

The Effectiveness of Online Single Submission in Improving The Productivity of Civil Servants in The Investment and One-Stop Integrated Services Agency of Padang City West Sumatra Province

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis efektivitas pelaksanaan Online Single Submission dalam meningkatkan Produktivitas Pegawai Negeri Sipil. Metode yang digunakan adalah pendekatan kualitatif deskriptif dengan teknik pengumpulan data berupa wawancara mendalam, observasi partisipatif pasif, dan dokumentasi, serta menggunakan teori efektivitas dari Subagyo dalam Budiani yang mencakup dimensi ketepatan sasaran, sosialisasi, tujuan, dan pemantauan program. Hasil dalam penelitian ini menunjukkan terdapat 4 (dimensi) yang terdiri dari 8 (delapan) sub indikator hanya ada 2 (dua) sub indikator yang baik yaitu dalam aspek etika PNS dan monitoring. Sedangkan 6 (enam) sub indikator lainnya kurang baik yaitu a) aspek peningkatan kompetensi PNS permasalahannya ditemukan PNS yang belum mampu mengoperasikan sistem dengan maksimal; kemudahan pelaksanaan yaitu adanya pegawai yang kurang percaya diri, sarana dan prasarana seperti komputer dan jaringan internet; media; pengetahuan PNS serta evaluasi. Kesimpulan dari penelitian ini menyimpulkan bahwa efektivitas OSS belum efektif. Oleh karena itu, peneliti merekomendasikan peningkatan kapasitas sumber daya manusia melalui pelatihan, optimalisasi pemanfaatan teknologi informasi, perbaikan infrastruktur, serta penguatan koordinasi internal dan eksternal.

Kata Kunci: Efektivitas, Online Single Submission, Produktivitas

ABSTRACT

This study examines the effectiveness of the Online Single Submission (OSS) system in improving civil servant productivity at Padang City *DPMPTSP*. Using a descriptive qualitative approach with interviews, participatory observation, and documentation, the study applies Subagyo's theory of effectiveness, covering target accuracy, dissemination, objectives, and program monitoring. Results show that of eight sub-indicators across four dimensions, only civil servant ethics and monitoring performed well, while competence development, ease of implementation, facilities and infrastructure, media, civil servant knowledge, and evaluation were unsatisfactory. The study concludes that OSS implementation remains ineffective and recommends enhancing human resource capacity through training, optimizing information technology use, improving infrastructure, and strengthening coordination to achieve better service outcomes.

Keywords: Effectiveness, Online Single Submission, Productivity

Introduction

Effective and efficient public services are essential in modern governance, as public expectations for service quality continue to rise. Human resources within the civil service (ASN) play a strategic role in implementing policies, with civil servant (PNS) productivity serving as a

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key indicator of bureaucratic performance, particularly in licensing services that directly impact the public and business sectors (Andriana et.al, 2023).

The Online Single Submission (OSS) system represents a digital transformation in business licensing, replacing the previously manual and cumbersome process. Under the conventional system, applicants had to visit service offices, complete physical forms, and wait extended periods for approvals, creating inefficiencies and increasing administrative burdens for civil servants at *Padang City Investment and Integrated Services Agency (DPMPTSP)*. The OSS system aims to enhance efficiency, reduce workload, and improve the productivity of civil servants by enabling faster, more accurate, and transparent services. Its successful implementation is expected to significantly strengthen civil servant performance and public service quality.

To enhance productivity, Padang City Government has developed various innovations, including Smart Surau, Dubalang Kota, Pangku Bimbiang, and the Online Single Submission (OSS) system. OSS is an integrated electronic business licensing platform designed to simplify procedures, reduce bureaucracy, and accelerate service delivery. This aligns with the global trend of digitalizing public administration to improve efficiency, transparency, and accountability (Janssen, M., Kuk, G., & Wagenaar, 2012).

Through the Investment and Integrated Services Agency (*DPMPTSP*), Padang City has adopted OSS to digitally transform licensing and investment services to enable civil servants to work faster, more accurately, and more transparently (Pratiwi, 2023). However, OSS implementation faces several challenges (Nurrahman, 2025). Key obstacles include limited technical competence among some employees, insufficient outreach to the public and business actors, inadequate infrastructure (e.g., computers and internet networks), and ineffective internal and external communication, all of which hinder service effectiveness (Dwiyanto, 2010; Wibawa, 2020). . Addressing these issues is essential to realize the system's potential for improving bureaucratic efficiency and productivity.

Despite its intended benefits, the implementation of OSS-based licensing services has not substantially increased civil servant productivity and, in some cases, is perceived by the public as slower and less efficient. This situation highlights the need for a comprehensive evaluation of OSS effectiveness, particularly regarding its impact on civil servant performance at the regional level. This study addresses three main questions: the effectiveness of OSS in enhancing civil servant productivity, the obstacles encountered in its implementation, and the improvement efforts undertaken by Padang City *DPMPTSP*.

Using Subagyo's theory of effectiveness in Budiani (2007), which includes four dimensions: target accuracy, dissemination, objectives, and program monitoring, this study provides a comprehensive assessment of OSS implementation from the perspectives of the

organization, employees, and service users. The findings are expected to contribute theoretically to research on public policy effectiveness and provide practical guidance for local government agencies in improving employee performance and the quality of digital licensing services.

As a result, the implementation of OSS-based licensing services has not been able to significantly boost the productivity of civil servants, and has even given the impression that services have become slower and less efficient in the eyes of the public. Based on this phenomenon, a comprehensive evaluation of the effectiveness of OSS implementation is needed, particularly in relation to increasing the productivity of civil servants as policy implementers at the regional level. This study was conducted to answer the questions of how effective OSS is in increasing civil servant productivity, what are the obstacles to its implementation, and what improvement efforts have been made by Padang City *DPMPTSP*.

This study addresses the gap in previous research on the implementation of the Online Single Submission (OSS) system, particularly regarding civil servant productivity. Most prior studies have focused on public satisfaction, procedural efficiency, or the impact of OSS on investment, without examining its effects on internal bureaucratic performance, especially in service delivery agencies such as the *DPMPTSP*. In Padang City, OSS implementation has faced challenges, as evidenced by 2024 data showing 1,875 permit applications, of which only 1,589 were issued, while 286 were delayed or unprocessed. These issues are linked to factors such as limited technical competence among some employees, insufficient outreach to business actors, and inadequate infrastructure, including internet networks and computer equipment.

This indicates that OSS constraints stem not only from external factors but also from internal organizational issues, particularly related to civil servant effectiveness and productivity. Therefore, this study evaluates OSS effectiveness from the perspective of policy implementers, using Subagyo's theory of effectiveness. The findings are expected to contribute to the literature on digital public service management and provide practical recommendations for enhancing internal capacity, civil servant professionalism, and the quality of technology-based licensing services.

This study presents several scientific innovations that distinguish it from previous research. First, in terms of focus, it specifically analyzes the effectiveness of the Online Single Submission (OSS) system in improving the internal productivity of civil servants at *Padang City Investment and Integrated Services Agency (DPMPTSP)*, unlike Utami Nur (2024), which emphasized public service efficiency, satisfaction, or investment outcomes from an external perspective.

Second, regarding the locus and characteristics of the research object, this study examines a local city-level context, focusing on agencies facing concrete challenges such as limited infrastructure, uneven employee competence, and weak organizational culture. This contrasts with

studies by Rusdyansyah and Reza (2025) in Jambi Province or Immaculata Yovita Adventy et al. (2024), which considered OSS implementation success in a broader macro framework without exploring internal organizational challenges.

Third, in terms of methodology, this study employs a descriptive qualitative approach with in-depth analysis based on Subagyo's theory of effectiveness. This provides a systematic analytical foundation, distinguishing it from studies such as Yunita Dj.B et al. (2024), which applied general evaluation models or quantitative approaches.

The scientific novelty of this study lies in its combined focus on civil servant productivity, the local context of Padang City *DPMPTSP*, the systematic application of effectiveness theory, and the provision of practical solutions grounded in empirical conditions. The study is expected to serve as both a scientific and practical reference for improving digital-based public service policies and enhancing civil servant performance.

Research Method

This qualitative study was performed using descriptive and inductive methods to examine the implementation of the Online Single Submission (OSS) system and its impact on civil servant productivity. This approach allowed for an in-depth description of social realities and field dynamics. According to Sugiyono (2014), qualitative methods are suitable for studying natural conditions, with the researcher serving as the key instrument, data collection carried out using triangulation, and results emphasizing meaning rather than generalization. Fatimah (2020) further noted that qualitative approaches are particularly appropriate for research on social phenomena, as they prioritize depth and context.

Moleong (2015) explained that qualitative research aims to understand phenomena holistically, in words and language, within their natural context. Simangunsong (2017) added that descriptive methods in qualitative research allow for factual analysis of social situations without manipulating variables.

Informants were selected purposively based on their involvement and capacity in OSS implementation (Moleong, 2015). Key informants included the Head of *DPMPTSP* Padang City and the Head of Licensing Services, due to their strategic authority and oversight of OSS operations. Supporting informants consisted of OSS service staff who used the system in their daily tasks.

Results and Discussion

To assess the effectiveness of the Online Single Submission (OSS) system in enhancing the productivity of civil servants at the Investment and Integrated Services Agency (*DPMPTSP*)

of Padang City, the researcher applied Subagyo's theory of effectiveness consisting of four dimensions:

1. Program Target Accuracy, measured by indicators such as improvements in civil servants' capabilities and competence, and the ease of OSS implementation for business actors.
2. Program Dissemination, measured by indicators including the adequacy of facilities and infrastructure, and the media used for dissemination.
3. Program Objectives, measured by indicators such as civil servants' knowledge and adherence to professional ethics.
4. Program Monitoring, measured by indicators including monitoring and evaluation of the program.

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1. Program Target Accuracy

Target accuracy served as an initial measure of the extent to which OSS was implemented and provided direct benefits to its main targets: employees as service providers and the community as service users. At the *DPMPTSP* in Padang City, OSS had been implemented across almost all service lines. However, the implementation was not fully on target, as some civil servants were unable to operate the system optimally. Many employees lacked adequate digital competencies, and not all had participated in ongoing OSS training, resulting in disparities in understanding and application among service units.

From the users' perspective, business actors continued to experience confusion with online data input and validation processes. Although the intended targets were service efficiency and increased civil servant productivity, implementation accuracy had not been fully achieved. This issue was compounded by the uneven distribution of tasks within the system, which created heavy workloads in some areas and lighter workloads in others, thereby hindering effective work processes and overall employee productivity.

2. Program Dissemination

Dissemination was a critical factor in determining the success of OSS, as inadequate dissemination limited employees' and users' understanding of the system. At the *DPMPTSP* in Padang, dissemination had been limited and had not effectively reached all levels of the bureaucracy or the public. Many employees received information only through internal briefings, without written documentation or structured training modules. This caused employees to lack confidence in providing information to the public, creating communication barriers.

The tools used for dissemination were also inadequate, including computers and internet access. Not all employees had access to the latest OSS updates. Furthermore, many intended beneficiaries were unaware of OSS or its procedures. Weak dissemination led the public to depend on officials for permit processing, despite OSS being designed to facilitate independent online services. The absence of promotional media, technical guidelines, and joint training sessions resulted in low OSS literacy among stakeholders.

3. Program Objectives

The primary objectives of the Online Single Submission (OSS) system are to accelerate licensing processes, enhance bureaucratic efficiency, and optimize employee productivity through information technology. The implementation of OSS at *DPMPTSP* Padang City has partially achieved these goals, such as speeding up data entry and reducing permit issuance time, but overall human resource readiness remains insufficient. Some employees continue to rely on conventional manual procedures due to familiarity with the traditional system.

In addition, issues of employee discipline and accountability hinder OSS effectiveness. Service delays occur, particularly during system disruptions, because some staff fail to proactively resolve problems or assist the public. This indicates that the program's objectives have not been fully integrated into the organizational culture. Ideally, OSS should enhance civil servant productivity not only in speed but also in service quality, discipline, and responsibility.

4. Program Monitoring

Monitoring is essential for ensuring the effectiveness of OSS implementation, particularly in large programs involving multiple units and cross-sector coordination, which require regular supervision, systematic evaluation, and integrated reporting. At the *DPMPTSP* in Padang City, monitoring remains limited and primarily administrative, focusing on employee performance evaluations that rely on routine reports rather than OSS-specific indicators. Public feedback has not been systematically incorporated into policy evaluation, and technical obstacles, such as network disruptions, lack proactive mitigation. As a result, services are sometimes suspended, and evaluations are conducted reactively in response to public complaints rather than preventively. Monitoring has not yet functioned as a control mechanism to drive continuous service improvement.

Assessment of OSS across four dimensions of effectiveness indicates that despite its potential to enhance civil servant productivity, implementation at *DPMPTSP* Padang faces significant challenges. Human resource limitations, inadequate dissemination, unmet program objectives, and weak monitoring undermine optimal performance. OSS has improved administrative processes and time efficiency, but its impact on work quality remains uneven.

Greater integration of technical training, standard operating procedure development, and a clear reward and punishment framework is required to ensure that OSS functions as a genuine productivity tool rather than a procedural formality.

Discussion of Key Research Findings

The findings of this study, which indicate that the implementation of the Online Single Submission (OSS) system at the *DPMPSTP* in Padang City has not optimally increased civil servant productivity, are largely supported by previous research. Wardani et al. (2024), in their evaluation of OSS in Bima City, found that while the system accelerated licensing processes and enhanced transparency through online tracking, significant challenges remained due to limited personnel, budget, and infrastructure. This aligns with the situation in Padang City, where restricted infrastructure and low civil servant capacity constitute the main obstacles, suggesting that OSS effectiveness depends heavily on internal readiness, particularly human resources and infrastructure.

Similarly, Rusdyansyah and Reza (2025) reinforce these findings, demonstrating that employee competence and OSS usage significantly affect public service effectiveness at the *DPMPSTP* in Jambi Province. This corresponds with Padang City, where low employee competence contributed to suboptimal OSS implementation. Their emphasis on the importance of training and technological proficiency underscores the need to enhance human resource capacity, consistent with the recommendations of this study.

Research by Yunita Dj. B. et al. (2024) on OSS in Morowali Regency emphasizes technical obstacles from the perspective of external users, including limited public understanding and unstable internet networks. Although their focus differs from this study, their findings indirectly support it by highlighting system limitations and the lack of a digital ecosystem, which can also affect internal employee performance. The distinction lies in the main focus: this study examines OSS's impact on civil servant productivity, while Dj. B. et al. analyze its effect on the efficiency of business licensing services for the community.

Utami Nur et al. (2024) evaluated OSS in Sintang Regency and found that, despite generally smooth operations, signal access issues persisted. Notably, responsive measures such as direct assistance to the public mitigated these challenges. This suggests that quick, adaptive responses can reduce OSS inefficiencies, a lesson relevant for Padang City. While Sintang focuses on external responses, the findings support the broader conclusion that OSS success depends on the readiness and active adaptation of administrators.

Adventy et al. (2024) provide national-level evidence, concluding that OSS implementation remains incomplete due to limited dissemination, system complexity, and low

public awareness. These findings align with Padang City, where dissemination has not been fully optimized internally or externally. Overall, this study corroborates Adventy et al.'s observation that OSS effectiveness issues are not isolated but constitute a systemic national challenge.

Discussion of Other Interesting Findings

The implementation of Online Single Submission (OSS) services at the Investment and Integrated Services Agency (*DPMPTSP*) faces complex, multi-layered challenges. A primary obstacle is the uneven technical competence of employees, which hampers service efficiency. Limited training, restricted access to updated information, and minimal technical upgrades hinder adaptation to regulatory changes and new system features. These challenges are compounded by inadequate facilities and infrastructure, including insufficient computers, slow internet connections, and unsuitable workspaces, particularly during surges in service demand. The Public Service Mall (MPP), located three kilometers from the main office, further complicates coordination, supervision, and workload distribution.

Network instability, especially during peak hours, slows data entry and prolongs public waiting times. Budget constraints restrict the procurement of equipment and employee training, as funds are often reallocated to more urgent programs. Non-technical factors, including low employee discipline, lack of task accountability, and behavior prioritizing personal interests, also reduce productivity and undermine the quality of public services.

DPMPTSP has implemented a range of strategic measures to enhance OSS service effectiveness. To improve employee competence, the agency has developed targeted technical training aligned with the latest OSS system updates and regulations, aimed at enhancing professional skills and system proficiency. To address infrastructure limitations, plans have been made to procure additional equipment and upgrade networks through annual budgets, alongside maintenance of existing facilities.

Short-term measures include using alternative buildings, such as Pasar Raya, as temporary Public Service Malls (MPP) to maintain service continuity. Additional Wi-Fi access points have been installed to strengthen connectivity, particularly during peak periods. Budget proposals are submitted incrementally and prioritized according to service urgency. Organizational culture is also being addressed through enhanced supervision, disciplinary measures for rule violations, and promotion of a collective work ethic focused on excellent public service. These initiatives reflect the agency's commitment to ensuring that OSS services are delivered efficiently, effectively, and accountably.

Conclusion

Online Single Submission (OSS) program at Padang City *DPMPTSP* has not effectively improved civil servant productivity. Of the four dimensions assessed, which comprise eight sub-indicators, only two, civil servant ethics and monitoring, performed well. The remaining six sub-indicators, including competence development, ease of implementation, facilities and infrastructure, media, civil servant knowledge, and evaluation, performed poorly. Key factors limiting OSS effectiveness include low human resource competencies, irregular training despite scheduled programs, and inadequate infrastructure, such as the temporary Public Service Mall building.

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