

## **Implementation of the Policy of Law Number 25 Of 2009 Concerning Public Services at the Investment and One-Door Integrated Services Service of Belu Regency**

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### **Abstract**

*The Investment and One-Stop Integrated Service Office of Belu Regency provides public services for residents in Belu Regency to meet their needs in accordance with laws and regulations. In the implementation of services, various obstacles are still encountered, one of which is the low and minimal human resources, both in quality and quantity. The purpose of this study is to describe and analyze the implementation of policies at the DPMPST of Belu Regency. This study uses the Policy Implementation Model proposed by George Edwards III. Policy implementation is examined from four factors, namely: communication, resources, disposition, and bureaucratic structure. The study uses qualitative methods, with data collection techniques through interviews, observation, and documentation. The results of the study indicate that the implementation of the Public Service Mall in Belu Regency has been running in accordance with the provisions of laws and regulations, then to measure the performance of the organizers, a Public Satisfaction Survey was conducted for the period January to June 2025, the quality of service showed very good results with a KIM value of 99.28.*

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## **1. INTRODUCTION**

Public service is all activities in order to fulfill basic needs in accordance with the basic rights of every citizen and resident for goods, services, and/or administrative services provided by service providers related to the public interest. Public service providers are public service institutions and officers, both Regional Governments and Regionally-Owned Enterprises that provide public services. Recipients of public services are individuals or groups of people and/or legal entities that have rights and obligations towards a public service. The community, which is the customer of public services, also has needs and expectations for the performance of professional public service providers. So that what is now the task of the central government and regional governments is to provide public services that can satisfy the community. (Mustika & Dahuri, 2025) Good public policy is a policy that interprets the public interest. Policy implementation is part of applying the policy design that has been designed (the policy formulation stage). Thus, policy implementation is an important step in the public policy cycle because it determines the extent to which the goals and objectives that have been set can be achieved effectively. This stage serves as a bridge between planning and real results, where the policy is implemented in the actual context through the actions of the government, society, and other

related parties. (Faustina & Rusli, 2025) According to Thomas R Dye (in Wayne Parsons, 2005: xi) quoted from (Elwan, L.O.M, 2011:15). *"public policy is whatever governments choose to do or not to do"* Public policy as "whatever the government chooses to do or not to do, in an effort to achieve state goals, the government needs to take action choices that can be doing something or not doing something, why they do it and what difference it makes. (Putera, 2024) The formation of a policy is always based on the goals to be achieved, where a quality policy certainly has quality goals as well. Quality goals meet at least three parameters, namely feasible to be realized, logical or achievable, and future-oriented. Every government policy must contain certain substances or materials. Hoogerwerf (1997) identified five components as the substance of the policy, including policy issues, principles, norms and policy objectives, policy instruments, policy activities, and the time dimension and tempo of policy implementation. Based on the constitutional mandate, the state has a fundamental obligation to provide services to all citizens in fulfilling basic rights and community needs, including the provision of public infrastructure. This provision is reinforced by Article 15 letters d and e of Law Number 25 of 2009 concerning Public Services, which emphasizes that the Government has the responsibility to provide infrastructure, facilities, and services in public services that meet quality standards in accordance with principles and objectives of public service delivery. (Ainurosida et al., 2025)

Based on the results of the researcher's top services Public at the Investment and One-Stop Integrated Services Office Belu Regency always increasing and even becoming the focal point of service. However, there are still some obstacles found in terms of community service. The resources of the state civil apparatus are still low and minimal in both quality and quantity; there is a lack of supporting facilities and infrastructure, and there are limited operational budgets. Based on this phenomenon, the researcher is interested in conducting a study entitled "Implementation of the Policy of Law Number 25 of 2009 concerning Public Services at the One-Stop Integrated Investment Service Office (DPMPTSP) of Belu Regency.

## 2. LIBRARY REVIEW

### Public service

Public service is an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers.

(Law Number 25 of 2009 concerning Public Services). Public services are one of the main functions of local government in providing administrative and social services to the community. According to Hood (1991), public service performance can be measured from the aspects of efficiency, effectiveness, transparency, and quality of services provided to the community. Furthermore, Osborne and Gaebler (1992) emphasized the importance of implementing new public management (NPM) principles in public services, which include the use of information technology to improve accessibility and accelerate the service process. (Sari, 2025) Public services are a basic right of citizens that must be fulfilled by the state through government institutions. The performance of public services is highly dependent on the effectiveness of the bureaucracy in carrying out administrative functions. Good public services are characterized by the principles of speed, affordability, ease, transparency, and accountability (Susanti, 2020). (Dunggio, 2025)

### Public Policy

According to Hayat (2018), public policy can be understood as a decision taken by an authorized party aimed at fulfilling the common interest. This policy is not only the result of the decision-making process alone, but also reflects a strategy for optimally utilizing available resources to resolve various problems faced by society and the government. In the process, public policy involves various parties who have interests in certain fields, with a clear and directed end goal of creating changes or improvements that have a broad impact on public life. (Chandle and Plano in Pasolong, 2010: 38). Public policy is a long process (Birkland, 2015). The stages of the public policy process include identifying public issues or public agenda problems, *selection* of alternatives or formulation of public policy, implementation, and evaluation of public policy. The stage of identifying public issues or problems and agenda-setting is very important, as various strategies are carried out by individuals, groups, or organizations so that the issue draws the government's attention and is made a policy issue by the government.

The government serves the public interest, for example, by managing conflicts within society. In this context, the government distributes various resources to the public and manages taxes for development. The government regulates behavior and bureaucracy and distributes benefits to the public. To carry out all these functions, the government creates policies to serve the public interest. Public policy *public policy* defined as what governments do or do not do and why they do it (Dye, 2017).

Identifying issues and agenda-setting can be done in a bottom-up *manner* using social media or mass media; it can also be done online *top down*. This is done by elites and leaders of organizations or interest groups (Dye, 2017). The formulation or formulation stage of public policy is the development of alternative policies to address public problems. Policy formulation occurs in the government bureaucracy, among stakeholders, in the legislature, or can be entrusted to other institutions. *Think specifically*, the next stage is the policy implementation stage, which is a continuation of the political process in policy formulation. Public policy-making does not end with the ratification of the policy (law) by the authorities, but is continued with implementation by the bureaucracy. Although bureaucratic officials do not have the constitutional authority to make decisions regarding policy, they still carry out their implementation duties. The final stage is policy evaluation, which aims to assess whether the policy provides benefits or impacts change, especially in solving problems.

Scholars in the field of public policy conduct studies related to the stages of public policy. Studies predominantly focus on the processes of policy formulation, implementation, and evaluation. Political policies established by the legislative body are manifested in the form of laws in the broad sense. In a broad sense, legal science views laws as legal products, while public administration views them as policies, state plans, state decisions, and orders that must be implemented by public administration as an institution. The form of public policy mentioned above is positioned as political policy within the public policy strata. This policy contains tasks and objectives that are still general or only the basics. Therefore, it cannot be implemented directly. Administrative units as implementers carry out various actions and deeds, starting from administrative decision-making, implementing decisions, monitoring, and evaluating the implementation of decisions. These administrative units consist of people within the structure, procedures, expertise, and methods that have been established in carrying out activities. The line of thought based on the development of the paradigm of public policy implementation studies is one of the sub-lines of thought in development administration. Development

administration, meanwhile, is one of the lines of thought in public administration science (Mustopadidjaja, 1988).

### **Policy Implementation**

The essence of implementation is a series of planned and phased activities carried out by implementing agencies based on policies established by the competent authorities. Etymologically, implementation in the Great Dictionary of the Indonesian Language means execution or application. Thus, public policy is the process of implementing and applying the contents of public policy by the government, the public, and the business world.

Daniel A. Mazmarian and Paul A. Sabatier (1979) explain the meaning of this implementation by saying that; *understanding what actually happens after a program is declared valid or formulated is the focus of policy implementation, namely the events and activities that arise after the ratification of state policy guidelines which include both efforts to administer them and to create real consequences/impacts on society or events*. Abdul Wahab stated that implementation is the implementation of basic policy decisions, usually in the form of laws, but can also take the form of important executive orders or decisions or decisions of judicial bodies (A. Wahab, 1990).

Furthermore, Van Meter and Van Horn define public policy implementation as "Actions undertaken by public organizations that are directed at achieving the goals that have been set in previous decisions. These actions include efforts to change decisions into operational actions within a certain period of time, as well as to continue efforts to achieve large and small changes determined by policy decisions (Winarno, 2011)

George Edward III (in Nugroho 2009) explains that the success of a policy is not only determined at the formulation stage, but also depends greatly on how the policy is implemented in the field. Policy implementation is a complex process and requires good coordination and support from various factors, such as resources, communication, bureaucratic structure, and the commitment of implementers. All of these elements play a crucial role in ensuring that policy objectives are optimally achieved and have a tangible impact on society. (Pratama 2021). For policy implementation to be effective, according to Edward III's theory, Eko Handayo (2012: 112-113) explains four important indicators in this regard: 1. Communication, relating to what has been discussed with the attitudes and responses of the parties involved. With sub-indicators including transmission, clarity, and consistency. 2. Resources, relating to the availability of primarily human resources, with sub-indicators including staff, information, authority, and facilities. 3. Disposition, relating to the availability and commitment of implementers to implement policies with sub-indicators, including bureaucratic appointments and incentives. 4. Bureaucratic Structure, relating to the implementers of policy implementation, including organizational structure, procedures, and rules governing how policies are implemented. With sub-indicators including SOPs and fragmentation. (Musdalifah et al., 2025).

Public Policy Implementation is one of the activities of public administration, as a bureaucratic institution in the public policy process, and as a field of study in public administration as a science. This definition is intended as one of the processes carried out by administrative units/bureaucratic units at various levels of government, both vertically and horizontally, in the public policy process. The public policy process encompasses three main functions: formulation, implementation, monitoring, and evaluation (results). This is a manifestation of actions related to administration, where the characteristics of administration are organization and management.

### 3. RESEARCH METHODS

Descriptive research using qualitative methodology is the type of research used in this publication. In qualitative research, information, justification, and observational findings constitute the data collected. To gain a deeper and more comprehensive understanding of the observational results that underlie information during field interactions, the observational results in qualitative research are presented not in numerical form but in verbal form, in keeping with the characteristics of a qualitative approach (Adriansyah Hidayat & Muhammad Yafiz, 2023).

### 4. RESEARCH RESULTS AND DISCUSSION

Report on the Implementation of the Public Satisfaction Survey (SKM) of the Investment and One-Stop Integrated Services Office, Belu Regency.

Year	KIM value	Quality of Service
2018	83,47	Good
2019	88,37	A (Very Good)
2020	88,64	A (Very Good)
2021	88,84	A (Very Good)
2022	89,77	A (Very Good)
2023	94,98	A (Very Good)
2024	94,28	A (Very Good)
2025	99,28	A (Very Good)

Based on the table above, it can be concluded that there has been a consistent increase in the performance of public service delivery from 2018 to 2025.

#### Discussion

In analyzing the implementation of public service policies in the Public Service Mall (MPP) in Belu Regency, an approach was taken using Edward III's Policy Implementation Model theory. The researcher analyzed four indicators in the implementation of public service policies, namely: emphasizing the importance of Communication, Resources, Disposition (Attitude), and Bureaucratic Structure in policy implementation. Effective implementation requires clear communication regarding policy objectives and measures, the availability of sufficient resources, a positive attitude from implementers, and a supportive bureaucratic structure. Here is a more detailed explanation of these factors:

#### 1. Communication

According to Edward III in Widodo (2010:97), communication is defined as "the process of conveying information from the communicator to the communicant." Communication is related to how policies are communicated to organizations or the public. The results of the researcher's interview with the Head of DPMPSTP Belu Regency, Vincentius Mau said that formal and informal communication is always built within the work environment at DPMPST Belu to then how to carry out duties and responsibilities as individuals and as an institution to jointly realize the goals set by the organization, namely: providing convenience, speed, affordability, security and comfort to the community in obtaining services and increasing global competitiveness in providing ease of doing business. Communication and friendship established among fellow employees have produced positive results as measured by the Public Satisfaction Survey (SKM)

carried out every six months to assess and measure the extent of the quality of services provided to the people of Belu Regency. The quality in question is in accordance with the standards set out in the Regulation of the Minister of Administrative and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys of Public Service Provider Units. In a subsequent interview regarding service standards at the DPMPSTP, the Head of the Agency stated that all service standards, including SOPs, were complete. Currently, we process all permits digitally through the OSS application. Document verification and the Head of Agency's signature are now done online to expedite service.

## 2. Resource

Human resources are one of the variables influencing the success of policy implementation. Edward III in Widodo (2010:98). Based on the interview results, it can be interpreted that the current human resource condition at DPMPST, based on the Job Analysis and Workload Analysis (Anjab-ABK), the ideal requirement is 73 employees. However, currently only 25 ASNs are available, plus PPPK and 8 contract workers. In addition to the shortage in numbers, we also still need to improve competency through technical guidance (Bimtek) in the areas of licensing and investment. Regarding the available budget, is it sufficient to meet service needs? Based on the interview results, it can be concluded that since the COVID-19 pandemic, our budget has decreased. Even in 2025, our program activity budget is zero, so we only cover routine office expenses. However, improving service quality, strengthening human resources, and infrastructure requires sufficient budget support. Meanwhile, regarding supporting service facilities, facilities, and infrastructure, namely service buildings are adequate, but computer facilities and Wi-Fi networks are still lacking. As a result, the document verification process is sometimes hampered. Specifically, for SKCK processing, we only have one police officer who has system access, resulting in a bottleneck.

## 3. Disposition or Attitude of the Executor

According to Edward III in Widodo (2010:104), it is said to be "the will, desire and tendency of policy implementers to implement the policy seriously so that the objectives of the policy can be realized."

Disposition is an aspect related to the attitudes and support of implementers towards a program or policy. Attitudes and support are very important in the implementation process, because A shared perspective on shared work will facilitate the achievement of goals. Research results show that employee performance in terms of regional investment is reflected in the BKPM's target of IDR 20 billion, and by December 31, 2024, the Integrated Services and Licensing Service had successfully realized IDR 66 billion. This indicates that investment interest in Belu Regency is quite high. Regarding the attitude of employees or implementers who are negligent in carrying out their duties, Management guides in accordance with Standard Operating Procedures (SOPs). The approach is both preventive and corrective, ensuring that services continue to run smoothly.

## 4. Bureaucratic Structure

Bureaucratic structure has a significant influence on policy implementation. Bureaucratic structure is related to the suitability of the bureaucratic organization that implements public policy. Bureaucratic structure is determined by observing employee performance and then communicating this structure at meetings and socializations with

employees. The research results indicate that the existing organizational structure is appropriate for its functions and duties, but its effectiveness is hampered by an imbalance in employee ratios.

## 5. CONCLUSION

Overall, the performance of permit issuance and investment realization services at the Belu Regency DPMPTSP is in the very good category, having successfully exceeded the set targets. However, there are inhibiting factors in the form of post-pandemic budget limitations, resulting in the unavailability of allocations for development programs, thus hampering efforts to improve employee competency and strengthen infrastructure. The shortage of human resources, both in quantity and competence, results in excessive workloads and can affect service quality if not addressed promptly. Furthermore, digital support facilities such as computers and internet networks are still not optimal to support the electronic-based licensing service process. Supporting factors include the enthusiasm for service and the employees' initiative to learn independently, thus consistently striving to provide excellent service in the border areas of Belu Regency.

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