseminated by the DPMPTSP of Cirebon City through outreach and direct public engagement. This is evident from a roadshow to five districts in the city of Cirebon, which reached about 250 residents. Information is also conveyed through outreach activities organized by the central government, official events, and regulations and circulars. This shows that the agency makes deliberate efforts to ensure a consistent understanding of policies, both internally and externally.

Providing direct assistance to the public through a helpdesk and front-office staff. Based on interview results, staff actively assist the public from the very beginning, from account registration and data entry to document upload. In fact, individuals who lack sufficient digital skills need only bring their ID card and an active email address, while staff assist with the rest of the process. Additionally, assistance is also provided online via communication channels such as chat. This initiative addresses the low level of digital literacy among the public, particularly among SME operators.

To address the complexities of risk-based licensing, the DPMPTSP of Cirebon City has strengthened coordination among agencies and across departments. The DPMPTSP functions as a coordinator that connects numerous technical agencies related to different business sectors. Coordination is conducted through both direct communication and digital media like online chats. There is a different role of each division, ranging from promotion, investment

development, oversight, to licensing services. Thorough coordination is the key to prevent miscommunication and ensure that services remain integrated.

Active follow-up is conducted on issues during service delivery. When a disruption occurs beyond the control of the agency, services are not stopped but the staffs should record the information of the applicant and then follow up by contacting them once the system is back to normal. For internal issues, it will be resolved directly within the agency. If technical authority is involved in the issue, coordination will be done with the relevant department. This shows a commitment to maintain the continuity of service despite system limitations.

The agency also continuously improves its human resources capacity. Employee assignment is based on their competencies, especially in the information technology and licensing regulation fields. Furthermore, staff actively participate in training programs organized by the Ministry of Investment. Some staff have even obtained OSS facilitator certification. This shows that improving human resource quality is a priority for supporting policy implementation.

The DPMPTSP of Cirebon City conducts regular evaluations of employee performance to ensure the quality of service. These evaluations are conducted at the weekly, monthly, quarterly, and yearly levels. There is also a performance appraisal system for civil servants, whether it is supervisors or coworkers. The aim of this mechanism is to ensure that services are delivered in accordance with established standards.

The DPMPTSP also relies on SOPs as the main guidelines for every licensing process to ensure consistent service delivery. The SOPs cover every stage of service delivery, from application to issuance of a license. These SOPs provide procedural clarity for staff and help the public better understand the service process.

State of the Art	Research Gap	Novelty
Digital transformation in public administration has led to the adoption of e-government systems such as the Online Single Submission Risk-Based Approach (OSS RBA), which aims to improve efficiency, transparency, and	Existing studies predominantly emphasize operational and technical performance indicators, such as system accessibility, service speed, and administrative procedures, without examining policy	This study introduces a theory-driven analysis of OSS RBA implementation by systematically applying George C. Edward III’s policy implementation model to assess institutional

State of the Art	Research Gap	Novelty
<p>accountability in business licensing services.</p> <p>Previous empirical research across Indonesian regions identifies recurring implementation challenges, including technical disruptions, data synchronization issues, limited digital literacy, and coordination difficulties among government agencies.</p> <p>The literature on public policy implementation emphasizes the importance of communication, resources, implementer disposition, and bureaucratic structure as determinants of successful policy execution.</p> <p>Digital licensing reforms are widely recognized as instruments for improving the investment climate and accelerating economic development through simplified regulatory procedures.</p> <p>National OSS RBA implementation has been widely discussed in policy and administrative studies as part of Indonesia's bureaucratic</p>	<p>implementation dynamics in a comprehensive theoretical framework.</p> <p>Prior research rarely integrates organizational behavior and institutional governance variables into a unified analytical model for evaluating digital licensing implementation at the local government level.</p> <p>Few empirical studies simultaneously operationalize these four determinants within the context of digital licensing systems, particularly in developing-country governance environments.</p> <p>There is limited empirical evidence examining how centralized digital infrastructure influences local government service capacity and operational autonomy.</p> <p>Despite nationwide implementation, there is a lack of localized empirical research examining the implementation of OSS RBA policy in specific municipalities, particularly in</p>	<p>readiness and governance effectiveness.</p> <p>The study integrates organizational, behavioral, and administrative dimensions to provide a multidimensional evaluation of the implementation of digital public services in local government institutions.</p> <p>This research operationalizes the four determinants of policy implementation success as measurable analytical components in evaluating OSS RBA service delivery.</p> <p>The study identifies the structural dependency between centralized digital systems and local administrative capacity, contributing to the governance literature on digital public service resilience.</p> <p>This study provides the first empirical policy implementation analysis of OSS RBA in the City of Cirebon, offering context-specific insights into local</p>

State of the Art	Research Gap	Novelty
reform and public service modernization agenda.	medium-sized urban governments.	governance adaptation and service continuity strategies

CONCLUSION

The OSS RBA service implementation at the DPMPTSP in Cirebon City has been generally effective, although it has not yet reached its full potential. Based on the theory of George C. Edwards III, the aspect of communication has been systematically carried out through formal procedures and outreach activities. However, there are still limitations in public understanding, especially among groups with low digital literacy. The resource aspect indicates conditions that are relatively adequate, both in terms of staff competence and the availability of facilities. However, the system's centralized control still has limitations. In the aspect of disposition, it is evident that officials are strongly committed to providing adaptive, responsive, and community-oriented services. Meanwhile, the bureaucratic structure is supported by clear SOPs and inter-agency coordination mechanisms. However, it faces the challenge of possible fragmentation in cross-sectoral implementation.

The OSS RBA implementation still faces numerous challenges, such as issues of the technical system, the public's low digital literacy, and coordination complexities among technical agencies. In response to these challenges, the DPMPTSP of Cirebon City has taken adaptive measures, including increasing public outreach, providing assistance through a helpdesk, strengthening cross-sectoral coordination, actively following up on services, improving government officials' capacity, and conducting regular performance evaluations. For a successful OSS RBA policy implementation at the local level, it is important to have a stable national system, improved human resources, and enhanced public digital literacy to deliver effective and sustainable public services.

BIBLIOGRAPHY

- Dayantri, D. (2022). Implementasi Kebijakan Online Single Submission (Oss) Pada Dinas Penanaman Modal Dan Pelayanan Perizinan Terpadu Satu Pintu (Dpmptsp) Provinsi Sumatera Utara. *Sibatik Journal: Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, Dan Pendidikan*, 1(5), 617– 626. <https://doi.org/10.54443/Sibatik.V1i5.69>

- Desrinelti, D., Afifah, M., & Gistituati, N. (2021). Kebijakan Publik: Konsep Pelaksanaan. *Jrti (Jurnal Riset Tindakan Indonesia)*, 6(1), 83. <https://doi.org/10.29210/3003906000>
- Edward Georgy C. (1980) *Implementing Public Policy*. Congressional Quarterly Press. Texas
- Heryanto, Y., & Sofiyah, S. (2023). Implementation Of The Five R Concept Evidence From Warehouse Of Bank Rakyat Indonesia Yumaga Unit Serang City. *Journal Of Applied Business, Taxation And Economics Research*, 3(1), 14–23. <https://doi.org/10.54408/Jabter.V3i1.212>
- Irland Fariz Alfaridzi, A., Grivaldi, R., Haiqal Fikri, L., & Darmawan, I. (2023). Masyarakat Terhadap Pembuatan Perizinan Berusaha Berbasis Digital *Socius: Jurnal Penelitian Ilmu-Ilmu Sosial Transisi Menuju Penerapan E-Government Di Kota Bandung: Dalam Konteks*. <https://doi.org/10.5281/Zenodo.10259119>
- Pancasakti Makassar, U. (2023). *Pelayanan Publik Era Digital: Studi Literatur Digital Era Public Services: Literature Review Anirwan 2*. 4(1), 23–31.
- Peraturan Pemerintah Nomor 28 Tahun 2025 Tentang Penyelenggaraan Perizinan Berusaha Berbasis Risiko
- Putri Larus, A., & Ulin Ni, F. (N.D.). *Sistem Pelayanan Penerbitan Izin Berusaha Melalui Oss Rba Di Dpmpstp Kabupaten Sukoharjo*. Retrieved www.jurnal.pps.uniga.ac.id
- Rahman, A. (2023). *Online Single Submission Risk Based Approach Policy (Oss Rba) For Micro Small Business Development Intermediate*. 2(11). <https://edunity.publikasikupublisher.com/1394https://edunity.publikasikupublisher.com/index.php/edunity/index>
- Subainto Agus (2020) *Kebijakan Publik*. Brilliant. Surabaya
- Sugiyono (2022) *Metode Penelitian Kualitatif*. Penerbit Alfabeta Bandung. Yogyakarta
- Sugiyono. (2023). *Cocok Untuk: tm 4. Mahasiswa, S41, S2 Dan 53 2. Dosen Dan Peneliti J Rekor Indonesia Rin Donesia*.
- Sunarto. (N.D.). *Volume 3 Nomor 2 Edisi Maret 2021 Implementasi Peraturan Pemerintah Republik Indonesia Nomor 28 Tahun 2012 Tentang Kearsipan Pada Lembaga Layanan Pendidikan Tinggi Wilayah Ii*.
- Winarno Budi (2014) *Kebijakan Publik*. Center of Academic Publishing Service. Yogyakarta.
- Wulandari Sri, & Nurarpenia Nindi. (2018). *Implementasi Kebijakan Ruang Terbuka Hijau Di Kota Cirebon Berdasarkan Peraturan Menteri Pekerjaan Umum Nomor 05 Tahun 2008 Tentang Pedoman Penyediaan Dan Pemanfaatan Ruang Terbuka Hijau Di Kawasan Perkotaan*. 03.
- Yoga Jusri Pratama, Ms. M., & Dan Praktik, T. (2021). *Implementasi Pelayanan Publik*. www.insancendekiamandiri.co.id