

## Optimization Of The Online Permit Service System For Community Organizations: Case Study Of Dpm-Ptsp South Sulawesi Province

**Indriati Amirullah**

Yappi Makassar College of Administrative Sciences

**Nurasia Natsir**

Yappi Makassar College of Administrative Sciences

[nurasianatsir@stiyappimakassar.ac.id](mailto:nurasianatsir@stiyappimakassar.ac.id)

*Abstract.* This research aims to optimize the online permit service system for community organizations at the South Sulawesi Province One-Stop Integrated Licensing and Investment Service (DPM-PTSP). In its implementation, this system faces several problems that can affect the efficiency and effectiveness of services. Through qualitative research methods, this research tries to identify and analyze these problems and offer possible solutions. Data was collected through interviews, observation and documentation studies. The research results show that some of the main problems include technical problems, lack of digital literacy among users, and lack of coordination between departments. Based on these findings, this research suggests several strategies to optimize this online permit service system, including improving technological infrastructure, digital training programs, and improving coordination between departments. This research is likely to contribute to improving the quality of online permit services in the DPM-PTSP of South Sulawesi Province and other areas with similar conditions.

*Keywords:* System optimization, online services, community organizations

### INTRODUCTION

In this era of globalization, mastering technology is a must for every individual to remain relevant to the latest developments. This means that each country must be able to adapt to not be left behind by other countries. Technology is not only important for individuals but also for governments in the context of implementing digital-based government. Currently, there is an increase and development in information technology, which is manifested in the form of government operations, with the aim of ensuring quality services for the community for good governance. One form of government operation is e-government, which is based on digital technology.

The legal basis of e-government refers to the concept of e-government as explained in RI Presidential Instruction No. 3 of 2003 concerning "National Policy and Strategy for E-Government Development." This concept has undergone rapid evolution and expansion, encompassing more than just government operations as e-government management and implementation modernize.

E-governance is a process in which the government uses technology, especially the Internet, to provide services to the public, business sector, and other stakeholders. Therefore, E-governance is a process where information technology is used as a tool to increase efficiency and effectiveness in managing government systems. Several elements support the implementation of e-governance, namely, the internet as the primary tool and websites as infrastructure that facilitates the public's access to government services. The main objective is to increase the efficiency and effectiveness of administrative processes.

In the context of e-governance, modern government utilizes technology and its supporting devices, such as the internet, as a communication channel and dissemination of information to the public and business people. Therefore, various transactions with the government can be carried out via the internet and supporting devices, which, of course, provides benefits for the community, entrepreneurs, and business owners. Community dependence on applications or websites is part of the participation of various elements in implementing E-Governance, creating links between several parties, such as the community and entrepreneurs involved in technology and the internet.

Discussions about e-governance are always related to government administration reform, which is facilitated by the use of information and communication technology. Process modernization through the use of e-governance technology is expected to provide benefits in terms of:

- a. Increasing citizens' access to quality services and information;
- b. Increase government simplicity, efficiency, and accountability; and
- c. Expand the scope of government.

The existence of e-governance gives hope to all society that the government can provide high-quality services to overcome the obstacles and challenges they have been facing. In an effort to improve licensing services, the Department of Investment and One-Stop Integrated Licensing Services (DPM-PTSP) utilizes an internet-based licensing application, SIMAP PROPTSP, which can be accessed via the website <http://proptsp.sulselprov.go.id>.

This website aims to integrate licensing and non-licensing processes, starting from the application stage to the document issuance stage, by applying the principles of simplicity, transparency, and accountability, as well as guaranteeing certainty of costs, time, and clarity of procedures. In accordance with the Minister of Home Affairs Regulation No. 138 of 2017 concerning the Implementation of Community Organization Services, licensing community

organization activities is one of the non-licensing services available at the One-Stop Integrated Investment and Licensing Services Service (Kesbangpol).

To improve public services, the South Sulawesi Province One Stop Investment and Integrated Services Service is implementing the Licensing Administration Management Information System (SIMAP PROPTSP) e-Government application, which can be accessed via the website <http://proptsp.sulselprov.go.id>. Organizations wishing to apply for activity permits can access this application. The government's efforts to implement good service reforms through online systems only sometimes run well and smoothly. DPM-PTSP faces challenges and difficulties when using the online system, including when providing permit services for mass organization activities.

Problems that arise are usually caused by the applicants themselves, such as the applicant's inability to use the internet, which sometimes makes the creation of new technology not beneficial to society or the applicant; or, applicants sometimes do not know how the service process flows, so they are impatient when waiting for permits or to complete them. To overcome this, the DPM-PTSP must promote the implementation of services through the online system more often.

DPM-PTSP, namely the condition of the site, which must be updated so that the condition of the site does not experience errors when used by the public or applicants, still often needs help in terms of human resources and systems. Websites sometimes need more information about file requirements or estimated licensing costs. To overcome this problem, sites owned by DPM-PTSP usually require relatively high maintenance costs from the government. The lack of operators managing the site hampers performance and disrupts established service time standards.

Based on the background above, the author feels it is essential to conduct further research on how to "Optimize the Online Permit Service System for Community Organizations: Case Study of Dpm-Ptsp South Sulawesi Province" by analyzing what problems arise in the implementation of the online permit service system for Organizations. Community at the Investment and One-Stop Integrated Licensing Services Service (DPM-PTSP) of South Sulawesi Province. This research refers to areas or aspects that have not been researched or are not fully understood in specific fields of knowledge, such as the lack of in-depth research on the problems faced by the online permit service implementation system of Community Organizations at the One Stop Integrated Licensing and Investment Service (DPM). -PTSP)

South Sulawesi Province. Two, there is a need for further research on the factors that influence the effectiveness and efficiency of the online permit service system at DPM-PTSP. Third, there needs to be more research that examines the impact of these problems on services to the community and community organizations. Finally, there is a need for further research on potential solutions to overcome the problems faced by the online permit service implementation system.

## LITERATURE REVIEW

E-government can shorten the bureaucratic path that existed previously. E-government aims to increase public access as users of government public services, increase access to government information sources, handle public complaints, and harmonize the quality of services available to all citizens. Information technology can help the public obtain information and reduce corruption by increasing the transparency and accountability of public institutions.

The management system and government work activities were built by optimizing the use of information and communication technology. Efforts to develop electronic-based government are known as electronic government. The author quotes from the journal Jumiaty (2010) that e-government, also known as Electronic Government, is an information system that uses the internet and other digital technology to carry out transactions, public services, communications, coordination, and management of government organizations. This includes government services to governments, companies, and communities. Therefore, to make the process of providing public services in question more efficient, transparent and accountable, it is necessary to innovate in the delivery of public services.

According to Habibullah (2010) in his journal, "E-government" usually refers to two things:

- a) The government has used technology, especially web-based internet applications, to improve access and delivery of government services to citizens, employees, business partners and other governments;
- b) The process of changing the way the government operates, shares information and provides services to internal and external clients for the benefit of the government.
- c) Government agencies reach citizens, businesses, and other government departments with wide area networks (WANs), the Internet, the World Wide Web, and other information technologies. By using this technology, they gain knowledge and information to empower communities and make government more efficient and effective.

According to Indrajit (2002) in the book *E-government In Action*, "E-government is an effort to create an atmosphere of government services that is in harmony with the common goals of several interested communities so that the conceptualized vision must be in accordance with the shared vision of existing stakeholders," for example: Increasing government efficiency and productivity, encouraging clean and transparent governance, improving the quality of life of the community through public services, and ensuring democratic government. According to Indrajit (2002), "E-Government can improve internal management and improve public services. With e-Government, it can simplify, cheapen, lighten, and beautify life as well as accelerate the acceleration of Information and Communication Technology (ICT) development between regions, regions, and national." In addition, e-government can also be defined as the use of web or network-based technologies, internet communications, and, in some cases, applications.

According to the World Bank, e-government is defined as the use of information technologies (such as wide area networks, the internet, and mobile computing) by government agencies that can transform relationships with people, businesses, and other government forces.

According to Richardus in Indrajit (2002), E-Government is "a new interaction mechanism between government and companies." From the several definitions of e-government mentioned above, three things are the same as e-government today:

- a. This is an interactive (modern) mechanism between the government and other stakeholders;
- b. This involves the use of information technology (especially the internet), And
- c. Improving the quality (quality) of public services.

The World Bank states that "E-government is the use of information technology (such as the internet, telephone, satellite) by government institutions to improve government performance in relation to society, the business community and other related groups" (Ardyana, 2015). The Ministry of Communication and Information defines "E-government" as the application of information technology through Internet applications and other digital devices.

Based on B's opinion, Wardianto (2010) defines E-Government as an effort to use information and communication technology to increase the effectiveness, efficiency, transparency and accountability of the government in providing better services. According to Indrajit (2002), e-government is a tool or means for accessing these things. This is not a shortcut

to accelerating economic growth or improvement or creating clean and transparent governance mechanisms. Presidential Instruction (INPRES) Number 3 of 2003 concerning e-government Development Policies and Strategies establishes regulations that will regulate the implementation of e-government. The e-government development of each agency must be oriented towards an architectural framework to ensure the integration of electronic document and information management and processing systems in the development of transparent public services.

According to RI Presidential Instruction No. 3, In 2003, there were 6 (six) strategies used to achieve e-government strategic goals. Among these strategies are the following:

- a. Creating a service system that is reliable and affordable for the wider community;
- b. Organizing the management system and work processes of the government and autonomous regional governments as a whole;
- c. Optimizing the use of information technology;
- d. Increasing the role of the business world and developing the telecommunications and information technology industry; And
- e. Increasing human resource capacity both at the government and autonomous regional government levels and, at the same time, increasing the level of electronic literacy in the community;
- f. Carrying out system development that can be measured and reliable.

Based on RI Presidential Instruction No. 3 of 2003, e-government development is guided by an improved policy framework to ensure the integrity of system management and work processes. E-government includes four main aspects: a) Government To Citizens (G-to-C): The government uses information technology to improve its relationship with the community, facilitating access to various public services such as making E-KTP, SIM, STNK, and others. b) Government To Business (G-to-B): The relationship between government and business is strengthened to facilitate business operations and benefit the government. It includes licensing procedures, government tenders, and other online information needed by entrepreneurs. c) Government To Governments (G-to-G): Governments communicate and cooperate for business administration and other services, such as facilitating relations between local governments and consulates or embassies. d) Government To Employees (G-to-E): The use of e-government applications is aimed at improving the performance and welfare of Civil

Servants, including health and education insurance systems that are integrated with health and education institutions.

E-government has many benefits for supporting efficient and effective public services. According to Misuraca (2018), there are three aspects used to evaluate the benefits of implementing E-Government: economic, social, and government.

- a) Economic Dimension, E-Government Benefits include reducing transaction costs, increasing targeted services, increasing service coverage and quality, increasing response capabilities to poverty problems, and increasing income.
- b) Social Dimensions: E-Government has many social benefits, including increasing employment in the third sector, improving education and health systems, improving targeting of government services, and increasing capacity and skills in safety and security. Many times, these benefits can be measured economically and assessed politically.
- c) Dimensions of Government: E-government can improve the quality of good government in terms of openness, transparency, accountability, or democracy compared to conventional government. E-Government can also increase public participation to strengthen the existing democratic system.

## **RESEARCH METHODS**

This study is descriptive research with a qualitative approach. Descriptive research aims to describe the characteristics of a phenomenon, actual event, or problem. In this type of research, social phenomena will be viewed holistically. The qualitative approach, as part of the social science tradition, relies on human observations of the environment and surroundings. Therefore, this research will examine phenomena and facts in the form of written or spoken words and observable behavior.

Research place refers to the area or location where the research will be carried out. For this research, the research location is at the Provincial DPMPTSP Office—South Sulawesi, which is located on Jl. Bougainvillea No.5, Masale, Kec. Panakkukang, Makassar City, South Sulawesi 90231. The population in this study are all individuals who will be studied, in this case, employees who work at the Provincial DPMPTSP Office. South Sulawesi. The sample in this research is part of the population that is used as the object of research, selected using a particular method and has unique characteristics that are considered to represent the population. The sample in this research was selected using a purposive sample method, where the author

deliberately selected samples from the employee population. For this research, the author directly selected employees at the Provincial DPMPTSP Office. South Sulawesi to be interviewed, including the Secretary of the South Sulawesi Provincial DPMPTSP, Head of the Licensing Implementation Division, Head of the Licensing and Non-Licensing Section, Head of the General and Civil Service Subdivision and three community organizations.

The research focus serves as the basis for data collection and ensures a shared understanding and view of this writing. The focus of this research is an exploration of the system for implementing online permit services for community organization activities at the National and Political Unity Agency (Kesbangpol) at the South Sulawesi Province DPMPTSP Office. The description focus of this research is on the online permit service system, using the E-Government service system theory by B. Wardianto, namely the use of information and communication technology to increase efficiency and effectiveness, transparency, and accountability.

Data collection techniques in this research include: 1. Primary Data: a. Observation, where the author makes direct observations at the research location. b. Interview, where the author conducts questions and answers directly to parties related to the problem being studied. 2. Secondary Data: a. Literature Study, collecting data from books, documents, journals and teaching materials related to this research. b. Field Study, data collection through field studies.

The data analysis technique used in this research is interactive model analysis, which allows qualitative data analysis to be carried out continuously until the data is saturated. The stages of data analysis are summarizing, choosing focus, looking for themes and patterns, and eliminating unnecessary data.

## **RESULTS AND DISCUSSION**

*Optimizing the Online Licensing Service Implementation System for Community Organizations at the South Sulawesi Province Investment and One-Stop Integrated Licensing Services Service (Dpmptsp)*

Based on this paragraph, the results of research on optimizing permit services show several obstacles to the system for implementing online permit services for community organizations in the DPMPTSP of South Sulawesi Province. These obstacles include:

1. **Lack of Public Understanding:** The public still needs to understand the use of online web-based applications. This may be caused by a need for more information and socialization about how to use the system.

Optimizing online permit services related to public understanding can be done through several steps: First, holding outreach and training on the use of online web-based applications for the public. This can be done through seminars, workshops, or even online courses that can be accessed by anyone interested. This training should cover how to access the application, available features, and how to navigate the system. Second, provide technical assistance for users who experience difficulties. This could be a hotline, help center, or online forum where users can ask questions and get help. This assistance must be easy to access and provide quick and effective solutions. Third, create an easy-to-understand guide or tutorial material about using the application. These materials can take the form of videos, infographics, or step-by-step guides that can be accessed online. These materials should be designed in simple language that is easy to understand by users with varying levels of technical expertise. Lastly, carry out promotions and provide sufficient information about the application and its benefits for the community. This can be done through print media, electronic media, social media, or other online platforms. By carrying out the steps above, the public can better understand and feel comfortable using online web-based applications for permit services. This will ultimately increase the efficiency and effectiveness of permit services.

2. **Software Updates:** Software updates that need to be done regularly can be a hassle. This change may need to be clarified for users unfamiliar with the technology or for those who are familiar with previous versions of the software.

Optimizing permission services in the context of software updates can be done in several ways: First, an automatic update mechanism can be implemented where the software will be updated automatically without requiring intervention from the user. This will ensure that all users are always using the latest version of the software without having to download and install updates manually. Second, Provide notifications to users about available updates. This notification can be a pop-up message in the app or an email to the user. This message should explain what's new in the update and how to install it. Third, Provide straightforward and easy-to-understand guidance on how to update. This guide can be a video tutorial, step-by-step guide, or FAQ (Frequently Asked Questions) that answers common questions about the update process. Fourth, Provide technical support for users who experience problems during the

update process. This support can take the form of a hotline, email, or live chat with the technical support team. Lastly, Conduct extensive testing before rolling out updates to ensure that there are no bugs or other issues that could bother users. This testing should include all new features and changes made in the update.

3. **Network Stability:** An unstable network can hinder the online permit service process. An unstable or slow internet connection can hinder access to online systems and make the process more difficult and slow.

Optimizing permission services in the context of network stability can be done through the following steps: First, ensuring that the network infrastructure used for this service is solid and stable. This may include adding servers, increasing bandwidth capacity, or upgrading network technology. Good infrastructure will help reduce downtime and ensure that services remain accessible even during peak usage. Second, Provide technical support to help users if they experience network problems. This support should be able to identify and fix problems to minimize disruption to users quickly. Third, provide alternatives for users who have unstable networks. This could be an offline version of the app or the ability to store data locally and upload it when the connection is stable. Lastly, work with local or regional internet service providers to ensure good network quality. This could include negotiating for specific services or sharing data about application usage to help service providers improve their networks. By taking these steps, network stability for online licensing services can be improved so that users can access and use these services more efficiently and effectively.

4. **Lack of Expert Human Resources:** Lack of human resources, especially employees who are experts in using this online system, especially operators, is also an obstacle. Without adequate technical support, users may experience difficulties in accessing and using the system.

To optimize the availability of human resources (HR) who are experts in the online permit service system, several steps can be taken: First, carry out ongoing training and development for employees regarding the use and maintenance of the online system. This training can take the form of workshops, seminars, or online courses designed to increase employee knowledge and skills in managing and operating online systems. Second, recruit employees who have expertise and experience in using and managing online systems. By having experienced employees, this will help increase the efficiency and effectiveness of online system operations. Third, distribute tasks and responsibilities related to online system management clearly and in

detail. A clear division of tasks will help ensure that every aspect of the online system is managed and operated well. Fourth, encourage employees always to innovate and be creative in improving online systems. This can be done by providing space and time for employees to think and look for new ideas, as well as providing an appreciation for the ideas and innovations produced, and lastly, improving employee welfare through providing adequate work facilities, increasing salaries and benefits, as well as providing comfortable and safe workspaces. This will help increase employee job satisfaction and will ultimately have a positive impact on work productivity.

Through the steps above, we can increase the availability of human resources who are experts in using the online permit service system so that they can help increase the efficiency and effectiveness of permit services. To optimize permit services, this research shows that there needs to be efforts to increase public understanding of application use, more efficient software updates, increased network stability, and increased the number and capabilities of human resources.

As is known, the implementation of online licensing services, especially for community organizations in the Kesbangpol sector at the South Sulawesi Province One Stop Investment and Integrated Licensing Services Service (DPMPTSP), is based on the principles of good governance. Even though the results are said to be quite good, several obstacles still need to be overcome.

As is known, licensing services, especially mass organization permits in the Kesbangpol Sector at the South Sulawesi Province One Stop Investment and Integrated Licensing Services Service (DPMPTSP), have been based online using the PROPTSP Licensing Administration Management Information System (SIMAP) web-based application so that all processing starts with permit registration, the collection of files, to the issuance of permits, is all done online, the problem is that not all service users with this online system are aware of technology because the abilities and educational backgrounds of each person are different. Apart from that, applicants, namely community organizations, sometimes need help accessing the online system. Suppose the internet infrastructure in their area needs to be improved or more stable. This can be a severe obstacle in applying for permits online.

This makes it difficult for service users to have to come directly to the office to be given direction and guidance. Apart from that, the implementation has not been implemented optimally, where there are still service users who choose to apply for permits directly on the

spot or ask employees at the South Sulawesi Province's One Stop Investment and Integrated Licensing Service (DPMPTSP) Service to help them get their permits because applying for permits online is sufficient. Troublesome for them. This is because they have to scan and upload existing files, even though there are quite a lot of files. Lack of socialization from the South Sulawesi Provincial DPMPTSP regarding the online system using the Licensing Administration Management Information System (SIMAP) application. PROPTSP is considered to lack information and socialization still, so not all licensing users are aware of the existence of clear online licensing.

Another obstacle to completing online licensing for mass organizations is that the existing infrastructure still needs to be improved in the SIMAP PROPTSP application program and also limited internet access. This problem can occur not only with the applicant but also with the available internet access infrastructure, such as the internet network connection on the operator's side, which could be more stable. Not to mention, if there is a technical problem, such as a server outage, a bug in the software, or a data security problem that disrupts the online licensing service, the next obstacle faced by the South Sulawesi Provincial Investment and One-Stop Integrated Licensing Services Service (DPMPTSP) itself is lack of availability of human resources or employees who are experts in using this online system, especially the operator section.

To overcome these obstacles, it is essential for the Provincial DPMPTSP. South Sulawesi will continue monitoring, evaluating, and improving its online licensing system. This includes ensuring better internet access, simplifying licensing procedures, providing employee availability and training to use the online system, providing outreach and training for users, and increasing transparency in information regarding licensing requirements.

## **CONCLUSION**

Based on the research that has been conducted, there are several obstacles in the system for implementing online permit services for Community Organizations in the DPMPTSP of South Sulawesi Province, which include a lack of public understanding, the need for software updates, less than optimal network stability, and a lack of skilled human resources.

Several optimization steps can be taken to overcome these obstacles. They first increased public understanding through outreach, training, technical assistance, and providing guidance materials. Second, more efficient software updates through automatic updates, update notifications, update guides, technical support, and pre-launch testing. Third, network stability

can be increased through improving infrastructure and technical support, providing alternatives, and collaborating with internet service providers. Fourth, human resources are improved through training and development, recruiting quality human resources, dividing tasks and responsibilities, encouraging innovation and creativity, and improving employee welfare. By carrying out these optimization steps, online permit services can run more efficiently and effectively so that they can provide better services for the community and increase user satisfaction. Apart from that, this optimization can also help in achieving organizational goals and improving the quality of public services in general.

## **BIBLIOGRAPHY**

- Abadi, TW, Ainur R., and Arsiyah. (2010). *E-Government Based Public Information*. Sidoarjo: Umsida Press.
- Adrian S. (2010). *Licensing in the Public Service Sector*. Jakarta. Graphic Rays.
- Budiman R. (2004). *Public Services in the Era of Reform*. Jakarta: Rineka Cipta.
- Dewi, K., & Rahman, F. (2019). "Optimizing Public Services Through Digitalization: Experience of Online Permit Services." *Journal of Public Policy and Management*, 7(3), 200-215.
- F. Suaedi & B. Wardiyanto. (2010). *Revitalization of State Administration. Bureaucratic Reform and E-. Governance*. Yogyakarta: Graha. Knowledge.
- Habibullah, A. (2010). *Study of the Utilization and Development of E-. Government*. Journal. Jember: Jember University
- Hartono, J., & Adi, P. (2021). "Application of Information Technology in Public Services: Case Study of Online Permit Services". *Journal of Public Informatics*, 11(2), 150-165
- Indrajit. (2002). *Electronic Government: Development Strategy and Development of Digital Technology-Based Public Service Systems*. Yogyakarta: Andi.
- Cashmere. (2008). *Banks and Other Financial Institutions*. Jakarta: PT. King. Grafindo Persada.
- Kusuma, H., & Wijaya, T. (2019). "The Impact of Increasing Employee Welfare on the Efficiency of the Online Permit Service System." *Journal of Human Resource Management*, 10(3), 235-250.
- Misuraca, G. (2018). *E-Governance in Africa: From Theory to Action: A Handbook of ICTs for Local Governance*.
- Moenir. (2006). *Public Service Management*, Jakarta: Bumi Aksara.

- Nugroho, S. (2007). *Political Environment in Electronic Implementation*. Government. Yogyakarta: Gadjah Mada University Press.
- Nugroho, R., & Maulana, A. (2020). "Network Stability Improvement Strategy for Online Licensing Services." *Journal of Computer Technology and Systems*, 8(2), 170-180.
- Philipus Hadjon. (2002). *Introduction to Indonesian State Administrative Law*, Surabaya: Juridika
- Sari, P., & Nugraha, A. (2020). "Study of the Implementation of the Online Permit Service System and its Impact on User Satisfaction." *Journal of Electronic Administration*, 9(1), 25-40.
- Sinambela, (2007), *Public Service Reform*. Jakarta: Earth of Letters.
- Suharno, B., & Rahmawati, D. (2018). "Optimizing Online Permit Services Through Increasing Network Infrastructure: Case Study at DPMPTSP South Sulawesi Province." *Journal of Public Administration and Policy*, 27(1), 45-60.
- Setiawan, A., & Putri, D. (2021). "Analysis of the Effect of Socialization and Training on Public Understanding of the Online Permit Service System." *Journal of Digital Administration*, 5(1), 30-45.
- Law of the Republic of Indonesia no. 17 of 2013 concerning "Community Organizations".
- RI Presidential Instruction No. 3 of 2003 concerning "National Policy and Strategy for E-Government Development"
- Putra, I., & Astuti, D. (2018). "The Influence of Online Licensing Service Quality on Community Satisfaction." *Journal of Public Administration*, 12(4), 275-290.
- Regulation of the Minister for Empowerment of Government Apparatus and Bureaucratic Reform No.36 of 2012 concerning "Guidelines for Preparing Standard Operating Procedures (SOP) for Government Administration."
- Minister of Home Affairs Regulation No. 138 of 2017 concerning "Providing Regional One-Stop Services."
- South Sulawesi Gubernatorial Regulation Number 26 of 2019 concerning "Implementation of One-Stop Integrated Licensing and Non-Licensing Services in the Regional Government of South Sulawesi Province".
- Pratama, A., & Susanti, R. (2020). "The Effect of Online Service Quality on User Satisfaction: An Empirical Study in Community Organizations." *Journal of Management and Innovation*, 15(2), 120-134
- Wibowo, E., & Hutomo, G. (2019). "Improving the Quality of Human Resources in Implementing the Online Permit System: Analysis at DPMPTSP South Sulawesi Province." *Journal of Information and Communication Technology*, 21(3), 200-215