

IMPLEMENTATION OF BALI GOVERNOR'S REGULATION NUMBER 46 OF 2022 CONCERNING LICENSING AND ONE-DOOR INTEGRATED SERVICES IN GIANYAR REGENCY

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Abstract

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Effective, efficient, transparent, and integrated licensing services are essential government efforts to improve the quality of public services and facilitate access for the public and business actors. This study aims to analyze the implementation of Bali Governor Regulation Number 46 of 2022 concerning the Administration of Licensing and One-Stop Integrated Services in Gianyar Regency, identify the factors that hinder and support its implementation, and analyze the solutions undertaken to address the identified obstacles. This study employed a descriptive method with a qualitative approach. Data were collected through interviews, observations, and documentation and analyzed using Edward III's policy implementation theory, which comprises four dimensions: communication, resources, disposition, and bureaucratic structure. The results indicate that Bali Governor Regulation Number 46 of 2022 has been implemented in Gianyar Regency but has not yet been fully optimized. In terms of communication, policy dissemination has not reached all segments of the public and business actors evenly. Regarding resources, service facilities and infrastructure are generally available; however, some members of the public still experience difficulties in using the OSS-RBA system and therefore require assistance. In terms of disposition, implementing officials have demonstrated a positive commitment and attitude in providing services to the public. Meanwhile, regarding bureaucratic structure, certain licensing processes still require technical recommendations and coordination with other regional government agencies, which may affect service completion times. Supporting factors include the commitment of implementing officials, the availability of facilities and infrastructure, electronic-based service systems, and assistance services for the public. The inhibiting factors include insufficient policy dissemination, limited digital capabilities among some service users, and the need to strengthen coordination across regional government agencies. The solutions undertaken include increasing policy dissemination, strengthening assistance for OSS-RBA users, improving inter-agency coordination, and enhancing the quality of services provided by government officials. Therefore, the implementation of this policy needs to be continuously optimized to achieve licensing services that are more effective, efficient, transparent, and responsive to the needs of the public and business actors.

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A. INTRODUCTION

Public services are one of the tangible manifestations of the state's presence in addressing the needs of society. As the administrator of the state, the government has a responsibility to provide quality services in terms of speed, transparency, and accountability. The level of public satisfaction with the services provided serves as a benchmark for assessing the success of government bureaucracy. In the era of decentralization, public services have also become an important indicator for assessing the capacity of local governments to manage autonomy responsibly (Tyasotyaningrum & Putri, 2021).

Improving public services in Indonesia remains a challenge to this day. Although various reforms have been implemented, service quality has often failed to demonstrate significant improvement. Slow services, complex procedures, and weak interagency coordination are still frequently complained about by the public. The implications are not limited to declining public trust but also affect regional competitiveness, particularly in the investment sector (Azizah, 2018).

To overcome these obstacles, the government has developed the One-Stop Integrated Services (Pelayanan Terpadu Satu Pintu/PTSP) system, which aims to simplify bureaucracy and improve the efficiency of public services. In Bali Province, this initiative was implemented through the issuance of Bali Governor Regulation Number 46 of 2022 concerning the Implementation of Licensing and One-Stop Integrated Services. This regulation emphasizes the delegation of authority to regional government agencies, particularly the Investment and One-Stop Integrated Services Agency (Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/DPMPTSP), to carry out integrated and digitally based licensing and service functions through the OSS-RBA system (*Online Single Submission – Risk Based Approach*).

The implementation of this policy in Gianyar Regency still faces various challenges. Research conducted in various regions indicates that factors such as human resource capacity, the availability of digital infrastructure, and policy socialization to the public significantly influence the effectiveness of PTSP implementation (Setiawan *et al.*, 2021). In Gianyar, some members of the public and business actors still experience difficulties accessing the OSS system and have expressed concerns regarding the lack of assistance provided by service officers.

In Gianyar Regency itself, the presence of the DPMPTSP as the technical implementing agency of Governor Regulation Number 46 of 2022 is expected to address the public's need for services that are fast, transparent, and user-friendly. However, evaluative reports and public complaints indicate that not all aspects of PTSP services have been implemented optimally, particularly in terms of procedural clarity, service speed, and the utilization of digital technology.

The realization of One-Stop Licensing Services at the Investment and One-Stop Integrated Services Agency (DPMPTSP) of Gianyar Regency is presented as follows:

Table 1. Development of the Number of One-Stop Licensing Services at the Investment and One-Stop Integrated Services Agency (DPMPTSP) of Gianyar Regency during the Period from 2021 to June 2025

No	Years	Number of permit applications submitted	Permits issued	The application was rejected
1	2021	5.907	5.974	9
2	2022	10.640	8.807	47
3	2023	21.565	19.869	35
4	2024	15.812	13.637	44
5	2025	4.421	7.266	0
Amount		58.345	55.553	135

Source: Gianyar Regency Investment and One-Stop Integrated Licensing Services Agency (DPMPTSP) (2025)

Based on Table 1, it can be seen that in 2021, the number of incoming licensing applications reached 5,907 applications, with 5,974 licenses successfully issued and 9 applications rejected. This figure indicates a relatively stable initial implementation of the system. In 2022, there was a significant increase in the number of applications to 10,640, but only 8,807 licenses were issued, while 47 applications were rejected, indicating an increased workload as well as stricter administrative screening.

The year 2023 recorded the highest increase, with 21,565 applications submitted, nearly twice the number recorded in the previous year. Of these, 19,869 licenses were successfully issued, while 35 applications were rejected, reflecting the high level of interest among the public and business community in using PTSP services. However, in 2024, the number of applications decreased to 15,812, with only 13,637 licenses issued. This decline may have been caused by technical factors, such as system disruptions or policy reevaluation, or external factors, such as economic dynamics. In 2025, up to June, the number of incoming applications reached 4,421, while the number of licenses issued reached 7,266, indicating the existence of a *backlog* from the previous year or the completion of previously delayed applications.

Cumulatively, during the period from 2021 to mid-2025, the DPMPTSP of Gianyar Regency received 58,345 licensing applications, issued 55,553 licenses, and rejected 135 applications, which also reflects public complaints regarding the process of obtaining the required permits.

These problems indicate a gap between the ideal objectives stipulated in Governor Regulation Number 46 of 2022 and the actual conditions in the field. Therefore, an in-depth

study is necessary to evaluate how this policy has been implemented in Gianyar Regency, including identifying its supporting and inhibiting factors. This research is important to provide constructive input for the local government in improving the quality of public services so that they become more adaptive and responsive to the needs of the community.

The research gap in the context of one-stop licensing service implementation at the DPMPTSP of Gianyar Regency arises from the significant discrepancy between the normative objectives established in Governor Regulation Number 46 of 2022 and the empirical realities observed during the period from 2021 to June 2025. The regulation was designed to establish licensing services that are fast, transparent, accountable, and digitally based through accelerated permit processing times and the utilization of information technology. However, problem identification indicates that the permit processing process, particularly for business and building permits, still takes longer than the established service time standards. This phenomenon indicates an implementation gap in terms of bureaucratic performance and policy implementation effectiveness, which has not been extensively studied in the local context of Gianyar.

In addition, complaints from the public and business actors regarding the lack of clarity concerning procedures, costs, and certainty of processing times indicate that transparency, as one of the pillars of modern public services, has not yet been optimally realized. Although the public service literature has extensively highlighted the importance of clear information as a determinant of public satisfaction, research specifically evaluating the quality of licensing service information following the enactment of Governor Regulation Number 46 of 2022 in Gianyar Regency remains limited. This research gap creates an opportunity for further research to examine how policy communication is carried out and the extent to which information can be understood by different groups within the community, including MSMEs and small business owners.

The policy awareness gap is also evident in the still-limited knowledge among the public and business actors regarding the existence and benefits of Governor Regulation Number 46 of 2022. This lack of awareness indicates that policy dissemination and socialization strategies have not been implemented optimally. Public administration literature emphasizes that public understanding of a policy is a prerequisite for successful implementation. To date, there has been no systematic research evaluating the effectiveness of the socialization of this regulation within the regional context, particularly in Gianyar Regency, which has distinctive social and economic characteristics.

Overall, these conditions indicate a significant research gap concerning the evaluation of the implementation of Governor Regulation Number 46 of 2022 in Gianyar Regency, particularly in terms of service performance, transparency, digitalization, and policy communication. Most previous studies have been general in nature or have been conducted in other regions, and therefore have not provided a comprehensive picture of the dynamics of licensing policy implementation in the local context of Gianyar. Accordingly, more in-depth, measurable, and theory-based research is needed to identify the supporting and inhibiting factors affecting policy implementation, while also providing constructive recommendations for improving the quality of licensing services so that they are fast, transparent, adaptive, and responsive to the needs of the public and business actors. Based on the background of the problems described above, the author formulates the following research problem:

- Why has the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency not yet been optimal?
- What are the factors hindering and supporting the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency?
- What solutions are being implemented to address the obstacles to the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency??

B. LITERATURE REVIEW

Competency Theory

Competence refers to the basic characteristics possessed by an individual that are associated with the ability to produce effective performance in a particular job. Spencer and Spencer (1993) define competence as an underlying characteristic of an individual that has a causal relationship with criteria of effectiveness or superior performance in a particular job or situation. Mangkunegara (2018) explains that human resource competence is related to knowledge, skills, and personal characteristics that directly influence performance. Wibowo (2019) states that competence is the ability to perform a job or task based on skills and knowledge and supported by the work attitudes required by the job. Thus, in this study, competence is understood as the ability possessed by employees of SLB Negeri 1 Tabanan in the form of knowledge, skills, and personal characteristics required to perform their jobs effectively and achieve optimal performance. Competency Indicators:

- Knowledge
- Skills
- Ability
- Work attitude
- Personal characteristics

Performance Theory

Performance refers to the work results achieved by an individual in carrying out the tasks and responsibilities assigned to them. Armstrong and Baron (1998) state that performance is a work result that has a strategic relationship with organizational objectives and customer satisfaction, as well as contributing to the economy, and that performance concerns both what is done and how it is done. Hasibuan (2019) explains that performance is the manifestation of work carried out by employees and is generally used as a basis for evaluating employees or organizations. Kasmir (2017) explains that performance is the work results and work behavior achieved in completing the tasks and responsibilities assigned within a certain period. Thus, in this study, performance is understood as the work results and work behavior of employees at SLB Negeri 1 Tabanan in carrying out their duties and responsibilities in accordance with the standards established by the organization. Performance Indicators:

- Quality of work results
- Quantity of work results
- Timeliness
- Effectiveness
- Work commitment

C. RESEARCH METHODOLOGY

The type of research used in this study is descriptive research with a qualitative approach, which aims to describe and analyze the implementation of Bali Governor Regulation Number 46 of 2022 concerning the Implementation of Licensing and One-Stop Integrated Services at the Investment and One-Stop Integrated Services Agency (DPMPTSP) of Gianyar Regency. The study uses primary data obtained through interviews, observations, and documentation, as

well as secondary data sourced from laws and regulations, institutional documents, relevant books, and scientific journals. Informants were selected using purposive sampling. Data were collected through field research and library research, and were subsequently analyzed qualitatively through the stages of data reduction, data presentation, and conclusion drawing, with data validity tested using triangulation techniques.

D. RESULT AND DISCUSSION

Implementation of Bali Governor Regulation Number 46 of 2022 concerning the Implementation of Licensing and One-Stop Integrated Services in Gianyar Regency

The implementation of Bali Governor Regulation Number 46 of 2022 concerning the Implementation of Licensing and One-Stop Integrated Services in Gianyar Regency is analyzed using the policy implementation theory proposed by Edward III, which consists of four indicators: communication, resources, disposition, and bureaucratic structure. These four indicators serve as the determining factors for the success or failure of a policy in achieving its established goals.

Communication

Based on research findings, the communication aspect in the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency has not yet run optimally. This is evident from the fact that there are still business actors and members of the public who are unaware of the existence of this Governor Regulation (Pergub) or the benefits contained within it. These findings indicate that the policy information dissemination process has not fully reached all target groups.

According to Edward III, communication is a crucial factor in policy implementation because a policy can only be properly executed if its objectives, content, and implementation procedures are understood by both implementers and target groups. Effective communication must fulfill the elements of transmission, clarity, and consistency of information.

The research results show that the Investment and One-Stop Integrated Services Office (DPMPTSP) of Gianyar Regency has conducted socialization through various media and activities; however, its execution has not been able to reach the entire community, particularly small-scale business actors and communities living in rural areas. As a consequence, there are still individuals who only know about the obligation to process permits without understanding the legal basis or the benefits of Bali Governor Regulation Number 46 of 2022.

These research findings are in line with a study conducted by Setiawan (2021), which found that the success of licensing service implementation is heavily influenced by the effectiveness of communication and socialization to the public. A lack of equitable information dissemination leads to a public that does not understand applicable procedures and policies. The results of this study also support the research of Umar Laila et al. (2024), who concluded that the low level of public understanding regarding licensing policies is caused by the less-than-optimal socialization activities conducted by local governments.

Therefore, it can be concluded that the communication indicator in the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency remains suboptimal because

the dissemination of policy information has not fully reached all communities and business actors.

Resources

Based on research findings, the resource indicator in the implementation of Bali Governor Regulation Number 46 of 2022 shows a fairly good condition, although several obstacles are still encountered during its execution.

According to Edward III, resources include human resources, facilities and infrastructure, information, authority, and other supporting facilities necessary to implement a policy. Without adequate resource support, policy implementation will struggle to achieve its expected goals.

The research results indicate that DPMPTSP of Gianyar Regency already possesses relatively adequate resources, both in terms of personnel, service facilities, and information technology support through the OSS-RBA (Online Single Submission Risk-Based Approach) system. Additionally, assisting officers are available to help the public through the licensing application process.

Nevertheless, challenges remain, such as the low digital literacy among some community members and business actors in using the OSS-RBA system. This condition means the public still requires direct assistance when processing permits. Furthermore, several informants revealed that technical glitches still occasionally occur in the OSS system under certain conditions, which can affect the service process.

These research findings align with a study by Rahayu et al. (2021), which found that the implementation of OSS has not run maximally due to the digital divide among business actors and the limited capability of the public in using electronic systems. Similar findings were reported by Nurhayati (2022), who stated that one of the obstacles in OSS implementation is the low public understanding of information technology usage. Based on these research results, it can be concluded that the resources at DPMPTSP of Gianyar Regency fundamentally support policy implementation, yet capacity building for the public in utilizing electronic-based services is still required.

Disposition

Based on research findings, the disposition indicator is the aspect that most strongly supports the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency.

According to Edward III, disposition relates to the attitude, commitment, and willingness of implementers to execute established policies. Implementers who possess a high commitment will strive to implement policies optimally despite facing various field constraints.

The research results indicate that the apparatus of the DPMPTSP of Gianyar Regency has a good commitment to providing services to the public. This is evident from the responsive attitude of the staff in providing information, assisting individuals who experience difficulties using the OSS-RBA, and offering guidance throughout the licensing process.

Positive evaluations of the staff's attitude were also expressed by business actors who served as informants in this study. Most informants rated the service personnel as quite friendly, open, and helpful in resolving various problems encountered during the licensing process.

These research findings are in line with the study by Marsheila M. Frans et al. (2022), which stated that the success of licensing services is heavily influenced by the understanding and commitment of the apparatus in executing public service programs. The better the attitude of the implementers, the greater the chance of successful policy implementation.

Therefore, it can be concluded that the disposition indicator has run well and serves as one of the supporting factors for the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency.

Bureaucratic Structure

Based on research findings, the bureaucratic structure indicator remains one of the factors affecting the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency.

According to Edward III, the bureaucratic structure encompasses the division of tasks, working procedures, standard operating procedures (SOPs), and coordination among organizations involved in policy implementation. A bureaucratic structure that is too long or complex can hinder policy execution.

The research results indicate that several types of licensing still require technical recommendations from other regional apparatuses, meaning that the service process cannot be entirely resolved by the DPMPTSP of Gianyar Regency. This condition causes the service process to sometimes take longer compared to licensing types that do not require technical recommendations.

Additionally, there are still members of the public who do not understand the inter-agency coordination mechanism within the licensing process, leading to the perception that the entire service process is the sole responsibility of the DPMPTSP. In practice, however, several stages involve other regional apparatuses in accordance with their respective authorities.

These research findings align with the study by Didi Rosidi (2022), which found that coordination among implementing bodies is one of the factors affecting the implementation of risk-based licensing policies. The results of this study also support the research of Revanza Salsa Bilita et al. (2023), which stated that the successful implementation of licensing services is heavily influenced by an organization's capacity to coordinate all parties involved in the service process.

Therefore, it can be concluded that the bureaucratic structure in the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency still requires strengthening cross-regional apparatus coordination so that licensing service processes can run more effectively and efficiently.

Based on the analysis using Edward III's policy implementation theory, the implementation of Bali Governor Regulation Number 46 of 2022 concerning the Implementation of Licensing and One-Stop Integrated Services in Gianyar Regency has not yet run maximally. This condition is caused by ongoing constraints in the aspects of communication, resources, and bureaucratic structure. Meanwhile, the disposition aspect shows a favorable condition and acts as a supporting factor in policy execution. Therefore, efforts are needed to enhance policy socialization, strengthen public capacity in utilizing the

OSS-RBA system, and improve coordination among regional apparatuses to realize more effective, efficient, and high-quality licensing services.

Inhibiting and Supporting Factors in the Implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency

Based on the research conducted, it was found that the implementation of Bali Governor Regulation Number 46 of 2022 concerning the Implementation of Licensing and One-Stop Integrated Services in Gianyar Regency is influenced by several inhibiting and supporting factors. These factors were analyzed using Edward III's policy implementation theory, which emphasizes four main variables: communication, resources, disposition, and bureaucratic structure.

Inhibiting Factors in the Implementation of Bali Governor Regulation Number 46 of 2022 Communication

The research results indicate that communication is one of the factors inhibiting the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency. Although the DPMPTSP of Gianyar Regency has carried out various socialization activities, there are still members of the public and business actors who are unaware of the existence or substance of this regulation.

According to Edward III, the success of policy implementation is heavily influenced by the government's ability to convey policy information to target groups clearly, consistently, and sustainably. Information that is not evenly distributed will create an understanding gap between the government and the public, making policy goals difficult to achieve.

This study found that some business actors only know about the obligation to process permits through the OSS-RBA, yet do not understand that this process is part of the implementation of Bali Governor Regulation Number 46 of 2022. This condition indicates that the communication process carried out still focuses more on the technical aspects of service rather than the underlying policy substance.

These research findings are in line with Setiawan's study (2021), which concluded that the success of licensing service implementation is strongly influenced by the effectiveness of communication and socialization to the public. The research by Umar Laila et al. (2024) also found that the low level of public understanding regarding the risk-based licensing system is caused by suboptimal socialization conducted by local governments.

Therefore, communication that has not reached all layers of society remains an inhibiting factor in the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency.

Resources

The next inhibiting factor is resources, particularly regarding the public's ability to utilize electronic-based service systems. Although the government has provided the OSS-RBA system as a means for licensing services, some community members still experience difficulties using the system independently.

According to Edward III, resources encompass not only the number of personnel and infrastructure, but also the skills and competence of the parties involved in policy

implementation. In the context of licensing services, the capacity of the public as service users also helps determine the success of policy implementation.

The research results show that some business actors still require assistance during data entry, document uploading, and understanding the service stages through the OSS-RBA. Furthermore, several informants noted that technical glitches still occur in the electronic system, which can slow down the service process.

These findings align with the study by Fuji Puspita Rahayu et al. (2021), which found that OSS implementation has not run optimally due to low understanding of electronic systems among business actors and the digital divide within society. Nurhayati's study (2022) also concluded that one of the main obstacles to OSS implementation is the limited capability of users in utilizing information technology.

Thus, low public digital literacy and technical constraints within the electronic system serve as inhibiting factors for the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency.

Bureaucratic Structure

The bureaucratic structure is also a factor that hinders policy implementation. The research results show that several types of licensing still require technical recommendations from other regional apparatuses, meaning service processes cannot be fully resolved by the DPMPSTP of Gianyar Regency.

According to Edward III, a bureaucratic structure that is overly complex can slow down policy implementation. The more agencies involved in a service process, the greater the potential for coordination delays and differing interpretations of the implemented policy.

In the implementation of Bali Governor Regulation Number 46 of 2022, the involvement of several technical regional apparatuses is a consequence of verification and recommendation needs according to their respective fields of authority. However, on the other hand, this condition can cause the service process to take longer than if the entire process could be completed within a single agency.

These research findings align with Didi Rosidi's study (2022), which stated that coordination among implementing bodies is one of the factors affecting the implementation of risk-based licensing policies. That research demonstrated that suboptimal coordination can hinder the achievement of policy objectives.

Therefore, cross-regional apparatus coordination remains one of the challenges in implementing Bali Governor Regulation Number 46 of 2022 in Gianyar Regency.

Supporting Factors in the Implementation of Bali Governor Regulation Number 46 of 2022

Disposition

Based on research findings, disposition or the attitude of implementers is the main supporting factor in the implementation of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency.

According to Edward III, disposition relates to the commitment, attitude, and willingness of implementers to carry out established policies. Implementers with high commitment will strive to execute policies optimally despite facing various field obstacles.

The research results indicate that the apparatus of the DPMPTSP of Gianyar Regency possesses a good commitment to providing services to the public. This is evident from the willingness of the staff to assist individuals experiencing difficulties using the OSS-RBA, provide explanations regarding licensing requirements, and help resolve various issues faced by business actors.

These research findings are in line with the study by Marsheila M. Frans et al. (2022), which concluded that program comprehension and the commitment of service apparatuses are crucial factors in enhancing the effectiveness of licensing services. The higher the commitment of the apparatus, the greater the likelihood of successful policy implementation.

Thus, the responsive, open, and service-oriented disposition of the DPMPTSP apparatus in Gianyar Regency acts as a supporting factor for the implementation of Bali Governor Regulation Number 46 of 2022.

Resources

In addition to being an inhibiting factor, resources also play a role as a supporting factor for policy implementation. The research results indicate that the DPMPTSP of Gianyar Regency already possesses reasonably adequate resources to support the provision of licensing services.

The availability of personnel, service facilities, internet networks, representative service spaces, and the OSS-RBA system serves as an important capital asset in supporting the implementation of Bali Governor Regulation Number 46 of 2022. Additionally, the presence of assisting officers who help the public use electronic systems adds value to licensing services.

These findings align with the study by Erwin Better Pembaharuan Hulu et al. (2023), which stated that the availability of human resources, infrastructure, and public service information systems are factors supporting the improvement of licensing service quality. Their research demonstrated that services supported by adequate resources will more easily achieve established goals.

Thus, although several technical constraints and limited public capabilities in using the OSS-RBA still exist, the resources owned by the DPMPTSP of Gianyar Regency generally support the implementation of Bali Governor Regulation Number 46 of 2022.

Based on the discussion, the inhibiting factors for implementing Bali Governor Regulation Number 46 of 2022 in Gianyar Regency include the aspects of communication, resources, and bureaucratic structure (suboptimal socialization, low public digital literacy, and the ongoing need for cross-regional apparatus coordination). Meanwhile, supporting factors stem from apparatus disposition—showing good commitment and responsiveness in service delivery—as well as resource support through available facilities, infrastructure, and electronic service systems. With these supporting factors, policy implementation continues to run despite encountering several hurdles during execution.

Solutions Implemented to Address Implementation Obstacles of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency

Based on the research findings, the Investment and One-Stop Integrated Services Office (DPMPTSP) of Gianyar Regency has undertaken various efforts to overcome obstacles arising in the implementation of Bali Governor Regulation Number 46 of 2022 concerning the

Implementation of Licensing and One-Stop Integrated Services. These efforts represent the local government's commitment to improving public service quality and realizing effective, efficient, transparent, and accountable licensing administration.

When analyzed using Edward III's policy implementation theory, the solutions implemented by the DPMPTSP of Gianyar Regency can be grouped into the aspects of communication, resources, disposition, and bureaucratic structure.

Enhancing Policy Socialization (Communication)

One of the obstacles identified in this study is the continued low understanding among the public and business actors regarding Bali Governor Regulation Number 46 of 2022. To address this issue, the DPMPTSP of Gianyar Regency has carried out various socialization activities both directly and through electronic media.

Based on the research findings, socialization is conducted through meetings with business actors, coordination with village governments, utilization of social media, and information dissemination via the regional government's official website. These steps are taken to enhance public understanding regarding licensing procedures and the benefits gained through the one-stop integrated service system.

According to Edward III, effective communication is a primary prerequisite for successful policy implementation. Policy information must be conveyed clearly, consistently, and understandably to target groups. Therefore, the enhanced socialization conducted by the DPMPTSP of Gianyar Regency is an appropriate step to overcome communication barriers found in the field.

These research findings are in line with Setiawan's study (2021), which stated that effective communication and socialization are crucial factors in the successful implementation of licensing services. The research by Umar Laila et al. (2024) also concluded that increased socialization intensity is necessary to improve public understanding of risk-based licensing systems.

Thus, enhanced socialization targeting the public and business actors serves as one of the solutions implemented to strengthen the execution of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency.

Providing Assistance and Enhancing Public Capacity (Resources)

Another obstacle found in this study is the low capability of some community members in using the OSS-RBA system. This condition results in the public still needing assistance when processing electronic licensing applications.

To resolve this issue, the DPMPTSP of Gianyar Regency provides consultation and assistance services for community members and business actors experiencing difficulties using the OSS-RBA system. Service personnel actively assist individuals with account registration, data entry, document uploading, and the completion of the licensing process.

From Edward III's perspective, the availability of adequate resources heavily determines successful policy implementation. Resources are not only limited to personnel and infrastructure, but also encompass the capabilities of the public as service users. Therefore, providing assistance to the public is a form of resource strengthening aimed at boosting the effectiveness of policy implementation.

These research findings align with the study by Fuji Puspita Rahayu et al. (2021) which stated that one solution to overcome OSS implementation constraints is increasing assistance for business actors. Nurhayati's study (2022) also demonstrated that electronic-based licensing services require educational and support services for the public so that systems can be utilized optimally.

Thus, providing assistance and consultation services is a strategic step taken by the DPMPTSP of Gianyar Regency to overcome resource obstacles related to public digital literacy.

Strengthening Cross-Regional Apparatus Coordination (Bureaucratic Structure)

The research results indicate that several types of licensing still require technical recommendations from other regional apparatuses, meaning service processes do not completely fall under the direct authority of the DPMPTSP of Gianyar Regency. This condition has the potential to cause service delays if inter-agency coordination does not run smoothly.

To resolve this issue, the DPMPTSP of Gianyar Regency has strengthened coordination with the technical regional apparatuses involved in the licensing process. Coordination is carried out through coordination meetings, inter-agency communication, and the synchronization of service procedures to accelerate permit issuance processes.

According to Edward III, an effective bureaucratic structure is characterized by a clear division of tasks and good coordination among implementing organizations. Therefore, strengthening cross-regional apparatus coordination is a relevant solution to overcome bureaucratic hurdles identified in this study.

These research findings align with Didi Rosidi's study (2022), which stated that coordination among implementing bodies is an important factor in the successful implementation of risk-based licensing policies. The better the coordination executed, the more effective the services provided to the public.

Thus, strengthening cross-regional apparatus coordination is an essential step taken to enhance the implementation effectiveness of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency.

Enhancing Apparatus Service Quality (Disposition)

Although research results show that the disposition aspect has run well, the DPMPTSP of Gianyar Regency continues to undertake various efforts to maintain and improve the service quality of its apparatus. This is carried out through employee coaching, enhanced work discipline, and the strengthening of public service commitments.

In Edward III's theory, disposition relates to the attitude, commitment, and willingness of implementers to execute policies. An apparatus with high commitment will strive to provide the best service to the public and be capable of facing various challenges arising during policy implementation.

The research results indicate that DPMPTSP personnel in Gianyar Regency possess a responsive attitude and assist the public throughout the service process. This condition serves as vital capital to support the successful implementation of Bali Governor Regulation Number 46 of 2022.

These findings are in line with relevant administrative research stating that service quality is heavily influenced by the attitude and commitment of the apparatus in carrying out duties. Therefore, continuous capacity building and professionalism among the apparatus must be pursued as part of efforts to upgrade public service quality.

Thus, maintaining commitment and improving the service quality of the apparatus serves as a solution implemented to support the successful execution of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency.

Based on the discussion, the solutions implemented to address implementation barriers of Bali Governor Regulation Number 46 of 2022 in Gianyar Regency include enhancing policy socialization to the public and business actors, providing OSS-RBA usage assistance services, strengthening cross-regional apparatus coordination, and improving apparatus service quality.

These solutions align with the policy implementation variables outlined by Edward III: communication, resources, disposition, and bureaucratic structure. Although they have not entirely eliminated all existing hurdles, these various efforts demonstrate the commitment of the DPMPTSP of Gianyar Regency to realizing a licensing service that is more effective, efficient, transparent, and oriented toward public satisfaction.

E. CONCLUSION

The implementation of Bali Governor Regulation Number 46 of 2022 concerning the Implementation of Licensing and One-Stop Integrated Services in Gianyar Regency has not yet run maximally. Based on the analysis using Edward III's policy implementation theory, it was found that the indicators of communication, resources, and bureaucratic structure still face various obstacles during their execution. Communication has not run optimally because socialization regarding the Governor Regulation has not reached all members of the public and business actors, meaning many are still unaware of the substance or benefits of the policy. In the resource indicator, identified obstacles include the low digital literacy of the public in utilizing the OSS-RBA system as well as occasional technical glitches in the electronic service system. Meanwhile, the bureaucratic structure indicator still faces challenges regarding coordination among technical regional apparatuses, causing the completion process for certain types of licensing to take longer. Conversely, the disposition indicator has performed well, demonstrated by the commitment, responsive attitude, and willingness of the DPMPTSP apparatus in Gianyar Regency to provide service and guidance to the public.

The factors influencing the implementation of Bali Governor Regulation Number 46 of 2022 consist of inhibiting and supporting factors. Inhibiting factors include suboptimal policy communication to the public, the limited ability of some community members in using the OSS-RBA system, and the ongoing need to strengthen cross-regional apparatus coordination in the permit issuance process. Meanwhile, the supporting factors for policy implementation are the commitment of the DPMPTSP apparatus to providing professional, responsive, and public-satisfaction-oriented services, along with the availability of resources such as service facilities and infrastructure, the OSS-RBA system, and assisting officers who guide the public through the licensing application process.

The solutions undertaken by the DPMPTSP of Gianyar Regency to address obstacles in implementing Bali Governor Regulation Number 46 of 2022 have led toward efforts to improve licensing service administration. These solutions have been carried out by enhancing socialization targeting the public and business actors, providing consultation and assistance services for using the OSS-RBA, strengthening coordination with technical regional apparatuses, and elevating the service quality of the apparatus through coaching and strengthening service commitments. These various efforts demonstrate the commitment of the Gianyar Regency Government to realizing licensing services that are more effective, efficient, transparent, accountable, and capable of providing legal certainty to the public and business actors.

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