

APPLICATION OF SI-IZOL (ONLINE LICENSING INFORMATION SYSTEM) IN LICENSING SERVICES AT THE DISNAKER PMPTSP OF MALANG CITY

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Abstract. To improve the quality of public services, the government continues to enhance service delivery through innovations such as electronic government (e-government). One regional agency that has implemented e-government to improve licensing services is the Department of Manpower, Investment, and One-Stop Integrated Services (Disnaker PMPTSP) of Malang City. Currently, licensing services are provided online through the SI-IZOL Application. This study aims to analyze and describe the implementation of SI-IZOL in licensing services at Disnaker PMPTSP Malang City, using a qualitative method with a descriptive approach. Data were collected through interviews, observations, and documentation. The analysis framework is based on the success elements of e-government proposed by Harvard's JFK School of Government: support, capacity, and value. The results of the study indicate that the implementation of the SI-IZOL application at Disnaker PMPTSP Malang City can be explained as follows: 1) is reflected in Disnaker PMPTSP's vision and mission, supporting regulations, collaboration with other parties, and public socialization efforts; 2) includes adequate financial resources, complete information technology infrastructure, and available human resources, although the latter remains less than optimal; 3) Value, the benefits experienced by Disnaker PMPTSP Malang City include more effective, efficient, and transparent licensing services. Similarly, the public benefits from faster services, reduced costs, and the convenience of accessing services anytime and anywhere. Overall, the SI-IZOL Application has contributed significantly to improving licensing services at Disnaker PMPTSP Malang City.

Keywords: *SI-IZOL Application; Disnaker PMPTSP; e-government; licensing service*

I. INTRODUCTION

The provision of public services is a state's effort to fulfill its citizens' fundamental rights. This includes a variety of activities, ranging from the supply of goods and services to the delivery of administrative support. The implementation of public services is the responsibility of government institutions, which act as service providers to ensure that the needs of the community are properly met. [2]. Public service can be defined as a series of activities carried out to meet the needs of the public or stakeholders associated with an organization, which are implemented based on established principles and procedures. The main objective is to achieve an optimal level of satisfaction for the community as service recipients [4]. Within the concept of good governance, society plays a vital role as one of the key elements that must interact actively with both the government and the private sector [11]. Public demands for better services have encouraged the government, as the service provider, to be accountable in delivering satisfactory services. These services must be professional, affordable, high in quality, and timely, all in accordance with the principles of good governance [12].

In an effort to improve the quality of public services, government officials at both central and regional levels are increasingly motivated to adopt internet-based information

technology in delivering services to the public. Through innovations such as digital governance systems, commonly referred to as electronic government or e-government, the government aims to improve the effectiveness and quality of public service delivery. The Electronic-Based Government System (e-government) is implemented under Presidential Regulation No. 95 of 2018. This policy aims to create a bureaucracy in Indonesia that upholds the principles of transparency, integrity, accountability, and efficiency by leveraging advancements in information technology.

As one of the major cities in East Java Province, the City of Malang has taken progressive steps in implementing an electronic-based government system. With a population of 847,182 people, according to 2023 data from the Malang City Central Bureau of Statistics (bps.go.id, accessed December 20, 2024), the Malang City Government continues to innovate in developing and applying e-government to optimize public services. The Department of Manpower, Investment, and One-Stop Integrated Services (Disnaker PMPTSP) of Malang City is a regional government agency that has implemented information technology to deliver public services. Disnaker PMPTSP is responsible for matters related to labor, investment, and one-stop licensing services, as regulated by Malang Mayor Regulation No. 3 of 2020 concerning the

Delegation of Licensing and Non-Licensing Authority from the Mayor to the Head of the Department of Manpower, Investment, and One-Stop Integrated Services. The licensing services provided by Disnaker PMPTSP include risk-based business licensing through the Online Single Submission (OSS) application, as well as the management of licensing and non-licensing services through the SI-IZOL Application.

SI-IZOL is an innovation developed by Disnaker PMPTSP to support the implementation of e-government, aimed at simplifying the licensing process for the public. Launched in 2020, SI-IZOL is an internet-based online licensing service designed to improve the quality of public services at Disnaker PMPTSP Malang. It provides access to both non-business licensing and non-licensing services. The application is aligned with Presidential Regulation No. 95 of 2018 on the Electronic-Based Government System and offers the public access to a total of 40 different licensing services in Malang City.

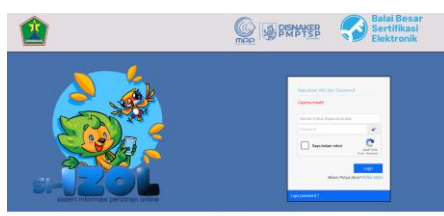


Fig. 1 SI-IZOL application
Source: Disnaker PMPTSP of Malang City, 2024

The main advantage of the SI-IZOL application lies in its ease of access, allowing applicants to submit service requests anytime and anywhere without the need to visit the office in person. The entire application process from uploading documents to tracking the status can be done online through the official website at izol.malangkota.go.id and the SI-IZOL mobile application, which is available for download via the Google Play Store. The recap of licensing data issued through the SI-IZOL Application from 2020 to 2023 is as follows:

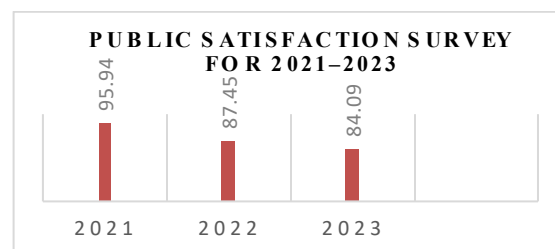
Table 1. Public Satisfaction Survey for 2021–2023

No.	Year	Number of Publications
1	2020	7.383
2	2021	12.318
3	2022	9.820
4	2023	7.304
Total		36.825

Source: Disnaker PMPTSP of Malang City, 2024

Table 1.1 shows a decrease in the number of licenses issued from 2022 to 2023 compared to 2021, which recorded 12,318 issued licenses. According to [14], several challenges hinder the effectiveness of licensing services through SI-IZOL. These include the public's limited understanding of how to access and use the application, a lack of clear guidance on how to upload required documents, and a strong preference among many citizens to handle licensing matters in person at the office. In addition, the lack of public outreach and promotion regarding the online licensing service has further impeded the implementation of SI-IZOL. These issues may

result in prolonged licensing processes that exceed the established standard operating procedures (SOP) and lead to decreased public satisfaction with the licensing services provided through the SI-IZOL application.



Graph 1. Public Satisfaction Survey for 2021–2023.

Source: Disnaker PMPTSP of Malang City, 2024

The chart above shows a decline in public satisfaction with licensing services. In 2021, public satisfaction was recorded at 95.94. However, it dropped to 87.45 in 2022 and further decreased to 84.09 in 2023. Although these figures still fall within the "excellent" category, the downward trend indicates that innovations in licensing services have not yet been fully effective. The 2022 Performance Report of the Disnaker PMPTSP of Malang City notes that the decline in public satisfaction compared to 2021 was due to several factors, including service completion times, availability of facilities and infrastructure, and the handling of public complaints.

While the presence of SI-IZOL is intended to simplify the licensing process for the public, its implementation still faces several challenges for Disnaker PMPTSP. Consequently, the decline in the number of processed licenses and the drop in public satisfaction indexes raise concerns. These issues lead to an important question: have licensing services become more complicated, or do the challenges stem from the public's limited understanding of how to manage licensing online via SI-IZOL? Therefore, attention must be given to supporting resources, the use of technological infrastructure, public outreach, and support from public officials in the implementation of SI-IZOL.

In line with this, [6] argues that within the context of e-government implementation, even seemingly simple and low-cost solutions require deep thought and precise planning. The implementation of e-government cannot rely solely on the formulation of regulations and government policies. It demands significant efforts, starting with a paradigm shift and leading to the redesign of existing governmental business processes. Thus, governments must possess adequate supporting resources, particularly in terms of information technology infrastructure, as the success of e-government initiatives depends heavily on meeting these needs [13].

As described above, the implementation of the SI-IZOL application in the licensing services at the Disnaker PMPTSP of Malang City needs to be evaluated through the elements that support its success. The successful implementation of the SI-IZOL application can be analyzed through three main aspects: support, capacity, and value, based on the study and research conducted by the Harvard JFK School of Government by Indrajit (2016). The purpose of this article is

to analyze and describe the implementation of the SI-IZOL application in licensing services at Disnaker PMPTSP of Malang City. This study is expected to contribute valuable insights to Disnaker PMPTSP in their efforts to improve the quality of public services, making them better than before.

II. RESEARCH METHODS

This research employs a qualitative method with a descriptive approach. Its objective is to analyze and explain in detail the implementation of the SI-IZOL application in the licensing services at Disnaker PMPTSP of Malang City. Qualitative research focuses on the in-depth and detailed collection of data, enabling researchers to obtain a comprehensive understanding of the phenomena or issues being studied [1]. The focus of this study is on the Success Elements of E-Government Implementation, namely support, value, and capacity, as outlined in the Harvard JFK School of Government's research [6]. The data sources in this research consist of both primary and secondary data. Primary data were obtained through interviews conducted by the researcher with: the data and information Analyst of Disnaker PMPTSP Malang City; Staff from the Data and Information Section of Disnaker PMPTSP Malang City; OSS-RBA Assistance Personnel of Disnaker PMPTSP Malang City; Residents of Malang City. Meanwhile, secondary data were collected from documents, reports, and archives relevant to this study on the implementation of the SI-IZOL application. This research uses a data analysis technique based on the interactive model by [8]. This model was chosen because it effectively and efficiently summarizes and concludes the data collected during the research process. As a result, the research findings are expected to be objective, valid, and accurate.

III. RESULTS AND DISCUSSION

Officials at all government levels are encouraged to use information technology for public services through e-government, in line with Presidential Instruction No. 3/2003. This policy promotes optimizing public services through digital technology [7]. Several important elements can be considered when evaluating the implementation of e-government and the current use of information and communication technology (ICT), including: the existence of supportive regulations or policies, the availability of information network infrastructure, effective data and information management systems, active public participation, and the readiness of human resources [8]. Based on research conducted by the Harvard JFK School of Government [6], there are three essential elements in the digitalization of the public sector: support, capacity, and value. In the context of improving licensing services at Disnaker PMPTSP Malang City through the SI-IZOL application, an analysis can be conducted by referring to these three elements as key factors for the successful implementation of e-government. Thus, support, capacity, and value serve as the foundation for evaluating the implementation of the SI-IZOL application in enhancing the quality of licensing services at Disnaker PMPTSP Malang City.

Support Disnaker PMPTSP of Malang City

The support element reflects the existence of political will or commitment from the Disnaker PMPTSP of Malang City in implementing the e-government concept through the SI-IZOL application. This application is designed to simplify the online licensing service process. If the element of political will is not fulfilled, the development of the SI-IZOL application may face various obstacles, and its implementation will not proceed as expected. Therefore, support from various stakeholders, especially the government, is crucial to ensure the successful implementation of this application.

The support provided can take the form of aligned vision and mission, cross-sectoral collaboration, as well as the existence of a supporting superstructure, such as clear regulations and government policies. In addition, the socialization process is also a key aspect of this support. Regarding the first form of support, the implementation of the SI-IZOL application plays a strategic role in supporting the achievement of Disnaker PMPTSP Malang City's vision and mission, which is to provide excellent public services by offering easier access for the people of Malang City in managing licensing processes. In the context of licensing services, excellent service quality refers to services that are fast, transparent, effective, and efficient (Hisriani et al., 2023). The SI-IZOL application serves as an innovation designed to overcome the challenges of a manually operated licensing system, such as lengthy processing times and complex procedures. With a digital system, applicants can apply for licenses from anywhere and at any time, thereby increasing time and cost efficiency for the public.

In the context of e-government implementation, the availability of adequate resources becomes one of the determining factors for success. Therefore, the involvement of various parties is essential to support the fulfillment of these resources. The implementation of the SI-IZOL Application has received support from various levels of government, from central to regional. These forms of support include financial aspects, provision of human resources, and cross-sector collaboration aimed at strengthening the implementation of the SI-IZOL Application so it can run optimally. Collaboration occurs when various actors with different interests work together to achieve common goals [3]. Based on research results, collaboration plays an important role in ensuring the smooth processing of licensing, especially in obtaining technical recommendations that are one of the main requirements before permits can be issued by the Malang City Manpower and One-Stop Integrated Services Office. In the licensing service system through the SI-IZOL Application, the Malang City Communication and Information Office also holds a strategic role as the party responsible for issuing electronic signatures.

Clear regulations through Laws and Government Regulations support the SI-IZOL Application implementation in the Malang City Disnaker PMPTSP work system. Research shows that the application is legally based on Presidential Regulation Number 95/2018 on Electronic-Based Government Systems (SPBE) and Malang Mayor Regulation

Number 8/2023 on SPBE implementation in Malang City. While these regulations don't specifically mention SI-IZOL, they govern digital government systems implementation generally. Therefore, using SI-IZOL as an electronic licensing service in Malang City complies with the existing legal framework. These regulations provide legal certainty and legitimacy for public service digitalization efforts while demonstrating regional government commitment to supporting national SPBE policies.

Socialization in the e-government concept is a method to introduce and disseminate e-government to the intended targets of e-government development (Indrajit, 2016). The socialization process is needed so that both the public and government officials understand how an application works, thereby facilitating the implementation of e-government. The research results and data explain that the Disnaker PMPTSP of Malang City, as the provider of the SI-IZOL Application, offers socialization to regional units through workshops to ensure that every operator responsible for operating the SI-IZOL Application receives training and has adequate technical understanding and skills. The socialization or understanding related to the SI-IZOL Application is not only provided to Regional Government Units (OPD) in Malang City,



Fig. 2 Outreach and Socialization of SI-IZOL Licensing Services
Source: Disnaker PMPTSP of Malang City, 2025

The public, as service users, also receives education regarding the use of the SI-IZOL application. Socialization efforts are carried out through social media platforms such as Instagram, Facebook, and YouTube. In addition, Disnaker PMPTSP has distributed pamphlets at the sub-district level to increase public understanding of the digital-based licensing services provided through the SI-IZOL application. Socialization through social media has proven to be quite effective in enhancing public understanding of digital licensing services. This is evidenced by user statements, where the majority of application users reported that they first learned about SI-IZOL through Instagram.

The issue regarding the fact that many people still do not fully understand how to use the SI-IZOL application is not due to the lack of socialization by Disnaker PMPTSP Malang City. Rather, it is influenced by limited public understanding in using technological devices and a low level of awareness to download and utilize the SI-IZOL application. Therefore, further evaluation is needed by Disnaker PMPTSP Malang City to review and improve the current socialization strategies that have been implemented.

Capacity Disnaker PMPTSP of Malang City

The capability of Malang City's local government in implementing the SI-IZOL Application is an essential element in realizing the "vision" of e-government implementation. The successful utilization of this application is heavily influenced by the availability and fulfillment of supporting resources, which fundamentally depends on the government's own capacity [13]. According to [6], there are three types of resources that the government needs to possess to support the successful implementation of the SI-IZOL Application: First, financial resources which are considered a crucial element in supporting the operations and development of the SI-IZOL Application. Research findings show that the implementation of the SI-IZOL Application at the Disnaker PMPTSP of Malang City is fully funded through the Regional Budget (APBD) that has been allocated annually.

The second important aspect is the availability of adequate technological infrastructure. The implementation of the SI-IZOL Application cannot operate effectively without the support of sufficient technological infrastructure. Therefore, the presence of supporting facilities and infrastructure becomes a crucial factor in the success of an e-government policy. Research findings indicate that the implementation of the SI-IZOL Application at the Department of Manpower, Investment, and One-Stop Integrated Services (Disnaker PMPTSP) of Malang City is supported by adequate technological infrastructure. The availability of computers with the SI-IZOL Application installed, along with a stable internet connection, are the main factors ensuring the smooth operation of the application. Moreover, the successful implementation of the SI-IZOL Application is also supported by regular monitoring and inspections carried out by the technical team. These actions are intended to ensure that all hardware and software remain in optimal working condition. With proper infrastructure management, the implementation of the SI-IZOL Application at Disnaker PMPTSP Malang City has so far been running smoothly without significant issues with the equipment used.

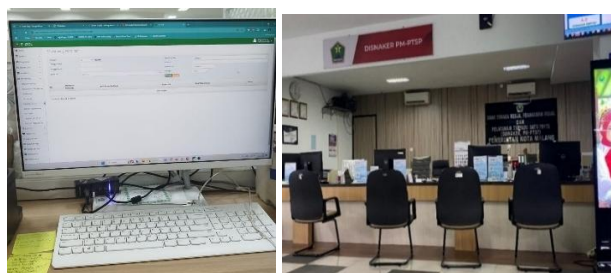


Fig. 3 Technology Infrastructure for the Implementation of the SI-IZOL Application

Source: researcher documentation, 2025

The availability of human resources is the third essential element that must be fulfilled in the implementation of the SI-IZOL application. Research findings indicate that the availability of human resources at the Disnaker PMPTSP of Malang City particularly in the Data and Information division, which is responsible for the development of the SI-IZOL application is still inadequate. This limitation is primarily due to the reassignment of employees to other regional

government agencies (OPDs), which has affected the effectiveness and ongoing development of the application. According to [9], employee turnover has an impact on organizational performance and productivity, as organizations lose human resources with extensive experience. Furthermore, turnover also reduces the accumulation of knowledge within the organization, which can hinder operational effectiveness. The employee transfers occurring within Disnaker PMPTSP Malang City can be categorized as involuntary turnover, meaning that the employees were transferred to other agencies based on organizational policy rather than by personal choice (Halimsetiono, 2014 in [9]). The background section explains the issue of the decline in the number of issued licenses as well as the decrease in the Public Satisfaction Index (IKM) regarding licensing services through the SI-IZOL application. This situation is caused by several main factors, one of which is the prolonged document verification process at the technical departments. These delays affect the timeliness of license issuance, resulting in decreased public satisfaction. In addition, the large number of applicants who fail to complete the required documents also poses a challenge in the licensing process. The decline in the number of issued licenses is also attributed to the implementation of new regulations related to risk-based business licensing through the Online Single Submission (OSS) system, which has been in effect since 2021. This policy change has led to adjustments in the licensing process at the regional level, impacting license issuance in Malang City.

Value of the SI-IZOL Application

According to [6], perceived benefits are one of the key components in the successful implementation of e-government. This success does not solely depend on the role of the government but is also significantly influenced by the involvement of the community and other stakeholders (the demand side). The implementation of e-government will be considered less effective if no parties feel any benefit or advantage from its existence.

The implementation of the SI-IZOL application by the Disnaker PMPTSP of Malang City, as a licensing service provider, offers several benefits, including increased ease and speed in the licensing process. This not only saves time but also accelerates administrative procedures. Furthermore, with the presence of the SI-IZOL application, Disnaker PMPTSP Malang City now has an integrated licensing data inventory system. Through digitalization, all licensing data is securely stored, thereby minimizing the risk of data loss or damage. The implementation of SI-IZOL also contributes to transparency in licensing services. Applicants can directly monitor the progress of their licensing processes, which ultimately helps build public trust in the services provided by Disnaker PMPTSP Malang City.

The advantages of e-government depend not only on the government's actions but also on the involvement of the public and other stakeholders (the demand side)[6]. Research findings show that the implementation of the SI-IZOL application provides convenient access to licensing services, where applicants can submit their applications anytime and

from anywhere without having to visit the relevant government office in person. Applicants can also track the status of their permits in real time through the application. Another benefit experienced by the public is that the licensing process through SI-IZOL is free of charge and helps prevent illegal levies. Thus, the presence of this application not only improves service efficiency but also strengthens public trust in the transparency and integrity of the bureaucracy in delivering public services.

IV. CONCLUSION

Based on the research findings presented by the author regarding the implementation of the SI-IZOL (Online Licensing Information System) Application in licensing services at the Disnaker PMPTSP of Malang City, the implementation can be shown positive results or can be categorized as successful when measured using the success elements of e-government implementation as studied in the Harvard JFK School of Government research cited by Indrajit (2016) [6], namely support, capacity, and value. Based on the description of the research findings, the following conclusions can be drawn: Support: The support provided by Disnaker PMPTSP Malang City in implementing the SI-IZOL Application includes utilizing SI-IZOL as a key instrument to achieve its vision and mission, allocating resources and fostering cross-sectoral collaboration, establishing a strong regulatory foundation (Presidential Regulation No. 98/2018 and Malang Mayor Regulation No. 8/2023), and conducting continuous socialization efforts to staff and the public. Capacity: The capability of Disnaker PMPTSP Malang City in implementing the SI-IZOL Application is reflected in the sufficient budget allocated for the development of SI-IZOL, the availability of computer equipment, and a stable network infrastructure. However, in terms of human resources, particularly in the field of data and information management, there remains a shortage due to the limited number of personnel following transfers to other institutions. Value: The benefits of the SI-IZOL Application include enhancing public trust in Disnaker PMPTSP Malang City as a service provider and in the community as service users, by improving the efficiency and effectiveness of licensing services, facilitating integrated data inventory, providing easier access, saving time and costs, and ensuring transparency in licensing status for the public.

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