

## Implementation of Policy for Establishing License Policy at Department of Investment and One-Door Integrated Licensing Services (DPM & PPTSP) in Binjai

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### Abstract

*The aims of this study is to describe Implementation of Policy for Establishing License Policy at Department of Investment and One-Door Integrated Licensing Services (DPM & PPTSP) in Binjai. This study use qualitative research. Based on the descriptions that the researcher has put forward in the previous chapters, in this chapter the author will draw some conclusions from the results of the field research that the author has done so far and provide suggestions as the last step in this research. In the first year of IMB implementation with OSS there were 732 reports and actions that had been carried out the percentage was 90%. In the second year of IMB implementation with OSS there were 647 reports and actions that had been carried out, the percentage was 89%. In the third year of IMB implementation with OSS, there were 213 reports and actions that had been carried out, the percentage was 81%. So there is a decrease in the issuance of permits in IMB with OSS for actions that have been taken from the first year of implementation to the third year of implementation by 9%.*

### Keywords

Implementation of policy;  
license policy; deparment of  
investment



### I. Introduction

In order for the effectiveness and efficiency of public service delivery, the Binjai City Investment and One Stop Integrated Licensing Service (DPM&PPTSP) was established based on Binjai City Regional Regulation No. 4/2016 concerning the establishment of Binjai City apparatus with the aim of improving the quality of public services that are fast, cheap, easy, transparent, certain and affordable. In carrying out the duties of the One Stop Integrated Investment and Licensing Service (DPM &

Therefore, the problems that arise from the policy are felt to really need a long bureaucracy because the party who determines the permission to build a building is at the Integrated Investment and Licensing Service which was previously carried out by the Housing and Settlement Service as a result of the delegation of tasks, the permit from establishing the building took a long time because the test went through such a long process from the one-stop integrated service agency that it was transferred back to the service which became the technical team for review and inspection in the field which was formerly at the Housing and Settlement Service directly to the field and directly in the field. make the IMB, while now the permit is through the One Stop Investment and Licensing Office and back delegated to the Department of Housing and Settlements as the Technical Team, therefore IMB that the community wants to make it difficult and takes a long time.

Theoretically, the Medan Investment Service and Integrated Licensing Service have the authority to issue a permit from the IMB, but in practice, the Medan Investment Service and Integrated Licensing Service does not have a technical team to determine whether a permit can be issued or not because the technical team provides recommendations for issuance. the permit so that the processing of the permit from the IMB requires a long time and bureaucracy, in that case the author wants to raise and try to provide a solution so that it does not take too long to issue a building permit.

The One Stop Integrated Investment and Licensing Service (DPM & PPTSP) Binjai City has the task of coordinating and providing administrative services in the field of licensing in an integrated manner with the principles of integration, synchronization, simplification and certainty. In order to improve the competitiveness of Indonesia in general and the competitiveness of regions in Indonesia in particular, apart from increasing infrastructure development and improving the work ethic of the community, the government has also carried out a major overhaul in licensing issues.

Therefore, the central government expects local governments to implement a government system that is good governance and clean governance that is transparent, accountable and transparent professionals in order to provide the best possible service to the community. The President of the Republic of Indonesia, Mr. Joko Widodo, in his various speeches conveyed that there are two challenges for Indonesia in the future, namely openness and competition to win the competition. Simplification of licensing (regulation) absolutely must be done, there is no longer a word slow and hampers everything must be transparent.

In accordance with the vision of the Binjai City DPMPPTSP "the realization of quality licensing and increased investment and competitiveness towards a smart city". With this, it can be understood how to provide the best facilities, quality and quantity in providing services to the community according to the regulations of the Mayor of Binjai number 44 of 2016 concerning functions and work procedures.

In the process of issuing a definite permit, time or SOPs will be applied in the issuance of a permit, to shorten the time in issuing a definite permit, all competent officials must be in a place that can process the permit, with this process the permit process can be completed properly according to the SOP, if it is not carried out properly, the SOP will not be implemented. will do well.

In this study the authors focus on the Building Permit (IMB). IMB or Building Permit is a permit to construct, repair, add, change, or renovate a building, including a building feasibility permit issued by the local government. The regulations governing IMB itself are based on Law number 28 of 2009 concerning regional taxes and levies. These laws and regulations in their implementation are then elaborated by each region. The purpose of the IMB itself is to create an orderly, comfortable and appropriate layout of the building. With the IMB there will be harmony, a balance between the environment and the building. The City Government of Binja has issued Perda no. 9 of 2011 Binjai City and Perwa No. 20 year 2013.

## **II. Review of Literature**

### **2.1. Implementation Public Policy**

Public policy was action with intention determined by actor or several actors in overcoming a problem or task (Wu et al., 2017). Public policy was meant as state wisdom, a decision meant to overcome certain problem, to conduct certain activity, or to achieve certain activity, which was done by the authorized institution as part of implementation of state's task and development. (Syakur, et al. 2020)

Policies that have been recommended to be chosen by policy makers are not a guarantee that the policies will be successful in their implementation. There are many variables that can affect the success of implementation, both individually and in groups or institutions. Implementation of a program involves the efforts of policy makers to influence the behavior of bureaucrats as policy implementers.

The bureaucracy as an extension of the government functions as a policy implementer. The bureaucracy carrying out the duties and functions of the government from day to day certainly has an impact on its citizens. The role of the bureaucracy will determine the success of the programs that have been set by the government. Synergy between policy makers and the bureaucracy or in other words the service as the implementer is very important for achieving policy goals.

Winarno in his book entitled *Public Policy Theory and Process* explains the meaning of policy implementation, as follows: "Policy implementation is a legal administrative tool in which various actors, organizations, procedures, and techniques work together to implement policies in order to achieve the desired impact or goal" (Winarno, 2005:101).

## **2.2 Policy Implementation Models**

Policy is the responsiveness of public services regarding aspects of the formulation and implementation of public policies and the process of public management, both of which relate to society, the values that develop the need for excellent service of opinions and available choices. To achieve this goal, workers suggest ideas about flexibility, entrepreneurship, and a better willingness to adopt new, more creative ideas (Andrews & Van de Walle, 2013). If government policy is right on target, then the main possibility is that the main problem lies in the community itself (Dewi, 2018)

To carry out the activity process in the stages of policy implementation, there are several policy implementation models that can be used so that a policy can be implemented properly and the results are in accordance with the previously formulated objectives.

The models of policy implementation proposed by the experts are:

### **a. Hoodwood and Gun Policy Implementation Model**

The second model is model Brian W. Hoogwood and Lewis A. Gun (in Nugroho 2014: 668). According to these two experts, to implement the policy, the following conditions are needed:

1. The first condition relates to guarantees that the external conditions faced by the implementing agencies/agencies will not cause major problems.
2. The second condition is whether to implement it there are adequate resources, including time resources.
3. The third condition is whether the combination of the necessary resources really exists.
4. The fourth requirement is whether the policy to be implemented is based on a reliable causal relationship.
5. The fifth condition is how much causality there is.
6. The sixth condition is whether the relationship of interdependence is small.
7. The seventh requirement is deep understanding and agreement on the goal.
8. The eighth condition is that the tasks have been detailed and
9. Placed in the correct order.
10. The ninth requirement is perfect communication and coordination.
11. The tenth condition is that those who have the power of authority can demand and obtain perfect obedience.

### **b. Merille S. Grindle Policy Implementation Model**

The third model is the Merille S. Grindle model (in Nugroho 2014: 671). The Merille S. Grindle model is defined by the content of the policy and the context in which it is implemented. The basic idea is that after the policy is transformed, the policy implementation is carried out.

Its success is determined to include:

- a. The interests that underlie the policy.
- b. Benefits that can be achieved.
- c. Changes to be achieved.
- d. Location of Decision Making.
- e. Program Executor.
- f. Resources used.

Meanwhile, the implementation context is:

- a. In terms of authority, what strategies are used to fulfill the interests and programs of the actors involved.
- b. Characteristics of the expected community environment.
- c. Level of compliance and responsiveness of implementers.

The success of policy implementation is also largely determined by the level of implementability of the policy itself, which consists of Content of Policy and Context of Policy, Grindle (in Agustino, 2006: 1168).

### **2.3 Definition of e-Government**

Currently e-Government is considered as a step of progress in changing the government system which has been considered convoluted. In terms of public services, it turns out that e-Government is able to provide benefits that include the convenience of location and time, as well as speed in the process. The e-Government system can also lead to greater transparency or also reduce the number of maladministration that often occurs in government.

### **2.4 Conceptual Framework**

To provide an understanding that is in accordance with what is expected, the author will first try to direct this research, there are several conceptual foundations used which are examined from the aspect of State Administrative Law, including:

#### **a. Implementation**

Nurdin Usman argues that implementation boils down to activities, actions, actions, or the existence of a system mechanism. Implementation is not just an activity, but an activity that is planned and to achieve the objectives of the activity.

#### **b. Authority**

The definition of authority is a right that is owned by a person or legal entity with which a person or legal entity can order or order to do something.

Authority is the ability to take certain legal actions, namely actions intended to cause legal consequences, which include the emergence and disappearance of certain legal consequences. Rights contain the freedom to do or not to take certain actions or to demand other parties to take certain actions, while obligations contain the obligation to do or not to take certain actions.

#### **c. Delegation of Authority**

Delegation of Authority is the assignment of duties, rights, obligations, and responsibilities for Licensing and Non-licensing, including the signing on behalf of the recipient of the authority.

d. Investment Permit

The definition of licensing as contained in the Regulation of the Head of the Investment Coordinating Board No. 15 of 2015 concerning Guidelines and Procedures for Investment Licensing and Non-licensing. Formulating Licensing is any form of approval to make investment issued by the Central Government, Regional Government, Free Trade Zone and Free Port Concession Agency, and Special Economic Zone Administrator, which has the authority in accordance with the provisions of laws and regulations.

e. Non-licensing

The definition of non-licensing as contained in the Regulation of the Head of the Investment Coordinating Board No. 15 of 2015 concerning Guidelines and Procedures for Investment Licensing and Non-licensing. Formulating non-licensing is all forms of ease of service and information regarding investment, in accordance with the provisions of laws and regulations

a. Capital investment

The definition of investment used in this research is based on Law no. 25 of 2007 concerning Investment. The formula is "Investment is all forms of investment activities, both by domestic investment and foreign investors to conduct business in the territory of the Republic of Indonesia.

b. Special Economic Zones (SEZ)

Special Economic Zones, hereinafter referred to as KEK, are areas with certain boundaries within the jurisdiction of the Unitary State of the Republic of Indonesia which are designated to carry out economic functions and obtain certain facilities.

c. One Stop Service (PTSP)

One-Stop Integrated Service, hereinafter referred to as PTSP, is an integrated service in a single process starting from the application stage to the stage of completing the service product through one door.

## **2.5 Efforts to Improve Services**

Talking about efforts to improve service means talking about how to obtain it so that the quality/quality is improved. The services provided should be services that can provide a sense of satisfaction for the recipient of the service and the services provided to customers are required to always be perfected and improved in quality in the future.

## **2.6 Public Policy**

Public policy is the authority of the government to carry out its duties and functions in relation to society and the business world. Understanding policy (policy) is the principle or way of acting that is chosen to direct decision making. According to Ealau and Prewitt (1973), a policy is a valid provision which is characterized by consistent and repeated behavior, both from those who make it and those who obey it (who are affected by the policy). Furthermore, Titmuss (1974) defines policy as the principles that govern actions directed towards certain goals. According to Titmuss, policies are always problem-oriented and action-oriented.

## **2.7 Implementation**

In the Big Indonesian Dictionary, implementation is defined as the implementation or application. In simple terms, the definition of implementation in the Webster's Dictionary (Solichin Abdul Wahab, 1997) is formulated as "to provide means for carrying out; to give practical effect to" (presenting tools to implement; having an impact / result in something). The implementation of a policy is very dependent on the formulation of policies that are



prepared in achieving the stated goals. According to Van Meter and Van Horn (1975) quoted by Abdul Wahap (1997) formulate that the implementation process as " those actions by public or private individuals (or groups) that are directed at the achievement of objectives set forth in prior policy "those actions by public or private individuals (or groups) that are directed at the achievement of objectives set forth in prior policy decisions (actions taken by individuals/officials or government or private groups directed at achieving the goals outlined in policy decisions). Referring to the opinion above, it can be said that the sources to achieve the goals that have been set previously by policy makers

It includes three mutually supportive elements, namely human resources, budgetary (financial) capabilities and organizational capabilities carried out by the government and the private sector (individually or in groups). More specifically, Daniel A. Mazmanian and Paul A. Sabatier (1979) quoted by Abdul Wahab, 1997 explain the meaning of implementation as follows:

"Understanding what actually happens after a program is declared effective or formulated is the focus of attention for policy implementation, namely the events and activities that arise after the adoption of state policy guidelines, which include both efforts to administer them and to cause consequences or real impact on society or events"

According to Grindle, (in Abdul Wahab, 1997) that actual policy implementation is not only concerned with the mechanism of elaborating political decisions into routine procedures through bureaucratic channels, but more than that it involves issues of conflict, decisions and who gets the benefits. what of a wisdom. So it is not wrong to say that policy implementation is an important aspect of the entire policy process.

To analyze a policy implementation process that takes place, it can be seen from various policy implementation models. Van Meter and horn<sup>17</sup> proposed a model of the policy implementation process. In this model Van Meter and Van Horn base on the argument that differences in the implementation process will be influenced by the nature of the policy to be implemented. Then it was also emphasized that change, control and act compliance are concepts which is very important in the implementation procedure. Wayne Parson divides policy implementation models, namely: The Analysis of failure model, Rational Model (top down), bottom-up approach model and synthesized theories (hybrid theories).

### **III. Research Methods**

The location of this research is the Office of Investment and One Stop Integrated Licensing Service (DPM & PPTSP) of Binjai City. The time used for research data collection is from October to January 2021.

The type of research used in this research is qualitative using descriptive method. Through a descriptive method with a combination of qualitative and quantitative methods, namely by conducting direct research at the One Stop Integrated Investment and Licensing Service (DPM & PPTSP) Binjai City in order to get a precise, clear and detailed picture of how the existing problems are based on actual facts at the time of researching which are outlined in the form tabulated and accompanied by explanations. it is hoped that the results of this study can provide an assessment of the policy of Perwa No.1 of 2017 specifically for Building Permits (IMB), SK. Technical Team assigned to several related OPDs and Standard Operating Procedures (SOP)

## IV. Result and Discussion

In the chapter on the results of this research and discussion, the researcher uses the theory of policy implementation from Merille S. Grindle. Grindle said that the success of the policy implementation process to the achievement of results depends on the program activities that have been designed and sufficient funding, in addition to being influenced by the content of the policy, it is also influenced by the context of its implementation. The basic idea is that after the policy is transformed, the policy implementation is carried out. Success is determined by the degree of Implementability of the policy. (Nugroho, Rian. 2014: 671).

The process of reviewing policy implementation according to Merille S. Grindle includes 2 major variables, namely the content of the policy and the context of implementation, which are factors to influence the success of policy implementation. Therefore, researchers will conduct an analysis of the results of the research to be carried out as presented. The data obtained from interviews, documentation and observations will be presented with qualitative analysis techniques with descriptive methods and still refer to the results of interpellation of data and information in accordance with the formulation of the problem in this study.

### 4.1. Overview of Making IMB

The local government of Binjai City, in this case the Mayor and Deputy Mayor of Binjai City, has realized a policy to make all permits in an agency called the One Stop Integrated Investment and Licensing Service, in which all permits that used to be in the related OPD become one in implementation. Policy on Building Permits at the Investment Office and One-Stop Integrated Licensing Service which used to be at the Housing and Settlement Service, since 2017 the permit has been transferred to One-Stop Integrated Service with a note that the Technical Team is still at the Old Service. So that the work on the permit wastes a lot of time because the file for the permit from the one-door permit is transferred back to the Perkim office to get a recommendation from the Perkim office then the file is transferred back to the PTSP service and then verified and the permit is made (For Residential Houses) For commercial houses from PTSP to the Perkim office, then to the PU Service and back to Perkim, then back to the PTSP Office and the permit is issued so it takes a lot of time to waste in processing the IMB permit.

In this discussion chapter, researchers discuss how policy implementation is currently underway using the theory presented by Merille S. Grindle that a policy implementation will succeed or fail by pre-determining the content and context of the policies that have been made, namely policy content/content, and the context of policy implementation.

The implementation of the policy is determined by the content or content and the environment or context that is applied, it can be seen whether the implementers of the policy have made a policy in accordance with what is expected, what is needed by the community and whether a policy is influenced by an environment so that the level of change required is wanted to happen.

In this study, this implementation in Binjai City can be described with a policy analysis model from the Merille S. Grindle model called Implementation as A Political and Administration Process. This model consists of several variables, namely:

#### a. Content of Policy, with the following indicators:

- Influencing interests
- Types of benefits that can be obtained
- Degree of Change to be achieved

- Location of Decision Making
- Program Executor
- Resources used.

**b. Implementation Context (Context of Policy), with the following indicators:**

- The powers, interests and programs of the actors involved.
- Characteristics of institutions and regimes in power.
- The level of compliance and the response from the implementer.

In the theory of policy implementation, Merille S. Grindle also stipulates that the content of the policy is the most important thing in its implementation, where he categorizes that policy implementation can run if the content of the policy has six criteria, namely related interests, types of benefits, desired changes, location of decision making, , program implementers and the resources used to implement the policy.

Policy is one way for the government to solve complex problems in the community and also overcome problems in the government's internal environment by involving the interests of certain parties or related interests at the stage of implementing the policy. This indicator also explains that policies in their implementation must involve many interests, and from these interests it will be assessed to what extent these interests provide benefits and have an influence on their implementation.

This was also expressed by the informant regarding the granting of an IMB permit, namely:

*"Initially the interest in making this plan was made to accommodate government regulations during the campaign which was then outlined in the Vision and Mission of Binjai City Development for the 2016-2021 Period. (Information from the Regional Secretary of Binjai City interviewed in the Regional Secretary Meeting Room on April 25, 2021, transcript of the interview on related interests).*

In this regard, other informants gave other opinions, namely:

"The interest in planning for building construction is to accommodate the results of the DPRD meeting "Monitoring and Evaluation of the Integrated Corruption Prevention Action Plan" on April 5, 2017 which resulted in an agreement (MoU) namely the formation of the delegation of permits to the Integrated Service which resulted in decisions, one of which was the establishment of building permits through oss of integrated services with recommendations from the relevant agency Perkim in terms of licensing to anticipate gratuities to the Regional Head. (Information from the Head of Binjai City One Stop Permits as an interview on Tuesday, April 28, 2021, transcript of the interview regarding related interests).

While other informants gave opinions, namely:

*"According to my assessment that the basis for this delegation of authority is for the benefit of the community, namely the era of globalization where there are demands from the community that the government facilitates a media as a service because the level of public trust in public services is still at a low level, this encourages the government to innovate to make public services. OSS media services are cheap, fast, efficient and can meet the interests of all elements of society in terms of public services to the community. (Information from the Head of the One Stop Licensing Division from the interview at the BCC Building Jl. Gen. Sudirman No. 06 on 10 May 2021, Transcript of related interests).*



#### **4.2. Benefits of Implementation of Binjai City PPTSP IMB Permit Policy**

In the policy implementation model proposed by Merille S. Grindle, the second variable in determining the success of a policy or program being implemented is an indicator of the types of benefits that can be obtained. From a policy it must be shown the types of benefits that can be obtained as a positive impact if a policy is implemented. Basically a policy that is made will be easier to implement if it provides many benefits for the implementers and for the target group. That is why a policy made must provide benefits to many groups and recipients, because it is closely related to the success or failure of its implementation. The indicator of the degree of change to be achieved by Merille S. This Grindle explains that every policy has a target to be achieved. In short, the changes to be achieved will be closely related to the types of benefits derived from an implemented policy. Therefore, it is necessary to take into account what kind of change is desired, because a policy that is too demanding for change will also be more difficult to implement.

Based on the results of the interviews above, researchers can understand that so far the changes to be achieved with the existence of e-Masyarakat are so that the people of Binjai City can be smarter, as well as human resources who serve correctly according to timeliness.

This means that the obstacles to implementing the IMB permit are not only on the community but also on the human resources of the implementor. In this case, to change the mindset of the community, the implementer of the community must repeatedly socialize and provide an understanding that the community is very important. In summary, the Department of Public Works and Spatial Planning, the Department of Housing and Settlement Areas, the Department of the Environment, the Department of Communication and Informatics, the Department of Transportation, the Department of Population and Civil Registration, and 2 other agencies, namely the Regional Drinking Water Company (PDAM) and the State Electricity Company (PLN). must participate in supporting every process of IMB implementation. Thus, the community will certainly feel a change in the use of OSS.

#### **4.3. Location of Decision Making in IMB Implementation**

Decision making becomes important in a policy, when the policy is made and decided to be implemented. On the other hand, there are several things that must be considered, namely the decision-making side which is closely related to the success and failure of a policy. In this section, Merille S. Grindle argues that policy implementation will be successful if the indicators of decision making are clear. For this reason, this section must explain where the decision making of a policy to be implemented is located.

The location of decision making is very close to the stake holder, where every decision taken in carrying out a policy and program must be in accordance with the provisions and regulations that have been decided. According to Thomas R. Dye (in Subarsono 2009: 2) whatever the government chooses to do or not to do (public policy whatever government chooses to do or not to do). That is, everything that is done or not done depends on the government's decision.

In the policy implementation process, program implementers are the most important indicator in determining the success of a policy being implemented. The success of policy implementation is largely determined by program implementers who are competent and capable. Not only that, program implementers must also support the program to be implemented with a responsive attitude, friendly and polite behavior, and have a sense of upholding honesty and responsibility.

In this section it is explained that Merille S. Grindle argues for the success of a policy implementation through program implementation indicators, because program implementers are the key and benchmark for whether the policy is successful or failed to be implemented.

The appointment of competent and capable program implementers must be determined and determined at the beginning of policy making. This means that the program implementers will later provide and provide services to the community in a program that has been created. Policy implementation will be successful if a policy is supported by adequate resources. Maximum resources will support good implementation as well. Resources are one of the keys to the success of the policy implementation process for a region.

In addition to the content of the policy which is an important variable in determining the success of a policy implementation, the policy context is also an aspect or variable that is also related to the success of a policy that is implemented or failed to be implemented. Often the policy when implemented only considers the content of the policy including the content of the policy, even though the real impact that is more visible from the content of the policy will be related to certain social, economic, and political environments. However, the actual policy at the time of implementation must consider the policy context or the environment in which administrative actions are carried out. In a policy it is necessary to take into account how much strength and power as well as the interests and programs or strategies used by policy actors to facilitate policy implementation. If this is not taken into account effectively, it is very likely that the policies made will fail to be implemented. The implementation of a policy cannot be separated from the relationship with the power and interests of the actors who make, implement or are outside of it. However, with the existence of these powers and interests, then how can the actors make strategies to carry out policies smoothly. The environment in which a policy is implemented will affect the success of the policy. In this section, we want to explain how the characteristics of the institution or regime in power are also related to policy implementation. This implementation context variable is related to the situation and condition of the related parties and the community as program recipients. The characteristics of the stakeholders in power, in this case are in accordance with the main tasks and functions related to carrying out their duties.

#### **4.4. Policy Standards and Objectives**

A policy is basically made with the hope of solving existing public problems. The policy made is expected to be the best solution from the various alternatives. Therefore, a policy should contain appropriate standards and targets so that when it is implemented it will not lead to wrong interpretations in its implementation. Implementation of the Policy on Building Permits at the Investment Office and One Stop Integrated Licensing Service was made with the hope of increasing accountability and transparency in public services in Binjai City.

Based on the information obtained by the researcher from the key informant, namely the Regional Secretary of Binjai City, the following is an excerpt from the summary of the researcher's interview with him regarding the implementation of the IMB:

*"The benefit of OSS is that there is no longer a gap between the Binjai City Government and the community in public services, with OSS as a media center service, all community problems in Binjai City can be conveyed through this application. In scientific language through OSS we have done what is called "Reinventing Government".*

#### **4.5. Bureaucratic Structure**

Bureaucracy is one of the agencies that most often becomes the implementer of the policy as a whole. They are not only in government structures but also in other private organizations and even in educational institutions (Edward in Winarno, 2002). A good bureaucratic structure will support the success of policy implementation. In this study,

researchers examined the bureaucratic structure of implementing policies seen from the existence of SOPs and the coordination between implementing agencies.

#### 4.6. Resources

Adequate resources in carrying out a policy are one of the factors that can support the successful implementation of a policy. The availability of adequate resources can be in the form of human resources, financial resources (budget) and available facilities and infrastructure.

### V. Conclusion

Based on the descriptions that the researcher has put forward in the previous chapters, in this chapter the author will draw some conclusions from the results of the field research that the author has done so far and provide suggestions as the last step in this research.

- In the first year of IMB implementation with OSS there were 732 reports and actions that had been carried out the percentage was 90%.
- In the second year of IMB implementation with OSS there were 647 reports and actions that had been carried out, the percentage was 89%.
- In the third year of IMB implementation with OSS, there were 213 reports and actions that had been carried out, the percentage was 81%.

So there is a decrease in the issuance of permits in IMB with OSS for actions that have been taken from the first year of implementation to the third year of implementation by 9%.

#### Suggestions

The suggestions that researchers can give include various aspects that support the successful implementation of the Building Permit Policy at the Investment Office and One Stop Integrated Licensing Service.

It is hoped that the City Government of Binjai will look for patterns so that the sustainability of this policy will continue because it is feared that if there is no innovation or approach to the community, the use of the OSS application for Issuance of IMB from year to year will decrease.

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