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Implementation of Investment Policy at the Gorontalo Province Investment and One-Stop Integrated Services Office

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Abstract

This study aims to analyze the implementation of investment policies at the Gorontalo Provincial Investment and One-Stop Integrated Services Office (DPMPTSP) using the theoretical framework of Mazmanian and Sabatier's policy implementation. The focus of the research is directed at three main variables, namely the consistency and clarity of the policy content, the commitment of the policy implementers, and the social, political, and economic environmental conditions that affect the implementation process. This study uses a qualitative approach with data collection methods through in-depth interviews, observations, and documentation studies. The results of the study show that the normative investment facilitation policy has a fairly clear regulatory basis and is consistent with national policies, but in practice, there are still non-conformities in sectoral regulations that have an impact on administrative obstacles. The commitment of DPMPTSP officials in implementing policies is relatively good, which is reflected in efforts to improve service quality and the use of electronic-based licensing systems, although they are still faced with limited human resource capacity and relatively high workloads. In terms of the external environment, regional social and political conditions generally support the investment climate, but the social dynamics of the community, as well as the limitations of regional infrastructure and economic competitiveness, are inhibiting factors that are beyond the direct control of the implementing organization. Based on these findings, it can be concluded that the successful implementation of the ease of investment policy in Gorontalo Province is largely determined by the synergy between clear policy design, strong implementation commitment, and

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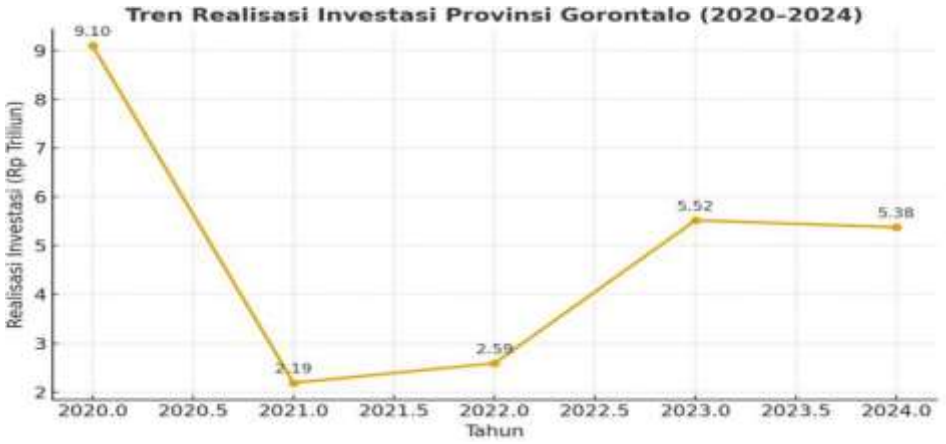
conducive social, political, and economic environmental support. This study emphasizes the relevance of Mazman and Sabatier's theories in analyzing the implementation of public policies at the regional level.

Keywords: Policy Implementation, Investment, Online Single Submission (OSS), Business Licensing, DPMPTSP

INTRODUCTION

In the era of globalization that continues to move dynamically, investment has become one of the main drivers of economic development in various countries, including Indonesia. This phenomenon not only reflects the flow of capital into a country, but also encompasses a wider range of aspects, such as job creation, increased regional competitiveness, and expansion of the local economic base. According to Todaro and Smith (2015), as a form of commitment, the Indonesian government pays close attention to steps to establish a healthy and competitive investment climate. One of the strategic steps taken is to carry out a series of deregulations and simplification of business licensing procedures. (Mahdy et al., 2023). The ease of investment policy regulated in Law Number 11 of 2020 concerning Job Creation and strengthened through Law Number 6 of 2023 is a manifestation of the government's commitment to creating a conducive, inclusive, and competitive business climate.

The implementation of the investment ease policy at the Gorontalo Provincial Investment and One-Stop Integrated Services Office (DPMPTSP) in recent years shows that the policy has not been significant enough, especially in terms of licensing services and increasing investment value.



Data Source: Gorontalo Province Investment and One-Stop Integrated Services Office

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Based on the Gorontalo Province Investment Realization chart for 2020-2024, there are significant fluctuations. In 2020, the highest achievement was recorded at IDR 9.10 trillion, but it plummeted drastically in 2021 to IDR 2.19 trillion. Investment began to recover in 2022 of IDR 2.59 trillion, and increased sharply in 2023 to reach IDR 5.52 trillion. In 2024, there will be a slight decrease to IDR 5.38 trillion; this figure shows that it remains more consistent than in 2021-2022. In general, this trend reflects the impact of the crisis that followed the recovery phase, while emphasizing the importance of consistency in investment promotion policies and strategies in the regions. This decline shows an indication that policy implementation has not been fully able to create a conducive investment climate, both in terms of legal certainty, procedural clarity, and the effectiveness of licensing services.

Investment is one of the main pillars of the economic development of a region. In Gorontalo Province, investment realization data in 2024 shows the dominance of the mining sector with a contribution of around 30%. Followed by the basic metal industry and the wood industry sectors, which achieved significant contributions, namely 25% and 20%, respectively. This reflects that the regional economy is still highly dependent on the extractive sector and downstream basic industries, while the productive sector based on food and renewable energy is still in the development stage. To encourage investment escalation, the government's Gorontalo Province Investment and One-Stop Integrated Services Office (DPMPTSP) has implemented an investment facilitation policy based on the Online Single Submission (OSS) system. The system is intended to speed up and simplify the investment licensing process. According to Aneta et al. (2023), simplifying bureaucratic procedures is an important factor in creating efficient services, which is relevant for DPMPTSP in improving the regional investment climate.

Although OSS is aimed at facilitating and encouraging a healthy investment climate, the implementation of this policy has not been optimally carried out in Gorontalo. The various obstacles faced include the lack of adequate human resources, limited supporting digital infrastructure, and synergy and coordination that have not been maximized between local governments and businesspeople. With these conditions. This research is very important as a form of analysis of the operation of the investment ease policy in the Gorontalo Province DPMPTSP, as well as the supporting and inhibiting factors that affect the success of its implementation. This research not only has academic relevance but also makes a practical contribution to improving services and developing regional investment policies.

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METHODS

The qualitative approach was chosen in this study because, as stated in Qualitative methods of public administration research: A philosophical review and practical implications, the qualitative method can comprehensively explore the reality of administration through an in-depth understanding of the policy process, implementing actors, and the institutional context surrounding it (Nani et al., 2025). The research lasted for four months, from August to December 2025. During this period, the researcher conducted observation activities, interviews with DPMPTSP officials and business people, and reviewed documents related to investment policies and services in Gorontalo Province.

This research procedure includes several stages as follows:

- Problem Identification
- Determination of Research Focus and Location
- Data Collection
- Data Analysis
- Data Validity Checks

RESULT AND DISCUSSION

The results of the study show that the implementation of the investment ease policy at the Gorontalo Provincial Investment and One-Stop Integrated Services Office (DPMPTSP) is basically directed to create a conducive, transparent, and efficient investment climate as part of the regional economic development strategy. In practice, the policy implementation model by Mazmanian and Sabatier can be used to thoroughly analyze the policy implementation process. This model emphasizes that the success of policy implementation is determined by the characteristics of the policy content, commitment, and ability of the implementer, as well as the social, political, and economic conditions surrounding the policy. (Mazmanian & Sabatier, 1983).

Judging from the aspect of consistency and clarity of policy content, this study found that the ease of investment policy in Gorontalo Province has a fairly clear regulatory basis and is relatively consistent with national policies in the field of investment. Referring to Law Number 25 of 2007 concerning Investment, Government Regulations related to risk-based business licensing, and technical regulations that strengthen the implementation of One-Stop Integrated Services (PTSP), it provides a normative framework that serves as a guideline for DPMPTSP in carrying out the duties and functions of investment services. This policy has substantively formulated relatively clear objectives, namely simplifying licensing procedures, cutting service times, increasing legal

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certainty, and providing convenience and incentives for investors. The clarity of this purpose is in line with the view of Mazmanian and Sabatier, who stated that clearly formulated and operated policy objectives will make it easier for policy implementers to translate policies into concrete administrative actions.

However, the results of the study also revealed that at the implementation level, there is still a lack of synchronization between several sectoral technical regulations and the ease of investment policies implemented by the DPMPTSP. This condition makes policy implementers have many ways to understand it, especially when it comes to licensing that is directly related to the authority of other regional technical apparatus. The lack of harmonization of these regulations has an impact on the emergence of bureaucratic obstacles that have the potential to reduce the effectiveness of investment services. This reinforces the view of Mazmanian and Sabatier that weaknesses in policy design, especially with regard to the consistency and clarity of the rules of implementation, can weaken the implementation process even if the policy objectives have been well formulated. The implementation of investment policies at the regional level through the DPMPTSP needs to be based on a fair legal basis in order to not only encourage economic growth, but also ensure proportionate protection of the rights of communities and business actors (Aneta, Aneta, et al., 2025).

In terms of policy implementation commitments, this study shows that in general, Gorontalo Province DPMPTSP officials have a strong commitment to support investment ease policies. This is reflected in the organization's internal efforts to improve the quality of services, such as adjusting standard operating procedures, utilizing an electronic-based licensing system, and increasing the capacity of human resources through training and technical assistance. The commitment of these officials is a key factor in determining the success of policy implementation, as emphasized by Mazmanian and Sabatier that the attitude, orientation, and level of acceptance of implementers towards policy objectives greatly affect the extent to which policies can be implemented effectively.

The study also found that there is a lack of adequate resources to support commitments, especially in terms of the quality and number of human resources who have technical competence in the field of investment. In carrying out its role as an investment facilitator, DPMPTSP faces challenges such as a high workload, a limited number of employees, and the need to better understand the latest investment policies. This condition shows that despite strong normative commitments from implementers, limited institutional capacity can reduce the success rate of policy implementation. This is in line with Sabatier's view that the success of implementation is

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determined not only by the loyalty of the implementer to the policy objectives, but also by the capacity of the organization to manage resources and adapt to the demands of the policy.

Furthermore, when viewed from the conditions of the social, political, and economic environment, the results of the study show that the external environment in Gorontalo Province has ambivalent characteristics, namely, at the same time providing support and obstacles to the implementation of the investment ease policy. From a social point of view, the level of public acceptance of investment in general is quite good. This is supported because investment is considered an important tool to encourage regional economic growth and create new jobs. However, in certain sectors, such as mining and large-scale plantations, there is still social resistance fueled by concerns about environmental impacts and the unequal distribution of economic benefits. This condition requires DPMPTSP not only to play a role as an administrative service institution, but also as a mediator between the interests of investors, the government, and the local community.

From the political side, this study found that local government support for the ease of investment policy is relatively strong, which is reflected in the commitment of regional heads and related regional officials to investing in one of the development priorities. This political support provides strategic support for the DPMPTSP in implementing policies and coordinating across sectors. Mazmanian and Sabatier emphasized that political stability and support are important prerequisites for the sustainability of policy implementation, as high political conflicts can weaken policy consistency and reduce the effectiveness of its implementation. However, periodic local political dynamics, especially ahead of the change of regional leadership, have the potential to influence policy direction and development priorities, creating uncertainty for investors. Effective policy communication allows for cross-sector coordination and stakeholder participation, thereby supporting the smooth implementation of investment facilitation policies at the regional level (Aneta et al., 2024).

Meanwhile, from the economic dimension, this study shows that the economic condition of Gorontalo has opportunities and obstacles to support the implementation of policies that facilitate investment. Investment is driven by factors such as the availability of natural resources, strategic geographical location, and the prospects for the agriculture and fisheries industry. However, the limitations of basic infrastructure, logistics accessibility, and regional economic competitiveness are still the main inhibiting factors that are beyond the direct control of the DPMPTSP. This condition reinforces Mazmanian and Sabatier's view that environmental factors outside the implementing bureaucratic structure have a significant influence on the results of

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policy implementation, both as a driving factor and as a structural obstacle.

Based on all these findings, it can be concluded that the implementation of the ease of investment policy in the Gorontalo Province DPMPTSP is a complex process and is influenced by the interaction between policy clarity and consistency, commitment and implementation capacity, as well as the dynamics of the social, political, and economic environment. Policy drafts that have been normatively established and have clear objectives can be implemented optimally, requiring strong institutional support and a conducive external environment. These findings empirically reinforce the relevance of Mazmanian and Sabatier's policy implementation theories in explaining the dynamics of public policy implementation at the regional level, particularly in the context of investment policies involving many actors and interests.

The trend of investment realization in Gorontalo in the period 2020 to 2024 shows a steady increase, with total investment increasing from IDR 8.1 trillion to IDR 10.2 trillion. Investment is dominated by domestic investment (65-70%), especially in the agriculture, plantation, and construction sectors; while Foreign Investment (30-35%) is more focused on mining, energy, and processing industries. Business people's perception of ease of investment is relatively positive, although there are still obstacles in the form of inconsistencies in information between the OSS system and requirements in the field that cause confusion and the need for assistance.

DISCUSSION

The successful implementation of the ease of investment policy in DPMPTSP Gorontalo is influenced by the complex interaction between clear policy design, the capacity of the implementing organization, and external environmental support. An integrated functional structure facilitates services, but limited human resources, digital literacy skills of business people, and regulatory readiness are significant obstacles. Coordination between regional apparatus is not always optimal, and informal communication is more effective in resolving existing technical barriers. The inconsistency of information in OSS and field facts causes policy ambiguity that negatively impacts the perception of service effectiveness, so it is necessary to carry out consistent policy harmonization and standardization.

Efforts to innovate in services such as OSS help desk, field assistance, and the use of WhatsApp Center are showing progress, but human resource capacity building and technical regulatory adjustments are needed to make implementation more efficient and effective. Strengthening internal coordination and implementing an ongoing training approach is a strategic priority. In addition, increasing the digital literacy of business people must be the main focus to

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build services that can be accessed independently.

Synergy between regional apparatus is a key factor in ensuring that the licensing process runs smoothly. Labor limitations and a very large number of applications often cause problems such as technical verification delays. To improve services, innovations such as the establishment of help desks and the use of digital communication platforms have proven effective. However, to reduce systematic implementation barriers, these innovations need to be balanced with strengthening formal coordination and continuous evaluation mechanisms.

In addition, there are social and economic dynamics that also affect the effectiveness of the implementation of this policy. For example, the heterogeneity of business people, ranging from MSMEs to large-scale companies, demands a different approach in service and mentoring. The implementation of risk-based licensing provides flexibility and simplification of procedures, but it must still be balanced with strict oversight for the legality and sustainability aspects of the investment. The limited information technology infrastructure in some areas is also an operational challenge that hinders the maximum use of the OSS system independently by business people.

CONCLUSION

This article aims to discuss Social Learning Theory, particularly in the aspects of connectivism and constructivism. The key concepts of both approaches align remarkably well in primary, secondary and higher education. There exists a significant recognition, as illustrated by learning approaches such as connectivism and constructivism, that there is much more to educational contexts, mathematical skills, or historiography than trying to master an organized body of subject matter. Enculturation is required if a student is to ultimately become an analyst, a member of the group in a profession, instead of someone watching the subjects completely from the outside. Building is a theory which affirms that learning is a process for the student. According to this theory, people will try and make sense of all information that they consider, and as a result, every other person will formulate one's purpose from such details. Constructivism approach is one of the most important concepts in academic achievement. It has far-reaching significance because of how educators teach and learn to educate. If we are to achieve success in reshaping outcomes for all students, we must closely work with them. The emphasis on student-focused learning could be constructivism's greatest significant contribution. Individuals possess unique understanding, perspective, and aspirations to the educational process. As per connectivism and constructivist learning approaches, those distinctive aspects link in constructing the students' knowledge. Teachers and students both contribute to the facilitation and creation of knowledge.

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Students are expected to challenge one another's comprehension and clarify one's points of view. These possibilities aid in the transfer of knowledge from the authority to the students. Furthermore, constructivism promotes productive instead of rote learning, as well as the use of group-based collaborative learning, which are mostly taking place via communication technology. The implementation of the ease of investment policy in the Gorontalo Province DPMPTSP has shown positive developments with adequate regulatory support and a supportive organizational structure. However, the success of implementation is still limited by limited human resources, inconsistent technical rules, and business people who are unfamiliar with digital technology. The interaction between policies, implementation, and the socio-economic environment influences the development of these policies. For optimal implementation, organizational capacity must be increased, standard operating procedures (SOPs) must be adjusted, and business actors must be provided with support to access the licensing system independently.

To increase the success of the implementation of investment policy, it is suggested that the Gorontalo Province DPMPTSP can conduct continuous training for human resources related to technical licensing and excellent service, update and align SOPs with national regulations quickly, increase socialization and digital literacy education to business actors, especially MSMEs, to reduce dependence on manual assistance.

Strengthen the coordination mechanism between the regional apparatus with an effective communication system and provide incentives for timely service completion. Developing digital service innovations by paying attention to the readiness of information technology infrastructure in the regions.

FUTURE DIRECTIONS

This study is still largely descriptive in explaining how investment policy is implemented. Future research should move toward more analytical approaches that are able to capture not only how policies are carried out, but also how far they actually influence investment outcomes. Using longitudinal data or mixed-method designs would help provide a more convincing explanation of this relationship.

In addition, the continued use of classical implementation theories needs to be revisited. While these frameworks remain relevant, they may not fully reflect the complexity of governance in decentralized contexts. Future studies could benefit from incorporating perspectives such as political economy or governance networks to better understand real-world policy dynamics.

It is also important for future research to take a closer look at institutional reforms,

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particularly the One-Stop Integrated Services (PTSP). Rather than assuming these reforms automatically improve efficiency, studies should critically assess whether they truly simplify bureaucratic processes or simply shift existing problems into new forms. Comparative studies across regions could offer valuable insights here.

Furthermore, digital systems like the Online Single Submission (OSS) should be examined more carefully. Beyond their intended advantages, there may be challenges related to uneven capacity, the coexistence of manual and digital processes, and potential issues with transparency.

Finally, future research should pay more attention to the roles and interactions of different actors involved in policy implementation. Looking at how government institutions, private sector actors, and informal networks interact can provide a more grounded understanding of how policies actually work in practice.

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