

One-Stop Integrated Service Policy in Local Government: Insight from the Ministry of Religious Affairs Office in Tarakan City

Nicolaus Petrus Likuwatan Werang^{1*}

¹Department of Public Administration, University of National (UNAS), Jakarta, 125520, Indonesia

¹nicolauspetrus@gmail.com

Abstract

This essay examines the implementation of the One-Stop Integrated Service (PTSP) policy at the Tarakan City Ministry of Religious Affairs Office, focusing on the obstacles to optimizing public services. Furthermore, the researcher uses a qualitative descriptive approach to examine how the PTSP policy is implemented and the obstacles encountered in each stage of the service delivery process. Data are then collected through interviews with key informants involved in the actual implementation of the PTSP policy. The research findings indicate that the implementation of the PTSP policy at the Tarakan City Ministry of Religious Affairs Office has not fully achieved its objectives due to limited human resources, budget constraints, and inadequate infrastructure. Similarly, although the policy has the potential to streamline services, operational obstacles persist, resulting in suboptimal effectiveness and delays in implementation. In summary, this essay confirms that the literature on public policy implementation argues that, although the PTSP policy aims to improve service efficiency, its success depends heavily on basic resources and institutional support.

Keywords: *One-Stop Integrated Service, Policy, Institutional Assistance, Tarakan City.*

Abstrak

Esai ini mengkaji implementasi Kebijakan Pelayanan Terpadu Satu Pintu (PTSP) di Kantor Kementerian Agama Kota Tarakan, dengan fokus pada hambatan-hambatan dalam mengoptimalkan pelayanan publik. Selanjutnya, peneliti menggunakan pendekatan deskriptif kualitatif untuk mengkaji bagaimana kebijakan PTSP dijalankan serta hambatan dalam setiap proses dari layanan yang diberikan. Kemudian, data dikumpulkan melalui wawancara dengan informan kunci yang terlibat dalam implementasi kebijakan PTSP yang diaktualisasikan. Temuan penelitian menunjukkan bahwa implementasi kebijakan PTSP di Kantor Kementerian Agama Kota Tarakan belum sepenuhnya mencapai tujuannya dikarenakan keterbatasan sumber daya manusia, keterbatasan anggaran, dan infrastruktur yang belum memadai. Demikian pula, meskipun kebijakan tersebut berpotensi untuk mengefisienkan layanan, hambatan operasional masih terlihat dari tingkat efektivitasnya yang belum optimal, yang menyebabkan keterlambatan dan inkonsistensi dalam pelaksanaannya. Singkatnya, esai ini menegaskan bahwa literatur tentang implementasi kebijakan publik berpendapat bahwa, meskipun kebijakan PTSP bertujuan untuk meningkatkan efisiensi layanan, keberhasilannya sangat bergantung pada sumber daya dasar dan bantuan kelembagaan.

Kata Kunci: *Pelayanan Terpadu Satu Pintu, Kebijakan, Bantuan Kelembagaan, Kota Tarakan.*

Introduction

The foundation of public services is a fundamental aspect of a modern government system that asserts sustainability is required to provide optimal accessibility and the nature of service to the community (Joukhadar et al., 2023; Lourenço, 2023). Meanwhile, this notion is linked to the bureaucratic reform, which prioritizes converting public services to achieve transparent, accountable governance free of corruption, collusion, and nepotism (Turner et al., 2022).

This concept was built as a concrete effort to realize this through the concretization of the One-Stop Integrated Service (OSS), which is considered a strategic innovation designed to simplify the bureaucratic system and facilitate public access to government services (Arifandi et al., 2024; Rohman et al., 2023).

In this regard, the Indonesian Government, through the Ministry of Religion, as a government body with a strategic role in religious services, has taken progressive steps by issuing the Decree of the Minister of Religion (*Keputusan Menteri Agama*, KMA) Number 90 of 2018 concerning the One-Stop Integrated Service. This policy formally aims to transform the service mechanism, integrate various administrative services, reduce convoluted bureaucracy, and create a more transparent and accountable service system (Mertens, 2023; Sari et al., 2025).

On the other hand, the actuation of One-Stop Integrated Service (OSS) is not just a procedural change but a representation of the institution's commitment to providing nature services that prioritize the community's interests (Apriyanti et al., 2025; Ayumna et al., 2023).

Simultaneously, the initiation was also attempted by various regions, one of which is Tarakan City, which is geographically located in North Kalimantan Province which has the characteristics of a pluralistic society and complex development dynamics since it was enacted as an autonomous region to regulate and manage it independently, then the interesting thing about this problem is pertinent to the concretization of One-Stop Integrated Service (OSS) at the Ministry of Religion Office which seeks to provide services to the community, notably in the field of public services. It presents a unique barrier in actual public services, where the diversity of community needs requires a responsive, adaptive service system that has not been adequately achieved.

Nonetheless, the facts or realities in the field show several significant barriers that hinder the optimization of services, primarily linked to the capacity of human resources (HR) and the operational mechanisms of One-Stop Integrated Service (OSS), one of which is the

field of human resources. The following is data on existing service managers:

Table 1. Number of One-Stop Integrated Service Employees at the Ministry of Religion Office in Tarakan City

No	Name	Position	Duty
1	Murni	General Administration	Person front office
2	Abdul Chalid	Honorary	Person front office

Source: Compiled by Author, 2025

The limitations of these human resources (HR) are one of the main barriers to activation (OSS) at the Ministry of Religion Office in Tarakan City. It is marked by employees who are inconsistent in their place, still rely on manual administrative mechanisms, and exhibit minimal responsiveness to community needs, as a critical indicator of low service quality.

This condition can create a disconnect between policy expectations and actual practices, thereby reducing public trust in the government bureaucracy's capacity to provide excellent services. Hence, this study seeks to fill the existing academic gap by conducting a comprehensive analysis linked to the concretization of One-Stop Integrated Service (OSS) at the Tarakan City Ministry of Religious Affairs Office, focusing on the significant gap between existing normative regulations and concrete practices in the field, where the majority of previous studies tend to

focus on theoretical aspects of policy without exploring the dynamics of actuation strictly.

Nevertheless, through this systematic methodological approach, this study aims to describe the phenomenon, provide a critical analysis, and offer practical recommendations for future improvement.

Likewise, the primary focus of this study is to analyze the level of conformity of One-Stop Integrated Service (OSS) implementation with the (*Keputusan Menteri Agama*, KMA) Number 90 of 2018 policy standards, identify determinant factors that influence the effectiveness of service delivery, and formulate concrete strategies to optimize (OSS) performance.

In short, the study will answer three key questions: first, to what extent has the concretization of (OSS) been achieved by policy standards; second, what are the inhibiting and supporting factors in service delivery; and third, what strategies can be developed to improve the effectiveness and quality of services.

Finally, this study's significance lies in its methodological and practical contributions. In practice, the findings are expected to provide substantive input for policymakers in designing strategic interventions to revamp the public service system.

Methods

In analyzing the “One-Stop Integrated Service Policy in Local Government: Insight from the Ministry of Religious Affairs Office in Tarakan City,” I use a qualitative descriptive method. This method seeks to collect detailed, direct reports from individuals involved in or affected by the policy, thereby capturing the richness of their experiences, and, from this, could serve as a researcher, becoming a key player in actively and collectively confirming the inspection (Creswell & Báez, 2020; Creswell & Poth, 2016).

Then, I rely on primary and secondary sources for data collection. Primary data refers to data collected directly from individuals or groups involved in the phenomenon being studied (Tracy, 2024). Primary data can be collected through interviews with office officials, employees, or community members who have interacted with the policy.

Meanwhile, secondary data includes existing sources such as government reports, official policy documents, previous research studies, and statistical reports that analyze the policy’s results or implementation.

Overall, from this flow, it could be demonstrated that the comprehensive inspection is based on the reality of the field and ensures the relevance and validity of the context of analysis.

Result and Discussion

Implementation of One-Stop Integrated Service Policy at the Ministry of Religion Office in Tarakan City

Implementing the One-Stop Integrated Service policy at the Tarakan City Ministry of Religious Affairs Office shows that this service began formally at the end of 2018 and was inaugurated in early 2019. Differences in perceptions of implementation time across sources reflect a policy implementation gap, the gap between policy formulation and its implementation in the field. It often occurs in public policy when there are differences in understanding between policymakers and implementers at the operational level.

In addition, OSS is based on the Decree of the Minister of Religious Affairs (*Keputusan Menteri Agama*, KMA) No. 90 of 2018, which serves as the basis for regulations governing the implementation in integrated services. In policy implementation theory, clear rules are fundamental in ensuring policy effectiveness.

Still, the success of implementation also depends on the organization’s readiness, human resources, and its ability to adapt to changes in the service system. From the interview results, it was found that OSS aims to improve the quality of public services by reducing bureaucratic processes and providing more efficient services.

For instance, the public response stating that OSS services are “good and friendly” indicates an increase in service quality, in line with the principles of “good governance”, emphasizing openness, responsiveness, and accountability in providing public services.

However, implementing OSS still faces several challenges, such as the need to optimize the service system and increase human resource capacity to run a more modern, technology-based system. In the next move, several strategic policy steps are needed to improve the OSS.

First, periodic evaluation of OSS effectiveness must be conducted to identify obstacles and ensure services align with community needs. Second, increasing human resource capacity, especially in digital-based services, is necessary so that OSS can be more efficient and better able to adapt to technological developments.

Third, infrastructure and service procedures need to be improved to speed up the administrative process and reduce the potential for bureaucratic obstacles. Fourth, strengthening the monitoring and accountability mechanisms is also crucial to ensure that OSS truly runs according to the standards set in the regulations.

Overall, the implementation of OSS at the Tarakan City Ministry of Religious Affairs Office has been conducted in accordance with

rules. However, some improvements are still needed to be more optimal. The existence of clear rules determines this policy’s success and the organization’s readiness to run a more efficient, responsive, and transparent system. By conducting continuous evaluations and strengthening human resources and service infrastructure, OSS is expected to develop into a more effective public service model and deliver tangible benefits to the community.

Obstacles in the Implementation of the One-Stop Integrated Service Policy at the Ministry of Religion Office in Tarakan City

Human Resources, Facilities and Infrastructure

Implementing the One-Stop Integrated Service policy at the Tarakan City Ministry of Religious Affairs Office shows that limited Human Resources (HR) and infrastructure are the main factors hindering service effectiveness.

This finding indicates challenges in the administrative and technical capacity aspects that affect the quality of public services. Regarding HR, the limited number of employees, especially in strategic service positions, causes an uneven workload. It is in line with “bureaucratic capacity”, where the quality and quantity of HR are key factors in

the effectiveness of policy implementation (Aguinis et al., 2022; Kramar, 2022).

This imbalance also affects the quality of services provided to the community, as conveyed by the Head of the Tarakan City Ministry of Religious Affairs Office, who stated that some employees still have other duties, so services to the community cannot run optimally.

Nevertheless, regarding “organizational change”, changes in employee mindsets in dealing with a service system based on public satisfaction are still challenging. Employees are required to adapt to a more modern system and prioritize responsiveness. It is related to the concept of “public service motivation” (Hameduddin & Engbers, 2022; Osborne et al., 2022), which emphasizes that the success of public services depends not only on regulations and organizational structures but also on the readiness of individuals to face changes in work systems. Highly motivated and persistent employees tend to overcome operational challenges better, as OSS employees emphasized that dedication and persistence are key to running services despite limitations.

In terms of facilities and infrastructure, limited facilities are the main obstacle in optimizing OSS. This finding shows that digital-based service systems cannot run optimally without adequate technological support. Limited servers and devices slow

service access and increase reliance on inefficient manual processes. It is in line with the theory of the “technology acceptance model” (Addy et al., 2024; Wickramasinghe & Wickramasekara, 2022), which states that the acceptance and effectiveness of technology in an organization depend on the readiness of infrastructure and user skills. The lack of technological infrastructure in OSS indicates that budgetary constraints and institutional readiness still hamper efforts to digitize services.

In the context of policy, these findings suggest the need for a strategy to increase human resource and infrastructure capacity to sustain OSS. First, employee recruitment or redistribution is needed to reduce uneven workloads and improve service effectiveness.

Second, training programs and changes in work culture are essential to ensure employees are better prepared to work in a service system that prioritizes public satisfaction. Third, strengthening technological infrastructure, especially in providing adequate servers and electronic devices, must be a priority in budget allocation.

Fourth, further studies are needed on the effectiveness of OSS in increasing public satisfaction and its impact on bureaucratic efficiency. These findings indicate that implementing OSS at the Tarakan City Ministry of Religious Affairs Office continues

to face various challenges rooted in administrative capacity and technological readiness.

The limitations of human resources and infrastructure are not just technical problems but also reflect the dynamics of the bureaucracy in responding to changes in the public service system. If not addressed immediately, these limitations can hinder the achievement of OSS goals, including creating more efficient, transparent, and responsive services to public needs. Therefore, more adaptive policies grounded in real needs need to be implemented to ensure the long-term success of OSS.

Strategy for Implementing the One-Stop Integrated Service Policy at the Tarakan City Ministry of Religion Office

The results of this study indicate that implementing the One-Stop Integrated Service at the Tarakan City Ministry of Religious Affairs Office continues to face significant challenges. The main findings obtained from interviews with various stakeholders, (e.g., the Head of the Tarakan City Ministry of Religious Affairs Office, the Head of the Administration Sub-Division, and OSS employees), indicate three main issues, namely limited human resources (HR), technological infrastructure that has not been fully integrated, and the need to increase transparency and integrity in public services.

Theoretically, these findings can be linked to the concept of “bureaucratic capacity” (Besley et al., 2022; FERNÁNDEZ-I-MARÍN et al., 2024), which emphasizes that bureaucratic capacity is highly dependent on the availability and quality of human resources. The interview with the front office employees underscored the need for additional staff to reduce workload and improve service efficiency. It shows that staff shortages lead to service delays, contrary to the principle of public administration effectiveness.

Regarding infrastructure, the interview with the head of the Tarakan City Ministry of Religious Affairs Office stressed the importance of improving technological facilities. Damage and limitations in OSS computers are significant obstacles to providing fast, efficient services. It is in line with the “Technology Acceptance Model” (Al-Emran & Griffy-Brown, 2023), which states that the readiness of technological infrastructure and ease of system access will affect the effectiveness of digital services. Without improvements in this infrastructure, OSS cannot meet public expectations for responsive, integrated services.

The implications of this scrutiny are multifaceted. First, policy priorities must shift toward comprehensive technological revitalization. Investments in up-to-date hardware, reliable network connectivity, and

regular maintenance are essential. The sustainability of the OSS system depends on continuous monitoring and upgrades to prevent service disruptions.

Second, improving employees' digital literacy is equally vital. Even with advanced systems, the lack of operational competence can undermine efficiency. Therefore, training programs should accompany infrastructure development to ensure that staff can fully utilize technological tools.

Hence, the government should adopt a user-centered approach in digital service implementation. Feedback mechanisms, where users can report issues or suggest improvements, will help align the OSS system with users' practical needs. Finally, connecting data security measures and backup systems is crucial to ensure service continuity and build public trust in digital governance.

In sum, the interview yields that the success of OSS and similar digital initiatives is not determined solely by system design but by the robustness of the technological ecosystem that supports them. According to the Technology Acceptance Model, technological infrastructure directly shapes user attitudes and service outcomes.

Without addressing infrastructural weaknesses, digital transformation efforts risk stagnation, undermining public confidence and the broader goals of administrative reform.

Strengthening infrastructure, therefore, becomes both a technical necessity and a strategic imperative for achieving sustainable, effective digital governance in Tarakan City.

In terms of transparency and integrity, the strategy carried out by the Tarakan City Ministry of Religious Affairs Office by implementing an Integrity Zone towards a Corruption-Free Area (*Wilayah Bebas dari Korupsi*, WBK) is a strategic step to improve the public service system.

Based on the concept of "Good Governance" (Addink, 2019; Eilstrup-Sangiovanni & Hofmann, 2024; Kapucu & Hu, 2020), the principles of transparency, accountability, and efficiency in the bureaucracy are essential to reduce the potential for corruption, collusion, and nepotism practices in public services. Implementing this policy confirms the institution's commitment to increasing public trust and ensuring that services are provided in accordance with applicable regulations, particularly KMA No. 90 of 2018, the Technical Guidelines for One-Stop Integrated Services at the Ministry of Religious Affairs.

Based on this, several policy actions are needed, namely; (1) adding employees to the OSS unit to support service acceleration and reduce excessive workload; (2) improving technology infrastructure, including server improvements and system integration that

allows faster and more coordinated service access; and (3) strengthening a bureaucratic culture based on integrity and excellent service, through employee training and the implementation of stricter service standards.

To confirm and demonstrate that the first action, adding employees to the OSS unit, aims to alleviate excessive workload and improve service responsiveness. By distributing tasks more evenly and bringing in new skills, staff can better manage the demands of the OSS system, reducing delays and enhancing efficiency. It addresses employee burnout and supports faster service delivery.

The second priority, enhancing technological infrastructure, focuses on upgrading servers, improving system integration, and ensuring stable connectivity. These improvements directly address the technical limitations that hinder the OSS system's performance.

According to the Technology Acceptance Model (TAM), better infrastructure leads to greater ease of use, thereby increasing staff and user satisfaction with the system. Reliable, fast, and coordinated systems enable smoother service delivery and enhance public trust in digital services.

The third action, strengthening bureaucratic culture, emphasizes integrity, professionalism, and service excellence. Training programs on ethical conduct and

customer service, combined with the implementation of stricter service standards, will help foster a culture that values accountability and efficiency.

This cultural shift is essential for ensuring that the improvements in infrastructure and staffing translate into meaningful service outcomes. The implications of these actions are significant.

All in all, they represent a comprehensive approach to digital transformation that addresses both technological and human resource challenges. By focusing on infrastructure, staffing, and organizational culture, the Ministry can enhance the effectiveness of the OSS system, improve service quality, and build public trust in government services. This connection strategy will not only improve operational efficiency but also ensure that the OSS system meets the public's expectations for responsive, transparent, and accessible services.

Overall, this study's findings highlight that the effectiveness of OSS depends heavily on the readiness of human resources, technology, and bureaucratic integrity. If these challenges are not immediately addressed, the main objective of OSS-providing fast, accurate, and free services will be challenging to achieve. Lastly, further studies can focus on evaluating the impact of implemented policies and

exploring digital service models better adapted to community needs.

Conclusion

I conclude that implementing the One-Stop Integrated Service (OSS) policy at the Tarakan City Ministry of Religious Affairs Office reveals progress and barriers in delivering efficient public services. The key message of this research is that while OSS has successfully improved bureaucratic efficiency and service quality, its effectiveness is still hindered by limited human resources, inadequate technological infrastructure, and the need for stronger transparency and accountability mechanisms.

The findings indicate that human resource shortages lead to an uneven workload, affecting service responsiveness. At the same time, insufficient digital infrastructure slows down administrative processes, limiting OSS's full potential as a modernized service system.

Moreover, ensuring integrity in public services remains critical in building public trust. In addition, this study's broader implications extend to public sector governance, emphasizing that policy implementation is not solely dependent on regulatory frameworks but also requires institutional preparedness, adaptive human resources, and technological integration.

The findings contribute to research on bureaucratic capacity and governance by demonstrating that digital transformation in public services must be accompanied by strategic workforce development and infrastructure investment. Strengthening accountability and anti-corruption measures further ensures that OSS aligns with the principles of good governance. As a key contribution, this research provides empirical evidence on the operational challenges of OSS and offers practical recommendations for policymakers.

Lastly, in this approach can address human resource gaps and, by investing in digital infrastructure and fostering a service-oriented bureaucratic culture, optimize OSS to meet public needs better.

Future research should explore the long-term impact of digital-based service enhancement, assess community satisfaction with OSS, and analyze the effectiveness of anti-corruption measures in service delivery. These insights will be valuable in shaping adaptive and sustainable policies for public service reform.

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