Implementation Of Public Service Policies at The Department of Investment And Integrated One Door Service at Pringsewu Regency

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ABSTRACT

Policy implementation is an important step in the policy process, but the policies that have been prepared have failed in their implementation. This study aims to find out how the process, actors who play a role, supporting factors, and inhibiting factors formulate an ideal model to be implemented in the Pringsewu Regency PMPTSP Service. This research method uses a descriptive qualitative approach using the theory of Daniel A. Mazmanian and Paul A. Sabatier 1983 with attention to the characteristics of problems, policies, and the environment to examine the implementation of policies in the PMPTSP Office of Pringsewu Regency. The results of this study state that the policy implementation process needs to be simplified, standardized procedures and aligned with the above policies, factors that support policy implementation, namely by developing and formulating policies and simplifying investment regulations starting from business sectors and priority areas, while factors that hinder implementation policies, namely changes in regulations related to investment and changes in licensing services which are very dynamic. The researcher recommends a policy implementation model as the research results found by researchers, namely the D7K model (Disruption, Communication, Consolidation, Correlation, Comparison, Collaboration, Compassion, and Control).

Keywords: Implementation, processes, actors, supporting and inhibiting factors for implementation, models.

INTRODUCTION

Implementation is an important step in the policy process, there have been many policies that have been prepared and made by the government, but failed to implement, and do not affect the public interest. Implementation is a very important stage in the policy-making process, for the implementation of public policy from the point of view of public administration is collaboration carried out by a group of people/institutions in implementing government tasks to meet public needs effectively and efficiently. Based on data on the National Single Window for Investment (NSWI) website in Pringsewu Regency, it was found that in 2020 there was an Indonesian Business Field Standard Classification (KBLI) of 62.10% which was not yet effective, in 2021 it was 17.49% not yet effective and in January 2022 until August 2022 of 13.36% is not yet effective.

As the results of the PTSP and PBB Performance Assessment of the Pemda PMPTSP Service in Pringsewu Regency on March 18, 2021, stated that there were 6 (six) key factors that affected the difficulty of investment growth in Pringsewu Regency, namely the low realization of large investment executions, complicated regulation of ease of doing business, low local government support encouraging investments and partnerships, uneven distribution of investment, low investment promotion by the regions and no clear landing regulations for micro small medium enterprises (MSMEs) in the regions. (Dinas PMPTSP Kabupaten Pringsewu, 2021)

Public services are services provided to the community in the fields of services, goods, or administration (Syukurman et al., 2021)In practice, policy implementation is a business or process in carrying out policy decisions, of course, its function is to manage various community interests so that they do not intersect with the community itself (Rusnadiah et al., 2021)As it should be, the local government is obliged to provide good public services to the community, namely by carrying out policies that aim to make it more effective, efficient and more pro-friendly and close to the community (Kusnadi et.al. 2020) Lack of socialization in implementation Policies are a small part of the non-optimal implementation of public services. This will be more inefficient if accompanied by a lack of understanding, implementing officers are unable to provide explanations, education, and assistance to the community (Khairani et al., 2022).

Until now the service paradigm still places the community as the party serving it contrary to the new paradigm which prioritizes and is oriented towards customer satisfaction, in these conditions the government's limitations in increasing the investment sector do not provide stimulation to the private sector to succeed in national development, according to Mazmanian and Sabatier in (Syahriawiti et.al, 2018) policy implementation is a function of three variables, namely 1) the characteristics of problems, both easy and complex, 2) policy structure and 3) characteristics of the environment encountered which has more complex external variables.

Implementation is the implementation of decisions in the form of laws, orders, or decisions whose success can be measured from the implementation process, an important role in implementation activities is how to identify each variable problem and opportunity that can affect the achievement of goals (Syaini et.al. 2022) The regional government as the recipient of the mandate of autonomy should be able to apply regional peculiarities, resources/potentials, by pouring them into a policy that is in line with local wisdom so that government operations are in line with the expectations of its people which are still in line with its main objectives (Alfarabi et al., 2021).

One of the characteristics of the problem of policy implementation is the low achievement of changing the mindset of public services, the consistency of the goals of the policies that are not firm, and socio-economic conditions that do not support these policies (Pratiwi et.al. 2022). Implementation cannot begin before the goals and objectives can be defined and identified as carried out by actors to achieve organizational goals (Robby et.al. 2019).

Another problem in policy implementation is that the regulations made do not regulate how the operationalization that regulates the activities of business actors mostly impacts environmental and spatial issues which in the future create conflict in society (Saputra et al., 2020). As a form of policy, implementation is a process that will certainly deal with problems both from internal and external organizations, information and communication are the key problems in its application and affects the level of effectiveness of its implementation (Futra et al., 2022).

Definition of implementation when linked to policy is defined as the formulation of rules, and laws that focus on activities that arise as a result of the ratification of government policy guidelines, for this reason, so that implementation is carried out optimally, it must be able to communicate sub-indicators, namely transmission, clarity, and consistency (Muslimah et.al., 2020)

Methodology

This research uses a descriptive qualitative approach so that it can describe the impact of policy implementation in granting business permits in Pringsewu Regency, besides that the data collection method in this study is by observing or observing, interviewing, with the PMPTSP Office of Pringsewu Regency and related regional apparatus if exist (Neuman, 2015).

FINDINGS AND DISCUSSION
Characteristics of The Problem.
Technical Difficulty Level.

If seen from the 3 (three) characteristics of successful policy implementation, starting from the input, process to the output of the public service process organized by the PMPTSP Office of Pringsewu Regency, it has not been effective and efficient. The results of the research findings are based on indicators of the level of technical difficulty at the Pringsewu Regency PMPTSP Service as shown in the following table:

Table 1. Matrix of Problem Characteristics Based on the Level of Technical Difficulty at the Pringsewu Regency PMPTSP Service.

Indicators	Research Finding	
Technical Difficulty Level	1.	Service standards are not appropriate.
	2.	The difficulty of adaptation to the new central regulations.
	3.	Lack of knowledge.
	4.	Standard Operating Procedures do not exist and service standards do not comply with the provisions.
	5.	The use of IT is not maximized.
	6.	The cooperation of the regulation drafting team did not work.
	7.	Low awareness of the organization.
	8.	The implementation of investment promotion has not been effective.
	9.	Low competence of human resources in providing services to the community.
	10.	It is not clear which actor is responsible for management.
	11.	Inadequate facilities and infrastructure.
	12.	Many regulations need to be analyzed and studied to formulate regional regulations.
	13.	Lack of Human Resources (HR) concern for the organization.
	14.	There is still abuse of authority by implementing officers such as extortion and receiving gratuities.

Source: Processed by research based on the results of interviews with respondents, 2021.

The Pluralistic Level of the Target Group.

As the results of the research findings are based on indicators of the level of plurality/cultural characteristics or diversity of the target group in the PMPTSP Service of Pringsewu Regency as shown in the following table:

Table 2. Matrix of Problem Characteristics Based on the Level of Pluralism/Cultural Characteristics or Diversity of the Target Group at the PMPTSP Service in Pringsewu Regency, Sourced from interviews.

Indicators	Research Finding	
	1.	Heterogeneous Society.

The Level of Pluralism/Cultural Characteristics or Diversity of the Target Group.	2.	There is still an expectation gap from the grassroots community.
	3.	There is no contribution from the community in policy formulation.
	4.	Implementation is hampered by political interests.
	5.	The low critical attitude of society towards policies.
	6.	Regions have not yet provided investment facilities and incentives.
	7.	The level of pluralism is not in line with local wisdom.

Source: Processed by research based on the results of interviews with respondents, 2021.

The proportion of the Target Group to the Total Population.

The results of the problem findings based on the indicator of the proportion of the target group to the total population are obtained as shown in the table below:

Table 3. Matrix of Problem Characteristics Based on Indicators of Proportion of Target Groups to Total Population in the PMPTSP Service of Pringsewu Regency Based on Interviews.

Indicators		Research Finding
The proportion of the Target Group to the Total Population	1.	There are still many people who have not used technology to its full potential.
	2.	Public control and criticism of policies are not determining factors in policy implementation.
	3.	The target group varies.
	4.	Social media, and information technology, have a significant impact on policy implementation.
	5.	Weak law enforcement and weak governance.
	6.	Low community participation.
	7.	Weak socialization and advocacy to the community.
	8.	There needs to be an independent team in formulating policies so that policies are not ridden with political interests.
	9.	It is necessary to adopt, modify, and imitate what is considered to make it easier for the community.

Source: Processed by research based on the results of interviews with respondents, 2021.

It can be concluded that the proportion of the target group to the total population in Pringsewu Regency is varied or heterogeneous, information technology has had an impact on policy implementation, in addition to weak government governance in public services, the process of outreach and advocacy to the community has not achieved the expected target.

Expected Coverage of Behavioral Changes.

The results of the problem findings from the expected behavior change coverage indicators obtained the following as shown in the table below:

Table 4. Matrix of Problem Characteristics Based on Expected Behavior Change Coverage Indicators at the Pringsewu District PMPTSP Office Based on Interviews.

Indicators		Research Finding
Expected scope of Behavior Change.	1.	There are still many complaints from the public.
	2.	There needs to be a behavior change.
	3.	There is a need for system simplification and Standard Operating Procedures
	4.	There needs to be synergy between the government and the community.
	5.	There needs to be a strategy to involve the community.
	6.	Need to disrupt the old method.
	7.	The regulations drawn up are unclear and inconsistent.
	8.	Socialization is needed
	9.	There is no policy certainty.

Source: Processed by research based on the results of interviews with respondents, 2021.

Policy Characteristics.

Clarity of Policy Content.

The results of problem findings from indicators of clarity of policy content obtained the following as shown in the table below:

Table 5. Matrix of Policy Characteristics Based on the Clarity of Policy Content at the Pringsewu District PMPTSP Office, Sourced from interviews.

Indicators	Research Finding	
Clarity of Policy Content.	1.	The procedure is not carried out thoroughly.
	2.	The policy that was made slowed down the service.
	3.	The policies created are out of sync with other policies.
	4.	The policies made are not as needed.
	5.	The preparation of SOPs is not clear and does not pay attention to any technical agency substance.
	6.	Policy implementation is not optimal.
	7.	The policies made were not appropriate because they did not support and accommodate the Pringsewu district.
	8.	Low implementation rate and ineffective.
	9.	The level of linearity has not been integrated across sectors.
	10.	Policy consistency has not fully referred to the rules above.
	11.	There are still overlaps in implementation.
	12.	The policies made are inconsistent and the specifications are not in substance.
	13.	The policy is not in line with the derivative rules from the government regulations above it.
	14.	There needs to be an in-depth and consistent study and analysis.

Source: Processed by research based on the results of interviews with respondents, 2021.

Theoretical Support for Policy.

The results of the research findings are based on indicators of Policy Theoretical Support at the Pringsewu Regency PMPTSP Service as shown in the following table:

Table 6. Matrix of Policy Characteristics Based on Indicators of Policy Theoretical Support at the PMPTSP Office of Pringsewu Regency, Sourced from interviews.

Indicators	Research Finding	
Policy Theoretical Support	1.	Policy formulation is currently being revised and adapted to central policy.
	2.	Policy formulation is carried out by a team formed by DPMPTSP to formulate easy policies.
	3.	The interpretation of policies into Standard Operating Procedures is still not by central policy.
	4.	Currently in the process of formulating theory-based policies.
	5.	Policy formulation still lacks references and the review process is immature.

Source: Processed by research based on the results of interviews with respondents, 2021.

From the description of the table, it is stated that the Regent Regulation Number 26 of 2020 concerning Business and Non-Business Licensing Standards for the Investment Service and One-Stop Integrated Services of Pringsewu Regency in its preparation has not been strongly supported by the theory or regulations above.

Allocation of Financial Resources Against Policy.
The results of the research findings are based on indicators of the Allocation of Financial Resources to Policies at the PMPTSP Office of Pringsewu Regency as shown in the following table:

Table 7. Matrix of Policy Characteristics Based on Indicators of Allocation of Financial Resources for Policies at the PMPTSP Service in Pringsewu Regency, Sourced from interviews.

Indicators	Research Finding	
Allocation of financial resources to policies.	1.	Low budget allocation.
	2.	Budget allocation is affected by efficiency.
	3.	Budget allocation is affected by refocusing.
	4.	Sufficient budget but low planning effectiveness.
	5.	Budget proposals are difficult.
	6.	The realization has not met the needs.
	7.	The use of technology has been done but not effective.
	8.	Some of the facilities and infrastructure are low.
	9.	Internal audit implementation was never carried out.
	10.	The external audit is carried out by the inspectorate but only as a formality.
	11.	There needs to be public support to support the addition of the service operational budget.
	12.	There needs to be planning as needed.
	13.	In planning and budgeting, it is necessary to pay attention to capital expenditures to meet the needs for facilities and infrastructure and their maintenance.

Source: Processed by research based on the results of interviews with respondents, 2021.

From the table data, it can be stated that the allocation of financial resources in the Pringsewu Regency PMPTSP Service has not been fully supported by sufficient funds to carry out public services optimally. implementation of public service policies.

Linkage and Support between Various Implementing Agencies.
The results of the research findings are based on indicators of how much there is linkage and support between various implementing institutions in the Pringsewu District PMPTSP service as shown in the following table:

Table 8. Matrix of Policy Characteristics Based on Indicators of How Much There is Linkage and Support Between Various Implementing Institutions in the PMPTSP Service of Pringsewu Regency, Sourced on Interview.

Indicators	Research Finding	
How Big Is There Linkage and Support Between Various Implementing Institutions	1.	Internal network interaction does not work.
	2.	The licensing surveyor technical team is not integrated into PTSP
	3.	Easy of doing socialization is not effective
	4.	Data management is not integrated between the service and information sectors.
	5.	Cooperation forums have been formed but not running.
	6.	Low cross-agency coordination
	7.	The technical team was formed but its implementation was not efficient because it was often not on time.
	8.	The technical OPD has not adapted to regulations from the center.

Source: Processed by research based on the results of interviews with respondents, 2021.

In the empirical facts found by researchers in the field, linkages and support between various implementing institutions have not been maximized, coordination and socialization of easy doing are

not effective, even though a forum for cooperation such as a technical team has been formed but the implementation is not efficient and not on time.

Clarity and Consistency of Rules.
The results of the research findings are based on indicators of clarity and consistency of rules at the Pringsewu Regency PMPTSP Service as shown in the following table:

Table 9. Matrix of Policy Characteristics Based on Indicators of Clarity and Consistency of Rules at the PMPTSP Service in Pringsewu Regency, Sourced from interviews.

Indicators	Research Finding	
Clarity and Consistency of Rules	1.	The regulations that have been drawn up do not yet have clear dimensions.
	2.	The regulations that have been prepared have not set the objectives of the policy-making
	3.	Regulation preparation does not cover all service standards
	4.	Regulatory preparation has not been consistent and ineffective
	5.	The drafting of regulations does not set targets and targets.

Source: Processed by research based on the results of interviews with respondents, 2021.

The results of a field study that was empirically carried out by researchers illustrate that the clarity and consistency of the rules in the Regent Regulation Number 26 of 2020 concerning Business and Non-Business Licensing Standards for the Investment Service and One-Stop Integrated Services of Pringsewu Regency are not consistent, unclear, there are no measures and The goals to be achieved have not been clearly described.

Level of Apparatus Commitment to Policy Objectives.
The results of the research findings are based on indicators of the level of apparatus commitment to policy objectives at the Pringsewu Regency PMPTSP Service as shown in the following table:

Table 10. Matrix of Policy Characteristics Based on Indicators of the Level of Apparatus Commitment to Policy Objectives at the PMPTSP Service in Pringsewu Regency, Sourced from interviews.

Indicators	Research Finding	
Level of Apparatus Commitment to Policy Objectives	1.	Officials do not understand SOP and service standards.
	2.	Limited human resource availability.
	3.	Low competence of human resources in using computer equipment and assistance to business actors.
	4.	The low commitment of implementing officers in providing services by SOPs and service standards.
	5.	The low interest in implementing officers to improve competence in providing services and assisting licensing services.

Source: Processed by research based on the results of interviews with respondents, 2021.

In field investigations, it was found that the condition of the implementor's level of commitment at the Pringsewu Regency PMPTSP Service had not been able to commit to consistently implementing the Regent's Regulation Number 26 of 2020 concerning Business and Non-Business Licensing Standards at the Investment and One-Stop Service Office of Pringsewu Regency.

Target Group Participation.
The results of the research findings are based on indicators of participation of the target group in the Pringsewu Regency PMPTSP Service as shown in the following table:

Table 11. Matrix of Policy Characteristics Based on Indicators of Participation of Target Groups in PMPTSP Office of Pringsewu Regency Sourced on Interview.

Indicators	Research Finding
Target Group Participation	1. Policy implementation has not been fully accepted by society.
	2. Low access to information causes a decrease in investment.
	3. Policies are still considered complicated and convoluted.
	4. Low community response.
	5. Part of the community contributed to the implementation.
	6. Communities are still less involved in policy formulation.

Source: Processed by research based on the results of interviews with respondents, 2021.

the results of interviews related to the participation of the target group found that the implementation of the policy of Regent Regulation Number 26 of 2020 concerning Standards for Business and Non-Business Licensing at the Investment Service and One-Stop Integrated Services of Pringsewu Regency has not been fully accepted by the community.

Environment Variables.
Socio-Economic Conditions of Society and Technological Progress.
The results of the research findings are based on indicators of the socio-economic conditions of the community and technological progress at the Pringsewu Regency PMPTSP Service as shown in the following table:

Table 12. Matrix of Environmental Variables Based on Indicators of Community Socio-Economic Conditions and Technological Progress at the Pringsewu Regency PMPTSP Service Sourced on Interviews.

Indicators	Research Finding
Indicators of socio-economic conditions of society and technological progress.	1. Pringsewu's economic condition is good.
	2. The poverty rate is still quite high.
	3. The level of public knowledge of technology is not evenly distributed.
	4. Still low level of economic competitiveness
	5. The level of education in the Pringsewu district is quite high compared to other districts.
	6. The use of technology is gradually evolving.
	7. The level of public understanding of the policy is still low.
	8. There is still a lack of coordination within the team.
	9. Lack of stakeholder support in facilitating business actors.

Source: Processed by research based on the results of interviews with respondents, 2021.

An overview of the socio-economic conditions of the community and technological advances in Pringsewu Regency in general, although economic conditions are considered good, the level of poverty also needs attention due to low economic competitiveness, but the use of information technology is quite advanced and developing. Based on the research results, socio-economic conditions influence policy implementation, this is related to the measure of the level of welfare and level of education of the people in Pringsewu Regency.

Public Support for Policy.
The results of the research findings are based on indicators of public support for policies at the Pringsewu Regency PMPTSP Service as shown in the following table:

Table 13. Matrix of Environmental Variables Based on Indicators of Public Support for Policies at the PMPTSP Service in Pringsewu Regency, Sourced from Interviews.

Indicators	Research Finding	
Public Support for Policy.	1.	Has not yet received optimal public support.
	2.	The policies made have not yet been socialized to the public.
	3.	There are still many public service complaints
	4.	There is still a need for a joint study of regulations handed down by the center to be implemented in the regions.
	5.	Need to do a situation analysis in formulating policies to suit local wisdom
	6.	There is still low public awareness of concern in policy implementation.
	7.	There is still a lack of learning from ongoing policies.

Source: Processed by research based on the results of interviews with respondents, 2021.

The empirical facts found in research through interviews obtained data which explained that public support for policies had not been optimal and the policies implemented had not met people's expectations where the policies implemented were considered complicated and convoluted.

The attitude of the Voter Group.
The results of the research findings are based on the attitude indicators of the voter group at the Pringsewu Regency PMPTSP Service as shown in the following table:

Table 14. Matrix of Environmental Variables Based on Attitude Indicators from Voter Groups at the PMPTSP Service in Pringsewu Regency, Sourced from interviews.

Indicators	Research Finding	
The attitude of the Voter Group.	1.	The policy was never socialized.
	2.	There is still a low response from voters toward policy implementation.
	3.	Voter groups do not/have not provided support and contribution to the policy.
	4.	Low commitment from implementing officers to policy implementation.
	5.	There are still problems that need to be fixed and synchronization of understanding.
	6.	There is no certainty of service time.
	7.	Low awareness of the electorate towards the policy.

Source: Processed by research based on the results of interviews with respondents, 2021.

Looking at the facts that occurred, based on interviews conducted by researchers, it was found that the attitude of the policy-stage voter group had not received acceptance and support for implementation in Pringsewu Regency because the policy had never been socialized, the community was not involved and there was no clarity and consistency towards the policy.

Level of Commitment and Skills of Implementing Officers.
The results of the research findings are based on indicators of the level of commitment and skills of implementing officials at the Pringsewu Regency PMPTSP Service as shown in the following table:

Table 15. Matrix of Environmental Variables Based on Indicators of the Level of Commitment and Skills of Implementing Officers at the PMPTSP Office of Pringsewu Regency, Sourced from interviews.

Indicators	Research Finding

Level of Commitment and Skills of Implementing Officers	1.	Commitment is still low and not optimal.
	2.	Executing officers are less competent and less skilled.
	3.	There is still low support from policymakers.
	4.	There is still a lack of training for HR.
	5.	There are still many HR who do not understand service standards.
	6.	Low implementor motivation.
	7.	There is still abuse of power.
	8.	Almost all human resources at PTSP have not attended technical guidance and public service training.
	9.	Compliance with the procedures of the implementing officers did not follow the SOP, because operational standards did not yet exist.

Source: Processed by research based on the results of interviews with respondents, 2021.

The empirical facts found by researchers in the field are that the level of commitment and skill of the implementer is not optimal, less competent, has low public support, low motivation, and abuse of authority, this reflects that the implementation of the policy is not being implemented effectively.

Based on the results of research on technical difficulty level indicators, several research findings were obtained, such as service standards were not appropriate, difficulty in adapting new policies, low level of knowledge, services did not comply with operational standards, absence of operational standards, use of information technology was not optimal, low cooperation of the drafting team regulations, ineffective investment promotion and outreach, low competence, lack of public service facilities and infrastructure, and abuse of authority.

The level of technical difficulty or the characteristics of the problem as referred to in the opinion (Mulyadi, 2018) suggests that to measure the implementation process it must emphasize standards, goals, and objectives to be achieved, the difficulty of managing resources is one of the causes of non-optimal implementation that is implemented ineffectively and efficiently Mazmanian and Sabatier, 1985 stated that the characteristics of the policy have an impact on the success of implementation, so that policy formulation must have substance, consistency, be easy to implement so that there are no distortions and deviations by the implementer (Mulyadi, 2018). suggests the availability of human resources in an organization affects organizational productivity in achieving goals.
Based on the results of research on the level of plurality indicators of the target group, the following problem points are obtained, the condition of society is very heterogeneous, there are still gap expectations, low involvement of the community in policy-making, implementation of policies is hampered by political interests, unresponsiveness of society to policies, lack of facilities/ incentives from the government for the community and the level of plurality have not accommodated local wisdom.

The plurality level of the target group in Pringsewu Regency is quite heterogeneous, and there is still a gap in expectation from the grassroots community because it is not in line with local wisdom, Mazmanian and Sabatier (Mulyadi, 2018) state that successful implementation must be able to identify pluralistic characteristics which include norms, relationship patterns, and local wisdom, Van Meter and Van Horn said the implementer must describe the standards of implementation by carrying out comprehensive communication and outreach consistently about outlining the goals of implementation, commitment and consistency will be a measure of public trust so that communication and outreach are a link between the organization and the community. The level of pluralism will be easily described by carrying out communication and outreach to minimize gaps in expectations and increase the success rate of public policy implementation.

Based on the results of research on indicators of the proportion of the target group to the total population, findings of problems such as the use and level of knowledge of the use of information technology are uneven, community control is not a determinant of successful implementation, weak bureaucratic governance, weak public advocacy, need to adopt and modify policies which correspond to the Pringsewu Regency.

The proportion of the target group to the population in policy implementation is greatly influenced by the use of information technology, (Mulyadi, 2018) states that understanding characteristics is the key to implementing policies, but one must pay attention to the size of implementation success according to Edward III in, (Nugroho, 2009) that the level implements ability must include the content of the policy and the role of the implementer, the attitude of rejection and acceptance of the community in implementing the policy, as stated by (Hamdi, 2014) Policies will be successful if coordination, communication, and outreach are carried out. The low contribution of the community is reflected in the not yet fully involved community in planning, implementing, and evaluating the implementation of policies in the Pringsewu Regency.

Based on the research results on the expected indicators of behavior change coverage, several problems were found, such as the high level of public complaints, the complexity of service operational standards, the lack of synergy between local government and the community, the regulations that were applied were not socialized, and there was no policy certainty.Looking at the implementation of Regent Regulation Number 26 of 2020 concerning Standards for Business and Non-Business Licensing at the Investment Service and One-Stop Services in Pringsewu Regency, based on the scope of expected behavior change, it is considered difficult and not simple, as Mazmanian and Sabatier argue in (Mulyadi, 2018) that behavior change from the target group, both acceptance and rejection are the determining factors for successful implementation.

In line with this opinion, Edward III in (Mulyadi, 2018) argues that what influences the success of implementation is the change in the behavior of the implementor and the target group, which is the key to success, but there has been no positive change in behavior such as discipline and synergy between the government and the community. Van Meter and Van Hord in (Mulyadi, 2018) argued, policies should have substance and be consistently implemented, so as not to be disrupted and deviate from implementation.

Behavior change is an important key that affects the success rate of implementation which is closely related to the implementor, as quoting the opinion (Hamdi, 2014) which says that the number of resources will affect the level of success of the goals of the organization and financial resources are absolute supporters of successful implementation.Reviewing the problems from the characteristics of the policy based on research results on indicators of clarity of policy content found the following main problems: the preparation of operational standards is still global in nature, several things make it difficult for business actors, the preparation of operational standards does not cover the substance of the policy, the policy does not become a global power business in Pringsewu District, the level of policy linearity is not aligned with central policy, the policies are not yet consistent and the specifications of the policies are not appropriate, studies and analysis of these policies have not been carried out.

(Hamdi, 2014) argues that the clarity of policy content includes 2 important things, namely consistency of derivation of policy content/policy specifications and alignment of policy content with the above policies, in Regent Regulation Number 26 of 2020 concerning Business and Non-Business Licensing Standards at the Investment and Investment Service The One Stop Integrated Service in Pringsewu Regency does not include these 2 (two) things.Mazmanian and Sabatier (Mulyadi, 2018) state that implementation as a process of implementing decisions in the form of laws and regulations is an executive order so each policy formulation must be linear and in harmony with the above policies, from the same source also argues that a series of successful implementations, namely easy tracking problems, the ability to restructure regulations and non-regulatory variables that influence them. From this, it can be seen that indicators of clarity of policy content must be able to meet 3 criteria, namely policy standards, and objectives, policy resources, communication, and implementor characteristics.

The results of research on indicators of theoretical support for policies show the following: policy formulation is in progress, service standards and operational procedures are not yet aligned, policy formulation is only based on central policy and does not seek other sources, so the Regent Regulation Number 26 of 2020 concerning Business and Non-Business Licensing Standards at the Pringsewu District Investment and One-Stop Service Office have not been strongly supported by public policy theories.

Theoretical support is the basis and foundation for strengthening policies and is a reflection that the policy has been tested, Van Meter and Van Horn, 1975 (Mulyadi, 2018) suggest that policy success must be able to be tested with empirical theories and have characteristics and patterns of relationships, Mazmanian and Sabatier in (Mulyadi, 2018) also stated theoretical support for a policy that is supported by theories that will create policies that are more flexible and easier for the community. (Hamdi, 2014) argues that theoretical support can be used to evaluate and assess the feasibility of policies and estimate the benefits of improving them.

The findings from the results of research on indicators of the allocation of financial resources to policies found several main problems as follows: the budget allocation for public services is still low, the effectiveness of planning is still low, the evaluation of internal audits has never been carried out, external audits are carried out only as a formality, there is no public support to strengthen the importance of public services, budget planning is not carried out in a button up manner, there are still high personnel expenditures and capital expenditures, this reflects that the availability and finances of the PMPTSP Service are still not sufficient.

Mazmanian and Sabatier, 1983 (Mulyadi, 2018) say that financial resources are a factor to strengthen the success of implementation because each activity will require operations, both administrative, and technical work, monitoring, and evaluation all of which require costs. Grendle, 1985 (Mulyadi, 2018) argues that implementation is heavily influenced by committed resources or resources, if adequate then the implementation will run optimally. Edward III, 1985 (Mulyadi, 2018) also argues that resources are variables that contain elements of human resources, information, level of implementation, authority, and legitimacy as well as facilities that support implementation, human resources and other resources will affect the organization's capacity in carrying out its mission in realizing organizational goals.
Research findings on indicators of linkage and support between various implementing agencies show the following: low network interaction, the technical team is not yet centralized at PTSP, ineffective socialization, data management is not synchronized between fields, collaboration forums have been formed but not yet running, low coordination across technical sectors, some of these findings illustrate the non-optimal implementation of Regent Regulation Number 26 of 2020 concerning Standards for Business and Non-Business Licensing at the Investment Service and One-Stop Integrated Services of Pringsewu Regency.

Mazmanian and Sabatier, 1983 (Mulyadi, 2018) revealed the success of the policy was reflected by the high level of coordination and support between agencies both vertically and horizontally, Grendle, 1985 (Mulyadi, 2018) also argued that policy implementation was heavily influenced by the policy environment, namely power, strategic interests and the actors involved as well as the characteristics of the regime in power as well as the level of compliance and response of the implementers. Edward III, 1985 (Mulyadi, 2018) mentions that support from policymakers provides authority and power to implementers as policy legitimacy.

In the indicators of clarity and consistency of rules, research findings are found, namely that policy formulation does not yet have concrete measurements, regulations made do not describe policy objectives, regulations made do not cover all types of public services, and regulations made do not explain policy targets and objectives, this shows that the implementation The policy of Regent Regulation Number 26 of 2020 concerning Business and Non-Business Licensing Standards for the Investment Service and One-Stop Integrated Services in Pringsewu Regency still needs improvement because it does not yet have clear specifications.
Mazmanian and Sabatier, 1985 (Mulyadi, 2018) explained that there were 3 indicators of implementation success, namely understanding of problem characteristics, policy characteristics, and

environmental characteristics. Edward III also explained that there were 3 indicators of successful implementation, namely communication variables, clarity of policy, and consistency in implementing it, van Meter and Van Horn also argue that the success rate of implementation is measured by realistic policy objectives and affirms clear policy standards.

It can be concluded that the clarity and consistency of rules must have clear and detailed standards, procedures, time, place, costs, and implementation, making it easier for implementers to carry out these policies. government and society.

Furthermore, on indicators of the level of apparatus commitment to policy objectives, the following findings were found: not all implementers understand service standards and standard procedures, limited human resources, low levels of employee competency, low employee commitment, and low interest in increasing competence, this is one illustration of the lack of the commitment and loyalty of employees at the PMPTSP Service in Pringsewu district as a result of a study from the implementation of Regent Regulation Number 26 of 2020 concerning Business and Non-Business Licensing Standards in the Pringsewu District One-Stop Investment and Services Service.

Mazmanian and Sabatier, 1983 (Mulyadi, 2018) explain that implementor commitment such as sincerity and seriousness is a successful implementation of the policy, Grendle, 1985 (Mulyadi, 2018) states that the process of achieving policy implementation is compliance with the implementor carrying out services according to standards, Edward III in Mulyadi also believes that human resources are the main resource in carrying out policies as Van Meter and Van Horn, 1975 in (Mulyadi, 2018) suggest that the attitude of acceptance and rejection of implementers greatly influences the success of implementation. The last indicator of the policy characteristic is the participation of the target group in which research findings are obtained such as the implementation of the policy is not yet understood by the community, access to information is still low, policies are still considered complicated, the community's contribution in policy formulation is still low and the community feels they are not involved in policy formulation.

So that illustrates that the implementation of the policy of Regent Regulation Number 26 of 2020 concerning Business and Non-Business Licensing Standards at the Investment Service and One-Stop Integrated Services in Pringsewu Regency has not been fully accepted by the community.Mazmanian and Sabatier, 1983 (Mulyadi, 2018) suggest that policies will get support when external factors contribute and are involved in policy-making, and it can be concluded that target group participation will achieve successful implementation, Van Meter and Van Horn, 1975 (Mubarok et al., 2020) said that the external environment also supports the achievement of policy objectives such as economic, social, political and others, policy changes will affect the interpretation of problems and implementation of policies.

Based on the results of research on indicators of the socio-economic condition of society and technological progress, the following are obtained: the poverty rate is still high, the level of knowledge and use of technology is not evenly distributed, the use of technology is in the process of developing, the level of economic competitiveness is still low, and the lack of stakeholder support in supporting micro small medium enterprises (MSMEs) these conditions reflect the low economic conditions and use of technology in Pringsewu Regency.

Van Meter and Van Horn, 1975 in (Mulyadi, 2018) Stating that the measurement of implementation success is to see how far the environment outside the government has helped encourage and support the success of economic, social, and political policies, Mazmanian and Sabatier, 1983 in (Mubarok et al., 2020) argue that socioeconomic conditions are closely related to education both in the perspective of an open or closed society because society will accept and adapt to change.

Based on the results of research on indicators of public support for policies, it was found the following: lack of public support, high level of complaints, review of regulations that have been implemented, low

public awareness of government policies, low learning of policies, these are conditions of not yet optimal public support for the policy. Mazmanian and Sabatier, 1983 (Mubarok et al., 2020) argue that public support greatly influences the level of success of implementation, because if the policy is considered to facilitate, then the policy will be accepted by the community, and if vice versa it will receive the rejection, successful implementation is also characterized by the characteristics of the content and policy substance, theoretical support and linkages from various agencies and the public.

Based on the results of research on the attitude indicators of the electorate group, the following information was obtained: the policy was not socialized, the target group's low responsiveness, the implementor's commitment was low, and the content of the policy was not aligned. in (Mubarok et al., 2020) states that voter groups influence change either through comments, criticisms, and suggestions on organizational performance, (Hamdi, 2014) also explains that voter groups are a determinant of implementation which is influenced by network interactions and target group participation.

Based on the results of research on indicators of the level of commitment and skills of implementing officials, the following research findings are obtained: low implementor commitment, lack of implementer competence, lack of availability of resources, low work motivation, low adherence to procedures and abuse of authority, (Hamdi, 2014) argues The determinants of implementor behavior include work motivation and tendencies to abuse authority. Grendle, 1985 in (Mubarok et al., 2020) state that the level of compliance and responsiveness of the implementor is the main thing in implementing the policy, Van Meter and Van Horn, 1975 (Mulyadi, 2018) also argue that the attitude of acceptance and rejection of the implementor affects the level of implementation achievement, so that in policy formulation it is better to involve many parties from all walks of life to create policies based on collaboration and coordination.

Apart from the description of the research findings based on the indicators above, it was found that the actors who played a role in implementing the policy included:
1.   Head of the Pringsewu Regency PMPTPS Office.
2.   Head of Licensing Services for the Pringsewu Regency PMPTPS Office.
3.   Head of the PMPTPS Pringsewu Regency Monitoring and Controlling Division.

This is based on the role of the head of the service in controlling the organization is not optimal because the policy formulation is not optimal, transparency of information is low, information treatises are still low, the evaluation of complaints is not optimal, the formulation of public service advocacy results has never been carried out, besides that the head of the licensing service sector also influences the problem -problems such as never carrying out licensing service analysis, service evaluation, service system development, formulating service standards, formulating business processes, analysis of service activities and analysis of service barriers, while the head of supervision and control has not optimally managed the implementation of evaluation results and recommendations, analysis of support , implementation of advocacy, formulation of service lawsuits, imposition of sanctions, results of monitoring reports and formulation of licensing mitigation have never been implemented.

This research also found factors that support and hinder the implementation of the policy of Regent Regulation Number 26 of 2020 concerning Business and Non-Business Licensing Standards in the Investment Service and One-Stop Integrated Services of Pringsewu Regency as follows:

1.   Factors that support policy implementation.
a.   Implementor arrangements have been strengthened by providing rewards and punishments.
b.   Public services have been implemented as electronic-based and integrated so that it is more transparent.
c.   Develop policies and simplify regulations.
d.   The investment sector strengthens investment promotion.
e.   Acceleration of investment realization.

f.   Simplify micro small medium enterprises (MSME) regulations.
2.   Factors hindering policy implementation.
a.   Regulatory simplification has been slow to develop.
b.   Strategic studies, potential and investment opportunities have not been carried out in Pringsewu Regency.
c.   Low implementer competence.
d.   Inadequate public service facilities.
e.   The use of the Building Management Information System (SIMBG) application that is integrated electronically with the Online Single Submission application is not yet optimal.
f.   Not yet optimal coordination and collaboration between district and provincial governments.
g.   There has not been institutional cooperation in the investment sector.

From the results of this study the researchers provide recommendations for increasing the effectiveness of policy implementation at the Pringsewu Regency PMPTSP Service by developing the D7K model (Disruption, Consolidation, Correlation, Comparison, Collaboration Compassion, and Control) in implementing policies as described below:
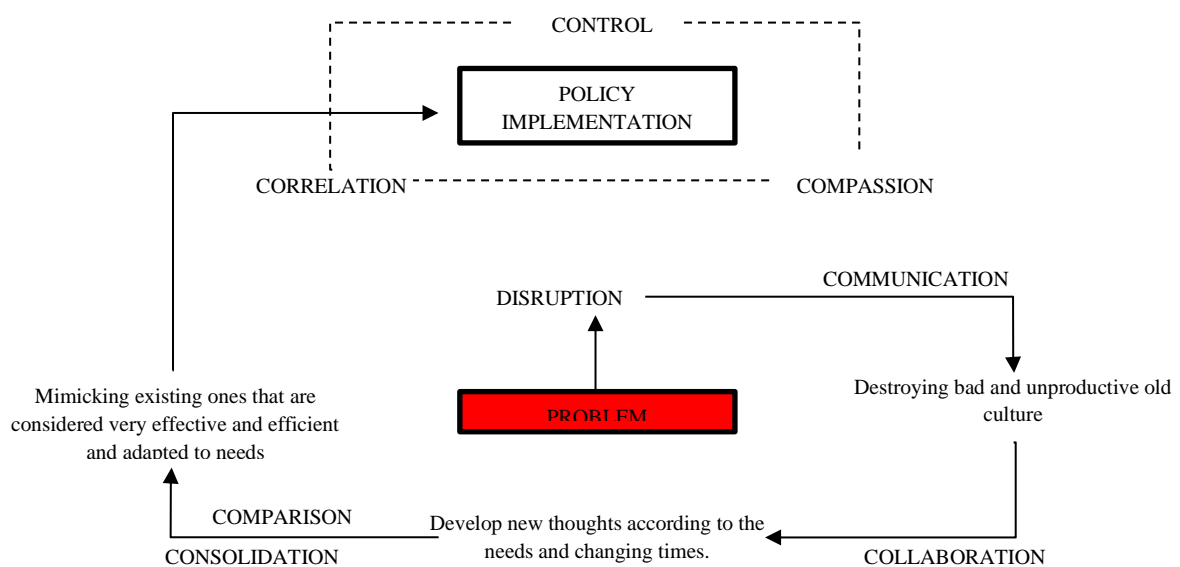

Figure 1. Policy Implementation D7K Model.

The explanation from the picture above is starting from identifying internal and external organizational problems that are considered to be hindering by disrupting, namely uprooting problems from their roots by destroying old and unproductive habits with new habits by communicating as a medium to convey messages in order to get the same definition and influence implementers to serve the community, after that collaborate by distributing authority and responsibility to each implementing actor so as to make it easier to measure the integrity of implementing officers, and develop new ideas for public service by conducting comparisons and consolidations, the purpose of which is to strengthen relationships and unity with the organization and carry out comparison of how the concept of change progresses over time, namely comparing existing policies with other policies that are considered most appropriate to the needs, namely by imitating existing and running effectively according to further needs in the

implementation of this model must consistently do correlation, compassion and control, the meaning is to link each event with reciprocity to look for evidence of connection, while compassion means a sense of belonging to the organization and exercising control or supervision so that there are no deviations, losses and other things that hinder the successful implementation of the policy.

CONCLUSION

In assessing policy implementation, we must be able to understand each characteristic of the problem, the characteristics of the policy, and the characteristics of the environment, all of which are interrelated and affect the level of achievement of policy implementation in the case of the Pringsewu District PMPTSP Service. The main thing in the policy implementation process is the standardization of public services. not yet optimal, besides that the actors involved are less responsive to challenges and changes, resulting in factors that hinder implementation and disrupt the effectiveness of public services at the Pringsewu District PMPTSP Service.

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