

Research Article

Effectiveness of Maritime Sector Public Services

(A Study of the Implementation of Immigration SOPs at the Tanjung Priok Port Terminal)

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Abstract: This study aims to explore the implementation of Standard Operating Procedures for immigration services at TPI Tanjung Priok Port and examine its impact on service effectiveness in Indonesia's maritime sector. The research employed a qualitative approach to analyse the gap between formal SOP guidelines and on-the-ground practices, examining internal and external factors, including resource limitations, technological constraints, and inter-agency coordination issues. The findings reveal significant disparities that lead to both positive and negative discretion amongst frontline Immigration officers, influencing service consistency, efficiency, and transparency. Negative discretion results in procedural deviations that compromise reliability and potentially foster corruption, delays, and inefficiencies. In contrast, positive discretion emerges as adaptive responses indicating weaknesses in SOP design or infrastructure. The study concludes that enhancing frontline officers' competence, motivation, and accountability is essential for achieving desired outcomes, whilst integrating technological solutions such as digital documentation and real-time monitoring is vital for streamlined, transparent, and accountable procedures. Improving SOP adherence, coupled with better resource allocation and inter-institutional cooperation, can significantly reduce vessel turnaround times, lower logistics costs, and bolster maritime competitiveness. The research advocates for dedicated training programmes, supervisory systems, and technological innovations to ensure SOP compliance, minimise discretion-driven deviations, and promote accountability, thereby optimising maritime service delivery and supporting Indonesia's strategic maritime development objectives.

Keywords: Discretion; Immigration Services; Maritime Logistics; Port Governance; SOP Implementation.

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1. Introduction

The effectiveness of public services, particularly in the maritime sector, is a crucial pillar in supporting a country's economy and competitiveness, given their role as the main gateway for international flows of goods and people (Raharjo, 2025). The maritime sector, which encompasses port activities, logistics, and related services, demands service standards that are not only fast and efficient but also accountable and in accordance with international regulations (Septianee et al., 2024). Port performance, as one of the leading indicators of maritime progress, is greatly influenced by the quality of service from government agencies operating within it, including the Directorate General of Immigration through its work units at Immigration Checkpoints (TPI) (Akhirullah et al., 2023). Immigration services at TPI, such as at Tanjung Priok Port, the busiest and largest port in Indonesia, play a strategic role in ensuring national security by monitoring the entry and exit of foreigners while also facilitating the smooth flow of international shipping traffic. According to Putra et al. (2024), the effectiveness of immigration services reflects good governance and directly impacts port stay times and overall logistics costs.

Implementing Standard Operating Procedures (SOPs) is the backbone of achieving this effectiveness. SOPs serve as standard guidelines that formalise work steps, minimise the risk of errors, and ensure consistency in decision-making and task execution (Lutfie et al., 2025; Zakaria & Wijayanto, 2023). Immigration Standard Operating Procedures (SOPs) encompass a range of procedures, from inspecting ship and crew or passenger documents, granting entry and exit permits, to handling exceptional cases. However, a common challenge in implementing SOPs in the field is the gap between written procedures and actual practice, which can be due to human resources (HR), infrastructure, or bureaucratic obstacles (Pratama et al., 2025). This disparity ultimately has the potential to reduce service effectiveness, create uncertainty for service users (shipping agents, captains, and ship owners), and even create opportunities for extortion or corruption, thereby damaging the image of public services. Therefore, conducting an in-depth case study of the implementation of Immigration SOPs at the Tanjung Priok Port Terminal (TPI) is highly relevant and urgent.

Tanjung Priok Port, with its high activity intensity and complex services involving various parties (Customs, Quarantine, Harbour Master, and Immigration), provides a rich empirical context for measuring effectiveness. This study aims to identify the extent to which Immigration SOPs have been consistently implemented, measure their impact on service waiting times and user satisfaction, and analyse the factors that hinder and encourage their effectiveness (Sarjito, 2025). This approach will not only assess procedural compliance but also measure the outcome of the service process, namely, how far the objectives of immigration services, namely, security and facilitation, are optimally achieved (Kendek et al., 2023). The findings of this study are expected to provide concrete and applicable policy recommendations to relevant parties, particularly the Directorate General of Immigration and port authorities, to refine SOPs, improve human resource quality, adopt supporting technologies (such as an online single submission system or document digitisation), and strengthen inter-agency coordination at the port. Enhancing the effectiveness of immigration services at the Tanjung Priok TPI will specifically contribute to achieving Indonesia's vision as a globally competitive maritime nation by ensuring that entry and exit flows at the country's main gateway are fast, safe, and meet international standards, which will ultimately support the investment climate and smooth national logistics. An in-depth analysis of this case study can also serve as a reference model for other TPIs throughout Indonesia in efforts to standardise and improve the overall quality of maritime public services. Thus, this research has both academic urgency and high practical relevance within the framework of bureaucratic reform and national naval infrastructure development.

2. Literature Review

The effectiveness of public services in the maritime sector is a vital element in determining the economic competitiveness and national security of an archipelagic nation like Indonesia. As primary gateways for international trade and human movement, ports, particularly Tanjung Priok Port, play a strategic role that demands excellent service standards from all government agencies operating within them. One of the critical functions that must be effectively implemented in this study is the Maricar Immigration services provided by Immigration Checkpoints (TPI). TPI services serve a dual function: as a national security barrier through strict monitoring of foreign traffic, and as a key facilitator of the smooth flow of international shipping. The quality of TPI services directly impacts the speed of ship administration processes, as reflected in key indicators such as Port Stay Time (Hidayanti & Yusran, 2025). Inefficiencies in the immigration process can cause significant delays, increase logistics costs, and diminish the public services' image in the eyes of service users. To ensure the quality and consistency of service, the implementation of Immigration Standard Operating Procedures (SOPs) is very urgent. SOPs are standard guidelines that formalise work steps, minimise the potential for errors, and reduce officer discretion, thereby ensuring transparency and accountability (Roslia & Mokodompit, 2025). Implementing SOPs often faces challenges stemming from internal factors (staff competence and technology availability) and external factors (coordination among port agencies). Therefore, this case study on the TPI Port of Tanjung Priok is crucial to analyse the extent to which SOPs have been implemented effectively and how they impact key service indicators in the maritime sector. This study aims to identify the gap between theoretical SOPs and actual practice, and

formulate recommendations to improve the effectiveness of immigration public services at Indonesia's principal maritime gateway.

The theoretical basis of this study is built on three main conceptual pillars and several intersecting supporting theories, namely the Theory of Effectiveness and Quality of Public Services, the Theory of Policy Implementation and Standardisation (SOP), and the Theory of Port Administration and Maritime Logistics.

Theory of Effectiveness and Quality of Public Services

The central concept that serves as the reference framework is the Effectiveness of Public Service, which refers to the achievement of goals and targets set by the service organisation appropriately and optimally, measured by the ratio of results achieved to the standards of time, quality, and quantity (Suwu & Mokodompit, 2025). Relevant effectiveness indicators in the TPI include Service Delivery Time (SDT), Accuracy (compliance with immigration regulations), and Accountability (process accountability). This concept is supported by Service Quality Theory, most popularly analysed through the SERVQUAL model (Juanda et al., 2023). This model emphasizes five dimensions that influence service user perceptions: Tangibles (physical evidence such as facilities and information systems at the TPI), Reliability (the ability of officers to provide services consistently and reliably according to SOP), Responsiveness (the willingness of officers to help and provide fast service), Assurance (the knowledge and courtesy of officers that foster trust), and Empathy (individual attention from officers). Achieving high effectiveness at the TPI means minimising the gap between service users' expectations and perceptions of Immigration services, which ultimately increases their satisfaction.

Theory of Policy Implementation and Standardisation (SOP)

The second pillar focuses on the mechanisms for implementing procedures in the field. Immigration Standard Operating Procedures (SOPs) are managerial instruments that standardise work processes, aiming to reduce variation and minimise the abuse of discretion by street-level bureaucrats (officers). To analyse the extent to which SOPs are effectively implemented, the Policy Implementation Model is used. Syahrin (2025) Top-Down Model, which identifies six critical variables that influence the successful implementation of Policy Objectives and Standards (clarity and consistency of SOPs) Resources (budget availability, technology such as Border Control Management systems, and the competence of Immigration officers) Characteristics of the Implementing Organization (TPI structure and hierarchy) Implementing Attitude/Disposition (commitment, work ethic, and officers' understanding of SOPs), Inter-Organizational Communication (coordination between Immigration and other port agencies such as Customs, Quarantine, and Harbormaster), and Social, Economic, and Political Environment. Effective implementation must address potential conflicts between the demands of state security (Immigration objectives) and the demands of logistics speed (Port objectives).

Theory of Port Administration and Maritime Logistics

This pillar provides operational context. Port Administration refers to the efficient and integrated governance of all port activities. Port administration services are part of the Maritime Logistics Supply Chain, where immigration (vessel/crew entry and exit permits) is a value-added activity. The concept of port efficiency is crucial, and its indicators are often measured by port stay time and dwelling time. Inefficiencies in the immigration process directly slow both indicators, thereby increasing national logistics costs (Anugrah et al., 2023). Therefore, the effectiveness of the TPI must be measured by its contribution to ensuring

smooth ship flow and supporting the competitiveness of Tanjung Priok Port as the leading national gateway. Service integration, such as through the implementation of the Maritime Informatics concept or the National Single Window (NSW), is also a crucial variable in supporting the effectiveness of the TPI within the broader port ecosystem.

3. Materials and Methods

This research uses a qualitative approach with a descriptive-analytical case study design to understand in depth the phenomenon of implementing Immigration Standard Operating Procedures (SOPs) and their impact on the effectiveness of public services in the specific environment of the Tanjung Priok Port Immigration Checkpoint (TPI) (Hasan et al., 2022). The case study design was chosen because it is well-suited to investigating contemporary phenomena in a real-life context, allowing researchers to maintain the holistic and meaningful characteristics of the events in the field, namely the complex interactions among SOPs, officers, and service users at the port. This approach focuses on an interpretive understanding of actors' meanings, experiences, and views of service effectiveness, rather than on numerical measurements alone (Waruwu et al., 2023). The research location was purposively selected at the TPI Port of Tanjung Priok, given its status as Indonesia's primary and busiest port (main gateway), which provides a rich and complex context for maritime sector services. The central unit of analysis is the Implementation of Immigration SOPs related to Clearance In and Clearance Out procedures for ships and crew. In contrast, the observation unit is the individuals directly involved. The determination of informants was carried out by purposive sampling and snowball sampling, involving three main categories of Key Informants, namely the Head of TPI/Head of Section responsible for policies and SOPs; Main Informants, namely Immigration Officers implementing in the field (street-level bureaucracy); and Supporting Informants, namely service users such as representatives from shipping agents or Port Authorities (Kesyahbandaran) who are the parties who directly experience the effectiveness of the service. The number of informants will be determined by data saturation, where data collection is stopped when new information obtained is no longer significant or redundant. The primary data collection technique is a structured and semi-structured In-depth Interview, using a flexible interview guide to explore perceptions, experiences, challenges, and factors that influence officer compliance with SOPs, as well as service users' views on the quality and speed of service (referring to the SERVQUAL dimensions) (Abdussamad, 2021). Limited Participant Observation was also used in the TPI area during the ship service process to compare the implementation of SOPs in the field with written documents, as well as documentation in the form of analysis of official documents (Immigration SOPs, performance reports, service time data, and related regulations) to obtain valid secondary data. Data validity (credibility) will be tested through source triangulation techniques (comparing data from key informants, implementing officers, and service users) and method triangulation (comparing the results of interviews, observations, and documentation) to ensure the validity of the findings (Abdussamad, 2021). Data analysis will be conducted inductively using the Miles, Huberman, and Saldana model consisting of three interactive and continuous activity flows: Data Collection, Data Condensation (selection, focusing, simplifying, and abstracting raw data through transcription and coding), and Data Display in the form of a matrix, flowchart, or narrative of findings, culminating in Conclusion Drawing/Verification to

answer research questions regarding the determinants of SOP effectiveness. This entire process is aimed at producing findings that are rich in context and grounded in credible interpretations of the effectiveness of maritime public services at the TPI Port of Tanjung Priok (Ultavia et al., 2023).

4. Results and Discussion

Service Time Effectiveness and Its Impact on Maritime Logistics

The effectiveness of public service time in the maritime sector is a fundamental benchmark that directly correlates with port operational efficiency and national logistics competitiveness. At the Tanjung Priok Port Immigration Checkpoint (TPI), immigration service time is crucial because it is one of the mandatory procedures in the chain of international ship arrivals and departures. Fast and accurate service, especially in the Clearance In (arrival) and Clearance Out (departure) processes for ships and crew, ensures that ships can immediately load and unload without unnecessary administrative delays. (Amalia et al., 2025). The performance of TPI in efficiently processing immigration documents will minimise service waiting time for ships and shipping agents, ultimately having a significant impact on logistics efficiency. The study results show that the implementation of the Immigration Standard Operating Procedure (SOP) has generally achieved a practical level in terms of service time, with the document verification process and crew inspection essentially meeting the established time standards. Compliance with these time standards is greatly assisted by the digitalisation of processes, particularly through the adoption of integrated information technology systems such as Border Control Management (BCM), which enables crew data and manifests to be verified quickly and accurately, reducing the need for time-consuming physical inspections. (Bowo & Mahrudi, 2022).

The time-effectiveness of this service has a direct positive impact on maritime logistics in Indonesia. A fast immigration process is a key component in reducing port stays, which is the total time a ship spends in port from docking to leaving. Every hour of delay in port stays will increase national logistics costs through higher ship operating costs (demurrage) and potential penalties for cargo owners. (Herawati et al., 2023) By expediting the immigration process in accordance with standard operating procedures (SOPs), TPI has significantly contributed to the government's efforts to reduce costs and lost time, thereby enhancing Tanjung Priok Port's image as an efficient and competitive port in the region. However, the effectiveness of this service time is not independent; research findings highlight variations in service times, primarily driven by external and inter-organisational factors rather than solely by Immigration's internal performance. These barriers include the quality of initial data submitted by shipping agents (often incomplete or requiring correction), as well as reliance on clearances from other agencies (e.g., Customs or Quarantine) within the integrated port clearance service framework. Although TPI has completed its portion quickly, the overall port stay remains long due to delays in other agencies. This confirms that immigration effectiveness will only be optimal if supported by complete synergy through the National Single Window (NSW) mechanism or integrated services, ensuring that all agencies involved in the ship clearance process have equal and integrated time performance. Tahir (2023) suggests that increasing TPI effectiveness must be followed by strengthening the coordination and integration of inter-port agency systems to achieve comprehensive maritime logistics efficiency.

Table 1. The Effect of Immigration Service Effectiveness on the Efficiency of Maritime Logistics

No	Dimensions /Variables	Key Findings (SOP Implementation Results)	Factors Driving Service Time Effectiveness	Implications for Maritime Logistics
1	TPI Internal Service Time Effectiveness	Generally, it reaches the effective category and meets the standard time standards set out in the SOP. The ship and crew clearance process is fast.	Process Digitalisation (Use of BCM System - Border Control Management) and Compliance with SOP (Officer Reliability).	Reduce the time component due to Immigration when calculating Port Stay Time.
2	Impact on Costs and Competitiveness	The fast immigration process contributes significantly to efforts to reduce costs and time lost at the port.	Availability of clear SOPs and Responsive Officers (SERVQUAL Responsiveness dimension) in completing verification.	Reducing National Logistics Costs (e.g., demurrage costs) and improving Tanjung Priok's Image as an efficient port.
3	Service Time Variation and Synchronisation	Significant variations in service times were observed, often resulting in the overall Port Stay remaining long.	System Coordination and Integration through the NSW (National Single Window) mechanism or integrated services	TPI's time effectiveness cannot be achieved in isolation; it requires synergy across all port agencies (Customs, Quarantine, etc.). Requires strengthening of regulations and enforcement of standards for service users (shipping agents) to ensure the accuracy of pre-arrival data (tangible data)
4	External Inhibiting Factors	Delays are often caused by external and inter-organisational factors, not by Immigration's internal performance.	Quality of Initial Data submitted by shipping agents (often incomplete or in need of correction)	Increasing the effectiveness of TPI must be followed by improving end-to-end performance in the maritime Port Clearance chain.
5	SOP Quality vs. Logistics End Result	Immigration SOPs are effective internally, but processes from other agencies hinder their overall impact on logistics.	Strengthening system supervision and officer training to ensure optimal utilisation of BCM technology	

(Research Source 2025)

Based on Table 1, it can be concluded that Immigration's internal services are effective at a satisfactory level. Still, external factors and a lack of synchronisation among agencies hamper their positive impact on national maritime logistics efficiency. Internally (Points 1 & 2), TPI has achieved an effective service time category through the implementation of SOPs supported by Process Digitalisation via the BCM system. Compliance and Reliability of Immigration officers in meeting time standards directly reduces the Immigration time component of the total Port Stay, thereby contributing to the suppression of National Logistics Costs and to the improvement of the image of a Responsive port. However, the study's results revealed a paradox of effectiveness (Points 3 & 5). Although TPI's performance is fast, significant variations in service time persist, which ultimately keep the overall Port Stay high. This confirms that the effectiveness of Immigration service time does not stand alone. Optimal TPI time performance is distorted by delays stemming from external and inter-organisational factors (Point 4), including poor initial data quality from shipping agents and reliance on clearance from other agencies (e.g., Customs, Quarantine). Therefore, improving the end-to-end effectiveness of logistics at Tanjung Priok Port requires a shift in focus from partial performance to systemic synergy. The solution lies in strengthening System Coordination and Integration through the NSW mechanism, supported by stricter enforcement of quality standards for pre-arrival data from service users. Thus, effective Immigration SOPs must be part of the equivalent end-to-end performance of all port agencies to achieve comprehensive maritime logistics efficiency.

Gap in SOP Implementation and the Role of Street-Level Bureaucracy

The gap between formal written procedures and actual practice on the ground is a central issue in the study of public policy implementation, particularly in the context of immigration services at the Tanjung Priok Port Immigration Checkpoint (TPI). Although

Immigration Standard Operating Procedures (SOPs) are rigorously designed to ensure consistency, accountability, and efficiency, their successful implementation depends heavily on the interpretation and actions of field officers (street-level bureaucrats) (Asdoni et al., 2025). Immigration officers at TPI are on the front lines of direct interaction with service users (shipping agents, ship crews). They must make immediate decisions under time and resource constraints, a situation that inherently creates the potential for discretion or deviation from standard SOPs. The role of the street-level bureaucracy (SLB) is the primary determinant of whether the goals of service effectiveness, namely national security and logistical facilitation, are achieved or hampered by inconsistencies.

The case study at the Tanjung Priok Port Terminal (TPI) empirically demonstrates an implementation gap, manifested in two primary forms: negative discretion (deviation) and positive discretion (adaptation). Negative discretion occurs when immigration officers deviate from written SOPs aimed at efficiency, often due to factors such as a lack of commitment (disposition), long-standing habits, or demands not covered in the SOP. For example, procedures that should be completed digitally through the Border Control Management (BCM) system still require repeated physical verification of documents or unnecessary delays, even though this violates the principles of Reliability and Tangibles in the SERVQUAL service quality dimension. This deviation not only reduces the effectiveness of service delivery but also creates opportunities for moral hazard and illegal levies, damaging the overall image of public services. Factors causing negative discretion often stem from inadequate training and socialisation regarding SOP updates, or from bureaucratic pressures demanding quick resolution without adequate resources.

Conversely, positive discretion was also observed, with immigration officers proactively adapting or improvising procedures to benefit public service and smooth logistics. For example, when the BCM system experienced technical problems (down), officers used emergency SOPs or unwritten manual procedures to complete the ship clearance process immediately, thus avoiding expensive port stays. This action reflects the professionalism and responsiveness of officers who strive to overcome systemic obstacles (Bachtiar, 2025). While positive discretion is helpful in emergencies, if it occurs too frequently, it indicates a weakness in the SOP design itself (not flexible enough) or a problem with the availability of technology (unreliable Tangibles). To address this gap, the study recommends strengthened supervision and consistent rewards and punishments for SLB officers. It is not enough to have a perfect SOP; it must also ensure the Disposition of the Implementers (Pillars of Implementation Van Meter and Van Horn) is at a high level through training in service ethics, technical competency development, and adequate welfare guarantees. By minimising negative discretion and institutionalising best practices of positive discretion, TPI Port of Tanjung Priok can achieve consistent, accountable SOP implementation, which is key to improving the effectiveness of public services in the maritime sector and sustainably supporting national logistics competitiveness (Setianingsih & Yulifar, 2025).

Table 2. Optimising Discretion and SOP Compliance in Improving Maritime Logistics Efficiency.

No.	Focus of Analysis (Variables)	Key Findings (SLB Action)	Trigger Factors (Implementation Pillars)	Impact/Implications on Service Effectiveness
1.	Procedural Compliance (Implementation Gap)	The gap between written SOPs and actual practices in the field.	The demand for fast (real-time) decisions under time and resource constraints.	Inconsistency in service hinders achieving the efficiency guaranteed by SOP.
2.	Negative Discretion (Deviation)	Officers commit irregularities such as repeated physical verification even though the BCM system is available.	Low disposition of implementers (lack of commitment/long-standing habit) and lack of training or socialisation of the latest SOPs.	Reducing the effectiveness of service time violates the principles of Reliability and Tangibles in the SERVQUAL model and may create moral hazard.
3.	Positive Discretion (Adaptation)	Officers improvise/manually complete clearance when the BCM system is down.	Responsiveness of officers (professionalism) in overcoming system weaknesses (unreliable technology).	However, saving the ship's Port Stay from costly delays exposed weaknesses in the SOP and the infrastructure.
4.	Discretionary Driving Factors	Urgent need to make immediate decisions at the TPI front-liner.	Bureaucratic pressure for quick resolution vs. inadequate resource availability.	Making SLB the primary determinant in achieving the dual goals of Immigration (Security and Facilitation).
5.	Recommended Actions	The need to institutionalise best practices in positive discretion.	Strengthening supervision and consistent reward & punishment, improving technical competence and service ethics.	Achieving consistent and accountable implementation of SOPs to support sustainable maritime logistics competitiveness.

(Research Source 2025)

Based on Table 2, it can be concluded that the effectiveness of services is primarily determined by the role of street-level bureaucracy (SLB), which creates an Implementation Gap between formal procedures and field practices. Immigration officers, as SLB, face real-time decision-making demands amid resource constraints and bureaucratic pressure, which triggers the emergence of discretion (Points 1 & 4). The analysis divides discretion into two poles: Negative Discretion and Positive Discretion (Kadar, 2025). Negative Discretion (Point 2) arises from low Implementer Disposition and insufficient training. It takes the form of deviations from digital SOPs (e.g., repeated physical verification), which directly reduce Service Time Effectiveness, violate the SERVQUAL Reliability principle, and have the potential to trigger Moral Hazard. This shows that having good SOPs is not enough without strong commitment and supervision. Conversely, Positive Discretion (Point 3) occurs due to the Responsiveness and professionalism of officers who carry out manual adaptations when the BCM system experiences disruptions (Suwu & Mokodompit, 2025). While this action successfully saved the ship's Port Stay from costly delays, it also exposed weaknesses in the SOP design, which lacked flexibility and faced problems with Tangibles (unreliable technology). This means that this positive discretion serves as a patchwork to address systemic weaknesses that management should have addressed. In essence, the role of the SLB is the primary determinant of whether or not the dual objectives of Immigration security and logistics facilitation are achieved. To achieve Consistent and Accountable SOP Implementation (Point 5), managerial interventions to improve the quality of human resources are needed (Fasya, 2020). The main recommendation is the institutionalisation of best practices for positive adaptation, the strengthening of supervision, and the establishment of a firm Reward & Punishment system, so that officers are motivated to minimise deviations

and maximise compliance, thereby enhancing the competitiveness of maritime logistics (Dianti et al., 2025).

5. Conclusion

The success of public services in the maritime sector depends heavily on the consistency and accountability of SOP implementation. SOPs serve as a crucial instrument to guide staff in carrying out tasks accurately and expeditiously, thereby minimising deviations, increasing transparency, and ensuring the safety and smooth flow of people and goods at ports. However, their implementation in the field often faces significant challenges, including disparities between written procedures and the actual practices encountered by officers, driven by internal and external factors such as limited human resources, technology, and coordination among related agencies. Discretion, both positive and negative, arises from these dynamics. Negative discretion arises from implementers' low disposition and lack of training, leading to deviations from SOPs that can reduce service efficiency, threaten the reliability principle in SERVQUAL, and potentially trigger moral hazard. Conversely, positive discretion emerges as a response to system disruptions, such as technological inefficiencies, in which officers manually adapt to maintain the service process, even though this highlights the weaknesses of the inflexible SOP design and inadequate technological means. The achievement of service objectives, namely logistical security and convenience, is highly dependent on the role of street-level bureaucracy (SLB). For SOPs to be implemented consistently and accountably, managerial interventions are needed to improve the quality of human resources through training, strengthened supervision, and a firm reward-and-punishment system. These efforts aim to motivate officers to comply with SOPs, minimise deviations, and enhance the competitiveness of Indonesian maritime logistics. Furthermore, this study emphasises the importance of synergy between agencies and technologies that support the service process, such as document digitisation and online systems. This increased effectiveness will directly reduce ship waiting times, logistics costs, and the public image of public services in the eyes of service users. Overall, effective and consistent implementation of SOPs at ports requires not only adequate policies and technology, but also strong commitment and oversight from all stakeholders. This is key to achieving good governance and to strengthening Indonesia's position as a competitive, highly integrated maritime nation.

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