



RISK-BASED BUSINESS LICENSING MANAGEMENT BY THE INVESTMENT AND ONE-STOP INTEGRATED SERVICE OFFICE OF CENTRAL KALIMANTAN PROVINCE.

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Abstract

The implementation of risk-based business licensing requires effective supervision to ensure that regulatory compliance accompanies the ease of doing business. This study examines the management of risk-based licensing supervision carried out by the Investment and One-Stop Integrated Services Office of Central Kalimantan Province, particularly within a region characterized by extensive territorial coverage and limited institutional resources. A descriptive qualitative approach was employed. Data were obtained through field observations, in-depth interviews with government officials and business actors, and a review of supervision-related documents. Data analysis was supported by NVivo 12 Pro software. The findings reveal that licensing supervision has been conducted in line with core management functions, including planning, organizing, actuating, and controlling. Supervision planning relies on OSS RBA data, business risk classification, and investment value, although incidental supervision remains common in practice. Organizing is reflected in the establishment of standard operating procedures, task distribution, and inter-agency coordination. Actuating is implemented through socialization activities, guidance, on-site inspections, and the application of administrative sanctions. Controlling is carried out through evaluation and follow-up actions aimed at encouraging business improvement. Nevertheless, supervision effectiveness is constrained by limited budgets, insufficient personnel, and suboptimal utilization of the OSS RBA system. Strengthening human resource capacity and optimizing supervisory systems are therefore essential to enhance the effectiveness of risk-based business licensing supervision.



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INTRODUCTION

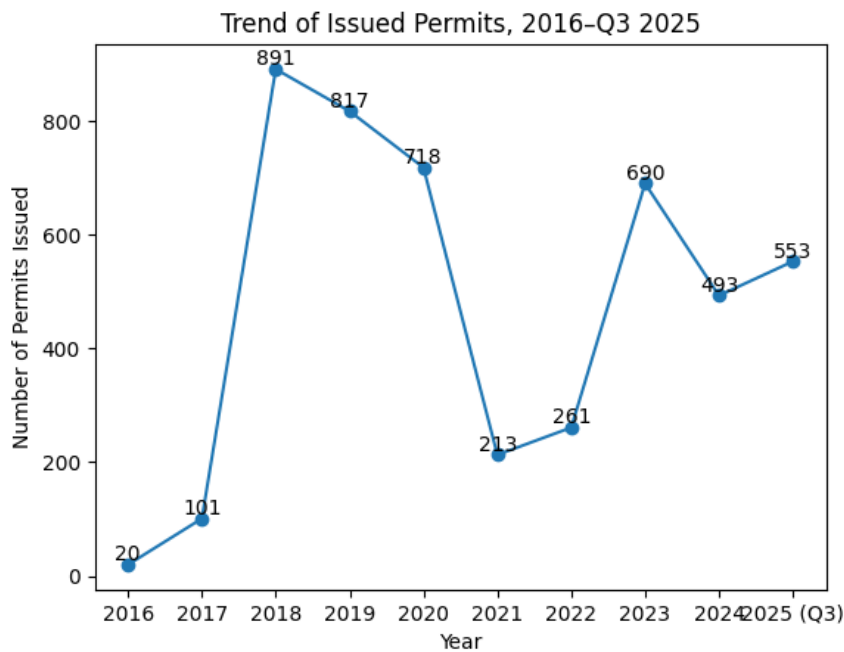
Licensing is the basis for the legality of business actors in carrying out their business activities. In the past, the process was manual, complicated, and time-consuming. The enactment of Law Number 6 of 2023 concerning Job Creation and Government Regulation Number 28 of 2025 brings changes with a faster and simpler risk-based business licensing system. The main principle is Trust but Verify, which is that the government gives trust to business actors but still supervises the fulfillment of business obligations.

Supervision in licensing can be analyzed using the management theory put forward by George R. Terry. According to him, management consists of four main functions: planning, organizing, implementing, and controlling (Terry, 2021). These four functions can be a framework to understand how business licensing supervision should be carried out, starting from planning supervision strategies, managing resources, implementing monitoring, to control through evaluation and follow-up.

Several studies such as Namiroh et al. (2024) and Farida & Radian (2024) focus more on licensing services and the implementation of regulations for MSMEs. On the other hand, although Kholiq (2023) has discussed supervision, his study is still limited and has not highlighted the managerial aspect thoroughly. The research is still in the Semarang Regency, Bekasi Regency and Banyumas Regency which incidentally have a small area compared to the area of Central Kalimantan Province.

Central Kalimantan is the second largest province in Indonesia after Papua with an area of 153,564 km². With this area, the need for effective business licensing governance is important, considering the increasing number of business actors in various sectors. Normatively, supervision of risk-based business licenses should be balanced with the number of licenses issued, where every issuance of business licenses must be followed by strict, systematic, and continuous supervision so that business actors' compliance can be guaranteed

Figure 1. *Trend of the Number of Licenses Issued in 2016–Third Quarter 2025 of the Central Kalimantan Province Investment and*



One-Stop Integrated Services Office

As shown in Figure 1, the number of licenses issued showed significant fluctuations during the period 2016 to the third quarter of 2025 with a total of 4,757 licenses issued. However, in its implementation, the number of supervision carried out is still very limited. This limitation arises due to several factors, including the breadth of the area, the limitation of human resources, as well as technical constraints and coordination between agencies. As a result, there is a significant gap between the regulations that should be implemented and their implementation in the field. This gap has the potential to cause weak risk control and low compliance levels of business actors.

Therefore, this study aims to fill this gap by examining more deeply how risk-based business licensing supervision management is carried out at the provincial level carried out by the Central Kalimantan Provincial Investment and One-Stop Integrated Services Office.

METHODOLOGY

In discussing the problem, the descriptive qualitative approach research method is used to explain the Management of Risk-Based Business Licensing Supervision by the Central Kalimantan Provincial Investment and One-Stop Integrated Services Office. According to Abdussamad (2021), qualitative research methods are research methods used to research on the condition of natural objects, where the researcher is the key instrument, data collection techniques are carried out in a triangulation, data analysis is inductive, and qualitative research results emphasize meaning rather than generalization.

According to Murdiyanto (2020), the data sources in the research are divided into 2, namely Primary Data is research data obtained directly from original sources or without intermediaries and Secondary Data is research data obtained indirectly through intermediary media or obtained and recorded by other parties. Primary data can be obtained from observations and direct interviews with employees of the Central Kalimantan Provincial Investment and One-Stop Integrated Services Office, as many as 7 people from the Investment Supervision and Control Division, 3 people from the One-Stop Integrated Services Division, and 5 Business Actors and Secondary Data from the archives of risk-based business licensing supervision activities and journal articles.

The analysis tool used by the researcher to help answer research questions and achieve research objectives uses the help of NVivo 12 Pro software used to process data.

RESULTS AND DISCUSSION

Supervision is an effort to ensure the implementation of business activities in accordance with the standards for the implementation of business activities carried out through a risk-based approach and obligations that must be fulfilled by business actors (Government Regulation Number 28 of 2025). The Kalimantan Provincial Investment and One-Stop Integrated Services Office is a regional apparatus that carries out government affairs in the field of investment and one-stop integrated services that carry out functions, one of which is in terms of supervision of the implementation of investment in the region. In order to ensure that the risk-based business licensing supervision process runs well, it is necessary to have a research that discusses management by associating it with George R. Terry's theory of management functions which includes planning, organizing, actuating, and controlling with the aim of How to Manage Risk-Based Business Licensing Supervision by the Kalimantan Provincial Investment and One-Stop Integrated Services Office Middle.

Planning

Planning is a process of determining the goals and objectives to be achieved in an organization. In this planning stage, managers begin to identify strategic measures to be used as well as develop other plans to integrate and coordinate a number of activities from the organization (Christian & Sulistiyani, 2021). In the management process, Planning is the initial stage to the next stage.

Figure 2. Hierarchy Diagram of Planning Data Coding

Planning		Investment Value	Risk Criteria	Non-Compliance
Business Risk	BKPM or Ministry Target			
	Annual or Incidental			
OSS RBA	High Risk (Primary)	Fund Availability	Risk	Request
	OSS RBA (Longlist or Shortlist)	Risk Category	Authority	Inspection Instruction
Combination of OSS and Conventional	Technical OPD (Supervision)	Order of Investment Value	Compliance of Business Actors	Funding and
		LKPM (Investment Activity Report)		

The planning carried out by the Central Kalimantan Provincial Investment and One-Stop Integrated Services Office is the process of how to make a supervision plan. In the supervision plan, there are various things that are interconnected, namely the Use of Supervision Data, Risk-Based Supervision Priorities, Basis of Preparation, Type of Target, Target Criteria and Supervision Objectives.

In developing a supervision plan, the use of supervision data is important, especially when it comes to the supervision of risk-based business licensing that is integrated through the RBA OSS. In the practice of inputting a supervision plan for routine supervision, the Central Kalimantan Provincial Investment and One-Stop Integrated Services Office has used some data from the RBA OSS system. However, there are still supervision that cannot be input into the system because the supervision is incidental. In incidental supervision, it is sudden because there is an order from the leadership because of the urgency of things that must be monitored immediately because there is a conflict, for example, and it is carried out in an integrated manner with the Technical OPD.

Priority Supervision Based on Risk is one of the things in the preparation of a supervision plan. Priority matters include the amount of investment plan value and realization, the grouping of high, medium and low risks, and adjusting to limited funds and human resources. The high risk criteria are the main target, it can also be medium risk with a large plan value and investment realization, and for low risk it is not directly supervised considering the ease of the business it runs which only requires NIB as the legality of the business.

The basis for the preparation of supervision includes the OSS RBA system seen as the longlist data which is further narrowed down to a supervision sortlist, the availability of funds adjusting to the location of supervision, targets from the Ministry of Investment and Downstreaming/BKPM, and requests for Technical OPDs in the sense of proposals from Technical OPDs to plan supervision in the current year.

The targets that are the object of supervision are seen from administrative non-compliance or permits monitored from the OSS RBA system as well as annual targets that appear a longlist that will be narrowed down to a sortlist of supervision and incidental supervision targets.

Supervision criteria that are considered in terms of preparing a supervisory plan include the supervisory authority of PMDN or PMA, Business Risk and Investment Value. The authority in this case is that the Central Kalimantan Provincial Investment and One-Stop Integrated Services Office has the authority to supervise PMDN Business Actors whose permits are issued by Central Kalimantan Province but can supervise PMA Business Actors because there is a State Budget Deconcentration Fund which provides the delegation of the authority to supervise PMA Business Actors which should be the authority at the Center or Ministry can be carried out by the Provincial Investment and One-Stop Integrated Services Office Central Kalimantan is limited in nature because the list of business actors that determines is from the Center or Ministry. In the longlist and sortlist there are business risk categories owned by business actors in each different business field, in the selection of business actors who will be supervised considering their business risks, of course, high business risk is the main choice to be chosen. The value of the plan and the amount of investment are the next criteria in determining the object of supervision, of course, the business actors who have the highest value are the priorities that will be planned to be the object of supervision.

In compiling a plan from all existing considerations, of course, there is something to be achieved or the final goal. This risk-based business licensing supervision aims to increase the compliance of business actors in Central Kalimantan Province.

Organizing

Organizing is the second function of the management function. Organizing can be interpreted as a process of activities in arranging an organization according to its goals, resources, and environment. Organizing is carried out with the aim of dividing a large activity into smaller activities. Organizing makes it easier for managers to supervise and determine the people needed to carry out tasks that have been divided through organizational structures (Yusuf, Haryoto, Husainah, & Nuraeni, 2023).

Organizing in the service and supervision of risk-based business licensing has a very important role to ensure that the process runs effectively, directed, and in accordance with the provisions. The results of the study show that organizing not only organizes aspects in the bureaucracy, but also includes the involvement of external parties such as business actors and related technical institutions.

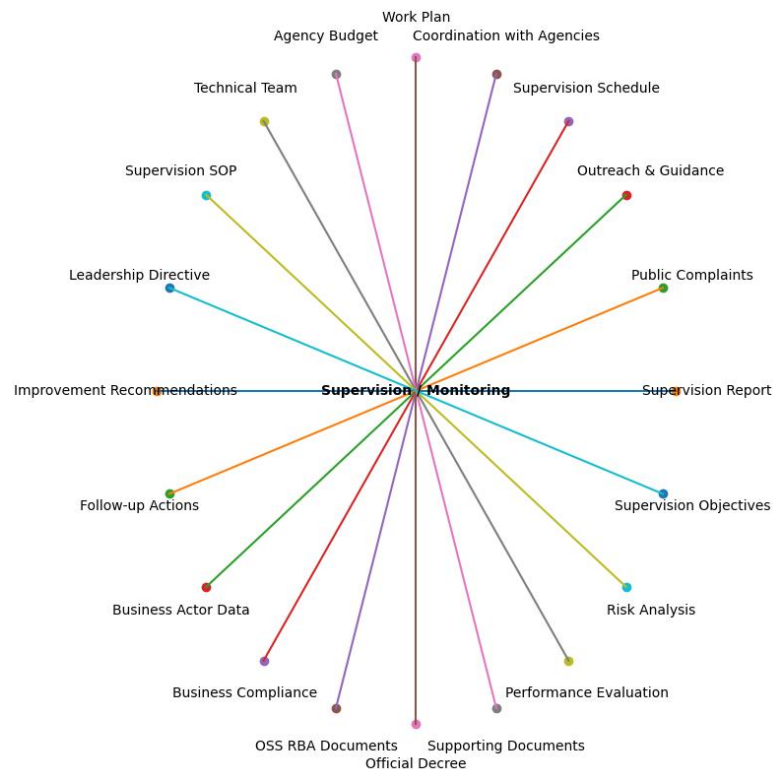


Figure 3. Map Diagram of Organizing Data Coding (Organizing)

In the aspect of licensing services, organizing is carried out through several strategies. First, there is a simplification of regulations so that the licensing process is easier to understand and access by business actors. Second, the preparation of SOPs and service fees is a standard in providing transparent and accountable services. Third, reminding business actors of obligations through the OSS-RBA document, so that business actors understand their rights and obligations from the beginning. In addition, human resource capacity building, socialization and technical guidance, and coordination with the central government are also an integral part of organizing services. This step shows that the organizational function does not only focus on the internal structure, but also pays attention to the readiness of business actors through coaching and mentoring.

In the aspect of licensing supervision, organizing involves several things. First, budget support from the APBD, APBN, and DAK, although often limited so that its implementation must be selective and based on needs and minimum targets. Second, the provision of online technology-based facilities and infrastructure (such as Zoom), which although effective still faces limited constraints. Third, the formation of a supervisory team is carried out in various forms, ranging from the absence of a special team, a joint team through the Governor's Decree, to the division of tasks between technical OPDs and DPMPSTP. Fourth, supervision coordination is an important aspect that is carried out both internally through coordination meetings and externally by involving technical OPDs, ministries, and related institutions.

In the context of risk-based licensing, organizing plays a dual role: first, ensuring that services run quickly, simply, and transparently; Second, ensuring that supervision is carried out in an integrated manner despite resource limitations. Thus, organization is the main basis for connecting the interests of the government and business actors' compliance with regulations.

Actuating

Briefing is the process of implementing an organizational plan into tangible actions, including giving direction, motivation, communication, and leadership to ensure that goals are achieved (Christian & Sulistiyani, 2021). The function of actuating in the service and supervision of risk-based business licensing plays an important role in mobilizing apparatus and business actors to carry out their duties and obligations in accordance with the provisions. Based on the findings of the research, briefings are carried out not only through regulation, but also through persuasive communication, motivation, and direct coaching.



Figure 4. Map Diagram of Coding Data Actuating

In licensing services, the briefing is realized by applying the service motto, friendliness, information disclosure, and process transparency. Officers are directed to always be quick to respond to the needs of applicants through the use of the OSS-RBA system, the implementation of socialization and technical guidance, and the provision of learning about the procedures that must be taken. Briefings are also realized in the form of pick-up services, direct follow-up of requests, and coordination between officers so that services can run quickly, precisely, and efficiently.

In the aspect of business actors, the briefing was focused on improving compliance with rules and understanding of business risk categories. This form of briefing includes government socialization, ease of reporting, ease of procedures, and assistance through OSS. Business actors are also directed through a field inspection mechanism, periodic reports, and reprimands or coaching if violations are found. The support of the apparatus and the readiness of the government are the driving factors, while obstacles such as difficulties in preparing documents, limited access to the system, and uneven socialization remain challenges that must be overcome.

In licensing supervision, briefing is carried out through the mechanism of reprimands, coaching, facilitation, and the provision of administrative sanctions if violations are found. Field inspections are an important means to provide direct briefings while ensuring that business actors implement the applicable rules.

If you look at the data on the implementation of supervision in 2023, there are 39 supervision activities consisting of 14 activities through APBD and Non-Physical DAK funds and 25 activities through the State Budget. In 2024, the number of activities will increase to 40 activities, with 15 activities from the APBD and Non-Physical DAK and 25 activities from the State Budget. Meanwhile, in 2025 until the end of September, only 21 supervision activities will be carried out considering budget efficiency and adjustments that must be experienced from the previous year. The data shows that the actuating function does not only stop at the direction stage, but is also realized in the implementation of a measurable supervision program from year to year.

Overall, the results of the study show that the direction function is a link between planning and implementation. Through the right briefing, the government can ensure that the apparatus provides services according to standards, while encouraging business actors to comply and actively participate in the risk-based licensing system and comply with the provisions that are conducted.

Pengendalian (Controlling)

Control is a managerial process to monitor, evaluate, and adjust organizational activities so that goals are achieved effectively (Sagara, 2021).



Figure 5. Word Cloud of Coding Data Controlling

The results of the study show that control includes various aspects, ranging from supervision efficiency, internal evaluation, coordination between agencies, to the benefits of supervision for business improvement. This process not only emphasizes the effectiveness of supervision, but also concerns efforts to improve business, reports to leadership, and ensuring that there are no significant obstacles in the implementation of supervision.

In terms of strategy, supervision adjustments are carried out with budget flexibility and adaptation, the use of online supervision methods and correspondence, and coordination between related parties. This shows that the supervision strategy requires openness and innovation in order to adapt to the dynamics of needs in the field. Internal evaluation also plays an important role through evaluation meetings, reports, recommendations, and directions as a follow-up to supervisory findings.

Furthermore, the measurement of the success of supervision can be seen from the level of compliance of business actors, increased investment realization, and formal and non-formal measures in assessing effectiveness. Several obstacles were found, such as the absence of a standard size standard and limitations in utilizing the RBA OSS system. Nevertheless, the RBA OSS continues to function as a monitoring tool, although its use still faces technical challenges, especially regarding permits and system limitations.

The results of supervision also have an impact on business improvement, both through recommendations, directions, and alternative innovations provided to business actors. Coordination between agencies is also the key to avoid duplication of supervision. Thus, control is not only limited to administrative functions, but also as an instrument of continuous learning and improvement for business actors.

Overall, the control of business actors through the supervision mechanism functions as a tool to increase effectiveness, efficiency, and transparency in the implementation of risk-based licensing. With proper control, it is hoped that business actors will be more compliant with regulations while being encouraged to make more sustainable business improvements.

CONCLUSION

The results of the study show that the supervision of risk-based business licensing in Central Kalimantan has been carried out, although it still encounters many limitations. Routine supervision has utilized RBA OSS data, investment value, and risk priorities, but incidental supervision often appears in the field due to urgent needs. Regulatory support, SOPs, and the existence of a supervisory team already exist, but budget limitations, the number of employees, and supporting facilities make the implementation not fully run optimally.

However, activities such as socialization, coaching, and field inspections are still carried out periodically. Coordination between agencies has also been carried out through reports on the results of supervision and the provision of recommendations for business improvement. However, the vast area of Central Kalimantan and the limited number of supervisors caused the number of supervision carried out not to be proportional to the number of permits issued.

In the future, improving employee competence, utilizing OSS RBA more optimally, and strengthening coordination across agencies is very necessary. Budget support and attention from the central government are also important to answer the

challenges of supervision in areas with large areas. With this step, it is hoped that licensing supervision can be more effective while encouraging business actors' compliance in supporting a healthy and sustainable investment climate.

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