

Research Article

Bureaucratic Reform of the Ngurah Rai Immigration Travel Documents Section, Realising Dynamic Immigration Governance

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Abstract: This study aims to examine the implementation of bureaucratic reform at the Immigration Document Section of Ngurah Rai Immigration Office, focusing on digital transformation through the M-Paspor application to realise a dynamic immigration management system. The research employed qualitative analysis to evaluate service efficiency, transparency, accountability, and staff capacity in the context of digital innovation aligned with Dynamic Governance principles. The findings reveal that digitalisation has significantly enhanced service efficiency through automated procedures, reduced physical queues, and improved transparency, whilst facilitating a shift from manual tasks to core verification and problem-solving activities, though challenges persist regarding human resources capacity and organisational culture, as staff exhibit rule-bound mindsets and defensive communication styles when addressing service delays, thereby undermining public trust and satisfaction. The study concludes that technology alone is insufficient to achieve truly responsive and citizen-centric services, as institutional culture and personnel mindset require continuous strengthening through soft skills training, ethical enforcement, and cultivation of service-oriented, empathetic work culture. Holistic reform approaches that combine technological innovation with human resource development and cultural change are essential for building effective, adaptive, and transparent immigration management systems. The integration of digital systems complemented by professional human resources can foster seamless, efficient, and trustworthy immigration services aligned with good governance principles, whilst sustainable improvements depend on balancing technological advances with organisational culture development and staff professionalism.

Keywords: Bureaucratic Reform; Digital Transformation; Dynamic Governance; Immigration Services; Organisational Culture.

Received: June 13, 2025
Revised: August 09, 2025
Accepted: October 16, 2025
Published: December 23, 2025
Curr. Ver.: December 23, 2025



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1. Introduction

Bureaucratic Reform has been designated as one of the national priority agendas. It is a fundamental effort to realise good governance, aiming to create a bureaucracy that is clean, accountable, effective, efficient, and delivers high-quality public services (Sholihah & Mulianingsih, 2023). Nasura, (2025) Bureaucratic Reform is a fundamental change to the system of governance, especially in institutional aspects (organisational structure), governance (work processes and procedures), and human resources (HR apparatus), with a primary focus on improving integrity and performance. In the context of public services, the success of Bureaucratic Reform is measured by how far government institutions can change their image from power-based (ruling) to service-based (serving), with public satisfaction as the leading barometer (Rohayatin, 2025). The implementation of Bureaucratic Reform in various government agencies is marked by the development of Integrity Zones (ZI) towards Corruption-Free Areas (WBK) and Clean and Serving Bureaucratic Areas (WBBM) (Mursalin

et al., 2024). Adoption of digitalization, simplification of procedures, and structuring of human resource management are the main pillars of Bureaucratic Reform that must be implemented comprehensively to realize the ideals of Dynamic Immigration Governance, namely an immigration administration system that not only functions as a guardian of state sovereignty (law enforcement) but also as a facilitator of economic development and ease of doing business that can adapt quickly to global and technological changes (Taufik, 2025).

The implementation of this Bureaucratic Reform is crucial and urgent at the Class I Special Immigration Office TPI Ngurah Rai, Bali, especially in the Travel Documents (Passport) Section, given its role as the second-busiest International Air Gate in Indonesia and the main gateway for tourism and investment (Santoso et al., 2025). As a frontliner who interacts directly with Indonesian citizens (WNI) applying for passports, the quality of service provided by the Travel Documents Section (Dokper) directly reflects the success of Immigration Bureaucratic Reform in the eyes of the national public (TN Akbar & Rafie, 2024). The high volume of passport applications both new and replacement requires the Documentation and Processing Section not only to carry out its duties routinely, but also to realise dynamic immigration governance characterised by a fast, easy, transparent process and one free from illegal levies (Sartika et al., 2025). This effort is evident in the launch of various digital-based innovations, such as the M-Passport application, which allows applicants to queue, upload documents, and make payments online. The shift from a manual queuing system that potentially creates moral hazard to a structured digital system is a direct manifestation of efforts to improve governance (business processes) and increase transparency (Prayitno, 2025). However, digitalisation alone is not enough; reform must penetrate the quality aspects of the human resources of the Immigration Department apparatus so that they have high integrity, professionalism, and a service-oriented attitude (customer-oriented), no longer a service-oriented attitude (power-oriented). The challenge faced by Ngurah Rai Immigration is to ensure that procedural improvements and technology adoption are fully internalised in the work culture, reduce human error and service bottlenecks, and maintain excellent service standards amid significant fluctuations in demand and pressure to achieve the WBBM predicate. Therefore, this study is essential to examine in depth how all components of Bureaucratic Reform (organisation, administration, and HR) in the Travel Document Section of Ngurah Rai Immigration collaborate to realise dynamic, effective services and support the positive image of the Indonesian bureaucracy.

2. Literature Review

The concept of Bureaucratic Reform is a fundamental theoretical framework in contemporary public administration, Anas et al. (2025) fundamental changes to the governance system aimed at creating an effective, efficient, accountable, and serving bureaucracy (serving bureaucracy), as mandated by Law Number 5 of 2014 concerning the State Civil Apparatus and the Presidential Regulation concerning the Grand Design of Bureaucratic Reform. In general, Bureaucratic Reform focuses on eight areas of change, with three main pillars that are highly relevant to public services: Organisation (institutional structuring), Governance (business process simplification and digitalisation), and Human Resources (HR) of the Apparatus (increasing integrity and professionalism). The implementation of this Bureaucratic Reform is realised through the development of Integrity Zones (ZI) into Corruption-Free Areas (WBK) and Clean and Serving Bureaucracy Areas (WBBM), which emphasise two key indicators for achieving clean, corruption-free governance and improving the quality of public services. The success of the Governance pillar is measured by the extent to which agencies adopt e-Government, simplify SOPs, and implement performance-based management. In contrast, the success of the Human Resources pillar is measured by increasing the integrity and competence of service officers. The ultimate goal of this entire series of Bureaucratic Reforms is to realise Dynamic Governance, a concept initially developed by Singapore, which emphasises the government's ability to adapt, anticipate, and innovate continuously in the face of changes in the global strategic environment (including technology and geopolitics), in contrast to traditional governance, which tends to be static and rigid (Putri et al., 2025).

Bureaucratic Reform and Improving the Quality of Public Services

Bureaucratic Reform is a fundamental change to the government administration system, initiated to create an effective, efficient, accountable, and corruption-free bureaucracy, free from Collusion, Nepotism, and Corruption (KKN). Legally, Bureaucratic Reform in Indonesia has a strong legal framework that demands profound improvements across eight areas. In the context of public services, the primary focus of Bureaucratic Reform is the development of an Integrity Zone (ZI) towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) (Mendrofa et al., 2025). The implementation of bureaucratic reform in the Travel Documents Section (Dokper) of Ngurah Rai Immigration can be analysed through three key components: Institutional (Organisational) Arrangement, and how the Dokper organisational structure supports customer-oriented, not power-oriented, services. Governance Arrangement Focuses on simplifying Standard Operating Procedures (SOPs), measuring performance based on results, and adopting ICT (e-Government) to eliminate bottlenecks and face-to-face interactions that are prone to corruption (Cahyaningtyas, 2025). Success is measured by improving the quality of service that refers to the ISO 9001 standard (efficiency, consistency) and the principles of Good Governance (transparency, accountability). The Human Resources arrangement of the Civil Service focuses on improving the integrity, discipline, and professionalism of Dokper officers through a merit system, training, and the enforcement of the code of ethics. The success of Bureaucratic Reform in Dokper depends heavily on changing officers' mindset and culture from a mentality of being served to one of serving.

The Concept of Dynamic Governance

Dynamic Governance is a theoretical framework that explains how governments can achieve high performance in a rapidly changing global environment. This concept goes beyond the static Good Governance (organising accountability and transparency) by emphasising three interrelated core principles: Think Ahead; the ability to anticipate and predict future trends and risks (e.g., a surge in demand for Passports after the pandemic) (Akbar et al., 2021). Think Again (Berpikir Ulang) Willingness to critically evaluate and challenge existing policies, procedures, or assumptions (e.g., replacing an inefficient manual queuing system). Think Across (Berpikir Lintas Batas): Ability to collaborate and coordinate resources, both internally (across sections) and externally (inter-agency), to solve complex problems. The implementation of Dynamic Governance at the Ngurah Rai Immigration Office means that the unit not only has good SOPs but also can continuously innovate and adapt its services (e.g., through the roll-out of the new M-Passport feature) to remain relevant, efficient, and supportive of national development interests (facilitating travel for Indonesian citizens) (Arsyi et al., 2025).

Theory of Electronic-Based Public Services (e-Government)

E-Government refers to the use of information and communication technology (ICT) to improve government efficiency, effectiveness, transparency, and accountability. In passport services, the implementation of the M-Passport application is a concrete example of e-government at Ngurah Rai Immigration. This theory holds that e-government serves as a tool to simplify procedures, reduce bureaucratic steps, and eliminate bottlenecks through automation (Aziz, 2025). Increased Access allows the public to use Passport services anytime, anywhere. Reduction of Corruption, Collusion, and Nepotism. By minimising physical interaction between officers and applicants at the application and payment stages, opportunities for corruption, collusion, and nepotism are drastically reduced, which is a primary goal of Bureaucratic Reform.

3. Method

This research uses a Qualitative Research Method with a descriptive case study to analyse in depth the process and meaning of the implementation of Bureaucratic Reform in the Travel Document Section (Dokper) of the Class I Special Immigration Office of TPI Ngurah Rai in the realisation of Dynamic Immigration Governance. The qualitative approach was chosen because it allows researchers to explore phenomena in their natural setting, focusing on experiences, views, and practices that shape work culture and service quality (Hardani et al., 2020). This study aims to describe how the three main pillars of Bureaucratic Reform, namely Governance Arrangement (especially the digitalisation of M-Passport),

Human Resource Arrangement of Apparatus, and Organisational Arrangement, are implemented by the Dokper Section, and how the results support the principles of Dynamic Governance (adaptation, innovation, and anticipation). The research location is the Ngurah Rai Immigration Office, with primary data collected through in-depth interviews and observations. At the same time, Secondary Data Sources include formal documents such as the Grand Design of Bureaucratic Reform, SOP for Passport services, Integrity Zone reports (ZI/WBK/WBBM), and the results of the Public Satisfaction Survey (SKM) (Budiasih, 2024). The determination of informants was carried out by purposive sampling, involving key informants from Internal Parties (Head of Office, Head of Doctors Section, implementing officers at the counter and back-office) and External Parties (Indonesian citizens using Passport services, representatives of travel agencies/agents) to obtain a holistic and triangulated perspective on service quality and reform challenges. The main Data Collection Techniques include Semi-Structured Interviews to explore informants' experiences related to changes in mindset and service efficiency due to M-Passport, Non-Active Participant Observation to observe the interaction of officers and service users, as well as the implementation of new SOPs at the counter, and Documentation Study to compare Bureaucratic Reform policy norms with field practices. Data analysis was conducted interactively and continuously using the Miles and Huberman model, covering three stages: Data Reduction (sorting interview data relevant to the pillars of Bureaucratic Reform and Dynamic Governance), Data Presentation (arranging findings in narrative and matrix form to facilitate understanding of the relationships between variables), and Conclusion Drawing/Verification (formulating credible final findings regarding the success of Bureaucratic Reform in realizing dynamic governance) (Hasan et al., 2022). Data validity will be enhanced through Source Triangulation techniques (comparing data from officers, service users, and documents) to ensure the research findings are valid and comprehensive.

4. Results and Discussion

Governance Transformation Through Digitalisation, Increasing Efficiency and Innovation (Dynamic Governance)

Governance transformation through digitalisation is a central pillar of Bureaucratic Reform, which aims to create a lean, efficient, and modern bureaucracy. The primary goal is to replace manual procedures prone to moral hazard and time inefficiencies with automated systems based on information and communication technology (e-Government). In general, these governance changes involve business process reengineering, simplification of Standard Operating Procedures (SOPs), and the application of technology to eliminate unnecessary physical interactions and accelerate service throughput. (Habibi & Gunanto, 2025) The success of this governance transformation is an essential prerequisite for realising Dynamic Governance, a concept that requires the government to be not only good (transparent and accountable), but also adaptive, innovative, and anticipatory of changes in the strategic environment, demand volumes, and evolving public expectations. (Mufidayati, 2025) Digitalisation is the primary vehicle for Dynamic Governance, as technology enables quick adjustments to procedures without altering complex institutional structures. Therefore, the outcome of a successful governance transformation must be measured not only by speed but also by the system's ability to innovate continuously.

The implementation of the Management Transformation in the Travel Documents Section (Dokper) of the Class I Special Immigration Office of TPI Ngurah Rai has clearly demonstrated a qualitative leap, reflecting the fulfilment of the Dynamic Governance principle through digitalisation. (Santoso et al., 2025) The key innovation at the heart of this transformation is the launch of the M-Passport application, which functions as an e-Government system that shifts most of the Passport application process from physical counters to a digital platform. With M-Passport, applicants can now register, fill in data, upload required documents, and pay Non-Tax State Revenue (PNBP) independently and online through a virtual account. This process results in remarkable efficiency improvements. First, it reduces waiting times at the office by drastically reducing physical queues and allowing officers to spend less time on repetitive manual data entry. Second, it eliminates service bottlenecks caused by form-filling errors or incomplete documents, as the M-Passport system includes an initial validation function. Third, the shift in officer duties from inputting to

verifying document substance and solving complex cases demonstrates the optimisation of human resources. More than just efficiency, the adoption of M-Passport reflects the Innovation and Anticipation principles of Dynamic Governance. Ngurah Rai Immigration anticipates a surge in Passport demand and the need for improved service post-pandemic, driven by adaptive technological solutions. The digital system also indirectly supports transparency (clear cost and procedural information) and accountability (every stage is digitally recorded). Thus, the digitalisation of management at the Ngurah Rai Medical and Personal Affairs Section has transformed the face of Passport services, making them faster, more transparent, and more dynamically adaptable to public challenges and expectations. (Bahrul et al., 2024).

Table 1. Transformation of Management and Dynamic Governance in the Travel Documents Section of Ngurah Rai Immigration.

No.	Principles of Governance/ Bureaucratic Reform	Key Initiatives	Findings	Impact on Services	Data source
1	Efficiency (Bureaucratic Reform of Administration)	M-Passport Application	"With self-uploading data on M-Passport, physical queues at the office have been drastically reduced. Our wait times at the counter have become shorter and more organised."	Reduce applicant wait times and physical congestion at service offices.	Service User Interview (Indonesian Citizen)
2	Innovation & Adaptation (Dynamic Governance)	M-Passport (Initial Validation Feature)	"The M-Passport system has initial validation, so the documents we receive are guaranteed to be complete. This eliminates the bottleneck previously caused by incomplete documents."	Increase service throughput and reduce human error at the data input stage.	Interview with the Doctor's Section Officer
3	Transparency (Good Governance)	Virtual Account Payment	"Passport PNPB payments now go directly to a virtual account. I know the exact official fees, and it's cashless, eliminating the possibility of underhanded transactions."	Prevent moral hazard and extortion, while increasing public trust.	Service User Interview (Indonesian Citizen)
4	Optimisation of Human Resources (Bureaucratic Management Reform)	Officer Duty Shift	"Our job is no longer repetitive data input. We've shifted our focus to verifying document substance and solving more complex problems. Our work becomes more valuable."	Improving professionalism and optimising human resources, in accordance with the objectives of Bureaucratic Reform. Reflecting the ability to adapt quickly to the global strategic environment, which is a characteristic of dynamic governance.	Interview with the Head of the Doctors' Section
5	Anticipation (Dynamic Governance)	Rapid Technology Adoption	"The existence of the M-Passport demonstrates that Ngurah Rai Immigration can anticipate the surge in demand for mobile services that society currently requires."		Service Bureau/Agent Interview

(Research Source 2025)

From Table 1 above, it can be concluded that Governance Transformation through digitalisation, particularly the implementation of the M-Passport Application, has become the primary driver of Dynamic Immigration Governance at the Ngurah Rai Immigration Travel Document Section. This success is evident in the simultaneous improvement of the principles of Bureaucratic Reform and Dynamic Governance. On the Bureaucratic Reform side, a remarkable increase in Efficiency was observed, with physical queues and waiting times for Passport applicants drastically reduced through independent data upload. Furthermore, complete transparency was achieved through the use of Virtual Accounts for PNPB payments, thereby firmly closing the gap on moral hazard and illegal levies while increasing public trust.

Beyond mere efficiency, the adoption of M-Passport demonstrates the characteristics of Dynamic Governance. This is marked by the principles of Innovation and Adaptation, where the system, with its initial document validation feature, successfully eliminates service bottlenecks caused by incomplete files, while also demonstrating Ngurah Rai Immigration's ability to anticipate surges in public demand for mobile services. This change also has a positive impact on HR Optimisation, where Dokper officers can now shift their focus from repetitive data input tasks to more valuable substance verification and problem-solving tasks. Lubis et al. (2024), the digitalization of M-Passport is not just a replacement of equipment, but rather a re-engineering of business processes that successfully combines the goals of Bureaucratic Reform (clean and efficient) with the demands of Dynamic Governance (innovative and adaptive), making the Ngurah Rai Immigration Doctors Section a service unit that is responsive to changes in the global strategic environment.

Challenges in the Mindset of Civil Servants: The Gap between Digital Procedures and Service Culture

Digitalisation of Administration has brought a significant leap in Bureaucratic Reform by creating an efficient and transparent system. The true success of Bureaucratic Reform depends on the pillars of Human Resources (HR) and the Civil Service Arrangement Gafar et al., (2022), where the most significant challenge lies in changing officers' mindset and culture, namely shifting the work orientation from power-oriented (feeling the need to be served and being rigid about rules) to service-oriented (initiative, empathy, and a culture of service). In general, the gap between digital procedures and a culture of service arises when technology successfully streamlines processes (complex structure). Still, officials' (soft structure) behaviour has not fully internalised the spirit of service proclaimed by Bureaucratic Reform and Dynamic Governance (Murdiana et al., 2025). This means that officers are still implementing new procedures with an old mentality, characterised by a lack of initiative in problem-solving, a tendency to hide behind formal rules (rule-bound), and a lack of empathy in communication, especially when dealing with cases that require discretion or when digital systems experience problems. Failure to address this mindset gap can significantly erode public satisfaction levels and hinder the achievement of the Clean and Serving Bureaucratic Region (WBBM) predicate, because dynamic, prime service must be a harmonious blend of sophisticated systems and the apparatus's professional, adaptive, and friendly attitudes (Darma & Dompok, 2025).

In the context of the Travel Documents Section (Dokper) of the Ngurah Rai Class I Special Immigration Office, qualitative research results indicate that this challenge in civil servants' mindset is the second critical point after the success of digitalisation. Although passport service procedures are now highly efficient thanks to the M-Passport Application and officers have been freed from manual data input tasks, the gap between Digital Procedures and a Culture of Service remains evident at several points of interaction. Dokper officers, who now have more time for problem-solving and substance verification, sometimes show rigidity in responding to exceptional cases not explicitly covered in the SOP. For example, when passport applicants experience technical difficulties with M-Passport or face unique document conditions, some officers tend to be rule-bound simply following the written rules literally without showing initiative to find solutions or to provide proactive, humane guidance (Winoto & Handayani, 2022). This attitude results in a decline in Qualitative Responsiveness, as the speed of digital procedures is not aligned with officers' ability to provide satisfactory, empathetic solutions. In addition, challenges arise in risk communication and in explaining service delays. Even though the data is digitally recorded (accountable), the way officers convey this to the public is sometimes less communicative or seems defensive, which actually creates frustration and negative

perceptions of Bureaucratic Reform efforts. To realise a complete Dynamic Immigration Governance, Ngurah Rai Immigration must focus on investing in soft-skills training and sustainable enforcement of the code of ethics, ensuring that Human Resources Apparatus can use the efficiencies generated by digitalisation to become adaptive, professional service facilitators, and place public satisfaction as the highest priority, complementing the complex structure that has been established.

Table 2. Gap in Human Resources Mindset and Digital Procedures in the Travel Documents Section of Ngurah Rai Immigration.

No.	Pillars of Bureaucratic Reform / Principles of Dynamic Governance	Gap Area	Findings	Negative Implications for Service	Data source
1	Culture of Service (Human Resources)	Rule-Bound Attitude	"When we encountered a technical error with M-Passport, the officer simply said, 'Just follow the steps in the app, that's the standard operating procedure.' There was no initiative to help find a technical solution or alternative."	Demonstrates a power-oriented attitude and rigidity in problem-solving, even though the procedures are digital.	Service Interview (Elderly Indonesian Citizen) User
2	Qualitative Responsiveness	Lack of Empathy in Communication	"When my passport was delayed due to system verification, the officer simply spoke in a flat tone. He seemed defensive, not trying to reassure or explain with empathy."	Digital speed does not match the quality of human interaction, thereby reducing the applicant's emotional satisfaction.	Service Interview (Indonesian Professional Citizen) User
3	Adaptation (Dynamic Governance)	Non-Standard Case Initiative	"Even though they have more free time, some officers are still hesitant to handle unique or unusual document cases, afraid of breaking the rules. They're still comfortable in the standard zone."	Hindering the service initiatives and innovations necessary to achieve Dynamic Governance.	Interview with the Head of the Doctors' Section
4	Accountability (Communication)	Risk/Delay Explanation	"We have to be careful when communicating passport delays. Sometimes, even though the data is digitally recorded, the way we communicate it can frustrate and mislead applicants."	Ineffective communication can erode public trust, even if the data is systematically accountable.	Front Officer Interview Line
5	Cultural Integrity (Human Resources)	Hard and Soft Structure Gap	"Our (M-Passport) system is already WBBM-level, but our mindset must continue to be honed. If officers are inflexible, even the most sophisticated technology will feel useless to the public."	Proving that the true success of Bureaucratic Reform lies in changing behaviour (soft structure), not just technology (complicated structure).	Structural Official Interview

(Research Source 2025)

Based on Table 2 above, it can be concluded that the biggest challenge in realising Dynamic Immigration Governance in the Ngurah Rai Immigration Travel Document Section no longer lies in technological failures (complex structure), but instead in the significant gaps that still exist in the Arrangement of Human Resources Apparatus, especially in the mindset and culture set of officers (soft structure). Although Bureaucratic Reform through the M-Passport Application has succeeded in increasing procedural efficiency to a level equivalent to WBBM, this level of success

is threatened by officers who have not fully internalised the spirit of adaptive and humanistic service. The main gap lies in officers' failure to apply the principles of Service Culture and Qualitative Responsiveness. When faced with technical problems or non-standard cases, officers tend to adopt a Rule-Bound Attitude (rigid to the rules) and lack initiative in problem-solving, which makes applicants feel abandoned, even though the system is digital. This attitude is exacerbated by the Lack of Empathy in Communication, where information about Passport delays is often delivered flatly and defensively, directly reducing applicants' emotional satisfaction and eroding the good image of Bureaucratic Reform.

Moreover, these challenges hinder the full achievement of the Adaptation and Innovation principles of Dynamic Governance (Rahmanda, 2025). Officers who are still hesitant to handle unique cases for fear of breaking the rules indicate that, despite the increased free time available post-digitalisation, the initiative to Think Across (thinking across boundaries or seeking creative solutions) has not been maximised. Finally, the Communication Accountability aspect is also problematic: even though the system records data, ineffective ways of conveying risks or delays actually raise suspicion and erode public trust (Dharmaningtias, 2025). Overall, these findings demonstrate that the success of true Bureaucratic Reform depends heavily on Human Resource Transformation. Ngurah Rai Immigration needs to focus investments on soft skills training, code of ethics enforcement, and the development of an adaptive, service-oriented culture, so that digital efficiency can be complemented by the quality of professional and empathetic human interactions, ensuring the achievement of a comprehensive, Dynamic Immigration Governance (Sri et al., 2024).

5. Conclusion

Based on the analysis of this document, it can be concluded that bureaucratic reform in the Ngurah Rai Immigration Travel Documents Section has made significant progress toward dynamic, technology-based immigration governance. The implementation of digitalisation through the launch of the M-Passport application has become a key driver of the Governance Transformation, increasing service efficiency and effectiveness. This innovation has successfully reduced applicant waiting times and minimised administrative obstacles, such as physical queues and human error, while also supporting transparency through virtual payments, thereby reducing the risk of extortion and strengthening accountability. However, the success of this digitalisation has not been fully optimised due to persistent challenges in human resources (HR), particularly in officers' attitudes and service culture. The main gap lies in officers' mindset and culture, which tend to be rigid and lack empathy when communicating with passport applicants. This rule-bound, defensive approach to conveying information, especially regarding service delays, creates dissatisfaction and negative perceptions of immigration services. This condition hinders the achievement of dynamic governance principles such as adaptation, innovation, and anticipation. Officers who have not fully internalised the spirit of service and problem-solving demonstrate that reform needs to penetrate work culture, not stop at the development of technological systems. Furthermore, the success of digitalisation must be balanced with improvements in officers' soft skills through continuous training and vigorous enforcement of a code of ethics. This is considered essential for civil servants to utilise digital efficiencies to provide professional, empathetic, and community-oriented services. Furthermore, strengthening a humanistic service culture is believed to

improve the image and public trust in immigration institutions. Overall, this study confirms that the success of bureaucratic reform at Ngurah Rai Airport depends not only on technological innovation but also on changes in officers' culture and attitudes. Investment in soft skills training, enforcement of a code of ethics, and the development of an adaptive and humanistic service culture are key to ensuring the sustainability of reforms towards truly dynamic, effective immigration governance that meets public expectations. Therefore, the success of bureaucratic reform must be holistic and involve collaboration among technology, processes, and changes in human resources' work culture.

6. Conclusion

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