

The implementation of the Trading Business License (SIUP) Permit Service at the Investment Agency, Integrated One-Stop Service Permit Service of Pangkalpinang City

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Abstract

This research investigates the implementation of the Trading Business License (SIUP) licensing service at the Investment Service, One Stop Integrated Licensing Service (PTSP) Pangkalpinang City. The method used in this research is qualitative, which was carried out through observation, interviews and documentation studies, and the Quantitative Method, which was collected through an evaluation survey of the level of satisfaction of entrepreneurs, was carried out through a direct survey of business permit applicants who had used the SIUP licensing service at PTSP Pangkalpinang City. This survey was conducted on 100 entrepreneurs in Pangkalpinang using a questionnaire based on satisfaction indicators, such as ease of licensing process, clarity of information provided, responsiveness of officers, and overall satisfaction with services. The research results show that although there are efforts to implement integrated licensing services, there are still challenges in integrating information systems, the quality of officer services, and the gap between entrepreneurs' expectations and reality. The implications of this research highlight the importance of improving technological infrastructure, training human resources, and improving licensing service policies and procedures to improve service quality and support economic growth in Pangkalpinang City.

Keywords: *Implementation, Licensing Services, SIUP, Pangkalpinang, Satisfaction.*



A. INTRODUCTION

The Pangkalpinang City Government has implemented the One-Stop Integrated Licensing Service (PTSP) system as an effort to enhance the efficiency and effectiveness of public services, particularly in business licensing. One of the focal points is the Trading Business License (SIUP). The implementation of SIUP in PTSP plays a significant role in supporting business growth and development in the region. However, despite the implementation of PTSP, various challenges and obstacles persist in the SIUP licensing process. Issues such as complex procedures, lengthy processing times, lack of transparency, and policy uncertainty in licensing emerge.

The significance of the Trading Business License (SIUP) for both entrepreneurs and local governments is substantial in supporting business activities and effective public administration. SIUP serves as a crucial document providing legal legitimacy for business operations, allowing entrepreneurs to conduct trading activities in accordance with applicable regulations (Marwiyah et al., 2023; Wirijadinata & Afriany, 2017). This document not only confirms the legitimacy of businesses in the eyes of the law but also facilitates transactions with other parties such as banks,

suppliers, and customers. SIUP also plays a vital role in driving economic growth and investment at the local level.

With structured and controlled licensing processes, entrepreneurs are more motivated to establish new businesses or expand existing ones. This creates new job opportunities, increases regional income, and expands the tax base for local governments. The importance of SIUP licensing lies not only in regulatory aspects and revenue but also in efforts to create a conducive business environment for local governments (Armelia & Nurhadi, 2023; Herianto & Ahmad, 2022). By implementing an efficient and transparent licensing system, local governments can gain trust from entrepreneurs and the public, fostering mutually beneficial relationships and enhancing the region's image as an investment-friendly location (Rahman, 2018).

Although the implementation efforts of the One-Stop Integrated Licensing Service (PTSP) in Pangkalpinang aim to improve efficiency and streamline the licensing process, several challenges and obstacles are encountered in implementing the Trading Business License (SIUP) service. One major challenge is the complexity of licensing procedures, which can slow down the issuance of SIUP. This complex and time-consuming process often hinders entrepreneurs, especially those starting new ventures or lacking adequate knowledge of licensing regulations (Rahim, 2018; Saputra, 2018).

The lack of coordination among relevant agencies in handling licensing also poses a serious challenge. Sometimes, the licensing process involves multiple different agencies, such as the Investment Agency, Department of Trade, and other relevant institutions. This lack of inter-agency coordination can lead to overlapping tasks and responsibilities, prolonging the licensing process (Astuti et al., 2017; Soetarto & Anwar, 2019). Lack of transparency and access to information about the licensing process is also a significant barrier. Entrepreneurs often struggle to understand the stages and requirements of licensing, as well as the status of their applications, leading to uncertainty, confusion, and hindrance to business operations (Kencana et al., 2017; NIM, 2016; Simbar et al., 2022).

In the context of PTSP in Pangkalpinang, suboptimal information technology infrastructure also presents its own challenges. Licensing information systems that are not well-integrated or lack adequate features can hinder efficiency and transparency in licensing services. By understanding the challenges and obstacles faced in the implementation of SIUP licensing services in PTSP Pangkalpinang, improvement measures and enhancements in service quality can be designed to address these issues. Thus, creating a more conducive business environment and better public services for the people and entrepreneurs in Pangkalpinang City.

This research aims to analyze the implementation of SIUP licensing services at the Investment Agency, PTSP Pangkalpinang. Its specific objectives are: 1) To assess the effectiveness and efficiency of SIUP service processes; 2) To identify factors influencing licensing service performance; and 3) To evaluate entrepreneurs' satisfaction levels with the existing licensing process.

B. LITERATURE REVIEW

1. Public Service Concept

The concept of public service refers to the government's efforts to provide effective, efficient, fair, and responsive services to the community. Public services encompass various activities conducted by government agencies to meet the needs and interests of the public, whether in administration, health, education, or the economy (Ramdan et al., 2022). This concept emphasizes the importance of transparency, accountability, community participation, and the provision of high-quality services as part of the government's core responsibilities in meeting the needs of society (Kencana et al., 2017).

The concept of public service encompasses various principles that serve as the foundation for government efforts to provide quality services to the community. In this concept, the government is expected to provide effective, efficient, fair, and responsive services. This includes all activities carried out by government agencies to meet the needs and interests of the public, such as administration, health, education, and the economy. Public services also emphasize the importance of transparency, accountability, community participation, and the provision of high-quality services as part of the government's responsibility in meeting the needs of society (Ramdan et al., 2022).

In several previous studies, many have discussed aspects relevant to the concept of public service. The first study explored the relationship between public service motivation and the performance of public sector employees. The results showed that the level of public service motivation among employees has a significant positive impact on their performance in providing quality public services. The research findings indicated that public service motivation has a positive impact on employee performance, meaning that employees with high motivation tend to provide better public services (Simbar et al., 2022).

The second study, conducted by (NIM, 2016), focused more on public satisfaction with public services. They examined the role of perceived service quality as a factor influencing public satisfaction. The results showed that the quality of services received by the public significantly affects their satisfaction with those public services.

The third study, conducted by (Ramdan et al., 2022) focused on e-government services and the influence of service quality on user satisfaction. The research findings stated that various aspects such as accessibility, responsiveness, and the reliability of e-government systems play a crucial role in enhancing user satisfaction with those services.

The fourth study, conducted by (Lesmana, 2016) highlighted the role of public service motivation in user participation in the co-production of public services. They found that the level of public service motivation among government employees influences the level of community participation in improving the quality of public services. The literature review in the fifth study discussed various methods and tools for assessing the quality of public services. This research provides important insights

for practitioners and researchers in developing assessment instruments for the quality of public services that can be used to enhance the overall effectiveness and efficiency of public services.

2. Integrated Licensing Concept

The Integrated Licensing Concept is an approach aimed at simplifying and expediting the licensing process by integrating various permits and administrative procedures required into a single location or platform (Rulinawaty et al., 2023; Rulinawaty, 2022). Its goal is to facilitate access and improve efficiency in the licensing process for applicants. This concept emphasizes the importance of coordination among relevant agencies to expedite the licensing process, thus minimizing bureaucracy, which often acts as a barrier to entrepreneurs (Andriyansyah & Rulinawaty, 2023; Rulinawaty, 2022).

The Integrated Licensing Concept (ILC) can also be understood as an approach designed to consolidate and simplify various licensing processes that are typically scattered across various government agencies or departments. Permit applicants can submit all necessary documents and requirements in one location or single platform, without having to move between agencies. The primary aim is to create a more business-friendly environment, expedite the licensing process, and reduce bureaucracy that hinders business development (Ramdan et al., 2022).

One key aspect of the ILC concept is the integration of information systems between agencies. This allows different government agencies to efficiently share data and information, thus avoiding data duplication and expediting application evaluations (Amelia, n.d.). This concept also promotes cooperation and coordination among agencies to enhance service effectiveness and reduce the potential for overlapping or policy conflicts. Another benefit of the ILC concept is increased transparency and accountability. Applicants can easily track the status of their applications and understand the stages they must go through. It also enables better oversight by authorities and enhances public trust in the licensing process, with all licensing processes centralized in one location (Amelia, n.d.; Fona & Ridwan, 2023). Implementing the ILC concept typically involves policy changes, information technology infrastructure, as well as training and coaching for government staff involved in licensing services. Although challenges such as bureaucratic resistance and inter-agency coordination may arise, this concept has proven successful in improving investment climates and accelerating economic growth in many regions (Anggraini, 2018).

Several previous studies have explored the impact and effectiveness of the Integrated Licensing Concept in improving the investment climate and business growth. For example, a study conducted by (Mulyani, 2019) investigated the impact of one-stop services on the time required to start a new business. The results showed that adopting the integrated licensing model significantly speeds up the process of starting a business.

Another study by (Fona & Ridwan, 2023) evaluated the effectiveness of one-stop services in improving the business environment in various countries. The results indicated that integrated licensing successfully enhances the trust and satisfaction of entrepreneurs with the licensing process. Similar findings were also found in other studies examining the impact of one-stop services on company performance. Companies using integrated licensing services tend to perform better than those that do not.

Several studies also analyzed factors influencing the success of integrated licensing implementation in local governments. The research conducted by (Ismail & Rukmana, 2020) provided insights into factors that can affect the effectiveness and efficiency of integrated licensing services. With a deep understanding of the impact and influencing factors of the Integrated Licensing Concept, governments can design and implement more effective policies to improve public services and support economic growth at the local level.

3. Factors Influencing Licensing Services

Factors influencing licensing services encompass various variables that can affect the effectiveness, efficiency, and overall quality of the licensing process. These include aspects such as policies and regulations, information technology systems, human resources, and external factors such as budget and political pressure. Previous research has identified these factors and provided valuable insights into how they affect licensing services.

Human resource factors also play a crucial role. The skills, knowledge, and motivation of service officers significantly affect the quality and speed of licensing services. Adequate training and strong management support can enhance performance and responsiveness of service officers. Information technology infrastructure is also a key factor in improving licensing services. Good integration of information systems between agencies can expedite the licensing process, enhance transparency, and minimize errors or data overlaps (Badrika, 2023). Policy factors also have a significant impact, as inconsistent policies, frequent regulatory changes, or diverse interpretations of regulations can lead to uncertainty and difficulties for applicants. Lastly, external factors such as political pressure, economic interests, and changes in the business environment can also influence licensing services.

One previous study, titled "Management of Trading Business License (SIUP) Services for Small Businesses by the Investment and Integrated One-Stop Service Office of Sumenep District" conducted by (Soetarto & Anwar, 2019), revealed that factors such as accessibility, responsiveness, reliability, and fairness in public services have a significant impact on public satisfaction. The research findings indicate that these factors need to be considered by the government in designing and implementing effective licensing policies.

Another study, titled "Quality of Licensing Services at the One-Stop Integrated Service Unit (UPTSA) of Surabaya City (Study on Trading Business Licenses)" conducted by (Astuti et al., 2017), examined the influence of e-government service

quality on user satisfaction. The results showed that aspects such as accessibility, reliability, and responsiveness of the system significantly contribute to user satisfaction with e-government services. These findings highlight the importance of investing in information technology infrastructure to improve the quality of licensing services.

A study conducted by (Rahim, 2018) emphasized the importance of training and skill development for government staff involved in licensing services to enhance service effectiveness. Furthermore, information technology infrastructure is also a key factor in improving licensing services. Research by (Almauly et al., 2022) indicates that good integration of information systems between agencies can expedite the licensing process and enhance transparency. Policy factors also have a significant impact; continuous policy changes or inconsistent regulations can confuse applicants and slow down the licensing process. Understanding and effectively managing these factors are crucial in enhancing the efficiency, transparency, and quality of licensing services, and the government can create a more conducive environment for entrepreneurs and the public by identifying and addressing issues that may arise from these factors.

C. METHOD

A case study was chosen as the research design because it allows for detailed exploration of the phenomenon under investigation while considering the specific context at the research location. This design will enable researchers to examine in-depth how the implementation of SIUP licensing services at the Investment and Integrated One-Stop Service Office (PTSP) of Pangkalpinang City unfolds in daily practice. The data collection techniques in this study are :

1. Observation: Researchers will conduct direct observations of the SIUP licensing process at the Investment and Integrated One-Stop Service Office (PTSP) of Pangkalpinang City. These observations will be conducted to understand firsthand how the licensing process unfolds, including interactions between applicants and officers, as well as the procedures implemented.
2. Interviews: Interviews will be conducted with various stakeholders, including service officers, managers, and licensing applicants. The purpose of these interviews is to gain insights and experiences related to the implementation of SIUP licensing services, as well as factors influencing the effectiveness and efficiency of the services.
3. Documentation Study: Documents related to the SIUP licensing process, such as regulations, policies, and service performance data, will be analyzed to gain a deeper understanding of the context and implementation process.

To evaluate the level of satisfaction among entrepreneurs, a survey will be conducted directly with business permit applicants who have utilized the SIUP licensing services at the Investment and Integrated One-Stop Service Office (PTSP) of Pangkalpinang City. This survey will be administered to 100 entrepreneurs in Pangkalpinang using a questionnaire designed based on satisfaction indicators, such

as ease of the licensing process, clarity of provided information, responsiveness of officers, and overall satisfaction with the service. The collected data will be analyzed qualitatively. The analysis will employ an inductive approach, where findings will be derived from the collected data. Data analysis techniques such as data reduction, data presentation, and drawing conclusions will be used to identify patterns, themes, and relationships among various factors influencing the implementation of SIUP licensing services at the Investment and Integrated One-Stop Service Office of Pangkalpinang City.

D. RESULTS AND DISCUSSION

1. Implementation of SIUP Services at the Investment and Integrated One-Stop Service Office (PTSP) of Pangkalpinang City

Pangkalpinang City is the capital of the Bangka Belitung province, Indonesia, situated on the eastern part of Bangka Island. With an area of approximately 118.41 km², it serves as the economic and governmental center of the region. As a significant city in the province, Pangkalpinang has a relatively large population, with diverse economic activities taking place in trade, industry, and services sectors.

The process of SIUP licensing services in Pangkalpinang City is regulated by the Investment and Integrated One-Stop Service Office (PTSP). PTSP Pangkalpinang is responsible for providing efficient and integrated licensing services for business permit applicants. The process begins with the submission of an SIUP application by the applicant, who must fill out the application form and submit the required documents in accordance with applicable regulations. The application will then be verified by PTSP officers to ensure document completeness and compliance with regulations. If the documents are complete and meet the requirements, the licensing process will proceed with administrative fee payment and issuance of the SIUP. This process is expected to be completed promptly in line with PTSP's commitment to providing fast and effective services to business permit applicants in Pangkalpinang City.

The Investment and Integrated One-Stop Service Office (PTSP) is responsible for its processes in Pangkalpinang City. PTSP acts as an institution that facilitates the licensing process with principles of efficiency and integration. The process begins with the submission of an SIUP application by the applicant, who must fill out the application form and submit the required documents according to the applicable regulations.

PTSP officers conduct verification of document completeness and compliance with regulations. This verification process is essential to ensure that all requirements are met before proceeding to the next stage. After successful verification, the process continues with payment of the predetermined administrative fee. Upon successful payment, the SIUP will be issued to the applicant. PTSP Pangkalpinang is committed to providing fast and effective services to business permit applicants, thus efforts are made to ensure that this process runs smoothly and efficiently. Consequently,

business operators in Pangkalpinang City are expected to start or continue their businesses without significant obstacles in obtaining the required business permits.

2. Analysis of Factors Affecting the Effectiveness and Efficiency of Services

Public services at the Investment and Integrated One-Stop Service Office (PTSP) of Pangkalpinang City's Investment Office are crucial in assisting entrepreneurs and the community. However, there are several factors that can affect the quality of these services, comprising both internal and external factors as presented in the following diagram:

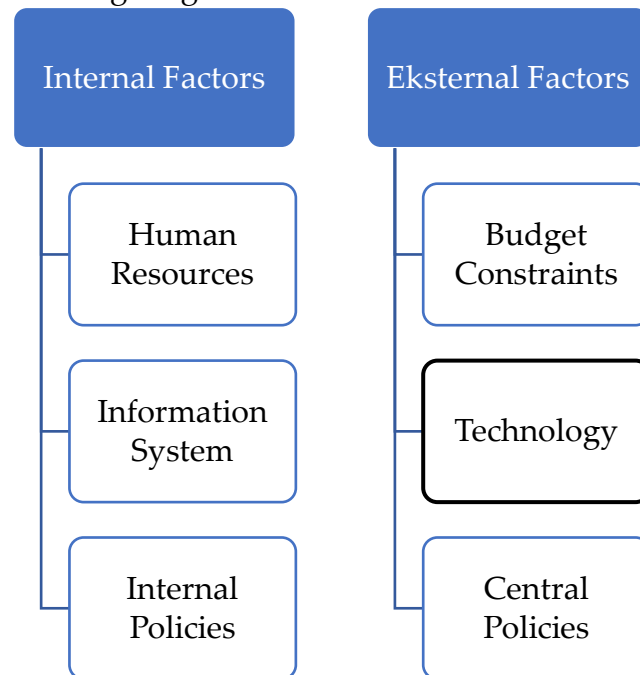


Figure 1. Analysis Results of Internal and External Factors Affecting the Effectiveness and Efficiency of Services

Source: processed data

In analyzing the internal factors affecting the effectiveness and efficiency of SIUP licensing services at the PTSP in Pangkalpinang City, three main aspects were identified: 1) human resources; 2) information systems, and 3) internal policies. The first internal factor is human resources, which play a key role in determining service quality. The skills, knowledge, and motivation of service officers can affect their ability to provide good service, and support from management and regular training can improve officer performance and responsiveness to applicants' needs.

The second internal factor is an efficient and integrated information system. Interagency information system integration enables smooth data sharing and can enhance the accuracy and speed of application processing. With a good information system, officers can quickly access necessary information and reduce the risk of errors or data overlap.

The final internal factor is clear and consistent internal policies, which are a crucial foundation for ensuring consistency and transparency in licensing services. Clear policies that are easily understood by all parties involved can minimize

confusion and enhance applicant trust. Continuous evaluation and improvement of internal policies are also necessary to optimize the licensing process. By addressing and enhancing these internal factors, PTSP in Pangkalpinang City can improve the effectiveness and efficiency of SIUP licensing services, provide a better experience for applicants, and support business growth in the region.

Meanwhile, in analyzing the external factors affecting the effectiveness and efficiency of SIUP licensing services at the PTSP in Pangkalpinang City, three main aspects were identified: 1) budget constraints; 2) technology, and 3) central policies. The first external factor is budget constraints, which can limit PTSP's ability to provide sufficient resources to improve and develop licensing services. Limited budgets can hinder investments in training, infrastructure development, and technology upgrades, all of which are necessary to enhance service effectiveness and efficiency.

The second external factor is technology, which plays a crucial role in supporting effective and efficient licensing processes. However, limited access to or inadequate use of technology can hinder PTSP's ability to leverage information technology solutions that can expedite licensing processes and enhance transparency.

The final external factor is central policies, which can also affect PTSP operations. Changes in policies or regulations from the central government may require PTSP to adjust their licensing procedures, leading to uncertainty and confusion for applicants. Therefore, it is important for PTSP to communicate regularly with the central government and ensure they always understand and comply with applicable regulations. PTSP in Pangkalpinang City can optimize their SIUP licensing services and create a more conducive environment for businesses and the community by addressing and managing these external factors.

3. Evaluation of Entrepreneur Satisfaction Levels

Permit services are a crucial aspect in supporting the development and growth of businesses in a region. Trading Business License (SIUP) is one of the permits required by entrepreneurs to conduct trading activities legally. The Investment and Integrated One-Stop Service Office (PTSP) of Pangkalpinang City plays a role as the institution responsible for organizing the SIUP licensing process in the region. Evaluating the level of entrepreneur satisfaction with the SIUP licensing service at the PTSP of Pangkalpinang City is highly relevant and essential. By assessing entrepreneur satisfaction, strengths and weaknesses in the provided services can be identified, and necessary improvement measures can be established to enhance service quality.

This research evaluates the level of satisfaction among entrepreneurs regarding the SIUP licensing services at the PTSP of Pangkalpinang City based on survey data collected through questionnaires structured around satisfaction indicators such as the ease of the licensing process, clarity of information provided, responsiveness of staff, and overall satisfaction with the service. This evaluation is expected to provide valuable insights for the PTSP and local government in improving the quality of

licensing services and supporting economic development in Pangkalpinang City. The results are presented in the following figure:

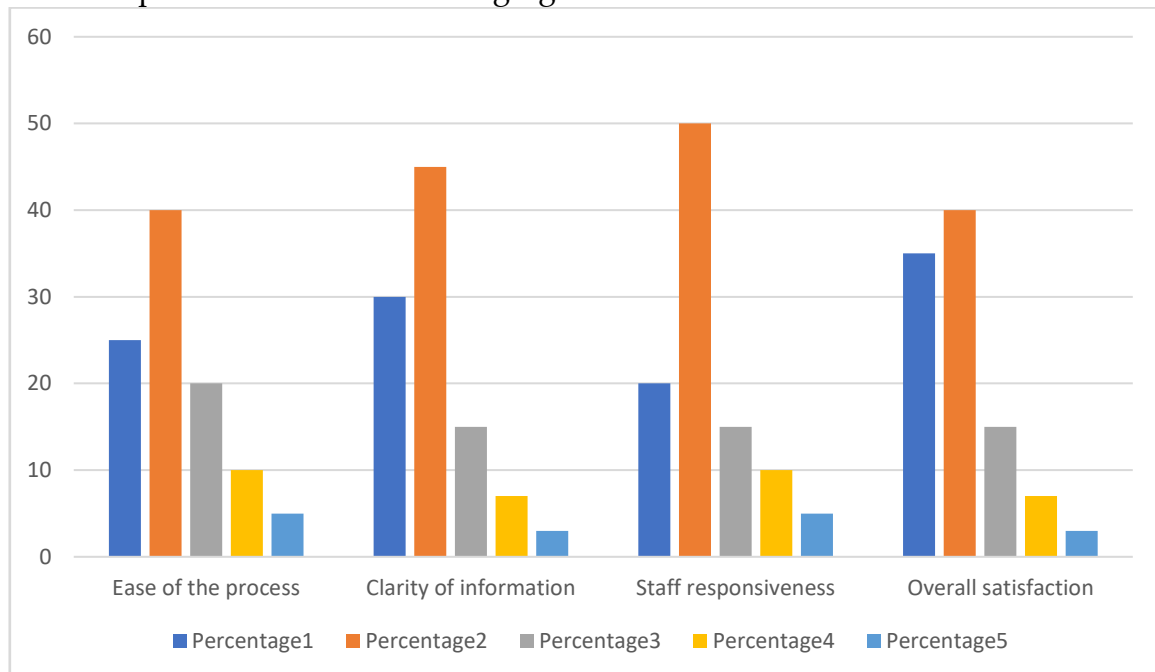


Figure 2. Evaluation Result of Entrepreneur Satisfaction Level

Source: Processed data

Based on the data visualization conducted, we can provide interpretation and elaboration on the evaluation results of the entrepreneur satisfaction level regarding the SIUP licensing service at the PTSP Kota Pangkalpinang as described in the following paragraph:

a. Ease of the Licensing Process

From the graph, it's evident that the majority of respondents (65%) find the SIUP licensing process relatively easy or very easy, but approximately 15% of respondents find the process difficult or very difficult. This indicates that although most entrepreneurs find the licensing process quite easy, there is still a small percentage facing obstacles or difficulties. PTSP Kota Pangkalpinang needs to conduct further evaluation to identify the factors causing the lack of ease in the licensing process and take steps to improve its simplicity.

b. Clarity of Provided Information

Most respondents (75%) feel that the information provided by the licensing officers is clear or very clear, but about 10% of respondents consider the information less clear or unclear. This indicates that although most entrepreneurs are satisfied with the clarity of the provided information, there is still room for improvement in providing clearer and more detailed information to license applicants.

c. Responsiveness of Officers

The graph shows that the majority of respondents (70%) feel that the licensing officers are responsive or very responsive to their needs, but about 15% of respondents feel that the responsiveness of the officers is insufficient or very

insufficient. This indicates that while most entrepreneurs are satisfied with the responsiveness of the officers, there are still some experiencing shortcomings in responsiveness. PTSP Kota Pangkalpinang may consider measures to improve the training and understanding of officers in responding to the needs of license applicants more effectively.

d. Overall Satisfaction with the Service

The majority of respondents (75%) state that they are satisfied or very satisfied with the SIUP licensing service at PTSP Kota Pangkalpinang overall, but about 10% of respondents feel dissatisfied or very dissatisfied. Although most entrepreneurs are satisfied with the service overall, it is important to note that there is still a small percentage who are dissatisfied. PTSP needs to continue improving their services to ensure that the needs and expectations of all entrepreneurs are met satisfactorily.

It is important to compare between the theories outlined and the empirical findings obtained through this research. The proposed theories provide a conceptual foundation that is crucial for understanding various factors influencing the effectiveness and efficiency of SIUP licensing services. In this study, there is a comparison between the proposed theories and the empirical findings generated from the research, as the theories supporting the concept of integrated licensing services and their impact on service effectiveness provide a basis for researchers to understand various factors influencing the implementation of SIUP licensing services at PTSP Kota Pangkalpinang. The concept of public service focusing on efficiency, accessibility, and responsiveness can serve as a reference for evaluating the quality of services provided by PTSP.

However, when looking at the empirical findings from this research, several differences need to be noted. While these theories suggest that the integration of information systems will improve service efficiency, empirical findings may indicate that existing information systems are not fully integrated or may experience certain technical issues hindering performance, as found in the study conducted by (Wirijadinata & Afriany, 2017). On the other hand, theories about the importance of training and development of staff in improving service quality may reinforce the assumption that qualified human resources will support better implementation of licensing services, as found in the research conducted by (Marwiyah et al., 2023).

There are several theories and previous studies that support and contradict the research findings. First, the theory of integrated services, supported by the study titled "Analysis of Public Service Standards in the Investment and Integrated One-Stop Services Agency of Makassar City" by (Herianto & Ahmad, 2022), suggests that integrated licensing services can reduce administrative burdens for entrepreneurs, but this finding may contradict the research findings if the implementation of integrated services at PTSP Kota Pangkalpinang faces technical or administrative obstacles hindering service effectiveness.

The second theory pertains to the importance of user satisfaction in public services, as discussed in the research "Implementation of Trade Business Licensing

Policies in Purworejo Regency" by (Armelia & Nurhadi, 2023) which supports that user satisfaction is an important indicator in evaluating service quality. However, this study contradicts the findings because the level of entrepreneur satisfaction with SIUP licensing services at PTSP Kota Pangkalpinang is low, despite the services being considered integrated.

The third theory is about the influence of information systems on service efficiency, as described in the study "Effectiveness of Public Services in the Process of Issuing Trade Business Permits (SIUP) at the Investment and Integrated One-Stop Services Agency of Medan City" by (Fazil & Thamrin, 2022) which supports the research findings that a good information system can improve user performance. Comparing theories and empirical findings from this research can provide better insights into the factors influencing the effectiveness of SIUP licensing services at PTSP Kota Pangkalpinang. Empirical findings identifying specific factors influencing service quality, such as technological gaps or the need for staff training, can help refine and complement existing theoretical frameworks, enabling the formulation of more accurate recommendations for service improvements at PTSP Kota Pangkalpinang and may also be relevant to similar public service contexts elsewhere (Saputra, 2018).

The implications of this research are expected to have significant impacts in the context of public service development and local economic growth. Findings from this research can provide a deeper understanding of the factors influencing the effectiveness and efficiency of licensing services at PTSP. One of the main implications is the importance of enhancing the integration of information systems in licensing services, in line with theories supporting the influence of information systems on service efficiency, indicating the need for investment in the development and improvement of technology infrastructure at PTSP Kota Pangkalpinang to ensure that the information systems used meet the needs and support operational efficiency.

The research findings also highlight the importance of training and development of human resources at PTSP. Findings regarding the influence of service quality of officers on entrepreneur satisfaction underscore the importance of having skilled and well-trained personnel in providing responsive and quality services. Therefore, the results of this research are expected to serve as a theoretical foundation for stakeholders to make decisions, as there is a need for investment in training and development of PTSP employees to enhance their skills and competencies in providing licensing services.

E. CONCLUSION

This research has uncovered several important findings that can provide valuable insights for the development of public services at the local level. While there have been some successes in implementing integrated licensing services, there are also challenges in terms of integrating information systems, the quality of service personnel, and the gap between the expectations and realities of entrepreneurs. Therefore, improving technology infrastructure, human resource training, and enhancing licensing service policies and procedures can be important steps to enhance

the effectiveness and efficiency of SIUP licensing services at PTSP Kota Pangkalpinang, ultimately supporting economic growth and investment in the region.

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