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## **Implementation of a One-Stop Integrated Service Policy at the Kotamobagu City One-Stop Investment and Integrated Service Office**

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**Abstract.** The purpose of the research is to find out, analyze, and describe the extent to which the One-Stop Integrated Service (PTSP) Policy Implementation is implemented at the Kotamobagu City Investment and One-Stop Integrated Service Office (DPMPTSP). This research uses a qualitative method. The number of respondents was 11 people who were determined by purposive sampling technique. This research is focused on how the implementation of a one-stop integrated service policy in managing Building Approval Permits organized by the community by looking at indicators of socialization of rules, mechanisms and procedures, and willingness (commitment to the implementation of a one-stop integrated service policy). The results showed that one-stop integrated services, especially in the issuance of Building Approval Permits (PBG), have been implemented well. Processing and responsible officers include the Head of the Service Office, the Head of the Licensing Service Agency, and the officers of the processing section or counter are competent in their respective fields. Personnel, especially in the processing section, are still limited while the number of incoming applicant files increases every day. Socialization has run quite well and facilities and infrastructure to support the implementation of licensing services are also quite good and provide a sense of comfort for people who will carry out the licensing process. The establishment of standard operating procedures has been fulfilled. However, there are still some problems in the procedure for implementing licensing services that are not in accordance with the SOP, namely the untimely issuance of letters.

**Keywords.** Policy Implementation, One Stop Integrated Service, Licensing, Building Approval

### **A. Introduction**

In the successful implementation of public policy, one of the factors that influence its success is the ability of institutions to provide excellent public services. This is because the community or public who get the services provided by the institution easily, quickly, and friendly will make the expected level of public satisfaction will be achieved. With the services provided by the government, it is also a form of government function in community service. So that if there is a decrease in the level of quality of service carried out, it will encourage the Government to improve the quality of its services (Kairupan, 2013) [1].

One Stop Integrated Service (PTSP) is an institution specifically tasked with providing services to the community, so that in terms of taking care of requests for data / information the community only needs to come to one work unit. The implementation or organization of one-stop integrated services is an implementation activity in terms of data and information requests whose management process starts from the application stage to the document issuance stage in one place. With the One Stop Integrated Service, it is hoped that it can streamline the time and costs required in processing data and information requests. So that services will be more effective, easier, and cheaper (Suhartoyo, 2019) [2].

One of the public service systems implemented by the Kotamobagu City One-Stop Integrated Service Investment Office is through the Kotamobagu Mayor's Regulation Number 16 of 2023 concerning Delegation of authority for the implementation of business licensing in the region and reinforced by the Decree of the Mayor of Kotamobagu Number 64 of 2023 concerning the Technical Team for the Implementation of Licensing and Non-Licensing Services in the Region which is the basis for the Kotamobagu City One-Stop Integrated Service Investment Office and serves as a guideline in licensing and non-licensing services and provides legal certainty for Government officials in providing services and the community in obtaining licensing and non-licensing services. The Decree of the Mayor of Kotamobagu City states that there are several Regional Apparatus Organizations (OPD) that must have offices within the One-Stop Integrated Service Investment Office. The related agencies listed in the Decree of the Mayor of Kotamobagu City are as follows: Department of Transportation, Department of Public Works and Spatial Planning, Department of Health, Department of Industry and Manpower, Regional Financial Management Agency, Department of Culture and Tourism, and Pamong Praja Police Unit with the aim of providing services to people who want to take care of licensing directly without moving from one agency to another.

The implementation of the One Stop Integrated Service that handles services in terms of licensing and non-licensing in Kotamobagu City is a manifestation of public services with the aim of cutting bureaucracy significantly. The Kotamobagu City One-Stop Investment and Integrated Service Office (DPMPTSP) issues licensing and non-licensing services. In accordance with the Decree of the Mayor of Kotamobagu City Number 101 of 2024, there are 57 licenses that can be processed within the scope of the One-Stop Integrated Service Investment Office (DPMPTSP), one example is in the processing of a Doctor's Practice License where the permit processing involves several related agencies such as the Health Office (Recommendation). Building Construction Approval Permit (PBG) where the related agency is the Public Works and Spatial Planning Agency (PUPR). Complaints from the community before there was an integrated licensing service, if people who wanted to take care of licensing had to go directly to the technical agencies, but since the issuance of the Decree of the Mayor of Kotamobagu City Number 64 of 2023 concerning the Technical Team for the Implementation of Licensing and Non-Licensing Services in the Region, the licensing process has become easier. However, based on observations in the field, what happened was that several Regional Apparatus Organizations appointed in the Decree of the Mayor of Kotamobagu, only had offices within the scope of the One-Stop Integrated Service Investment Office (DPMPTSP) for a short time, resulting in people who came to take care of permits at the DPMPTSP office when collecting the files were still incomplete so that the files had to be postponed first until the community as the applicant completed all of them due to the lack of information obtained because the officers from the intended agency were not in place.

From this description, the author is interested in conducting research at the One-Stop Investment and Integrated Services Office with the title Implementation of the One-Stop

Integrated Service (PTSP) Policy at the Kotamobagu City One-Stop Investment and Integrated Services Office. The purpose of writing this research is to find out, analyze, and describe the extent to which PTSP Policy Implementation is implemented at the DPMPTSP Kotamobagu City.

### **B. Method**

This research used a qualitative approach. According to, Strauss and Corbin (1997: 11-13) in Tumbio et al. (2015), qualitative approach is research that produces findings that cannot be achieved (obtained) using statistical procedures or other ways of quantification (measurement) [3]. With this qualitative approach, it is expected to be able to produce an in-depth description of the speech, writing, and or observable behavior of an individual, group, community and or certain organizations in a certain context setting that is studied from a whole, comprehensive, and holistic perspective (Moleong, 2013) [4].

This research is focused on how the implementation of a one-stop integrated service policy in managing Building Approval Permits organized by the community by looking at indicators of socialization of rules, mechanisms and procedures, and willingness (commitment to the implementation of a one-stop integrated service policy).

The data collection techniques used by researchers are observation, interviews and document studies. The informants in this study amounted to 11 people consisting of the head of the agency, head of field, head of section, data management staff, licensing technical team, community. The steps of data analysis were carried out using the interactive model of Miles and Huberman (1984) in Kairupan et al. (2023) i.e : data collection, data reduction, data display, and conclusion drawing/verification [5]. Data validity tests in qualitative research include tests: credibility, transferability, dependability, and confirmability (Pangkey et al., 2023) [6].

### **C. Result and discussion**

#### **Rule Socialization**

The Investment and One-Stop Integrated Service Office of Kotamobagu City has a main target in providing licensing services, especially Building Approval (PBG) licenses. The main target is people who want to build buildings in Kotamobagu City. Government efforts to be able to implement the program require information dissemination. One of the ways to disseminate information is by providing counseling or socialization with the community.

Socialization is an activity with the aim of disseminating various information that must be known by the community. In achieving the desired goal, implementers need to disseminate information through socialization (Waluyo, 2022) [7]. The data presentation shows that one of the ways used by officers from DPMPTSP Kotamobagu City to disseminate information that licensing and non-licensing services can be accessed at DPMPTSP Kotamobagu City is through socialization. As the implementing actor responsible for conducting licensing services at the DPMTPSP of Kotamobagu City, the Head of the Licensing Service Division plays an important role in informing various licensing services, especially building construction permits available at the DPMPTSP of Kotamobagu City. The activity of delivering licensing service socialization has been programmed once a year which is usually carried out at the beginning of the year or mid-year. The place of socialization is usually held at the Kotamobagu City Hotel, Village or Village Hall and via Zoom Meeting (Internet) by inviting representatives from each sub-district and village. The socialization is delivered directly by the Head of the Licensing Service Division as the person in charge of licensing services. In addition to conducting socialization,

Kotamobagu City DPMPTSP officers also disseminate information about licensing services through the website of the Kotamobagu City DPMPTSP and distribute brochures available at the information desk.

### **Mechanism and Procedure**

Development is a planned and directed process of change that aims to improve the quality of life of people in various aspects, such as economic, social, cultural, and environmental. Development is not only related to economic growth, but also includes efforts to reduce poverty, improve education, health, infrastructure, and strengthen social systems. The objectives of development are 1) Improve Welfare: Providing greater access to resources, services, and opportunities for all people. 2) Empowerment: Encouraging people to actively participate in decision-making. 3) Sustainability: Ensuring current development does not undermine the future potential of future generations (Kairupan, 2014) [8].

Building Approval Permit (PBG) is an administrative process carried out to obtain Building Approval from the competent authority, in accordance with applicable laws and regulations. Building Approval (PBG) is a permit given to the owner of a building to erect, change, expand, reduce, or demolish a building, in accordance with established technical standards. The benefits of Building Approval (PBG) are: 1) Provides legal certainty for the building owner. 2) Support environmentally friendly and sustainable development. 3) Ensure building quality in accordance with technical and safety standards (Syafrizal & Marto, 2021) [9].

PBG is regulated in Government Regulation Number 16 of 2021 on the Implementation Regulation of Law Number 28 of 2002 on Building. This regulation changes the concept of Building Construction Permit (IMB) to Building Approval (PBG) to simplify the licensing process.

Based on the flow of mechanisms and procedures for issuing Building Approval Permits (PBG) and some interview results, the service of issuing Building Approval Permits (PBG) at DPMPTSP Kotamobagu City is based on Standard Operating Procedures (SOP) from the Kotamobagu Mayor's regulation. There are still people who experience difficulties. The difficulty is in the form of a lack of several requirements, causing the community to have to go back and forth. This also causes the completion of the applicant's file with different times depending on the completeness of the requirements brought by the applicant.

Application is a dynamic process where the implementers or officers are directed by program guidelines and benchmarks or specifically directed by actual conditions. Based on this theory, in accordance with the implementation of the service of issuing Building Construction Approval Permit (PBG) at DPMPTSP Kotamobagu City is carried out based on the predetermined SOP. The preparation of SOPs at DPMPTSP Kotamobagu City is marked by the Mayor's Regulation Number 16 of 2023 concerning the Implementation of Licensing and Non-Licensing Services at DPMPTSP Kotamobagu City. This is also in accordance with the Regulation of the Minister of Home Affairs Number 138 of 2017 which states that the implementation of one-stop integrated services, especially in terms of licensing, must be based on the specified SOP. The applicable SOP is applied in all types of licensing and non-licensing services in the DPMPTSP of Kotamobagu City as a basic rule in providing services to the community, especially the service of issuing Building Approval Permits (PBG). In accordance with what is stated by Jones (1991: 321) in Eterna et al. (2021) who says that a program benchmark must be clearly and immediately established that involves the minimum extent to which a process must be learned by the implementers in order to develop the means [10]. If the

benchmark is not clear, it will cause implementers to face heavier responsibilities. In implementing one-stop integrated services, the Kotamobagu City DPMPTSP officers follow the service procedures and fulfill the requirements set out in the Mayor's Regulation on the Implementation of Licensing and Non-Licensing Services at the DPMPTSP of Kotamobagu City which contains the mechanism of the Building Construction Approval (PBG) issuance service. This is in accordance with what Edwards revealed in Winarno (2016) who said that work procedures are used to homogenize the actions of officials in complex and widely dispersed organizations so as to create great flexibility and similarity in the application of regulations.

Therefore, the existence of work procedures that regulate services at DPMPTSP Kotamobagu City is certainly very helpful in the implementation of licensing services, especially in the service of issuing Building Approval (PBG). The actions taken by officers are adjusted to service standards so that the implementation process can be structured and make it easier for applicants who take care of licensing when there are still shortcomings when completing their files.

The results of interviews that have been presented in the previous discussion, the procedures applied at the DPMPTSP of Kotamobagu City in conducting services and processing the issuance of Building Approval (PBG) permits start from taking forms at the information desk. The new applicant must obtain a recommendation from the Public Works and Spatial Planning (PU-PR) Office. After that, the officer will check whether the file is in accordance with the requirements or not. If the applicant has not completed the requirements, the file will be returned and the applicant must complete it. When complete, the file will be processed. The completeness of the requirements will determine how long it will take to process the issuance of Building Approval (PBG).

The results of research in the field show that the applicant community who manages the Building Approval Permit (PBG) after the complete file can take one day or even more. The inaccurate time to complete the processing also affects the quality of the services provided, as explained by Adisasmita (2011: 149-150) which says that the standard of service provided to the public concerns the completion time set from the time of submission of the application until the completion of the service including complaints, the faster the completion time, the more public confidence in the services provided will increase. If the discrepancy in the completion of the application letter for the Building Approval Establishment Permit (PBG) at the DPMPTSP Kotamobagu City continues, of course it will also affect public confidence in applying for services.

Services carried out at DPMPTSP Kotamobagu City can be said to be good. The ease of accessing services can be realized with the support of the friendliness and responsiveness of the officers. The facilities provided are also quite supportive so that the community in carrying out the service process is quite comfortable. Positive responses also concern the existence of permit services, especially the issuance of Building Approval Establishment Permits (PBG) at DPMPTSP where there are various forms of licensing and non-licensing in an integrated manner.

### **Willingness (Commitment to the Implementation / Implementation of the One-Stop Integrated Service Policy)**

The planned program will not run properly if it is not supported by the actors involved in it. This organizational aspect leads to preparation before the program implementation process (Tumbel, 2024) [11]. These preparations include the formation and structuring of the

organizational structure, budget determination, and the roles of actors involved in the one-stop integrated service, especially in the Building Approval Permit (PBG) service. The first thing to do is to form and reorganize the implementing resources responsible for one-stop integrated services, especially in the Building Approval Permit (PBG) service in Kotamobagu City.

Based on the results of the interview, it is explained about the work classification of the Kotamobagu City DPMPTSP officers, especially in the Building Approval (PBG) licensing service by implementing officers who have responsibilities in each service. For service counters, officers who are competent in their fields are required. Meanwhile, the organizational management in DPMPTSP Kotamobagu City, especially in the Building Approval (PBG) service, has not been maximized. Starting from the division of labor and officers who are in accordance with their educational background, it is quite good, but there are still limited numbers of human resources so that the processing of published letters is still not timely.

In the context of the success of a policy program to improve public service delivery at this time, namely by minimizing the existence of public service problems. As carried out by the central government, namely the Ministry of Home Affairs, which delegates its authority to local governments to organize one-stop integrated services. The purpose of organizing one-stop integrated services is that local governments can meet the needs of the community in terms of licensing and non-licensing services. In this case, local governments are closer to their communities and know better what the needs of their own local communities are.

Definition of public administration according to the opinion of Keban (2014: 16-17) in Masengi et al. (2023) states that public administration is a field where government officials or executives carry out work related to the public sector, especially the provision of services for the public interest so that the role of public administration determines the stability, resilience, and welfare of a country [12]. One of them is in terms of licensing services. With the issuance of the One Stop Integrated Service program or commonly abbreviated as PTSP, it is a public service policy program originating from the central government, namely the Ministry of Home Affairs. The issuance of PTSP by the Ministry of Home Affairs shows that the role of local governments is very important to provide public services to the community in each region. Thus, it can be concluded that the purpose of the Ministry of Home Affairs to issue a one-stop integrated service policy is to make it easier for local governments as organizers of public services in the regions to immediately meet the needs of the people in the region. According to Grindle in Wahab (2008: 188) in Dilapanga et al. (2023) who states that the policy implementation process can only begin when the original general goals and objectives have been detailed, action programs have been designed and a number of funds / costs have been allocated to realize these goals and objectives [13]. Added explanation by Jones (1991: 296) who states that a program contains actions proposed by the government in order to achieve a set goal whose achievement is problematic, the program confirms change and a hypothesis becomes a government action.

This is in accordance with the approval of the Decree of the Minister of Home Affairs in Permendagri Number 24 of 2006 concerning Guidelines for the Implementation of One-Stop Integrated Services and updated with the Minister of Home Affairs Regulation Number 138 of 2017 concerning the Implementation of Regional One-Stop Integrated Services. This Permendagri contains the implementation of One-Stop Integrated Services carried out by local governments to manage all forms of licensing and non-licensing services in the regions with a one-door system. One-Stop Integrated Services The change in the government system from centralization to decentralization certainly affects the implementation of public services in each region. One Stop Integrated Services implemented by local governments are expected to be able

to provide licensing and non-licensing services quickly because local governments better understand the needs of the community. This is in line with the opinion of Winarno (2016) which states that policy program decisions that have been taken as alternative solutions to problems must be implemented, that is, implemented by administrative bodies and government agents at the lower levels [14], as in Kotamobagu City which implements One Stop Integrated Services.

The implementation of One-Stop Integrated Services (PTSP) in Kotamobagu City is a delegation of authority from the Ministry of Home Affairs to the Provincial Government, then delegated to the Kotamobagu City Government at the Kotamobagu City One-Stop Integrated Services Investment Office (DPMPTSP). The delegation of authority is based on the Kotamobagu Mayor Regulation Number 16 of 2023 concerning the Implementation of Licensing and Non-Licensing Services in Kotamobagu City. With the delegation of authority, it will certainly facilitate the community in taking care of all kinds of licensing and non-licensing services in one door, especially in the Building Approval Permit (PBG) service.

One Stop Integrated Service is a form of bureaucratic reform that aims to improve efficiency, transparency, and accountability in public services (Enggarani, 2016) [15]. Prior to the One Stop Integrated Service, the licensing process was fragmented and bureaucratic, requiring recommendations from various technical teams as well as direct approval from high-ranking officials, such as the Mayor. This caused the process to be slow as it depended on the Mayor's schedule and availability to sign documents.

Max Weber in Andhika (2018) explains that traditional bureaucracy has a hierarchical structure and strict rules [16]. In this system, decisions often go through many stages and high-ranking officials, such as the Mayor, hold full authority. Weber also recognized that an overly hierarchical bureaucracy can result in inefficiency due to long and complicated procedures. The Kotamobagu City Investment and One-Stop Integrated Service Office (DPMPTSP) makes every effort to speed up the licensing process by reducing bureaucratic stages. Delegation of authority to the Head of Service allows faster decision-making because the public needs fast and timely services. The Kotamobagu City Investment and One-Stop Integrated Service Office (DPMPTSP) fulfills this need by easing access to public services, with a technical team providing recommendations and the head of the office signing documents, every process can be clearly traced, thus increasing public trust.

Each section at DPMPTSP has its own main tasks and functions. The division of duties includes the licensing service delivery room where there are 2 (two) counter officers. In the Building Approval (PBG) applicant file processing section, there are 2 (two) staff. The division of tasks is quite clear and good, but not yet optimal. This is because the number of resources in the Building Approval (PBG) processing section is still limited. Increasingly, there are more and more applicant files who want to apply for Building Building Approval (PBG) so that additional personnel are needed, especially in the processing section of Building Building Approval (PBG) but in fact in recent times, several technical teams from related agencies, one of which is from the Public Works and Spatial Planning Office, who were sent to work at the PTSP Office, are no longer at the PTSP Office not because they stopped working but after the researcher asked the reason, the answer was that they still had other duties to carry out at the original Service (PU-PR). This will clearly hamper people who want to take care of the Building Approval Permit (PBG) because people have to go back and forth to the PTSP and PU-PR Offices. In the end, the Implementation of One-Stop Integrated Services which is stated in the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 24 of 2000 concerning Guidelines for the Implementation of One-Stop Integrated Services and the

delegation decree from the Mayor of Kotamobagu is not well implemented, even though the initial concept states that one-door services are licensing and non-licensing activities whose management starting from the application stage until the issuance of documents is carried out in one place within the scope of the One-Stop Investment and Integrated Services Office (DPMPTSP).

The results of research at DPMPTSP Kotamobagu City show that the structure of organizational aspects in one-stop integrated services, especially in the service of issuing Building Approval Permits (PBG) is in accordance with the theory put forward by Widodo (2010) which says that the organizational structure is more directed at the process of regulating activities and determining who is the implementer of the policy (determining which organizational institutions) will carry out and who is the culprit [17]. This research is also supported by a statement from Adisasmita (2011: 149-150) which says that one of the standards used to measure the quality of service provided by the organizer is the competence of the service provider, the service provider must be determined appropriately based on the knowledge, expertise, skills, attitudes, and behavior needed for the service provided to be of high quality [18].

Service counters require officers who are competent in their fields. Meanwhile, organizational management in DPMPTSP Kotamobagu City, especially in the Building Approval (PBG) service, has not been maximized. Starting from the division of labor and officers who are in accordance with their educational background, it is quite good, but there are still limited numbers of human resources so that the processing of published letters is still not timely.

#### **D. Conclusion**

Based on the results of research and discussion conducted by researchers regarding the implementation of One Stop Integrated Services in the service of issuing Building Construction Approval (PBG) at DPMPTSP Kotamobagu City, it can be concluded that One Stop Integrated Services, especially in the service of issuing Building Construction Approval Permit (PBG) can be implemented properly. Processing and responsible officers include the Head of the Office, the Head of the Licensing Service Agency, and the officers of the processing section or counter are competent in their respective fields. Personnel, especially in the processing section, are still limited while the number of incoming applicant files increases every day. Socialization has run quite well and facilities and infrastructure to support the implementation of licensing services are also quite good and provide a sense of comfort for people who will carry out the licensing process. The establishment of standard operating procedures has been fulfilled. However, there are still some problems in the procedure for implementing licensing services that are not in accordance with the SOP, namely the untimely issuance of letters.

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