

Bangkalan Oss's Proactive Business Licensing Service Initiative (Jempol Boss)

Holidya^{1*}, Singgih Manggalou^{2*}

Program Studi Administrasi Publik, Fakultas Ilmu Sosial Budaya dan Politik,
Universitas Pembangunan Nasional "Veteran" Jawa Timur

Corresponding Author: Holidya 22041010057@student.upnjatim.ac.id

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ABSTRACT

The Investment and One-Stop Integrated Service Office (DPMPTSP) of Bangkalan Regency developed an innovation called JEMPOL BOSS (Jemput Bola Bangkalan OSS). This innovation aims to facilitate business actors in Bangkalan Regency in obtaining business permits through the online system or OSS. This study uses a qualitative method. Data collection was conducted through observation, interviews, documentation, and reports. The informants in this study were determined using purposive sampling and snowball sampling techniques. The results of this study refer to six innovation criteria proposed (Arundel Bloch & Ferguson (2019), namely: Governance and innovation, Sources of innovation, Innovation culture, Capabilities and tools, Objectives drivers and outcomes and Obstacles and barriers. Based on the findings obtained, several indicators of the implementation of the Jempol Boss innovation have been running quite well, such as the ease of service and positive responses from business actors. However, there are still other indicators that are not yet optimal, particularly related to the equitable distribution of service coverage, consistency of implementation across regions, and the utilization of resources that has not been fully maximized.

INTRODUCTION

The influence of globalization and the development of digital technology is increasingly strong in the modern era, so that organizations, both government and private, are required to adapt to remain competitive (Saputra, 2023). In the reform era, the government is also required to provide quality public services according to the needs of the community. Licensing services are a crucial aspect of public service, but many business owners still complain about the complicated process. Business owners expect easy, fast, and efficient services. To address this, the government has introduced an online-based system through e-government, one of which is the Online Single Submission (OSS), designed to increase the efficiency, convenience, and accessibility of licensing services (Radiani & Monalisa, 2025). The business licensing process still faces technical challenges, such as slow platform access and frequent errors. However, the implementation of the Online Single Submission (OSS) has generally improved business permit processing in various provinces. However, at the district level, there are still gaps, one of which is in Bangkala Regency. (Jusmadi, 2023) shows that many business actors in the region do not yet have an official business permit in the form of a Business Identification Number (NIB).

The Bangkalan OSS (Online Business License) innovation, "Jempol Boss," was launched by the Bangkalan Regency DPMPTSP on July 27, 2022, based on Bangkalan Regent Regulation Number 31 of 2024. This initiative aims to facilitate online business licensing processes across all sub-districts. This innovation arose from various responses to public complaints regarding business licensing services, as outlined in the following official regional government article:

Bangkalankab.go.id.-... "The Head of the Licensing and Non-Licensing Service Implementation Division, Moh. Yudistira, stated that the online licensing service at the sub-district level is a response to public complaints regarding the low ability to access the licensing system independently. This aims to increase business actors' understanding of the importance of legality through the risk-based Online Single Submission (OSS) system (Source: (Wahyudi, 2022) accessed on October 19, 2025 at 00:03 WIB).

Based on research from (Jusmadi, 2023) The implementation of the Jemput Bola Bangkalan OSS (Business Entrance) innovation "Jempol Boss" in Bangkalan Regency, despite its positive impact, has not been able to optimally improve business licensing. Although designed to bring services closer, the number of business actors who have obtained a Business Identification Number (NIB) remains lower than those who have not. This gap indicates implementation obstacles that require further attention. The data on business actors in Bangkalan Regency, both those who have and have not yet obtained an NIB, is as follows:



Figure 1. Number of Micro, Small, and Medium Enterprises (MSMEs) that have not yet obtained a Business License and that are officially registered with a Business Identification Number (NIB)

Source: Bangkalan Regency Cooperatives Service

Based on the data, there is a visible trend of increasing business permits since the implementation of the Jempol Boss innovation in the period 2022 to 2024. However, in 2025 there will be a decrease in both the number of NIB applications and the total number of business actors. On the other hand, the number of business actors with permits is still lower than those without a business permit. This condition is reflected in the number of MSMEs with a Business Identification Number (NIB), which was 5,776 units (3.46%) in 2022, increasing to 7,448 units (4.95%) in 2023 and 10,186 units (5.77%) in 2024, then decreasing to 7,216 units in 2025, although the percentage of NIB ownership actually increased to 8.77%.

In this context, the Jemput Bola Bangkalan OSS (Business Identification Number) innovation, "Jempol Boss," represents a strategic effort by the local government to increase ownership of Business Identification Numbers (NIB) and encourage business formalization. Issuing a NIB through the Online Single Submission (OSS) system is a crucial step in establishing business legality. However, its implementation has not been fully optimized, as stated by the Head of the Business Licensing Division of the Bangkalan Regency DPMPTSP:

"The Bangkalan OSS Jemput Bola Innovation "Jempol Boss" which has been implemented since 2022 still faces obstacles in processing business permits. Some people are reluctant to apply for permits due to perceptions related to tax obligations, despite ongoing socialization. In addition, in 2025, its implementation only reached several sub-districts, while in 2026 the implementation of the Jempol Boss innovation has not yet been carried out due to budget efficiency and limited infrastructure, so that the implementation of this Jempol Boss innovation has not been evenly distributed throughout Bangkalan Regency...." September 22, 2025.

Based on the problems above, the boss's thumb innovation can be linked to the theory of innovation success factors put forward by (Arundel Bloch & Ferguson (2019) which consists of six indicators, namely: Governance and innovation, Sources of ideas for innovation (sources of innovation ideas), Innovation culture, Capabilities and tools, Objectives, outcomes, drivers, and

obstacles, *Obstacles and Barriers* (Innovation data collection for single innovations). Based on this description, the researcher is interested in further examining the Jempol Boss innovation as an effort to improve business licensing services in Bangkalan Regency. Therefore, the title is "Analysis of the Jemput Bola Bangkalan OSS "Jempol Boss" Innovation in Improving Business Licensing Services at the DPMPTSP Bangkalan Regency."

LITERATURE REVIEW

Public service innovation has evolved as an approach to government service delivery that emphasizes changes in the way service organizations operate. Innovation is an effort to update service methods, work procedures, and interaction mechanisms between officials and the public (Nella & Widiyarta, 2024). These updates are aimed at producing services that are more accessible and more suited to the needs of the community. (Arundel Bloch & Ferguson (2019) explains that public service innovation is the process of developing and implementing new ideas that result in real change in the government service system. Public service innovation arises in response to problems in service delivery, such as limited public access, low understanding of service procedures, and obstacles in using technology-based services (Farisi et al., 2022). Therefore, service innovation is understood as a form of government adjustment to continuously improve service quality.

In compiling the theoretical review, this study uses the innovation theory put forward by (Arundel Bloch&Ferguson (2019) as a basis for analysis. This theory consists of six main indicators, namely:

1. *Governance and Innovation*

This dimension illustrates the role of governance in supporting the implementation of public service innovation. Public sector organizations face pressure to innovate due to public demands for improved service quality. Governance encompasses regulatory policies, leadership, and organizational structure. Policy clarity and leadership support provide direction for the implementation of service innovation and ensure the sustainability of service programs.

2. *Sources of Innovation*

This dimension explains the sources of service innovation ideas. Innovation can emerge through two main approaches: top-down and bottom-up. Innovation ideas can originate from government officials, community needs, service evaluations, or policy changes. Service innovations are generally developed in response to problems that arise in the delivery of public services.

3. *Innovation Culture*

This dimension describes the attitudes and behaviors of staff in accepting service innovations. An organizational culture open to change encourages staff to adapt their work methods and improve their ability to implement service innovations. Staff's adaptive attitudes influence the ongoing implementation of innovations.

4. *Capabilities and Tools*

This dimension relates to employee learning and training, which play a crucial role in reducing risk. Therefore, it needs to be supported by incentives and rewards for employees and the availability of resources to support service innovation. Resources include the capabilities of the apparatus, infrastructure, budget, and information technology support. The availability of resources determines the quality of innovation implementation and the reach of services provided to the public.

5. *Objectives Drivers and Outcomes*

This dimension explains the objectives of implementing innovation, the driving factors, and the results achieved. Innovation aims to improve service quality and ease of access. The driving factors for innovation arise from community needs and demands for improved service performance. Innovation outcomes are reflected in changes in service performance and increased public utilization of services.

6. *Obstacles and Barriers*

This dimension describes the obstacles faced in implementing public service innovation. The uniqueness of an innovation should be assessed through a specific review of the innovation. Data can then be collected to determine whether the innovation is transformative. Obstacles can include limited resources, low technological capabilities, and resistance to change. Identification of obstacles is used to assess barriers to implementing service innovation.

Based on the theory of public service innovation put forward by (Arundel Bloch & Ferguson 2019) Innovation is understood as a process of change that includes planning, implementation, and evaluation of service outcomes. This theory is used as a grand theory in this study to analyze the implementation of the Jemput Bola Bangkalan OSS Jempol Boss Innovation in improving business licensing services at the Bangkalan Regency Investment and One-Stop Integrated Services Office.

METHODOLOGY

The type of research used in this study is descriptive qualitative. According to Sugiyono in (Assyakurrohim 2023), this approach is explained as follows:

Qualitative research emphasizes understanding the meaning of an event, condition, or problem in its natural context by utilizing various data sources. Through this approach, researchers present descriptive findings that reflect social interactions, the processes that occur, and the real experiences of the parties involved. This qualitative research uses purposive sampling techniques to select informants who have knowledge and direct involvement in the implementation of the Jempol Boss innovation, as well as snowball sampling to obtain additional informants based on recommendations until the data obtained is deemed adequate. Data collection techniques are carried out through triangulation (a combination of various methods), with inductive or qualitative data analysis. The results of the study emphasize meaning rather than generalization (Sofwatillah & Risnita, 2024)

This study aims to explain the conditions and phenomena that occur descriptively in order to provide information about the Jempol Boss innovation to the public, especially business actors in Bangkalan Regency. The focus of the study is to obtain a comprehensive picture of the implementation of the Jempol Boss innovation at the Bangkalan Regency DPMPTSP by referring to the theory of innovation success factors according to (Arundel Bloch&Ferguson (2019), which cover:

1. *Governance and Innovation*: Managing the innovation process through policies, structures and division of roles to ensure it runs effectively.
2. *Sources of Innovation*: Innovation ideas come from within the organization and external sources such as society and technological developments.
3. *Innovation Culture*: Organizational values and attitudes that encourage creativity, openness, and acceptance of change.
4. *Capabilities and Tools*: Availability of human resource capabilities, infrastructure, and technology to support innovation.
5. *Objectives Drivers and Outcomes*: Explains the objectives of innovation, driving factors, and the results or impacts of the innovation produced.
6. *Obstacles and Barriers*: Various obstacles in implementing innovations and the importance of data collection for evaluation and development.

In this study, data collection was conducted through interviews, observations, reports, and documentation. Observations were conducted directly at the DPMPTSP, while interviews involved relevant parties, particularly the licensing sector and parties involved in Jempol Boss activities. Data were also obtained from official reports from the DPMPTSP of Bangkalan Regency, as well as documentation in the form of images and other supporting studies. The informant determination technique in this study used purposive sampling to select parties who have knowledge and direct involvement in the implementation of the Jempol Boss innovation, such as Mr. Yudis as the Head of the Licensing Division and related officers. In addition, snowball sampling was used to obtain additional informants, such as business actors and HIPMI Bangkalan Regency, based on recommendations from initial informants until the data obtained was deemed sufficient. Next, the researcher analyzed the data through four stages: data collection through observation, interviews, and documentation; data reduction by focusing on information relevant to the research; data presentation developed by the researcher; and drawing conclusions based on the data that were able to answer the research problem formulation.

RESEARCH RESULTS AND DISCUSSION

The Jempol Boss (Jemput Bola Bangkalan OSS) innovation is a breakthrough initiated by the Bangkalan Regency Department of Public Works and Public Housing (DPMPTSP) to simplify business permit acquisition and improve the quality of licensing services. This innovation was officially launched on July 27, 2022, with the aim of providing easier, faster, and more affordable services, enabling effective and efficient public access. The Thumb Boss innovation is present as a response to public complaints, especially from business actors in

Bangkalan Regency, who do not fully understand the online licensing registration process through the OSS system (Aliya & Felicia (2025). Since the launch of the Jempol Boss innovation in 2022, the Jempol Boss innovation, organized by the Bangkalan Regency DPMPTSP, has shown results reflected in the Online Single Submission (OSS) system data, particularly regarding the number of business actors who have processed and obtained business permits, as follows:

Table 1. Online Single Submission (OSS) system data

Year	Number of Business Licenses
2021	1,326
2022	5,776
2023	7,488
2024	10,186
2025	7,216

Source: Processed by the author from the OSS system of the Bangkalan Regency DPMPTSP (2026)

Based on data, the number of business permit applications in 2021 was recorded at 1,326. Following the launch of the Jempol Boss innovation in 2022, this number increased significantly to 5,776 through the OSS system. The increase continued in 2023 to 7,488 and reached 10,186 in 2024. However, in 2025, there was a decrease to 7,216, possibly due to several factors, including:

Table 2. permit applications

Year	Number of Districts
2022	18 Districts
2023	18 sub-districts
2024	14 Districts
2025	5 Districts
2026	-

Source: Processed by the author from the OSS system of the Bangkalan Regency DPMPTSP (2026)

Based on this data, the implementation of the Jempol Boss innovation shows a decline in coverage from year to year. In 2022 and 2023, this innovation reached 18 sub-districts, then decreased to 14 sub-districts in 2024, and experienced another significant decline in 2025, covering only 5 sub-districts. As for 2026, based on an interview with the Head of the Licensing Division, this innovation activity has not been implemented due to the pending budget availability. The reduction in the number of sub-districts as implementation locations reflects a narrowing of service coverage, which has the potential to reduce public accessibility in processing business permits, especially for businesses in areas no longer covered. This condition also impacts the decline in the number of business permit applications. Thus, the decline in 2025 is not only due to low public

interest, but also to the limited scope of the innovation implementation, resulting in less optimal service access compared to previous years.

Next, the research findings are presented based on observations, interviews, and field documentation, in line with the research focus on Jempol Boss's innovation in improving business licensing services through the OSS system by the Bangkalan Regency DPMPTSP. The analysis was conducted using the public service innovation theory by Arundel, Bloch, and Ferguson (2019), with the following sub-focuses:

a. *Governance and Innovation*

Governance in public service innovation includes clear policies and regulations, leadership support, and an adequate organizational structure. This aspect is crucial because public sector organizations are required to continuously innovate to improve service quality, thereby maintaining program direction, sustainability, and consistency (Wardana & Frinaldi, 2024). In the governance and innovation criteria, the implementation of the Jempol Boss innovation has been supported by quite clear policies, starting from the formulation process, implementation, to evaluation. In addition, the existence of a Decree (SK) shows that this innovation has a strong legal basis. From the implementation side, the implemented policy is considered capable of facilitating business actors in managing permits through a proactive approach. However, the implementation of the policy has not been fully optimal, because there are still obstacles such as the lack of equal distribution of socialization, limited information, and inconsistent implementation in several regions. In addition, the hope from the community that the activity will be implemented again at the sub-district level shows that services that bring access closer to the community are very much needed and that community responses need to be followed up.

b. *Sources of Innovation*

The source of innovation ideas is reviewed from the origin of the emergence of innovation ideas in public services, both through a top-down approach from government policy and a bottom-up approach from the needs and aspirations of the community (Sanur & Article, 2023). Innovation can also emerge from service evaluations or responses to policy changes. The analysis of these criteria aims to identify the sources and basis for the emergence of the Jempol Boss innovation by the Bangkalan Regency DPMPTSP, as well as assess its relevance to community needs and its alignment with prevailing policy dynamics. Based on research results, the public is not yet fully prepared for the transformation of digital-based licensing services, as evidenced by limited technological understanding, device access, and difficulties in processing permits online through the OSS. Therefore, the Jempol Boss innovation is present as a response by providing closer, more accessible services with direct assistance, while bridging the gap between digital systems and conditions on the ground. This innovation is the result of a top-down and bottom-up approach, namely from government policies and community needs. Although responsive and adaptive, this innovation still

requires strengthening in socialization, consistent implementation, and equitable service distribution to be more optimal.

c. *Innovation Culture*

Innovation culture refers to the organizational values, attitudes, and behaviors that support the creation and sustainability of innovation (Lase, Absah, Lumbanraja, Giawa & Gulo (2025)). This culture is characterized by openness to change, a willingness to try new things, and support from leaders and staff. These criteria can be seen in the attitudes and behavior of staff who support and accept innovations in public services. An organizational culture open to change will encourage staff to adapt, improve competency, and actively participate in implementing innovations. Research shows that DPMPTSP staff have demonstrated a relatively open attitude to change and innovation in public services. This is reflected in their drive to continuously follow developments and their ability to adapt to the OSS system, supported by coordination and collaboration between sectors that have begun to form an innovative work culture. However, this culture of innovation is not yet fully optimal. There are still complaints from business owners, particularly regarding the lengthy service process and the lack of responsiveness of some officers. Furthermore, business owners who have not yet been involved, especially those in remote areas, feel they have not been helped due to inconsistent implementation. Responses to input are also considered slow and unclear in their follow-up. According to the Chairman of HIPMI, there has been no further response from the leadership to date. Limited socialization also means that not all members of the public are aware of the Jempol Boss innovation, so some remain hesitant to apply for a NIB and do not yet understand its benefits.

d. *Capabilities and Tools*

capabilities and tools refer to the availability of resources that support the implementation of innovation, including human resource capabilities (Aulia & Ali, 2024). Infrastructure, budget, and technology used. This criterion assesses organizational readiness in terms of staff competency and the availability of supporting facilities for service innovation. Capacity development through training helps minimize the risks of innovation implementation, especially when supported by incentives and rewards. Research on the capabilities and tools used in the implementation of the Jempol Boss innovation indicates that staff readiness and the availability of infrastructure for the implementation of the Jempol Boss innovation are generally quite good. Staff are considered to have adequate capabilities, as evidenced by their efforts to participate in training and utilize communication forums to share information and solutions. In terms of facilities, this innovation is supported by devices such as laptops, internet connections, and a service system that can be used directly on-site, making the licensing process more practical and helpful to the community. This is also reinforced by the views of business actors who assess staff as adequately

prepared, understand the service flow, and are able to provide direct assistance. However, implementation has not been fully optimized due to several obstacles, such as unstable network connections in some areas. Furthermore, staff also revealed that the lack of rewards has affected staff motivation, which ultimately impacted the performance of Jempol Boss staff. On the other hand, some people still have to return to the office because they haven't been able to receive optimal service in the field. Uneven service coverage also means some businesses aren't receiving optimal service.

e. *Objectives, Drivers, and Outcomes*

Objectives, drivers, and outcomes refers to the goals to be achieved from an innovation, the driving factors behind it, and the results obtained, including the obstacles encountered in its implementation. This aspect is used to assess the direction, benefits, and challenges of the innovation. In the criteria of objectives, drivers, and outcomes in the implementation of Jempol Boss in Bangkalan Regency, this aspect is used to measure the direction, background, and impact of innovation. The assessment focuses on clarity of objectives, encouragement from real needs, and the ability of innovation to improve the quality of licensing services at the DPMPTSP Bangkalan Regency. Based on the results of the research, the Jempol Boss Innovation has a clear goal, namely to simplify, accelerate, and bring licensing services closer, as well as increase business license ownership, encourage regional investment, and support organizational performance. This innovation is driven by the public's need for easy and transparent services, as well as government encouragement to improve service quality, with field supervision as a supporting factor. In terms of results, this innovation has had positive impacts, such as increasing the number of licensed business actors, simplifying the process, and awareness of business legality. However, its implementation has not been optimal due to budget constraints, uneven socialization since 2025–2026, low understanding and trust among some communities, and technical limitations and the number of officers. Thus, although showing good direction and impact, this innovation still needs internal strengthening so that its benefits are more evenly distributed in Bangkalan Regency.

f. *Obstacles and Barriers*

Innovation data collection for a single innovation) refers to the obstacles faced and the data collection process in the implementation of the innovation. The Innovation Data Collection criteria for a Single Innovation are used to identify various obstacles that arise in the implementation of public service innovations with a focus on a particular innovation. The assessment is carried out specifically on single innovations to obtain a more in-depth picture of the implementation process, resource use, and the results of the innovation. Based on the results of the study, it shows that the Jempol Boss innovation can be categorized as a fairly transformative innovation because it is able to increase the interest and number of business actors in

managing permits through a more proactive, outreach approach and facilitates access to services. However, various obstacles remain in its implementation that impact the optimization of innovation, such as budget limitations that impact uneven implementation of activities, lack of socialization so that information does not reach all communities, low understanding and awareness of business actors regarding the importance of licensing, and technical obstacles such as network, electricity, and limited staff resources. In addition, queues, distance, and public perception of ease of access to services also pose obstacles. Therefore, although this innovation has had a positive impact, improvements are still needed, especially in the aspects of information equity, sustainability of implementation, and strengthening resources so that the innovation can run more optimally and sustainably.

CONCLUSION

Based on research results, the Jempol Boss innovation at the Bangkalan Regency DPMPTSP demonstrated quite good performance in improving the ease and access of business licensing services. This innovation is supported by systematic governance. A clear legal basis, based on community needs and organizational initiatives. Its implementation also reflects an adaptive work culture supported by adequate resources, thus positively impacting business legality. However, the implementation of this innovation has not been fully optimal because it still faces various obstacles, such as budget limitations, uneven socialization and service coverage, inconsistent implementation, lack of response to community needs, and low awareness among some business actors.

RECOMMENDATIONS

1. DPMPTSP needs conducting periodic evaluations of the implementation of innovations and seeking to increase and optimize the budget for the District Government to support the implementation of innovations, including providing support for officers to improve motivation and performance.
2. It is necessary to strengthen coordination with business organizations, such as HIPMI and KADIN, as well as increase more intensive socialization accompanied by reminders to business actors about the importance of licensing, in order to increase understanding and simplify the service process.

ADVANCED RESEARCH

Future research is expected to conduct empirical and quantitative studies to measure the direct impact of ergonomic workspace implementation on employee health, job satisfaction, and work productivity in various organizational sectors. Further studies may also explore the integration of modern technology and smart office systems in ergonomic workplace design, as well as analyze the relationship between ergonomics and employee mental well-being to obtain more comprehensive and measurable research findings.

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