

## **Analysis of Independent Practice Licensing Policy Implementation in Barru District**

**<sup>1</sup>Nurmillah, <sup>2</sup>Henni Zainal, <sup>3</sup>Abdu AzharAljurida, <sup>4</sup>Andi Risma Jaya, <sup>5</sup>Wahyudi Putera**

<sup>1,2,3,4</sup>(Faculty of Economics, Department of Public Administration, University of Eastern Indonesia, South Sulawesi, Indonesia). Email: <sup>1</sup>nurmillah.ilyas@gmail.com, <sup>2</sup>henni\_zainal@yahoo.com, <sup>3</sup>azharaljurida51@gmail.com, <sup>4</sup>jayarisma29@gmail.com,

<sup>5</sup>(Faculty of Economics and Business, Department of Accounting, STIE Pelita Buana Makassar, South Sulawesi, Indonesia) <sup>5</sup>yudhieputera@gmail.com

### **Abstract**

*This study aims to analyze the implementation of the independent practice nurse licensing policy in Barru Regency and identify and analyze what are the supporting and inhibiting factors in the management of independent practice nurse licenses in Barru Regency. This research uses a type of descriptive research with a qualitative approach. Data collection methods interviews, observations and literature reviews, all data are analyzed qualitatively and presented descriptively. The results of this study show that the Analysis of the Implementation of the Independent Practice Nurse Licensing Policy in Barru Regency has run optimally in accordance with Standard Operating Procedures (SOP) so that it is feasible to provide services to the community. This is in line with the theory of Policy Implementation according to Edward, namely Communication, Resources, Disposition, and Bureaucratic Structure. Supporting factors in managing the issuance of permits for independent practice nurses in Barru Regency are the quality of qualified human resources and the availability of adequate infrastructure. Meanwhile, the inhibiting factor in managing the issuance of permits for independent practice nurses in Barru Regency is time efficiency in issuing permits because the system is still manual so that it requires time in the licensing service process. In addition, the lack of socialization to the community or health workers related to the service process. There are still many people who do not know what files are needed so they have to go back and forth to complete all the permit requirements.*

**Keywords:** Policy Implementation, Nurse Licensing, Independent Practice Licensing

## **I. INTRODUCTION**

The purpose of health development is basically to increase awareness, willingness and ability to live healthy for everyone in order to realize the optimal level of public health and nursing art. The goal is that nursing practice can empower patients and meet their basic needs with various nursing interventions carried out by qualified and professional nurses (DPP PPNI, 2017). Based on Law Number 38 of 2014 concerning Nursing, nurses are required to meet professional standards, service standards, Standard Operating Procedures (SOPs), and a code of ethics, in order to act professionally and with quality. A code of ethics is very necessary because it is the basis when building a good relationship between those who provide health services and those who receive health services. If there is a good relationship in the relationship, then a nurse can get his goal, namely the patient's recovery. However, in providing nursing services, ethical problems can arise, such as the dissatisfaction felt by patients with the services provided by nurses. So that this code of ethics is useful so that it can be used as a guideline so that it can avoid problems when carrying out its duties (Amir & Purnama, 2021). In supporting professionalism as an organization based on the field of expertise to develop science and technology realize the optimal degree of health for the community, health efforts are held with a maintenance approach, health improvement (Promotive), disease prevention (Preventive), disease healing (Curative), health recovery (Rehabilitative) which is implemented as a whole. The implementation of treatment and / or care based on nursing science or nursing science can only be carried out by health workers who have the expertise and authority for that. In this regard, in accordance with Law Number 38 of 2014 concerning Nursing, nursing

practice is a service organized by nurses in the form of Nursing Care. Nurse practice is one of the contributions to the ability to carry out independent functions in the presence of a group of knowledge that underlies the skills to solve these nursing practice problems. Currently, various components of nursing service activities include efforts to prevent health problems, increase client independence in the health sector and efforts to fulfill the basic needs of clients both through empowerment intervention activities, complementary and collaborative interventions and sustainable nursing services have not been optimally implemented by the nursing profession in order to deal with various phenomena of increasingly complex health problems.

In line with several relevant studies regarding the implementation of independent practice licensing policies, among others, the Driver's License (SIM) is proof of competency validity, a control tool, and police forensic data for a person who has passed the knowledge, ability, and skills test to drive a Ranmor on the road with the requirements specified in the Road Traffic and Transportation Law. The results of this study indicate that the management policy of SIM issuance at Gowa Police Station in terms of resources has not been implemented properly, because there are still shortcomings in facilities and infrastructure that can provide a sense of comfort for SIM administrators when receiving services provided by (Sahabuddin, et al, 2021). Then public services, especially licensing services in Kalideres Sub-district, West Jakarta, are expected to contribute to community service, which in turn is able to guarantee every community to get optimal service and not burden the community, especially for the lower middle class. This research was conducted to analyze how much influence policy implementation and/or leadership commitment either partially or jointly have on the success of licensing services in Kalideres Sub-district, West Jakarta. This research uses an explanatory survey method that focuses on observation and the use of questionnaires to extract data from existing samples. It is hoped that from this research, the implementation of existing policies and leadership commitment can be measured and in the future it can be even better by (Muldiyanto, 2019).

## **II. LITERATURE REVIEW**

### **Policy in General**

Etymologically, according to Dunn, the term policy comes from Greek, Sanskrit and Latin. In Greek and policy is called polis which means "city-state" and Sanskrit is called pur which means "city" and in Latin it is called politia which means state. Several scientists explain various kinds of policies including, Carl Friedrich in Indiahono states that "policy is a direction of action proposed by a person, group or government in a certain environment that provides obstacles and opportunities for the proposed policy to use and overcome in order to achieve a goal, or realize a specific goal or purpose.

### **Policy Implementation Theory**

Etymologically, the definition of implementation according to Webster's Dictionary quoted by Solichin Abdul Wahab (2004: 64) is "to provide the means for carrying out; and to give practical effect to". While Donald S. Van Metter and Carl E. Va in Widodo (2013) provide an understanding of implementation by saying: Policy implementation includes actions taken by individuals or groups of government or private that are directed at achieving the objectives set out in policy decisions. This includes both one-off efforts to translate decisions into operational matters, as well as ongoing efforts to achieve the major and small changes mandated by policy decisions.

Mazmanian and Sabatier in Widodo (2013) explain the meaning of implementation by saying: To understand what actually happens after a program is enacted or formulated is the subject of policy implementation. Those events and activities that occur after the issuing of authoritative public policy directives, which include both the effort to administer and the substantives, which impacts on the people and events. So, Joko Widodo (2010: 88) concludes that: Implementation is a process that involves a number of resources including humans, funds, and organizational capabilities carried out by the government and the private sector (individuals or groups). The process is carried out to achieve the goals previously set by policy makers.

### **Licensing**

According to Ridwan (2020: 98) divides the meaning of licenses in a broad and narrow sense, namely as follows: Permits are one of the most widely used instruments in administrative law. The government uses permits as a juridical means to steer the behavior of citizens. The broad meaning of a permit is an approval from the authorities based on laws or government regulations to deviate from the provisions of statutory prohibitions in certain circumstances. By granting a license, the authority allows the person requesting it to perform certain actions that are actually prohibited. This concerns the allowance of an act which, in the public interest, requires special supervision. Permission in the narrow sense is the binding of a regulation, permission is generally based on the desire of the legislator to achieve a certain order or to prevent bad circumstances. Its purpose is to regulate acts which the legislator does not consider wholly reprehensible, but over which he wishes to exercise a degree of supervision.

**Barru Regency One-Stop Integrated Service (PTSP)**

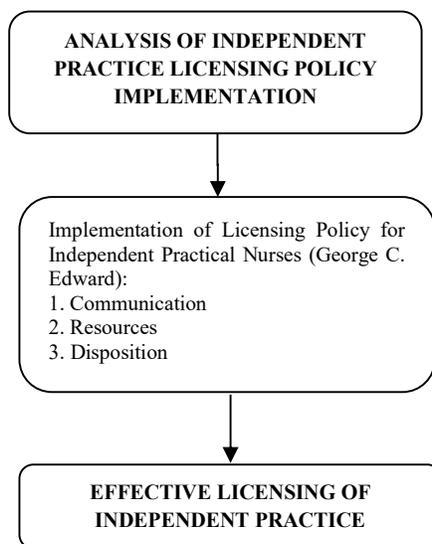
One-Stop Integrated Services (PTSP) in Barru Regency Regional Regulation Number 9 of 2017 concerning the Implementation of One-Stop Integrated Services is an activity of organizing a license and non-license that gets delegation or delegation of authority from an institution or agency that has licensing and non-licensing authority whose management process starts from the application stage until the issuance of documents is carried out in one place.

The implementation of PTSP provides convenience and certainty for the public in obtaining licensing and non-licensing services and obtaining information about the location, time, cost, requirements, procedures, submission and resolution of complaints of Licensing and Non-Licensing Services. This PTSP has objectives according to Barru Regency Regional Regulation Number 9 of 2017 article 4, namely:

- Improve the quality of public services;
- Provide protection and legal certainty to the community;
- Shorten the service process;
- Bringing closer and providing wider services to the community; and
- Accelerate and simplify the process of obtaining licenses and non-licenses related to business and the implementation of investment activities.

While the targets of PTSP implementation are:

The realization of public services that are fast, cheap, easy, transparent, certain and affordable; and improving public rights to services.



**Figure 1.** Framework

### **III. RESEARCH METHOD**

The type of research in this study is descriptive research, with a qualitative approach, the location of this research was carried out at the Section and Research informants in this study are: Head of DPMPTSP Barru Regency (Main Informant), Head of Health Human Resources Section at the Health Office (Technical Team), Chairman of DPD PPNI Barru Regency, Nurses who take care of SIP licenses for Independent Practical Nurses. This research was conducted at the Barru Regency One-Stop Integrated Service Investment Office (DPMPTSP). This location was chosen because it focuses on analyzing what policy implementation is like in the process of obtaining an independent practice nurse license in Barru Regency by following George Edward's policy implementation theory where there are four variables that will be the focus of research including 1. Communication, 2. Resources, 3. Disposition, and 4. Bureaucratic Structure. The informants in this study are: Head of DPMPTSP Barru Regency (Main Informant), Head of Health Human Resources Section at the Health Office (Technical Team), Chairman of DPD PPNI Barru Regency, Nurses who take care of Independent Practical Nurse SIP licenses. The data analysis technique used in this research is qualitative data analysis technique by means of context analysis from literature review and statement analysis from the results of interviews from informants.

### **IV. RESULT AND DISCUSSION**

#### **Policy Implementation Analysis of Licensing Services for Independent Practicing Nurses in Barru Regency According to Edward Edward**

To clearly describe the variables or aspects that have an important influence on the analysis of policy implementation/application which is then related to Licensing Services, especially for Independent Practical Nurses in Barru Regency. According to George C. Edward III that the success of policy implementation is influenced by the following aspects:

#### **Communication**

The first aspect that affects the implementation of the Barru One-Stop Integrated Service (PTSP) program is communication. The implementation of a policy requires good communication, the delivery of clear information either directly or indirectly, which can be understood and understood by all parties. In the successful implementation of running the One-Stop Integrated Service (PTSP) in Barru Regency, coordination with various parties is absolutely necessary to support the Licensing Service. Among them are coordination between related agencies, coordination between service providers, and communication with health workers, in this case nurses who take care of independent practice permits.

#### **Coordination between related agencies**

In carrying out health worker licensing services, some coordination between related agencies is required. Although this health worker license is registered and issued by DPMPSTP as a one-stop integrated service, in its implementation, coordination is needed with the Health Office as a technical team that is directly related to and verifies in the field the independent work practices of health workers, especially nurses and also PPNI as a professional organization for nurses that has an important role to protect, protect, foster, and develop the nursing community in Indonesia. One of its programs is to support nurses in opening independent practices. Based on information obtained from DPMPSTP as the main informant, the results of an interview conducted with the Secretary of DPMPTSP stated that "Licensing and the Health Office as technical agencies certainly always coordinate, in this case relating to the issuance of Health Worker Licenses. For this reason, PTSP and the Health Office are in the same standard procedure flow. So after the license file is verified by the PTSP Front Office, it is then coordinated with the Health Office to issue a recommendation."

Meanwhile, according to information obtained from informants at the Health Office, the results of an interview conducted with the Section Head of the SDM section stated that "We coordinate well with PTSP and also PPNI. For PTSP itself, every file that comes in or that has been registered by the PTSP Front Office for a recommendation request, we will immediately coordinate the scheduling of a survey at the location of the

practice site. Then with Professional Organizations, in this case nurses or PPNI, we always hold meetings every year to discuss professional organization recommendations where every health worker, especially nurses, must have this recommendation before applying for a health worker license. We always discuss how the completeness of the requirements to be included in the application, the extension of the practice license, and the practice schedule. Then related to policy changes between PPNI and the Health Office, we also always coordinate with PTSP, both in person and online through the WhatsApp group."

Furthermore, based on information obtained from PPNI as a Nurse organization, the results of an interview conducted with the Chairman of DPD PPNI Barru Regency stated that "In managing licensing services such as health worker licenses, we only coordinate with the Health Office. Furthermore, the Health Office will forward it to the relevant PTSP if there are changes or new policies. However, we still monitor health workers who apply for their license to practice, because we also issue recommendations from professional organizations. This recommendation is needed to complete the application file for a nurse practice license at the PTSP."

### **Coordination between Service Providers**

Not only coordination between related agencies, licensing services will not be optimal when communication with the service providers themselves is not effective. For this reason, good coordination is needed starting from the leader (superior) to the members (subordinates) as a unit in the service provider. Based on information during interviews with PTSP Informants, especially in the licensing service sector, coordination is carried out both periodically and incidentally. So before carrying out their respective responsibilities, such as the Front Office and Back Office are given briefings related to things that happened in the previous week and that should be a concern in the week ahead. And when there are changes in the application requirements, for example, there must be information from the head of the licensing organizing field to the Front Office so that there is no miscommunication.

Meanwhile, according to information during interviews with informants at the Health Office, that there is still coordination with other members of the SDM section as the one handling health worker licenses. Related to file verification, who will go down the survey to the independent practice site. And among the members of this team must understand and master all the work in SDM. Not only focusing on one particular field. So if one of the members has a need or is absent, it is easier to handle the work. Moreover, because this is a service, so the existing files from PTSP must be immediately given a recommendation to be issued at PTSP.

### **Coordination with Health Workers**

Based on information during the interview with the PTSP informant stated that "The earliest interaction with the Health Worker Applicant is of course the Front Office. Where the Front Office is the face of the Licensing service that faces health workers directly by providing the required forms and also submitting the completed license, complete with explanations that are easily understood by the applicant. Therefore, communication is the most important ability that must be mastered by the Front Office in order to establish good coordination with the applicant or Health Worker who takes care of the permit".

Meanwhile, according to an informant from the Health Office, "In this case, we, as the technical team of Licensing services, coordinate with Health Workers during surveys to independent nurse practice places where we see the feasibility of the place, facilities, and also supervise until the independent practice place is running. So, we not only coordinate during the licensing process, but we always inspect the independent practice places in Barru Regency. Another informant source from the Chairperson of PPNI stated that "We always coordinate with Health Workers in this case Nurses who want to take care of Independent Practice permits to provide recommendations for Professional Organizations as one of the requirements in obtaining permits. But not only for license processing, we also always encourage and support other nurses to open new jobs such as independent practice so that health workers not only provide services in government agencies, but can also

provide independent practice services." From the three aspects of communication during the interview, it can be concluded that communication is an important part of implementing licensing service policies. The communication that is established is clear, both directly and indirectly, and can also be understood and understood by all parties. Both coordination between related agencies, coordination with service providers and also coordination with health workers. So that in this case the issuance of independent practical nurse licenses has no obstacles in the communication aspect.

### **Resources**

A requirement for the operation of a government is the possession of resources. Policy implementation will not be effective if implementers lack the resources necessary to implement the policy. The importance of resources in policy implementation received attention from Edward III who stated "the lack of resources will result in the ineffectiveness of policy implementation". The resources in question include Human Resources, Infrastructure Resources, Financial Resources (Budget) and Authority Resources.

### **Human Resources**

In this case, what is related to Human Resources is Competence or skills and knowledge. Inadequate human resources (number and ability) result in the inability to implement the program/policy perfectly. A large number of implementers does not automatically encourage successful implementation, if they do not have adequate skills. On the other hand, the lack of personnel who have skills will also hinder the implementation of the policy. As the results of interviews conducted with informants from PTSP said that "For public services, the staff is quite adequate and the knowledge is also quite qualified because most of the staff here are S1 graduates so there is already a basis. It's just that the dynamics in the licensing service sector are very fast so what is needed by our staff here is refresher or retraining". Likewise, the information conveyed by informants from the Health Office is that in terms of personnel it is considered sufficient, but the name of knowledge and abilities must always be developed to keep up with the development of information technology as it is today.

### **Facilities and Infrastructure Resources**

Facilities and infrastructure in resources are all facilities and infrastructure available for the implementation of policy implementation and are used to support directly and related to the tasks set. Edward III states that facilities and infrastructure resources are resources used to operationalize the implementation of a policy which includes buildings, land, and facilities which will all make it easier to provide services in policy implementation.

Based on information during interviews with PTSP Informants, it is stated that "the facilities and infrastructure at PTSP are quite adequate with new building facilities complete with air conditioning and Wifi. There is a waiting room or queue place that is adequate. The equipment in the Back Office is also quite adequate, only constrained in vehicles. Because the licensing service for health workers requires a recommendation from the Health Office, every file that has been verified at the license is immediately taken to the Health Office for processing. As for transportation there, we only use vehicles and personal expenses so that sometimes it becomes an obstacle in service."

Informants from the Health Office added "Some facilities and infrastructure are adequate and some are inadequate. For our room, air conditioning is available, but what is not adequate is that the tools used in services such as still using privately owned laptops, printers that have started to be somewhat damaged, and scanners have also begun to break down if when they are used sometimes they want to sometimes they don't. Likewise, other tools, so that sometimes it causes delays in services. Likewise with other tools, so that sometimes it causes delays in service. In addition, our network here is also not good, so if you want to issue recommendations, sometimes it is a bit hampered because of the facilities".

### **Budget Resources**

Limited budget resources will affect the success of policy implementation. Besides the program cannot be implemented optimally, the limited budget available causes the quality of services that should be provided to the community to be limited. According to an informant from PTSP, "to support current licensing services, the budget is actually sufficient but later PTSP will create a system where the implementation is online and is expected to make it easier for the community. But it has not been realized at this time because the costs required are quite a lot so it is still waiting for the budget".

### **Resource Authority**

The authority in resources is the authority possessed by human resources to implement a determined policy. The authority possessed by human resources is the authority of each implementer to do things related to what is mandated in a policy. The authority in this case is as conveyed by an informant from PTSP who said that "The Head of the PTSP Office has received authority from the Regent regarding the signing of licenses. In the implementation of this signing activity, there should no longer be delegation of authority to subordinates or lower positions. For this reason, the Head of the PTSP Office is fully responsible for signing licenses. And as an effort to minimize errors in permit issuance, tiered file verification is carried out. Starting from the front office, processing team, head of service, secretary and then signed by the Head of Service. So this authority has become the full responsibility of PTSP in licensing services.

### **Disposition**

Disposition is the attitude and commitment of the implementer to the policy or program that must be implemented because every policy requires implementers who have a strong desire and high commitment in order to achieve the expected policy objectives. The results of interviews with PTSP informants also said that "policies are never made carelessly, so we still rely on the basis of existing regulations and when there are new regulations, we will definitely try to communicate even though it is not with a large socialization but can be internally to avoid any discrepancies with policy implementers".

Judging from this disposition factor, it can also be said that in the licensing service process, especially the independent practice of nurses at PTSP Barru Regency, it has been fair to the community in providing services, and there is no differentiation in services, because PTSP Barru prioritizes the community over personal interests, such as the results of interviews conducted with the Secretary of PTSP Barru Regency as the main informant: "In carrying out licensing services including the issuance of licenses for health workers, especially independent practice nurses, here we have been kind and fair to the community, and we also here do not differentiate services. For example, because he is a relative or someone we know, we prioritize him and facilitate his affairs here. Insya`allah we are not like that, we are here committed to providing services to the community fairly, and in carrying out services we must comply with the SOP that has been determined".

Another informant source from the Nurse who took care of the permit directly at the permit also mentioned that "My file was registered quickly without being complicated because I had completed all the requirements. However, waited quite long about 2 weeks for the completion of the permit but it was not a problem for me". Here we can conclude that the attitude of policy implementers in PTSP itself has been running effectively because it is always well coordinated to avoid discrepancies with policy implementers. Then the disposition of service providers at PTSP has also been objective in providing services. Because there are many cases of health workers who feel differentiated and complicated the licensing process because they do not have acquaintances or relatives so they prefer to postpone the processing of the permit.

### **Bureaucratic Structure**

Although the resources to implement a policy are sufficient and implementers know what and how to do it, they have the desire to do it. Policy implementation may still be ineffective, because there is an inefficiency of the existing bureaucratic structure. Such a complex policy demands the cooperation of many people. Bureaucracy as the implementer of a policy must be able to support policies that have been decided politically by means of good coordination. According to Edward III, there are two characteristics that can boost the performance of bureaucratic structures for the better, namely by carrying out standard operating procedures (SOPs) and carrying out fragmentation.

### **Standard Operating Procedure for Service Issuance of Barru Regency Nurse Independent Practice License**

One of the health worker practice licenses that is the authority of the local government is an independent nurse practice permit which has a very important meaning in public health services for handling or public services. It is expected that medical personnel who are in independent nursing practice will be able to provide health services according to the profession and be able to manage service management professionally, and have an entrepreneurial spirit. "Results of Interview with Investment Office and One-Stop Service "The process or stage of making a license as one of the requirements for establishing an independent nurse practice is as follows: The applicant picks up the form at the PTSP registration counter.

After fulfilling the requirements and passing verification by the Front Office, the Applicant is given a receipt which means that the file has been registered

Files verified by Head of Service and Secretary

File mutated to Health Office

The Health Office schedules to conduct field surveys

The health office mutated the file again to the Investment Office and One-Stop Service.

DPMPTSP processes the results of the Health Office's recommendations.

Signature by the Head of DPMPTSP Office

The file is taken to the Front Office for submission

The applicant can pick up the SIP at the counter by submitting a receipt

Based on an interview with the Health Office stated that: "The application letter along with attachments were submitted to the head of the SDM and licensing sections in duplicate. Then verified, registered, if it is complete and correct to schedule a visit to the practice facility. If you meet the requirements, a Nurse Practice License is issued."

The file requirements are:

#### **Request**

Original/color STR that is still valid and has been legalized

Certificate of Able-bodied

Letter of Has a Place of Practice from the leader of Fasyankes/Place of Practice

Professional Organization Recommendation Letter from PPNI

Photo Pass 4x6 (1 sheet) 2x3 (1 sheet)

Photocopy of KTP

Photocopy of BPJS Health and Employment

Statement letter not dispensing

Photocopy of NPWP

Business Identification Number (OSS)

An interview with the Health Office also stated that: "Without this license, the community will feel afraid whether this independent nurse practice is feasible to provide health services according to applicable regulations or not. Or is it just making money without thinking about the patient's recovery. This is felt to be necessary for licensing every existing nurse practice. In order to develop such a complex and extensive health sector, it is strongly felt that laws and regulations that support health efforts need to be further refined and improved."

Permits intended for the creation of activities that are positive for development activities. A permit issued by the government is intended to provide an orderly and safe condition so that the purpose will be in accordance with what is intended for it.

With the existence of health facilities such as independent nurse practices that provide service facilities, service facilities must be in accordance with service standards, as well as when we take care of licensing in the implementation of its management we will be given service standards from the government. With this service standard, this foam becomes a reference or benchmark for the government when providing services in government offices.

In the Barru Regency area, it is very good to hold an independent nurse practice. Because this is very far from a big city where many health facilities and hospitals are very adequate in terms of medical equipment. However, before opening, related parties must carry out licensing to the one-stop integrated service investment office. When nurses who have independent nursing practices want to ask for a license to practice their practice, the government should give a good appreciation because this will help the government in terms of providing health services that are currently still lacking. And there must still be improvements every day. At the time of licensing management, it is hoped that independent nurse practice owners will not be complicated but provide good service and be more effective and efficient. To make it easier and as soon as possible to build the independent nurse practice. So that it can provide health services to people in need as quickly as possible.

Before obtaining permits, independent nurse practice owners must first find a very strategic location so that it is easily accessible and visited by the community in case of an emergency. In addition, the files for making permits must be felt complete first so that there is no repetition or repeated visits to the health office to make permits. The government or health office that grants permission if in managing the license of the hospital owner still lacks the standard of medical equipment, then it should direct to be sufficient and pay more attention to the tools used so that the community does not feel less getting health services. In every licensing management for any matter, it will have conditions that must be met by the owner of the place. Before conducting management to the health office, the requirements must first be sufficient so that the independent nurse practice maker does not need to worry anymore to take the missing files. This is so that it takes less time in making it. In the management of permits in the government, the permit maker will get services during management. The implementation of services during the management is considered good or still not good, but the government has carried out service standards in management. Indeed, usually the management is not short. But it will take a decent amount of time.

In the licensing stage, it takes a long time, because of the many files that must be taken care of first, preferably before coming to make a permit for the independent nurse practice, the owner of the independent nurse practice should have prepared the files or conditions requested by the government or health office in making the permit. So as not to take a very long time. Owners of independent nursing practices only need to follow the process according to licensing standards. According to an informant from one of the Independent Practice Nurses said that "in terms of requirements, sometimes there are some files that are sometimes difficult to fulfill such as BPJS Employment which must be completed for independent practice. And it also took several days to wait for the permission to be completed. The officer said, sometimes the file is still at the Health Office and also waiting for the signature of the Head of the Office which sometimes is not in place". From the interview, the author concluded that in order to be more time efficient and easier to manage. Owners of independent nursing practices must understand the registration phases and the necessary paperwork. To avoid returning home because the permit has not been completed, the PTSP provides an office number that the applicant can contact so that he can ask where the permit process has arrived. And, the most important thing is that PTSP should immediately provide electronic signatures to speed up the licensing process.

The results of an interview with PTSP informants stated that "we have prepared so that later this Licensing Service has switched from a manual licensing process to online licensing to make it easier for the public and the signature of the head of the service is no longer an obstacle. But we are still waiting because to make the program requires a very large cost so it is not easy to realize it. But we will keep trying. Then in terms of the process and the cost is stated in the service procedure, which is 10 days of working hours and there is no collection of fees or free. However, if it happens after the specified time, there may be errors, lack of files, or many people who do the management who have to wait for the queue and the next scheduling." The stages carried out in making permits are not convoluted or take a long time, it's just that because of some files that must be prepared by the owner of an independent nurse practice first, which as we know if the files we bring are incomplete, the government will refuse them and be asked to complete the files, we cannot also blame-the government, sometimes we are lazy to queue and take care of other files requested by The government is concerned, so sometimes we neglect it.

Therefore, before making a perizinan first we should prepare the file as complete as possible so that we don't have to repeatedly come there which will take a long time, and just waste time. Which when we get there, we will also not be served because of the lack of files that we bring to apply for permits. If the file we bring is incomplete then we will be asked to complete the file, not because of this we get poor service. The government has explained how the process and the paperwork are, but sometimes because too much is taken care of it makes us lazy to take care of it. On this basis we label the government as not providing good services.

In fact, usually every service implementation in the government has operational standards for its services. It is impossible for the government to provide poor services, sometimes the people themselves who make it have to repeatedly come to help, because there is still a lack of files. It has been confirmed that with the incomplete files to take care of permits, the government refused or told them to go home. One of the independent practice nurses who was interviewed said, "In the implementation of services, in my opinion, it has been in accordance with predetermined standards and requirements that are in accordance with applicable laws and regulations. The process that must be passed is not as simple because there are several files that I have to provide and wait for the escort from the health office, the service that I feel is very good in my personal opinion, also with no cost in the process of making permits."

### **Fragmentation (Division of Responsibility)**

Bureaucracy as the implementer of a policy, must be able to support policies that have been decided by coordinating in accordance with SOPs and fragments so as to boost the bureaucratic structure in a better direction. In implementing the One-Stop Integrated Service (PTSP) program, Barru has carried it out in accordance with existing SOPs and fragmentation or is responsible for activities in carrying out the One-Stop Integrated Service (PTSP) program. As the results of an interview conducted with PTSP informants: "The staff here have carried out the licensing service well according to the SOP that has been issued, and in carrying out this licensing service, it has also been determined who will run it in accordance with their respective responsibilities. So, everything has been arranged so that in providing services at PTSP Barru so that everything can run smoothly and well". Inhibiting Factors and Supporting Factors in the Issuance of an Independent Nurse Practice License in Barru Regency.

### **Inhibiting Factors**

In terms of public services, there are often obstacles that make the government always have to improve the performance of its employee apparatus for the better. In accordance with service standards in government. With supervision, it will make the implementation of services in licensing matters even better. Not every day there are always those who make permits, because in every region there are not so many independent nurse practices. "The results of an interview with PPNI: "At the time of making permits, the most obstacles felt were indeed a matter of time, but I think the government must have optimized the time so that we who take care of permits do not take long, while the practice of nurses must run as soon as possible. Because we know that at this time nurse practices are highly sought after by the community because the cost is cheaper than hospitals, especially in areas far from the provincial capital, we nurses must be able to open practices in order to provide services to the people in the region."

One of the Nurse Practice Owners also said "The obstacle in my opinion may be more time efficiency, waiting for the file process and scheduling for a site survey inspection which may take a long time, so we have to wait first, for the process of our file equipment which is in accordance with the standards set and requested by the government. The problem of obstacles and obstacles is not too in my opinion, it's just that yes, it is in accordance with the procedure where the files must be complete and according to standardization."

Whether or not there are obstacles that occur, but for time efficiency, it must be shortened as much as possible because too long time will make us long at that stage, while we already have to do many other things. However, the implementation must be in accordance with the standards set by regulations.

Service completion time is the period of completion starting from registration, which is when the applicant completes the required files until the completion of the service process, which is when the permit is issued. This cannot be ascertained whether it can be completed on time or even takes a long time.

Delays that occur sometimes because of the many requirements that must be taken care of so that this makes the completion time take a long time. However, it is undeniable that one of the factors of delay is that the files that accumulate at the Health Office are usually constrained because there are meetings or activities so that they are not immediately resolved. And also in PTSP, the system is still manual so that the signature of the Head of Service also sometimes becomes an obstacle when the Head of Service is not in place so that the permit file also experiences delays. In terms of providing licensing services, the government has tried its best so that it can be completed quickly. Everything will not be the same depending on the permissions we take care of.

Second, the obstacle is related to No socialization. Socialization is necessary in the process of implementing the strategy. This is expected to facilitate the process of implementing the strategy. An interview conducted with the head of the licensing service implementation. Furthermore, interviews were conducted with PTSP "many people do not know the service process so they have to come two days just to collect the files, maybe this happened because we never did socialization in the villages" (The results of the informant interview). From the interview, it can be concluded that many people do not know what is needed in applying for a permit, this is because there has never been socialization about licensing service procedures for the community.

Based on the observations made by researchers, it was found that there are still people who do not know what requirements are needed in applying for a permit, so they have to go out again to complete their files. For this reason, researchers concluded that the implementation of licensing services must always be improved even better. In order to create a sense of satisfaction in the community who come to take care of the permit. Public satisfaction will be a benchmark for the government to be better in the future and it is felt that there will be no criticism from the public anymore to the government. According to (Sinambela, 2006) stated that the community always demands the best and quality public services from the government, even though these demands are not in accordance with the expectations of the community, because empirically in the community licensing services still seem slow, convoluted, expensive and tiring. This happens because the community is still positioned as serving the food served. The public still feels that the licensing service process carried out by the government apparatus still seems not good in the eyes of the public, such as a convoluted process, lack of transparency and also tiring. People who apply for permits often go back and forth from one office to another just to take care of 1 type of licensing service, so that people become lazy to take care of their permits, then the licensing services carried out by government officials are labeled bad by the community. For businesses, permit problems like this are of course very inhibiting, so that the trust of the community and business circles in the government will decrease.

The services provided at the time of licensing management must indeed be of the best possible quality, so that independent nurse practice holders realize the importance of licensing in this regard. Not only in terms of making permits, it is needed, but in terms of providing quality services to patients in order to create a good relationship between medical personnel and patients. The government must also always follow up on practices that have carried out licensing. Whether the license is still valid or no longer feasible. Sometimes due to difficult factors in management, many independent nurse practice owners are reluctant to do business. But not everything happens like that, many also do permits and when the permit expires, they will immediately extend their permits. This makes the government have to be more observant to see the independent nurse practices that exist today.'

The increasing number of independent nurse practices, the government must also always look at the condition in the field whether it is in accordance with government standards or applicable regulations or not. Also, socializing to each practice place so that it always provides services that can make patients comfortable and provide medicines according to standards. Not drugs that are no longer feasible.

Not only based on the licensing of practice but also the certification of medical personnel also deserves attention, whether it is appropriate or not in providing health services to the community. Indeed, there are many obstacles in the field where not all nurses can provide good service. With the current government programs such as BPJS, sometimes many hospitals refuse for various reasons. Not only that, not all nurse practices that cooperate with the government in terms of this program, make people sometimes reluctant to check their health, for fear that expensive costs will be given by hospitals or independent nurse practices in health services. This makes it important to educate medical personnel and the public about the importance of health so that there is self-awareness for the importance of maintaining health. This must always be done by the government in order to always create public awareness to always maintain a healthy body, not only that in addition to the health of the surrounding environment must also be considered its condition. the government must always provide counseling to the public about health. And can distinguish mischievous practices that can harm society.

People should not just be complacent with cheap treatment and do not have inadequate service standards. Which will later be able to harm the community itself in the future. People should be able to see decent practices and provide health insurance. Not a practice that does mall practice, indeed not only nurse practices can occur but in large hospitals it also often happens, here is the role of the government must always see or follow up on the field so that similar things no longer happen.

### **Supporting Factors**

To support the programs that have been made, it is necessary to develop resources, both human resources and facilities and infrastructure. Resources are more focused on how the organization is able to utilize existing resources and develop them efficiently to achieve program objectives. Each program requires experts to run it, in addition to human resources that must be improved, the organization must also provide facilities to employees in carrying out their duties such as providing workspace and other facilities. Based on an interview with PTSP: "Judging from the level of education the quality of human resources is standard, things that are done to manage human resources are by conducting evaluations every month to find out obstacles and obstacles in service, facilitating employees to take computer courses and directing employees to attend seminars on being good servants" (The results of the interview with PTSP Barru informants).

Based on the interview, it can be concluded that several ways carried out by the One-Stop Integrated Service in empowering human resources are by carrying out activities outside working hours which are expected to increase cooperation between employees and avoid conflicts between employees. In addition, PTSP also routinely evaluates employee performance to find the best solution in providing services. Second, the supporting factors are facilities and infrastructure, to achieve the success of a strategy requires facilities and infrastructure. One-Stop Integrated Services need to provide facilities and infrastructure to achieve the strategy. With an interview conducted with an informant: "The fulfillment of facilities and infrastructure is good such as a comfortable waiting room, each employee is provided with each employee's computer, Wi-Fi is provided, equipped with an air-conditioned room". From the interview, it can be concluded that the facilities and infrastructure in one-stop integrated services are good, this is seen from the availability of computers for each employee and other facilities. Furthermore, it is carried out with the head of the licensing service implementation. "The facilities and infrastructure are complete; it can be seen from the fulfillment of capacity in services and we are also given funds to conduct training". From the interview, it can be concluded that the facilities and infrastructure in Barru's one-stop integrated service are good, it can be seen that facilities are provided to employees to attend trainings aimed at improving service quality. The completeness of facilities in the one-stop integrated service is good, because all employees are facilitated with their own computers and service places are also good, spacious workspaces, equipped with Wi-Fi, WC, and prayer rooms.

## **V. CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the results of the author's research described above. So the author concludes, as follows:  
Analysis of the Implementation of the Licensing Policy for Independent Practice Nurses in Barru Regency has run optimally in accordance with Standard Operating Procedures (SOP) so that it is feasible to provide services

to the community. This is in line with the theory of Policy Implementation according to Edward, namely Communication, Resources, Disposition, and Bureaucratic Structure. That way, health workers, especially independent practice nurses, do not need to worry and hesitate to take care of their License to Practice. Supporting factors in managing the issuance of permits for independent practice nurses in Barru Regency are the quality of qualified human resources and the availability of adequate infrastructure. Meanwhile, the inhibiting factor in managing the issuance of permits for independent practice nurses in Barru Regency is time efficiency in issuing permits because the system is still manual so that it requires time in the licensing service process. In addition, the lack of socialization to the community or health workers related to the service process. There are still many people

### **Suggestion**

In the process of making permits, the time must be considered, maybe 14 working days is too long to wait, but if it can be shortened, the government should try to provide more efficient time so as not to wait too long for the process. The government also still has to look at whether these practices are up to standard or still valid or not their licenses, and whether they have provided excellent service to patients who come and provide medicines that are up to standard. The occurrence of obstacles that exist during the process of making permits is indeed wherever and whatever we take care of, of course, there are things that happen that hinder it. However, in accordance with the regulations, the time efficiency must be shortened again. With a process that takes a long time due to the amount that needs to be taken care of in terms of licensing, this is indeed appropriate for the common good in order to create comfort for all parties. For the problem of management time must be able to pay attention again. So that it can be shortened more so that the practice can be opened immediately.

### **BIBLIOGRAPHY**

- Amaludin, M., Raihan, R., & Hajimi, H. (2019). Gambaran Pengetahuan Perawat Terhadap Undang-Undang No. 38 Tahun 2014 Tentang Keperawatan Di RS X Pontianak. *Khatulistiwa Nursing Journal*, 1(1).
- Amir, N., & Purnama, D. (2021). Perbuatan Perawat yang melakukakesalahan dalam Tindakan Medis. *Kertha Wicaksana*, 15(1), 26-36.
- Aljurida, A. A., Asang, S., Rakhmat, R., & Rusdi, M. (2020). Making Benefits in Implementation of the Housing and Residential Policy in the City of Makassar. *Journal of Asian Multicultural Research for Social Sciences Study*, 1(2), 71-79.
- Aljurida, A. M., Asang, S., & Rusdi, M. (2021). Housing and Urban Development in Makassar: A Policy Benefit Approach. *Turkish Online Journal of Qualitative Inquiry*, 12(8).
- Azizah, A. (2021). *Implementasi Perda No 9 Tahun 2018 Tentang Penyelenggaraan Usaha Pariwisata* (Doctoral dissertation, Universitas Muhammadiyah Magelang).
- Azis, M., Azis, F., T., Tahir., Sahabuddin, R & Putera, W, Social Media Marketing Technology and Online Consumer Purchase Interest Influence the Effectiveness of Business Continuity through Competitiveness of Online-Based MSME, *Journal Scope*, 13(3). 59-82.
- Agusniati, A., Putera, W., Rasyid, A., Rajamemang, R., & Baharuddin, H. A. (2024). Media Pembelajaran Dalam Meningkatkan Prestasi Siswa Sekolah Dasar Berbantuan Produk Adobe Flash. *TIN: Terapan Informatika Nusantara*, 4(8), 524-531.
- Barber, J. (2019). *The Presidential Character: Predicting Performance in the White House, With a Revised and Updated Foreword by George C. Edwards III*. Routledge.
- Elpisah, W. P., & Sariuddin, H. A. (2023). Utilization of Entrepreneurship Education and Students' Personality Factors in Entrepreneurial Interest That Have an Impact on Entrepreneurial Creativity in SMU, SMK and SLB. *Journal for ReAttach Therapy and Developmental Diversities*, 6(1), 637-655.
- Farida, U., Zainal, H., & Aslinda, A. (2024). *Manajemen sumberdaya manusia*. PT. Sonpedia Publishing Indonesia.
- Iriani, N., Putera, W., Hidayah, R., & Agusniati, A. (2024). Pengaruh Digitalisasi, Digitalisasi, Transformasi Digital dan Era Digital Terhadap Peningkatan Mutu SDM Pada PT Suraco Jaya Abadi Motor. *Movere Journal*, 6(1), 47-60.

- Iriani, N., Parajai, T., A., M., Rostini., Putera, W & R., Rasyid, A., Occupational Safety and Health (K3) Program in Improving Employee Productivity through Employee Work Discipline, *Asian Journal of Social Science and Management Technology (AJSSMT)*, 5(5). 40-56.
- Jaya, A. R. (2019). GAYA KEPEMIMPINAN YANG DITERAPKAN CAMAT DI KANTOR KECAMATAN TUBBI TARAMANU KABUPATEN POLEWALI MANDAR. *Jurnal Ilmiah Pranata Edu*, 1(1), 48-56.
- Jaya, A. R. (2022). *Strategi Kebijakan Pengembangan Pariwisata Tanjung Bira di Kabupaten Bulukumba = The Tourism Development Policy Strategy of Tanjung Bira at Bulukumba Regency* (Doctoral dissertation, Universitas Hasanuddin).
- Jaya, A. R., Arsyad, A., Lambali, S., & Abdullah, M. T. (2021). Regional Government Strategy Design in Tanjung Bira Tourism Development in Bulukumba Regency. *International Journal Paper Public Review*, 2(3), 15-21.
- Jaya, A. R., & Herianto, D. (2022). RESPONSIVITAS PELAYANAN PERSAMPAHAN DI KELURAHAN MASALE KECAMATAN PANAKKUKANG KOTA MAKASSAR. *Jurnal Inovasi dan Pelayanan Publik Makassar*, 1(2), 17-21.
- Maidin, A. M. R., Putera, W., & Sabir, M. Organizational Communication Ethics in Supporting Service Quality in Government. *Group*, 2, 175.
- Maidin, A. M., Bahri, S., Putera, W., & Rasyid, A. (2023). Puskesmas Strategy in Improving the Performance of Posyandu Cadres.
- Muldiyanto, T. (2019). The Effect of Policy Implementation and Leadership Commitment on The Success of Licensing Services. *International Journal of Economics, Business and Accounting Research (IJE BAR)*, 3(02).
- Nurmillah, A. F. K., Aljurida, A. A., & Dahlan, B. L. (2023). The Effectiveness of Implementation of Competency-Based Training at the UPTD Vocational Training Center (BLK) of West Sulawesi Province. *Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran dan Penelitian Administrasi Publik*, 13(1), 177-182.
- Nurjanna, A. T., Sahabuddin, R., Putera, W., & Yahya, I. L. (2022). Factors that Influence Entrepreneurship Decision Making in Shaping the Characteristics Entrepreneurial of MSMEs among Women in Makassar City. *Asian Journal of Business and Management (ISSN: 2321-2802)*, 10(4).
- PPNI, D. (2017). *Pedoman Praktik Keperawatan Mandiri*. Jakarta: DPP PPNI.
- Putera, W., Suarlin, S., & Sulolipu, A. A. (2023). Creative Marketing Strategies and Campus Promotions in Attracting Community Interest in Higher Education. *Advances in Social Sciences Research Journal*, 10(12).
- Putera, W., Iriani, N., Julian, S. F., Rahman, A., & Sucianti, R. (2023). Digital Business Development Strategy as a Determinant of Business Competitiveness Through E-Commerce of MSMEs Products in Indonesia. *European Journal of Theoretical and Applied Sciences*, 1(6), 804-829.
- Ridwan, I. H. J., & Sudrajat, M. A. S. (2020). *Hukum administrasi Negara dan kebijakan pelayanan publik*. Nuansa Cendekia.
- Sahabuddin<sup>1</sup>, R., Akib, H., & Arhas, S. H. (2021). Implementation of Driving License Issuance Policy at Gowa Police Station. *Jurnal Administrare: Jurnal Pemikiran Ilmiah dan Pendidikan Administrasi Perkantoran*, 8(2), 301-308.
- Wahab, S. A. (2004). Analisis Kebijakan dan formulasi ke implementasi. *Bumi Aksara, Jakarta*.
- Widodo, J. (2013). Analisis kebijakan publik.
- Zainal, H., Hafidah, A., Supiati, S., & Lismayana, L. (2016). The Influence of Motivation on the Performance of Civil Servants at the Regional Development Planning Agency and Statistics in Bone Regency. *AMPERA JOURNAL*, 1(1), 7-14.
- Zainal, H., Manda, D., Mekka, S., & Ashar, A. I. (2019). The performance of the employees of the Youth, Sports, Culture and Tourism Office in Majene Regency. *AMPERA JOURNAL*, 4(1), 1-10.