

Evaluation of The Monitoring Of Licensing Services For The Issuance of Business Identification Numbers at The Public Service Mall Dpmptsp Jombang Regency

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Abstract

The licensing service for the issuance of Business Identification Number (NIB) at the Public Service Mall (PSM) DPMPTSP Jombang Regency is an integrated service that facilitates business actors in obtaining business legality through the Online Single Submission (OSS) system. The goal is to provide convenience, speed, and legal certainty for the community in starting a business, as well as supporting the investment climate and regional economic growth in an efficient and transparent manner. The purpose of this study is to assess the effectiveness of the service of issuing Business Identification Numbers (NIB) at the DPMPTSP Public Service Mall in Jombang Regency, including the quality of service, obstacles faced, level of community satisfaction, and the impact of services on business legality and ease of doing business in the area. The research method used is qualitative with a descriptive approach. The Goal-Based Evaluation Theory was first developed by Michael Scriven, with the following indicators: (i) Time Efficiency, (ii) Quality of Service, (iii) Process Efficiency, (iv) Inter-Agency Coordination, (v) Compliance to Standards and Regulations, (vi) Impact of the Program. The results of the study show that NIB services at PSM Jombang run effectively with fast service times and high community satisfaction (IKM 91.08). Services are assessed both in terms of cost, officer attitude, and complaints. However, there are still constraints on turnaround times, complicated procedures, and OSS system disruptions. The solution for its sustainability is the need to simplify procedures, improve human resources and OSS systems, socialize more widely, and strengthen coordination between agencies to speed up the service process.

Keywords: Evaluation, Business Identification Number, Services

1. Introduction

Licensing the issuance of a Business Identification Number (NIB) is an important first step for business actors to start their business activities legally and legally in Indonesia. NIB is an identity given to entrepreneurs registered in the government administration system (Puspitasari and Widodo 2024).



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By having a NIB, business actors will get access to run their business by complying with various applicable legal provisions. The issuance of NIB is not only beneficial for business owners, but also provides legal certainty and transparency that is expected to improve the investment climate and regional economy (Hanif and Zahidi 2024). In Jombang Regency, the NIB issuance process is carried out by the One-Stop Investment and Integrated Services Office (DPMPTSP) through the Public Service Mall (PSM). Through PSM, local governments aim to provide fast, efficient, and easily accessible public services for the public (Muliawaty and Hendryawan 2020). However, in its implementation, there are often obstacles that affect the smooth running of services, either in terms of procedures that still feel complicated, long waiting times, or lack of understanding from the public about these procedures. Therefore, it is important to evaluate the effectiveness of NIB issuance services to find out whether the existing system is running optimally and providing maximum benefits to the community.

There are several problems that are the focus to be evaluated in this study. The NIB issuance service procedures implemented at the Jombang Regency DPMPTSP have been running well enough. It is important to know whether the existing procedures are in accordance with applicable regulations and adequate in providing services to the community. Then, what are the obstacles faced by the Jombang Regency DPMPTSP in providing services to the community in terms of issuing NIB. These obstacles can include technical, administrative, and human factors that affect the smooth running of services. In addition, are the community satisfied with the quality of service provided by PSM. Public satisfaction will greatly affect the success of public services, because poor service will create distrust and disappointment among service users. The effectiveness of the communication and coordination system between government agencies involved in the NIB issuance process also needs to be monitored. Poor coordination between relevant agencies can cause delays in the issuance of NIBs and cause inconvenience for the people who submit applications. All of these issues will be the basis for evaluating the quality of services provided by local governments.

Evaluation of NIB issuance services in Jombang Regency is not only important to find out the quality of existing services, but also to analyze the impact caused by these services. If the service is not optimal, this can cause a negative impact on the community and the business world, especially for small and medium entrepreneurs who need a quick and easy licensing process (Polly, Tampanguma, and Prayogo 2024). People who find it difficult to take care of NIB will experience obstacles in starting a business and may even undo their intention to do business. In the long term, this has the potential to hinder economic growth in the area. In addition, slow or inefficient services can also reduce public trust in the government and existing bureaucracy. Public trust in the government is essential to create a harmonious relationship between the government and the community, as well as to encourage

community participation in development. Therefore, this service impact analysis is very important to find out if there are improvements that need to be made so that services are more efficient and effective in supporting business development in Jombang Regency.

In an effort to overcome the problems found in this evaluation, several solutions can be proposed. First, improvements in the information system and technology used in the issuance of NIB are urgently needed. A more integrated and easy-to-use system can speed up the process of filing and issuing NIBs, reduce wait times, and reduce the potential for administrative errors. Second, there needs to be more intensive training for officers at the DPMPSTSP Public Service Mall so that they have sufficient skills and knowledge in serving the community well and friendly. Third, wider socialization of NIB procedures and benefits needs to be done to ensure that the public understands the importance of having a NIB and how to apply for it. The government can also provide more transparent and easily accessible information to the public, both through social media, official websites, and announcements in strategic places. Finally, improving coordination between relevant agencies in the management of NIB licensing will help ensure that every step in the process runs smoothly and there are no significant obstacles. With improvements in these various aspects, it is hoped that NIB issuance services in Jombang Regency can be more effective, efficient, and have a positive impact on the community and the regional economy.

2. Method

The research method used is qualitative with a descriptive approach. The Goal-Based Evaluation Theory was first developed by Michael Scriven (Halima and Mustofa 2022), with the following indicators: (i) Time Efficiency, (ii) Quality of Service, (iii) Process Efficiency, (iv) Inter-Agency Coordination, (v) Compliance to Standards and Regulations, (vi) Impact of the Program. Goal-Based Evaluation Theory was developed by Michael Scriven as an evaluation approach that focuses on achieving program objectives. Evaluation is carried out by identifying the goals that have been set, then measuring the real results of the program implementation and comparing them with those goals. Scriven emphasizes that evaluation is not only limited to explicitly stated goals, but also includes undisclosed goals as well as unplanned outcomes. This approach helps to provide a comprehensive and objective picture of the success of a program. Data collection through statistics, diagrams, surveys, and observations. Statistical data and charts are used to see trends and patterns from existing information. Surveys are conducted to respondents to get their opinions or experiences directly, while observations are used to record real behavior or conditions in the field. All data is then

analyzed to find relationships or comparisons that are relevant to the research topic. This approach helps to get a more accurate and thorough picture of the problem being researched. This research method uses a qualitative approach with data analysis techniques according to Miles and Huberman (1994) (Miles, Huberman, and Saldana 2014), which consists of three main stages: data reduction, data presentation, and conclusion drawn. Data reduction means simplifying, sorting, and focusing raw data from interviews, observations, or documents, so that only relevant data is used. The presentation of data is carried out by compiling information in the form of descriptive narratives, matrices, or charts to make it easier for researchers to see patterns and relationships. The final stage is drawing conclusions and verification, which is finding the meaning of the data to answer the formulation of the problem and ensuring its consistency through re-checking. This approach is interactive and continues throughout the research process, helping to maintain the accuracy and depth of the analysis.

3. Result and Discussion

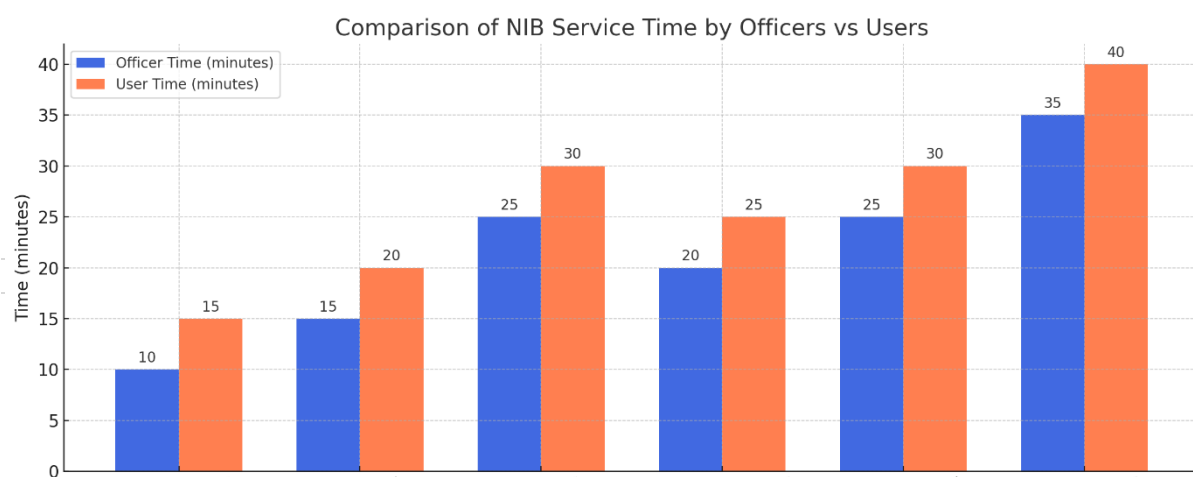
The Effectiveness of the NIB Licensing Service System through PSM in Jombang Regency

The effectiveness of the Business Identification Number (NIB) licensing service system through Public Service Malls (PSM) in Jombang Regency is an important topic that is directly related to the quality of governance, public services, and ease of doing business. In this context, "effectiveness" according to the Great Dictionary of the Indonesian Language (GDIL) is defined as the usefulness or ability to create the desired results (Lova, Mesterjon, and Selviani 2024). This means that the effectiveness of this system can be measured by the extent to which the services provided are able to meet the needs of the community precisely, quickly, and efficiently. Meanwhile, NIB is the identity of business actors issued by the authorized institution through the Online Single Submission (OSS) system, which is a sign of legality for individuals and business entities to carry out business activities (Kurniawati et al. 2023). By having a NIB, business actors have automatically pocketed a number of basic permits, such as Company Registration Certificate (CRC), Import Identification Number (IIN), and Customs Access. This process is aimed at making the licensing bureaucracy no longer an obstacle in developing a business.

PSM is a place that accommodates various types of services from central, regional, and state-owned government agencies in one integrated location. The goal is to provide convenience, speed, and certainty of services to the community (Sim and Atong 2023). In Jombang Regency, PSM is one of the strategies to bring services closer to the community, especially in terms of business licensing. With this background, the effectiveness of the NIB service system through PSM can be understood as how well the service process is able to facilitate the community or business actors in obtaining NIB without significant obstacles. Effective services must be able to reduce waiting times, clarify the flow of procedures, minimize repetitive interactions, and increase public satisfaction with public services. In Jombang Regency, the implementation of PSM is expected to accelerate the NIB licensing process with a digitally integrated system through OSS. However, this effectiveness is not only measured by the speed of time, but also by the quality of the information provided, the ability of officers to guide the community, and the extent to which the system is able to reach all levels of society, including small businesses in rural areas.

The effectiveness of this service system also depends heavily on supporting factors, such as information technology infrastructure, human resource competence, and sustainable socialization to the community. If the service still experiences obstacles such as a slow OSS network, lack of public understanding of the NIB management process, or lack of friendliness of services, then its effectiveness will decrease. Thus, the NIB licensing service system through PSM in Jombang is not just about the availability of facilities or the presence of service buildings, but further about how the service is able to solve real community problems. Its effectiveness is a benchmark for the success of bureaucratic reform at the regional level, as well as an important indicator in creating a healthy and competitive business climate in the region.

Diagram 1. Comparison of NIB Service Time



Source: Researcher 2025

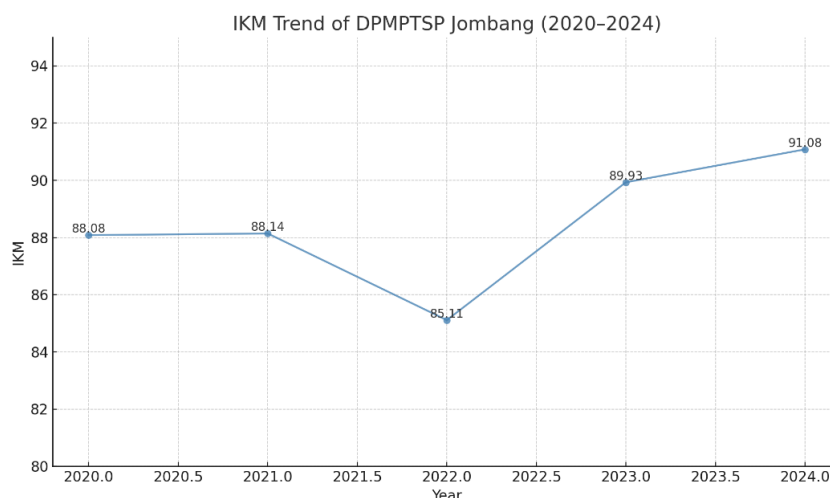
Based on Diagram 1 which explains the duration of the service for issuing a Business Identification Number (NIB) based on the type and form of business served through the Public Service Mall (PSM) of the Jombang Regency Investment and One-Stop Integrated Services Office (DPMPTSP). This diagram is very relevant if it is associated with the effectiveness of the NIB licensing service system in Jombang Regency, because it helps to measure the extent to which the speed, efficiency, and certainty of services have been realized in practice. In general, this diagram shows the difference in service time between micro and small enterprises (MSEs) and non-MSEs, as well as between individual business forms and business entities (such as CVs, PTs, and others). For example, the service time for individual MSEs only takes an average of 10 minutes by officers, while for non-MSEs in the form of bodies other than CV/PT can reach 35 minutes. This indicates that the service system has accommodated administrative complexity based on the characteristics of the applicant.

Additional relevant data shows that although the service time by the officer is relatively fast, the time spent by the user from the beginning of registration to the completion of the process can be longer. For example, for individual MSEs, users spend about 15 minutes overall, while other non-MSEs can take up to 40 minutes. This is due to several factors, such as incompleteness of the data brought by the applicant or system interference. This means that even though the service officers are efficient, not all processes are fully controlled by them because they also depend on the readiness of the user and system support. The effectiveness of the NIB service system can also be seen from the number of applications that can be completed every month. Individual MSEs reach 150 applications per month, much more than other types. This shows that the system is already very supportive of the general public who want to start a

business legally. For the non-MSE category, the number of applications per month is indeed lower, reflecting that the process may be more complex and the number of applicants is also more limited. To ensure long-term effectiveness, the Jombang Regency DPMPTSP has made efforts such as training officers every year to BKPM, skill improvement through hands-on practice, and the implementation of regular community satisfaction surveys from 2022 to 2024. The results of the survey showed that the element of completion time often received a lower score than other aspects such as costs or officer attitudes. This indicates that even though the service is good from a technical point of view, there is still a perception that the process is not fast enough or still confusing.

Coordination between technical agencies such as the Health Office, the PUPR Office, and others needed in the licensing process is also a challenge in itself. The verification time from technical agencies or recommendations can affect the smooth issuance of NIB. Therefore, the effectiveness of the system does not only depend on the DPMPTSP, but also on the speed of response from other agencies involved. In response to these various challenges, the Jombang Regency Government through DPMPTSP has made a number of improvements, such as simplifying procedures, improving service infrastructure, and more active involvement of service users to provide input. Evidently, from the results of the SKM (Community Satisfaction Survey), there has been an increase in the index value from year to year, although it still shows that the aspect of completion time is still an important note. From all this description, it can be concluded that the NIB service time diagram not only describes the duration of service technically, but is also an important indicator in assessing the effectiveness of the licensing service system. Clarity of flow, timeliness, and integration between agencies are the keys to effective service. Therefore, DPMPTSP needs to continue to optimize the digital service system, improve cross-agency coordination, and ensure that applicants understand procedures so that service time can be truly efficient, transparent, and accountable as expected in public services based on Public Service Malls.

Diagram 2. Trends in SMEs DPMPTSP Jombang (2020-2024)



Sumber: Peneliti 2025

The Community Satisfaction Index (IKM) Trend Chart is a reflection of public perception of the quality of services provided by the Jombang Regency Investment and One-Stop Integrated Services Office (DPMPTSP) over a certain period of time. If we look at the graph of the development of IKM values from 2020 to 2024, we see a fairly consistent picture of service improvement efforts, even though there were fluctuations in one period. In 2020, DPMPTSP's IKM was recorded at 88.08. This value is quite high and shows that the community is satisfied with the services provided. The following year, namely 2021, IKM increased slightly to 88.14. This small increase still illustrates an improvement in the quality of service, although it may not be too significant. However, in 2022, there was a decrease in the IKM value to 85.11. This decline does not mean that the quality of service has decreased drastically, but rather due to a change in the assessment system. In that year, the survey was only conducted in a relatively short time, from July 1 to October 31, so the data obtained was less representative of the overall annual performance. In addition, the year is also the beginning of adaptation to a more modern and digital service system, which may not be fully familiar to all parties, both officers and the public. After going through the transition period, 2023 showed quite a sharp improvement. The value of SMEs increased significantly to 89.93. This is proof that the improvements made by the DPMPTSP are starting to bear fruit. Efforts such as improving officer competence, simplifying procedures, improving facilities and infrastructure,

and improving digital service systems are beginning to be benefited by the community. The community considers the services they receive to be easier, clearer, and more professional. Elements such as rates/fees and the attitude of officers get high scores, indicating that the service is increasingly transparent and friendly.

2024 will be the peak of this positive trend with an IKM score of 91.08, included in the "Very Good" category. This is a very encouraging achievement for all ranks of the Jombang Regency DPMPTSP. This increase shows that the continuous improvements made are not only administrative, but also have a direct impact on people's experience of accessing services. Aspects such as the speed of settlement, clarity of procedures, convenience of infrastructure, and complaint management have also experienced significant improvements. Even so, it does not mean that there are no challenges. Although the overall value is increasing, some elements remain a concern. One of the most common ones that appears as the lowest element is the completion time. Even in 2024, even though it is already in the "Very Good" category, the element of completion time is still the lowest compared to other elements. This shows that people still want a faster and more efficient process. This can be caused by dependence on other technical agencies, a system that is sometimes slow to respond, or the unpreparedness of files from the applicant.

This trend of increasing SMEs is certainly closely related to the effectiveness of the NIB licensing service system through PSM. PSM which is a public service center has provided easy access for the community. The integration of services in one place has helped reduce complicated bureaucracy and make processes more efficient. In addition, the presence of online systems such as OSS RBA (Online Single Submission Risk Based Approach) has also accelerated and simplified the process of issuing permits, especially NIB. No less important are the internal efforts of the DPMPTSP in building a service work culture. Regular trainings, the use of a responsive complaint system, and periodic evaluations through SKM are important foundations in maintaining and improving the quality of service. Even the audit of the ISO 9001:2015 quality management system also shows that this agency has carried out work processes in accordance with international standards, which certainly gives more trust to the public. Thus, the SME trend chart from 2020 to 2024 is not only a series of numbers, but also a reflection of the Jombang Regency Government's seriousness in providing the best service

for its citizens. These values are important indicators in evaluating the effectiveness of the NIB service system and are tangible evidence that adaptive, transparent, and integrated public services will be increasingly appreciated by the community. In the future, the challenge is to maintain this consistency, accelerate services, and continue to adapt to the needs of an increasingly dynamic society.

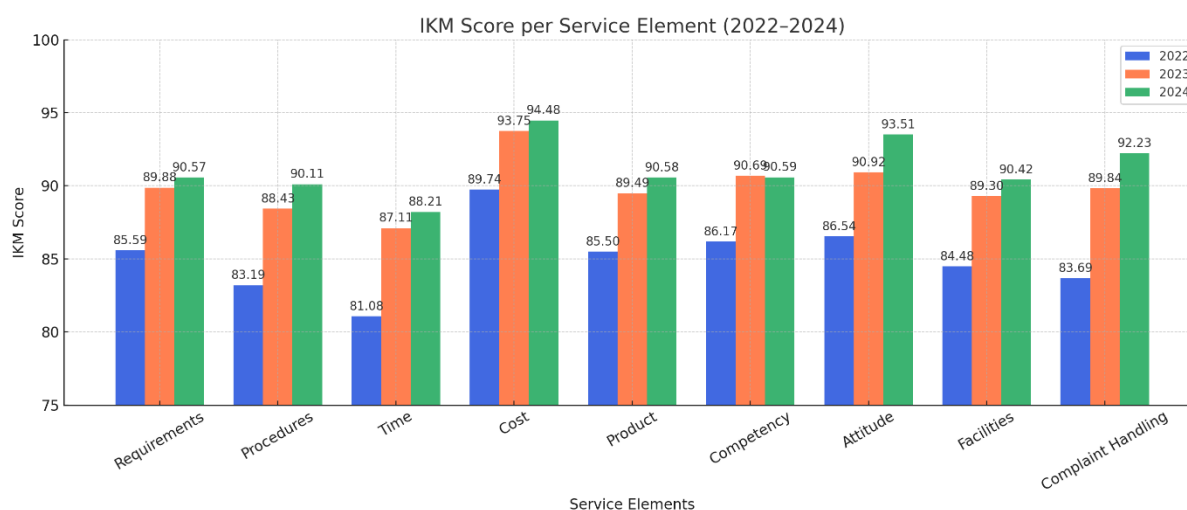
The results of the study show that NIB licensing services through the Public Service Mall (PSM) of Jombang Regency have proven to be effective. The average service time for individual MSEs is only 10-15 minutes, and for non-MSEs it is a maximum of 40 minutes. This indicates the efficiency of the service, although some obstacles still arise such as incomplete data or system outages. The level of community satisfaction (IKM) increased from 89.93 in 2023 to 91.08 in 2024, in the "Very Good" category. The elements of cost, officer attitude, and complaint management received the highest score, while the completion time and procedures still needed to be improved. Coordination with technical agencies is carried out regularly, and the use of digital systems such as SUKMASANTRI accelerates the service process. With only two officers, DPMPTSP is able to serve hundreds of requests each month efficiently. Overall, this system has made it easier for the community to obtain business legality, although improvements in procedures and facilities are still needed.

Service User Satisfaction in the NIB Issuance Process in Jombang Regency

The satisfaction of service users in the process of issuing Business Identification Numbers (NIB) in Jombang Regency refers to the level of satisfaction or satisfaction of the community, especially business actors, with the services provided by related agencies in terms of the issuance of NIB. According to the Great Dictionary of the Indonesian Language (KBBI), *satisfaction* is a feeling of happiness or relief because expectations or desires have been fulfilled, while *a user* is a person who uses something, and *service* means an effort to serve the needs of others (Achruh, Ismail, and Idris 2020). Therefore, service user satisfaction describes the extent to which the needs and expectations of the community have been served properly and adequately. NIB itself is the identity of business actors issued through the Online Single Submission (OSS) system. The NIB issuance process is an important stage for anyone who wants to run a business legally and officially in Indonesia, including in Jombang Regency. In

its implementation, user satisfaction is highly determined by various factors, including the ease of access to the system, process speed, clarity of information, friendliness of officers, and transparency of procedures. If the service in this process runs smoothly, quickly, and is easy to understand, then the community as users will feel helped and satisfied. On the other hand, if there are obstacles such as difficulty in access, long queues, or unclear information, it can reduce the level of satisfaction. Therefore, to increase community satisfaction, local governments need to ensure that every stage of service, both online and offline, is carried out with the principles of professionalism, efficiency, and accountability. With the increase in service user satisfaction in the issuance of NIB, it is hoped that the number of formal business actors in Jombang Regency will also increase, which will ultimately support sustainable regional economic growth.

Diagram 3. The value of IKM for each Service Element



Source: Researcher 2025

The IKM (Community Satisfaction Index) diagram of each service element at the Jombang Regency Investment and One-Stop Integrated Service Office (DPMPTSP) illustrates the extent to which service users are satisfied with the main aspects that are part of the service process, especially in terms of issuing Business Identification Numbers (NIB). This diagram is the result of a processed community satisfaction survey (SKM) which is carried out periodically through *the Sukmasantri platform*. In the context of NIB issuance services, there are nine elements of service that are evaluated, namely: requirements, systems and procedures,

settlement time, costs or rates, service products, implementing competencies, implementing behavior, facilities and infrastructure, and complaint handling. Each of these elements reflects an important dimension in the implementation of quality, transparent, and accountable public services. Based on the results of the 2024 survey, the overall IKM score reached 91.08, which is included in the *very good category*. Among all elements, the one that obtained the highest score was the fee or tariff with a score of 94.48, indicating that the service user felt that the tariff charged was very reasonable, transparent, and in accordance with the provisions. Meanwhile, the behavior of the implementation and handling of complaints also showed high performance with scores of 93.51 and 92.23, respectively, reflecting the friendly, responsive, and polite attitude of the officers and the availability of effective complaint channels.

The element of completion time is still a weak point, although it remains in the good category. This element received a score of 88.21, which shows that some people still feel that the process of completing services, including the issuance of NIB, has not been as fast as expected. Factors such as incompleteness of documents from the applicant or technical constraints in the OSS RBA system can be the cause of the long completion time. This is also supported by internal data which shows that the average completion time for Non-MSEs (entities other than CV/PT) can reach 35–40 minutes. In addition, the elements of procedures and facilities also obtained lower scores than other elements, amounting to 90.11 and 90.42, respectively. This shows the need for simplification of service flows and the improvement of the convenience of physical facilities in Public Service Malls. Some of the complaints that came in even mentioned the need to improve service spaces and better internet access. This diagram has an important function as an evaluation basis for continuous improvement. Elements that have lower scores will be a follow-up priority, such as rearranging procedures to make them easier for the public to understand, improving information systems, and strengthening the capacity of human resources for service officers. These concrete steps include regular training, increased coordination with other technical agencies, and optimization of the use of OSS technology online. With data visualization in the form of IKM diagrams, policymakers in DPMPTSP can more easily identify strengths and weaknesses in their service systems. This allows for more targeted and measurable improvement steps to create a satisfactory service experience for the community, especially for business actors who want to

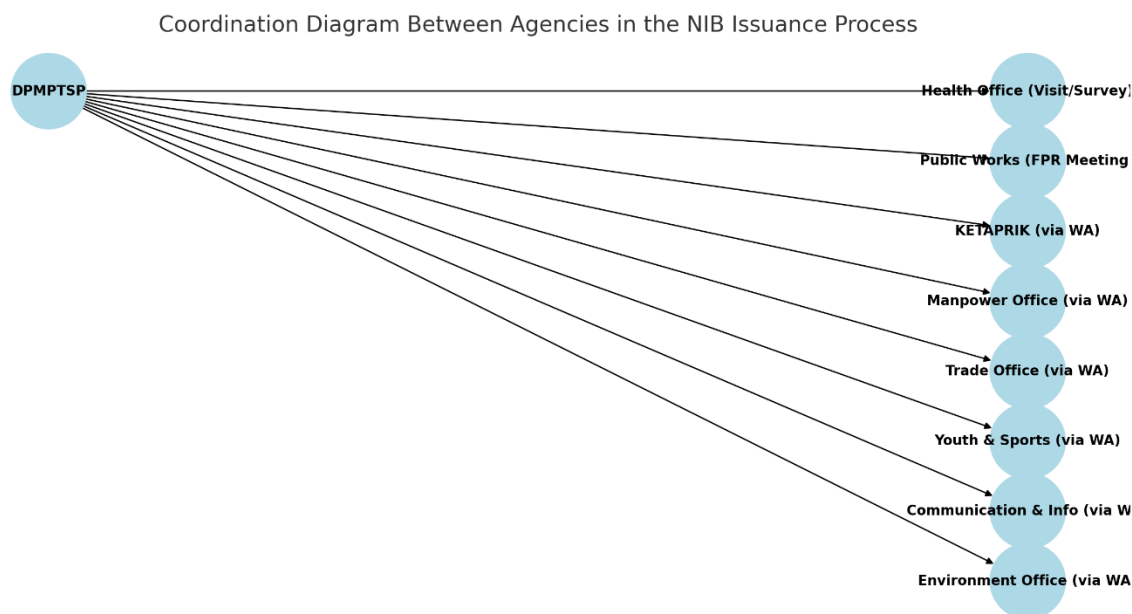
obtain NIB as a condition for the legality of their business. Overall, the high achievement of SMEs is a reflection of the consistent performance of the apparatus, a system that is starting to be well integrated, and a commitment to continue to improve the quality of public services in Jombang Regency.

Based on the results of the survey and available evaluation data, it can be concluded that the level of satisfaction of service users in the process of issuing Business Identification Numbers (NIB) in Jombang Regency is very good. This is reflected in the value of the Community Satisfaction Index (IKM) in 2024 of 91.08, which shows positive appreciation from the community for the services provided by the Jombang Regency DPMPTSP. The most satisfactory element of service is the cost or tariff aspect, followed by officer behavior and complaint handling, all of which get high scores above 92. However, there are still several aspects that need to be improved, especially in the elements of the completion timeframe, procedures, and facilities that are considered not optimal even though they are still in the good category. Some users feel that the process is quite long, especially for non-MSE applicants with legal entities other than CV/PT, which takes up to 35-40 minutes on average. This shows the importance of accelerating the process and simplifying the procedure. Overall, NIB's services in Jombang have been very satisfactory and show an increasing trend from year to year.

Inter-Agency Coordination in the NIB Issuance Process in Jombang Regency

Coordination between agencies in the process of issuing Business Identification Numbers (NIB) in Jombang Regency is very important so that licensing services run smoothly and quickly. In this process, various agencies such as the Investment Office, the Health Office, the Environment Office, and others must communicate and work together. Each agency has its own role that must be integrated so that business actors can get NIB without obstacles. Good coordination will minimize errors, speed up the process, and provide legal certainty for business actors, thereby encouraging more efficient regional economic growth.

Diagram 4. Coordination Between Agencies in the NIB Issuance Process



Source: Researcher 2025

The coordination diagram in the process of issuing Business Identification Numbers (NIB) in Jombang Regency illustrates how various agencies work together to speed up and simplify business licensing services. In this diagram, it can be seen that the One-Stop Investment and Integrated Services Office (DPMPTSP) is the main coordination center. The process of issuing NIB is not only done by one party, but involves other technical agencies such as the Health Office, the Environment Office, the PUPR Office, and the Directorate. Each agency provides input in the form of verification, recommendations, or technical approvals, depending on the type of business. Coordination is carried out in various ways, such as field visits, technical forum meetings, and communication via WhatsApp groups. Sometimes, obstacles such as incomplete paperwork or a slow system are a challenge, but with regular coordination and discussions between operators, these obstacles can be overcome quickly. This diagram shows the importance of synergy between institutions so that the NIB process runs quickly, transparently, and efficiently, so that business actors feel well served and their businesses can run legally and legally.

Coordination between agencies in Jombang Regency in the issuance of NIB is quite effective, but still faces some technical challenges. The coordination process is carried out through various methods such as field visits, meeting forums, and communication via WhatsApp between technical agencies such as the Health Office, PUPR, Disnaker, and DLH. Even though the service system has been integrated online through OSS and local platforms (Sukmasantri), sometimes there are still delays due to incomplete systems or data from the applicant. However, the existence of regular meetings between operators has succeeded in becoming a joint solution in overcoming technical and administrative obstacles. The average service time is relatively fast for both MSEs and Non-MSEs, supported by only two officers who have proven to be effective. With the support of continuous training and evaluation, as well as an ISO 9001:2015-based quality management system, this coordination is an important foundation in encouraging efficient and transparent public services in Jombang. This is evident from the increase in the Community Satisfaction Index in the last three years and the increase in the number of new business actors registered.

Evaluation of NIB Issuance Licensing Services Through PSM in Jombang Regency

The evaluation of the licensing service for the issuance of Business Identification Numbers (NIB) through Public Service Malls (PSM) in Jombang Regency aims to assess the extent of the convenience, speed, and comfort of this service felt by the community. This process is important to ensure that business actors can access services efficiently without complicated bureaucratic barriers (Nurfauziah et al. 2025). Through PSM, local governments are trying to simplify procedures and speed up the issuance of NIB. This evaluation also reflects a commitment to improving the quality of public services, including in the aspects of transparency, user satisfaction, and the readiness of the system and human resources involved. Based on the Goal-Based Evaluation Theory by Michael Scriven, with the following indicators: (i) Time Efficiency, (ii) Quality of Service, (iii) Process Efficiency, (iv) Inter-Agency Coordination, (v) Compliance to Standards and Regulations, (vi) Impact of the Program can be analyzed that:

Service Speed (Time Efficiency)

The speed of service is the main indicator in assessing the effectiveness of a public service (Anis, Usman, and Arfah 2021). In the context of the issuance of NIB in Jombang Regency, DPMPTSP through the Public Service Mall (PSM) has implemented service procedures with a fairly short time, especially for individual micro business actors who only need 10-15 minutes from the officers. However, for the non-MSE category with a legal entity business such as a PT or cooperative, the process can take up to 40 minutes. Although this time is relatively fast compared to previous manual licensing practices, public perception shows that the time element is still one of the weaknesses. Based on IKM 2024 data, the completion time received the lowest score among the nine service elements, namely 88.21, although it is still in the "good" category. This indicates that there is public expectations for faster service. Some of the obstacles that cause the process to take longer include the unpreparedness of documents from the applicant, technical glitches in the RBA OSS system, and delays in verification from other technical agencies. Thus, although the achievement of service time has improved quantitatively, in terms of the quality of service user perception, the speed of service has not fully met expectations. Therefore, improving the digital system, strengthening integration between agencies, and educating the public to be more prepared to submit documents are important steps to improve time efficiency in a sustainable manner.

Quality of Service

Service quality includes how the community feels convenience, comfort, and professionalism in obtaining public services (Laily and Utami 2022). Evaluation of NIB issuance services in Jombang Regency shows that this indicator has achieved excellent results. This is reflected in the IKM value in 2024 which reached 91.08, with elements such as officer attitudes (93.51), costs/tariffs (94.48), and complaint handling (92.23) being the highest assessments. The quality of officers' interaction with the community is the dominant factor in increasing service user satisfaction. The officers are considered friendly, professional, and quick to respond in answering the needs and obstacles faced by the applicant. In addition, transparent services, such as related to costs and procedures, also increase public trust in government agencies. Routine training for officers is also a strength in maintaining consistent

service quality. On the other hand, the provision of an active complaint channel through the *Sukmasantri* platform allows the public to submit complaints directly and get quick follow-up. This creates healthy two-way communication between the government and the community. However, challenges remain, especially in procedural elements that are considered still complicated by some service users. Therefore, even though the quality of service is already very good, there is still room to simplify bureaucratic steps to further support efficient and community-oriented public services.

Process Efficiency

Process efficiency refers to the extent to which all service procedures run without wasting time, energy, or resources (Nabilla and Al Hasin 2022). In the NIB issuance service at Jombang Regency Choir, this efficiency is shown through the OSS RBA digital system which allows the licensing process to be carried out online. This digital process minimizes face-to-face interactions, cuts manual bureaucracy, and makes it easier for applicants to monitor the status of their applications. However, even though the system has been built, several factors still hinder overall efficiency. Some applicants come without complete documents, so officers have to do repeated verification. This causes a longer waiting time than it should. In addition, technical obstacles such as disruptions to the OSS system and unstable internet networks are obstacles in themselves. Even though DPMPTSP Jombang only has two NIB service officers, its productivity is quite high, which is able to serve hundreds of requests every month. This reflects the effectiveness of human resources. Process efficiency is also improved through periodic training and direct community involvement in satisfaction surveys, so that potential obstacles can be identified immediately. However, some elements of SMEs such as *service procedures* (90.11) are still below other aspects, indicating that internal processes can still be improved. The next step includes strengthening public literacy about service processes and increasing integration between systems, so that efficiency does not only occur on the agency side, but also from the readiness of the community as service users.

Inter-Agency Coordination

Coordination between agencies is an important element in the smooth running of NIB services because the process not only involves the DPMPTSP, but also other technical agencies

such as the Health Office, the Environment Office, PUPR, and the Directorate. In this evaluation, coordination is considered quite good and organized. This is shown through routine communication mechanisms, such as technical forums, field visits, and the use of WhatsApp groups between operators. However, challenges were still found such as delays in technical verification from relevant agencies and technical obstacles in filling in digital data, which ultimately affected the duration of service. The role of DPMPTSP as the central coordinator is very important in ensuring that every step of the process is integrated and does not overlap with each other. The implementation of the OSS RBA system also helps in simplifying flows and digitizing cross-agency coordination. One of the keys to the success of coordination in Jombang Regency is the active involvement of each technical agency in routine evaluations, so that problems that arise can be solved collaboratively immediately. However, there is a need to improve service time standards between agencies and harmonize SOPs across agencies to be more synergistic. It is hoped that in the future not only communication will go well, but also an understanding in service priorities. With solid coordination, the NIB service system will become faster, more accurate, and free from unnecessary bureaucratic obstacles.

Compliance to Standards and Regulations

Compliance with standards and regulations shows the extent to which services are carried out in accordance with applicable regulations and quality standards that have been set. In NIB services in Jombang Regency, this is reflected in the implementation of the Risk-Based Approach OSS system which is a national policy. In addition, DPMPTSP Jombang Regency has adopted the ISO 9001:2015 quality management system, which shows that this agency is committed to carrying out work procedures according to international standards. This compliance not only includes the completeness of documents and bureaucratic flows, but also touches on aspects of cost transparency, procedural clarity, and quality of service output. The evaluation shows that all these aspects have been maximized, with procedural information available in various media, free service rates, and periodic evaluations through SKM. However, there are still several cases of delays or technical obstacles caused by the OSS system that is not optimal or the unpreparedness of service users in meeting document completeness standards. This shows that compliance with standards must be supported by education to the public and the improvement of information systems. On the other hand, periodic ISO audits

ensure that the services carried out are in accordance with regulations and continue to undergo *continuous improvement*. Overall, this indicator shows a high success rate in ensuring the accountability and legality of licensing services in Jombang Regency.

Impact of the Program

The program's impact indicator assesses the extent to which the final results of NIB issuance services are able to provide real benefits to the community, especially business actors. Based on evaluation data, the impact of the Jombang Regency DPMPTSP Choir program can be said to be positive and significant. This can be seen from the increase in the number of NIB applications, especially from micro business actors, as well as from the increase in the value of SMEs from 85.11 (2022) to 91.08 (2024). This indicator shows that more and more people feel helped and motivated to take care of the legality of their business officially. In addition, the ease of access to services and the simplification of procedures encourage the formation of a healthier and more formal business ecosystem. The success of the program also has an impact on improving the image of local government institutions, because the community feels well served and believes in the transparency of the system. Another positive impact is the increase in people's legal and administrative literacy in terms of licensing, which is a strategic step in strengthening the regional economic foundation. However, challenges remain, such as inequality of access between village and urban areas or digital literacy constraints for some communities. Therefore, this program needs to be balanced with sustainability strategies, such as strengthening socialization, business assistance, and equitable distribution of infrastructure. Overall, NIB issuance services through PSM in Jombang Regency have made a real contribution to legality, public trust, and local economic growth, in accordance with the goals of the program that has been designed from the beginning.

The evaluation of licensing services for the issuance of Business Identification Numbers (NIB) through the Public Service Mall (PSM) of DPMPTSP Jombang Regency showed quite good results. This service has been proven to make it easier for the public, especially micro business actors, to get the legality of their business quickly and efficiently. The average service time for individual businesses is only around 10-15 minutes, while for non-MSE business entities it reaches 40 minutes. Although relatively fast, some people still

consider waiting times and procedures to be simplified, especially because technical obstacles and unpreparedness of documents from applicants still often occur. The level of public satisfaction with this service is reflected in the increase in the value of the Community Satisfaction Index (IKM), from 89.93 in 2023 to 91.08 in 2024, which is in the "Very Good" category. Service elements such as costs, officer attitudes, and complaint management received the highest scores, while the completion time and flow of procedures were still a concern. In addition, coordination between technical agencies is running quite well through technical forums and online communication media, although there are still challenges related to data synchronization and verification times. DPMPTSP has implemented the OSS system and ISO 9001:2015 quality management to support regulatory compliance. The impact of this program is felt clearly with the increase in the legality of community businesses and the growth of public trust in government services. Overall, the NIB issuance service system has been effective, but there is still a need to improve procedures, increase public literacy, and equitable access to services so that the benefits are more equitable and sustainable.

Conclusion

Based on the results of the research, it can be concluded that the licensing service for the issuance of Business Identification Numbers (NIB) through the Public Service Mall (PSM) of DPMPTSP Jombang Regency has been running effectively and has a positive impact on the community, especially micro business actors. The relatively short service time, the OSS digital system that facilitates the process, and a significant increase in the Community Satisfaction Index (IKM) show that this service has met most of the public's expectations. The cost element, the attitude of the officers, and the complaint mechanism received high appreciation, while the aspects of settlement time and procedures still needed improvement. Obstacles such as the unpreparedness of applicants' documents and digital system constraints still often occur, but they can be minimized by training officers and increasing education to the public. Coordination between agencies is also a key factor in success, although it still requires increased synchronization. In general, this program has succeeded in increasing the number of legal businesses and building trust in public services. However, for sustainability, it is necessary to improve the system, equal access to services, and improve the quality of human resources so that services are faster, more transparent, and more inclusive for all levels of society. To

improve the quality of NIB issuance services, some solutions that can be implemented include simplifying service procedures to make them easier to understand by the public, increasing the capacity and number of service officers through periodic training, and strengthening information technology infrastructure to support the OSS system. In addition, it is necessary to carry out more massive socialization to the community, especially business actors in remote areas, so that they better understand the benefits and how to take care of NIB. Coordination between technical agencies must also be strengthened through harmonized SOPs and rapid digital communication, in order to speed up the verification and decision-making process

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