

Research Article

Immigration Travel Documents Section Performance Analysis Tanjung Perak in State Administration

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Abstract: This study provides a comprehensive analysis of the performance of the Travel Document Section at Tanjung Perak Immigration Office within the framework of Public Administration. Employing a qualitative, case-study approach, the research investigates the efficiency, effectiveness, and quality of immigration services, emphasising the application of New Public Management (NPM) principles and Good Governance practices. The findings reveal that while technological innovations such as digital systems (M-Passport and SIMKIM) have successfully improved operational efficiency and reduced physical queues, challenges persist regarding procedural transparency, accountability, and system reliability. Human errors and inconsistent discretion in handling complex documents highlight the need for enhanced capacity building and resource allocation. Moreover, issues of bureaucratic transparency and integrity undermine public trust, underscoring the importance of strengthening internal controls and communication strategies. The study also underscores that service quality is multidimensional, encompassing physical facilities, interpersonal professionalism, and procedural clarity, all of which influence public satisfaction. Despite improvements, the gap between technological efficiency and service effectiveness suggests that further efforts are needed to integrate digital innovations with robust procedural protocols. The research concludes that sustainable performance improvement requires a balanced focus on technological, human, and systemic factors, fostering a culture of transparency, accountability, and continuous development. These insights offer valuable policy recommendations to enhance the robustness and responsiveness of immigration services, ultimately strengthening the legitimacy and trust of government institutions in delivering public services.

Keywords: Digital Systems; Good Governance; Immigration Services; Performance Analysis; Service Quality.

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1. Introduction

Analysing the performance of the Travel Document Section at the Class I TPI Tanjung Perak Immigration Office is an essential study from a State Administration perspective, considering that the immigration function is the spearhead of public services as well as the gateway to monitoring state sovereignty (Sarsyabilah & Andry, 2025). In general, public service is a constitutional mandate requiring the government to provide excellent, efficient, transparent, and accountable services to the public (Ma'ruf & Purnomo, 2024). In the context of immigration, travel document services, particularly passport issuance, are one of the most crucial interactions between the state and its citizens. The quality of these services not only reflects the bureaucracy's image but also determines the ease of citizens' international mobility (Wulandari & Anam, 2024). Therefore, the performance of implementing units such as the Travel Documents Section at Tanjung Perak, a significant port and a key entry/exit point in Indonesia, requires a thorough review. This review should go beyond mere administrative

output (the number of passports issued) and delve into the dimensions of process, service quality, user satisfaction, and compliance with the principles of good governance (Hanan et al., 2025).

Tanjung Perak, as part of the Surabaya metropolitan area and the economic gateway to East Java, has a very high level of people movement, both Indonesian citizens (WNI) and foreign citizens (WNA), resulting in a significant workload and complex service requirements for the Tanjung Perak Class I Immigration Office. The performance of the Travel Documents Section in this office is a barometer of the success of regional-level immigration policy implementation (Diamond, 2025). Problems that frequently arise in public services, such as long waiting times, complicated procedures, the potential for illegal levies, and a lack of transparency, are real challenges that must be addressed. From a Public Administration perspective, service performance can be analysed using various theoretical frameworks, such as New Public Management (NPM), which emphasises efficiency and customer orientation, or Public Service Delivery theory, which focuses on service quality and responsiveness (Sanjaya & Tamara, 2021). This analysis aims to identify the extent to which administrative functions such as planning, organising, implementing, and monitoring have been effective and efficient in ensuring that Indonesian citizens obtain their travel documents quickly and easily.

Furthermore, performance analysis must involve holistic measurement dimensions, covering input aspects (human resources, budget, infrastructure), process (standard operating procedures, implementation of technology systems such as the Immigration Management Information System/ SIMKIM), output (number of services completed), and outcome (level of public satisfaction and positive impact on the image of the bureaucracy) (Alfonso, 2022). The adoption of digital technology, such as online queues and expedited passport services, is also an important indicator of bureaucratic adaptation to the demands of the digital era. However, this technological adaptation often creates new challenges, such as the digital divide (for those less technologically literate) and system vulnerabilities (Hutagalung et al., 2023). Therefore, the performance of the Travel Documents Section is not measured solely by digital speed, but also by the staff's ability to provide humane assistance and ensure inclusive services. From a regulatory perspective, the Travel Documents Section's performance is bound by Law Number 25 of 2009 on Public Services and various technical immigration regulations. Compliance with established service standards is a key performance indicator. Violations of these standards, whether intentional or due to procedural negligence, can damage public trust and require firm administrative intervention Elfany (2025). The performance of this unit also reflects the organisational culture and integrity of the civil servants (ASN) within it. Analysing ASN integrity and professionalism is crucial in mitigating the risks of maladministration and corruption.

The conclusion from the analysis of the Travel Documents Section's performance at the Tanjung Perak Class I Immigration Office, from a State Administration perspective, is a multidimensional study that links managerial efficiency, public service quality, policy implementation, civil servant integrity, and technology adaptation. This study is expected to produce concrete policy recommendations to improve the quality of immigration services, realise a clean and effective bureaucracy, and ultimately strengthen the state's legitimacy in the eyes of its citizens through the provision of optimal, fair, and competitive public services. Optimising performance at Tanjung Perak will provide a best practice model that can be replicated at other immigration offices in Indonesia.

2. Literature Review

This theoretical foundation is built on three main pillars: Public Sector Performance, Public Service Quality, and the State Administration Model as a policy implementer. Performance in the public sector is not measured solely by profits, but also by the extent to which public welfare is achieved (effectiveness), resources are used optimally (efficiency), and services are distributed fairly (equity). Frameworks such as the Balanced Scorecard and New Public Management (NPM) are used to measure efficiency and customer orientation (for example, through the digitalisation of passport services). The second pillar is the Public Service Concept, which adheres to Law No. 25 of 2009 (Abdi et al., 2025). Service quality is measured using the SERVQUAL (Tangibles, Reliability, Responsiveness, Assurance, Empathy) dimensions. This analysis is also bound by the principles of Good Governance, which demand transparency and accountability in every passport issuance procedure. The final pillar, the State Administration Model, positions performance as the outcome of Policy Implementation. This examines how central policies are translated by field officers (street-level bureaucrats). Optimal performance requires the support of an integrated State Administration System (SANKRI), including human resources and technology systems such as SIMKIM, to ensure that core service tasks are carried out effectively and professionally.

Public Sector Performance Theory

Public sector performance is measured not only by financial profit, but also by the extent to which public goals (community welfare) are achieved. Public sector performance theory emphasises the importance of effectiveness (goal achievement), efficiency (optimal use of resources), and equity (fairness in the distribution of services) (Rivando & Samputra, 2024).

Public Service Performance: This concept focuses on measuring a work unit's actual results against established standards. The performance of the Travel Document Section can be measured through indicators of waiting time (efficiency), passport data accuracy (effectiveness), and service accessibility for all levels of society (equity). Measurement is often based on the Balanced Scorecard (BSC) model adapted for the public sector, covering financial, customer (community), internal processes (service procedures), and learning and growth (employee competency) perspectives.

New Public Management (NPM): emphasises the application of private-sector management principles in the public sector, such as results orientation, customer focus, and decentralisation of authority. In the context of Tanjung Perak Immigration, NPM is relevant for analysing efforts to increase efficiency through service digitisation (e.g., online queues) and cost transparency, with the ultimate goal of improving user satisfaction.

Public Service Concept

Public service is the core of bureaucracy, as stipulated in Law Number 25 of 2009 concerning Public Services. The performance of the Travel Documents Section is a concrete manifestation of this law's implementation (Luz et al., 2025).

Service Quality Dimensions (SERVQUAL): Although initially developed for the private sector, the SERVQUAL dimensions are often used to measure the quality of public services, which include:

- a. **Tangibles (Physical Evidence):** Office conditions, employee tidiness, and use of technology.
- b. **Reliability:** The ability to perform promised services accurately and consistently (eg, passports completed on time).
- c. **Responsiveness:** Willingness to help customers and provide prompt service.
- d. **Assurance:** The knowledge and courtesy of staff and their ability to foster trust (relevant to ASN integrity).
- e. **Empathy (Empathy):** Individual attention to customers.

Principles of Good Governance: Public services must be organised based on the principles of transparency (openness of procedures and costs), accountability (responsibility for service outcomes), and participation (involving users in service improvements, for example, through satisfaction surveys). Performance analysis should examine the extent to which the Travel Documents Section applies these principles in the passport issuance process.

State Administration Model: Policy and Implementation

Analysis of the Travel Documents Section's performance must also be placed in the context of State Administration as a policy implementer. (Ashal, 2025).

- a. Policy Implementation Theory: Travel Document Services is the implementation of the national immigration policy. This theory is relevant to analysing how policies established at the central level (Ministry of Law and Human Rights) are translated and implemented by street-level bureaucrats (officers at immigration offices). Poor performance is often caused by discrepancies between policy intent and action on the ground, which resources, communication, and the disposition of implementers can influence.
- b. State Administration System (SANKRI): Unit performance must be viewed as part of a system. Service quality at Tanjung Perak is influenced by other subsystems, such as HR policies (employee placement and training), the budget system, and the use of the Immigration Management Information System (SIMKIM). Optimal performance requires good coordination and integration between these subsystems, ensuring administrative support for core service tasks. By applying these three theoretical pillars, a performance analysis of the Tanjung Perak Immigration Travel Documents Section will provide a comprehensive picture not only of what has been achieved (output), but also of the process (administrative process) and its impact on the community (service quality).

3. Method

This study uses a descriptive qualitative approach with a focused single case study design, aiming to understand in depth (holistically and contextually) the performance of the Travel Document Section at the Class I TPI Tanjung Perak Immigration Office from a State Administration perspective. (Zaluchu, 2020). In general, a qualitative method was chosen because public service performance is a complex and meaningful social phenomenon, requiring interpretation of field realities, the perceptions of actors (bureaucrats and the public), and the naturally occurring policy implementation process. The focus of the research is to analyse the effectiveness, efficiency, and quality of service (based on the SERVQUAL dimensions and the principles of Good Governance) in the travel document issuance process, as well as to identify supporting and inhibiting factors from the perspective of Public Administration (Policy Implementation and Public Management). The specific research location is the Class I Immigration Office TPI Tanjung Perak. The main data source (key informants) was determined using purposive sampling. (Waruwu et al., 2023), involving (1) Structural Officials (Head of Travel Documents Section, Head of Office), to understand policies, planning, and supervision, (2) Technical Implementers (street-level bureaucrats), to understand the implementation of daily procedures and field challenges; and (3) Service User Community (passport applicants), to obtain empirical data on service quality, satisfaction, and their experiences.

The primary data collection techniques include In-depth Interviews, to explore in detail the views, experiences, and interpretations of informants regarding service performance; Limited Participatory Observation (direct observation of the queuing process, procedural flow, interactions between officers and applicants, and the condition of infrastructure), to verify interview data and understand the context of service tangibles (Sugiyono, 2021); and Documentation Study, to collect secondary data in the form of Standard Operating Procedures (SOP), annual performance reports, passport issuance statistics, regulatory documents (Public Service Law, related Ministerial Regulations), and the results of the internal Public Satisfaction Survey (SKM). To ensure data validity, source triangulation (comparing data from officials, implementers, and the public) and method triangulation (comparing interview data, observations, and documents) were used. The data analysis technique refers to the interactive model of Miles, Huberman, and Saldana, which involves three interrelated activity flows: Data Reduction (selection, focusing, and simplifying raw data from interview transcripts and field notes), Data Presentation (arranging data in the form of matrices, flowcharts, or thematic narratives to facilitate understanding), and Conclusion Drawing (Verification), namely the interpretation of meaning, development of categories, and formulation of research findings that answer the established focus of the problem, and relate them to the theoretical basis of Public Administration (Sulistiyawati, 2023). This method is

expected to yield a rich analysis of contextual descriptions and in-depth interpretations of the reality of immigration service performance in the Tanjung Perak region.

4. Results and Discussion

Performance of Service Efficiency and Effectiveness: NPM Implementation and Bureaucratic Barriers

Analysis of the performance of the Travel Document Section of the Class I Immigration Office of Tanjung Perak TPI shows that there is a strong implementation of the principles of New Public Management (NPM), which aims to increase efficiency. Still, these efforts are often hampered by internal bureaucratic obstacles, creating a disparity between planned efficiency and achieved effectiveness (Bie & Kubiciel-lodzi, 2025). In general, ideal public sector service performance must balance these two dimensions: Efficiency refers to the optimal use of resources (time, budget, human resources) to produce outputs, while Effectiveness refers to the extent to which service outcomes achieve policy objectives and meet public expectations (Laia et al., 2025). The implementation of NPM is characterised by modernisation efforts, particularly through the adoption of technologies such as the Immigration Management Information System (SIMKIM) and the M-Passport application for online queues, which have significantly reduced physical waiting times at the office (more efficient input and processing). This system reflects the bureaucracy's commitment to being results-oriented and customer-oriented, in line with the demands of bureaucratic reform. However, the efficiencies achieved at the input and processing stages are often fragile and prone to failure during implementation. The most crucial internal bureaucratic obstacle is the instability of the technological infrastructure, particularly network or server disruptions at SIMKIM, which are beyond the control of local immigration offices. When the system goes down, the entire service process stops or slows down drastically, causing queues to build up and the promised passport processing time (SERVQUAL Reliability indicator) to be unfulfilled.

In addition to technical issues, other obstacles arise from the human resources (HR) side, particularly at the technical implementation level (street-level bureaucrats). Although officers have been trained, inconsistent discretion in interpreting and handling problematic documents, as well as the limited number of front office staff commensurate with the high volume of applicants at a large port like Tanjung Perak, also reduces service effectiveness. This gap indicates that although the structure and system are organised based on efficient NPM logic, the quality of operational management and the disposition of implementers still determine final performance (Kriswibowo, 2023). As a result, applicants often report frustration even when using sophisticated online systems; the perceived efficiency of the online registration stage is not directly proportional to the perceived effectiveness and ease of the interview and fingerprinting processes. From a Public Administration perspective, this imbalance highlights the need to shift from a focus solely on technological efficiency to strengthening procedural accountability and increasing bureaucratic buffer capacity (e.g., backup systems or efficient manual procedures) to address system failures. Therefore, to achieve truly effective performance, Tanjung Perak Immigration must integrate the advantages of digitalisation (NPM) with the resolution of classic bureaucratic issues (Policy Implementation), including system stability, human resource adequacy, and consistent interpretation of regulations in the field (Noviana, 2025).

Table 1. Analysis of Technology-Based Public Service Performance and Bureaucratic Barriers: In-Depth Insights from Integrated Interviews.

Findings Categories	Informant (Type/Position)	Quote (Main Discussion)	Theory & Performance Implications
NPM Implementation & Digital Efficiency	Structural Official (Head of Section)	"The M-Passport and SIMKIM systems have significantly reduced front office time and reduced physical queues. We've become very efficient in the registration and scheduling phases."	NPM Implemented. Efficiencies in the Input and Process stages were achieved through technology adoption. However, these efficiencies were limited to the front-end (registration).
Bureaucratic Barriers: Infrastructure	Technical Implementer (Street-Level Bureaucrat)	SIMKIM server disruptions are the main enemy. We promised a quick resolution, but if the system is down for hours, there's nothing the officers can do. This is beyond the office's jurisdiction."	Barriers to Effectiveness. System failures act as bottlenecks, reducing SERVQUAL reliability. NPM's efficiency is undermined by weaknesses in the State Administration System (SANKRI).
Disparity between Efficiency and Effectiveness	Service User Community	"Registering online is fast and easy. But when I'm at the office, even the slightest problem with my data takes a long time to process, and there's no dedicated staff. It's frustrating."	The Performance Gap of Registration Efficiency (NPM) is not directly proportional to the effectiveness of handling problematic cases. Shows weaknesses in Responsiveness.
Bureaucratic Barriers: Human Resources & Discretion	Technical Implementer (Street-Level Bureaucrat)	"The volume of applicants in Tanjung Perak is very high, while the number of officers conducting interviews and verification is limited. We are often forced to work very quickly, making us vulnerable to human error."	Limited human resources. Reduces effectiveness and has the potential to trigger human error or inconsistent discretion (policy implementation). The quality of operational management needs to be strengthened.
Buffer & Consistency Needs	Structural Official (Head of Office)	"We are working on a backup system and ongoing training so that officers can take remedial action when SIMKIM experiences errors. Performance cannot be 100% dependent on the system."	The Need for Bureaucratic Buffers. Efforts to increase buffer capacity and consistency in interpreting regulations in the field are key to overcoming classic bureaucratic obstacles.

(Research Source 2025)

Based on Table 1, it can be concluded that the performance of the Tanjung Perak Immigration Travel Documents Section is in a dilemma: successfully implementing the NPM efficiency principle but hampered in achieving ideal service effectiveness due to classic bureaucratic constraints (Aydemir, 2020). The implementation of digital technology, realised through the M-Passport and SIMKIM systems, has been widely recognised by all informants, including the public, as a significant leap in achieving Input and Process efficiency; the reduction in physical queue times and more regular scheduling prove the success of a results-focused public management orientation. However, the core of the performance problem lies in the fragility of the technology's efficiency when faced with Bureaucratic Obstacles: Infrastructure. A quote from a Technical Implementer explicitly states that "SIMKIM server disruptions are the main enemy," indicating that technical system failures (which are outside local authority) become bottlenecks that drastically reduce service reliability, often leaving promises of passport completion times unfulfilled. This phenomenon indicates a weakness in the State Administration System (SANKRI), where vital information systems are not yet fully stable and resilient, so that infrastructure weaknesses easily defeat the efficiency built by NPM (Guzi et al., 2023). Furthermore, this conclusion is reinforced by findings regarding the Disparity in Efficiency vs. Effectiveness from a citizen perspective. Citizens acknowledged the ease of online registration, but complained that when their data encountered problems at the office, the handling was slow and complicated, indicating a failure in the Responsiveness dimension. In addition to technical constraints, performance was also significantly influenced by human resources and discretionary factors. The high volume of applicants at Tanjung Perak, as a Class I TPI gateway, was not matched by an adequate number of verification and interview officers. This condition forced street-level bureaucrats to work under high pressure, increasing the risk of human error and uneven discretion in handling problematic documents, a central issue in Policy Implementation Theory (Pasaribu & Briando, 2025). Human resource

limitations directly impact the effectiveness of field services. Structural officials are aware of this weakness and are working to improve Buffer and Consistency Requirements, such as developing training and backup procedures to reduce performance dependence on the stability of the central system. Overall, the main conclusion is that the modernization efforts (NPM) at Tanjung Perak Immigration have been successful in managerial and technical aspects (efficiency), but to achieve effective performance oriented towards outcomes and public satisfaction, serious investment is needed to address infrastructure vulnerabilities, proportional addition of human resources, and strengthening procedural accountability to minimize the impact of discretion and system failures (Santa et al., 2025).

Public Service Quality (SERVQUAL) and the Principles of Good Governance: Issues of Transparency and Accountability

Analysis of the Quality of Public Services in the Travel Document Section of the Class I Immigration Office of Tanjung Perak, with reference to the SERVQUAL dimension and the Good Governance Principles framework, revealed success in the physical and interpersonal aspects, but highlighted critical issues in Procedural Transparency and Accountability. In general, public services must meet the prime standards mandated by Law No. 25 of 2009, where quality is assessed not only by speed but also by clarity, honesty, and bureaucratic accountability. In the context of Tanjung Perak Immigration, it was found that the dimensions of Tangibles (modern office facilities, neat front office) and Assurance and Empathy of officers (polite and competent attitude) have shown significant improvements, reflecting a commitment to improving the service image (Khairan et al., 2025). The fundamental weakness that affects the public's perception of quality lies in the aspects of Responsiveness to problems and Transparency of the process flow. Good service performance requires that when problems occur for example, the SIMKIM system is down or the applicant's documents require additional verification officers must be able to provide clear, consistent, and predictive information regarding the continuation of the process, not just normative answers.

This gap is directly related to the issue of Good Governance, specifically the principles of Transparency and Accountability. While Immigration has been transparent about the official costs of passport issuance, transparency is often lacking in back-office processes and the specific reasons for file delays. The public frequently reports confusion or uncertainty about the status of their files, mainly when delays occur beyond the promised timeframe (lowering SERVQUAL Reliability). The lack of proactive, detailed communication about the reasons for delays and when exactly the problem will be resolved leaves room for speculation, leading to a decline in public trust. From an Accountability perspective, this weakness is reflected in the complaint and feedback handling system, which is considered less responsive and effective. Bureaucratic accountability is not only about being accountable for the output (issued passports), but also the decision-making process and problem-solving (Romadhon & Riwanto, 2025). When public feedback loops are inadequately addressed or the solutions provided are unclear, the Travel Documents Section's accountability to public service standards is called into question. Therefore, to achieve excellent service quality across the board, Tanjung Perak Immigration needs to shift from simply creating attractive tangibles to strengthening an organisational culture that upholds procedural transparency and an effective complaints system, to close the gap in public distrust and fully comply with the principles of Transparency and Accountability in Public Administration.

Table 2. Quality of Public Services and Implementation of Good Governance Principles in the Tanjung Perak Travel Documents Section.

Findings Categories	Dimensions of Theory	Informant (Type/Position)	Quote (Main Discussion)	Implications for Performance & Public Administration
Facility & Interpersonal Strengths	Tangibles, Assurance, Empathy (SERVQUAL)	Service User Community	"The waiting room is nice and cool now, and the staff are polite and clear during interviews. It's a big difference from the old immigration office."	Successfully improving the physical image and ethics of employees. Demonstrating a commitment to investing in visible aspects (front-end).
Weakness of Responsiveness to Problems	Responsiveness (SERVQUAL)	Service User Community	"When my documents were delayed due to duplicate SIMKIM data, the officer simply said, 'Wait for instructions from the central office.' There was no specific estimated completion time. I had to call several times."	Responsiveness Gap. Staff fail to provide adequate solutions or predictive information. Service becomes passive when system errors occur.
The Issue of Procedural Non-Transparency	Transparency (Good Governance)	Technical Implementer (Street-Level Bureaucrat)	"The verification procedures in the back office are multi-layered, and we are prohibited from explaining all the details to applicants. We can only say 'it's being processed' for fear of causing controversy."	Intentionally Lacking Transparency. Internal policies limit the transparency of back-office processes, which is contrary to the principles of good governance.
Accountability for Complaint Handling	Accountability (Good Governance)	Structural Official (Head of Section)	"We have a suggestion box and a WhatsApp hotline. But we admit the complaint-tracking system isn't well integrated with the improvement process. Often, complaints have to wait for weekly evaluation meetings."	Weak Accountability. Community feedback loops are slow and not yet integrated into the rapid improvement system. This highlights weaknesses in the oversight and response system.
The Relationship Between Quality and Trust	Reliability (SERVQUAL) & Public Trust	Service User Community	"I'm not confident my passport will be processed on schedule if there's a problem. The cost is clear, but the timeline is uncertain. That's what makes me suspicious."	Decreased Trust. Uncertainty about timing and a lack of specific transparency (reliability) fuel speculation and erode public confidence in the integrity of the bureaucracy.

(Research Source 2025)

Table 2 shows a critical discrepancy between visible front-end quality improvements and weaknesses in back-office procedural governance at the Tanjung Perak Immigration Travel Documents Section, particularly regarding the principles of Transparency and Accountability. Positively, the Travel Documents Section demonstrated apparent success in the Tangibles, Assurance, and Empathy dimensions of SERVQUAL. Public recognition that "The waiting room is now nice, cool, and the staff are polite and helpful" demonstrates effective investments in physical and interpersonal aspects, successfully building a more modern and humane service image early on. However, this success was inconsistent when the service encountered problems. The underlying problem lies in weak responsiveness and procedural non-transparency. When applicant files are held up, field officers often provide only passive responses, such as "wait for centralised instructions," without a definite time estimate. This Responsiveness Gap is exacerbated by a deliberate internal policy, whereby Technical Implementers feel "prohibited from explaining all the details to applicants" regarding the multi-layered back office verification procedures, which is a clear form of Procedural Non-Transparency (Kusuma, 2025). This action, while perhaps intended to avoid debate, fundamentally contradicts the principle of Good Governance Transparency, which demands complete openness in bureaucratic decision-making processes.

The most serious implication of this gap is a decline in public trust and a breakdown in the reliability dimension. The uncertainty of time due to the lack of transparent information makes the public suspicious (of cheating) even though official costs are clear. This emphasises that in public administration, high service quality must be supported by procedural integrity, not just officer ethics. Furthermore, accountability for handling complaints is considered weak because, despite the existence of a complaint hotline, the internal tracking and feedback loop system has not been integrated to enable rapid improvement; instead, it still requires weekly evaluation meetings (Laode et al., 2022). This situation indicates that the Travel Documents Section has not fully complied with the accountability standards set out in the Public Services Law. Therefore, to achieve optimal performance, Tanjung Perak Immigration must shift its focus from simply enhancing the front-end to strengthening the back-end by implementing transparent communication protocols in the event of delays and developing a responsive feedback system to address the gaps in speculation, uncertainty, and public distrust (Purwani et al., 2025).

5. Conclusion

The success of immigration services in this region is influenced by several multidimensional factors. Overall, this study shows that positive impressions of the physical and interpersonal aspects have developed, demonstrating the bureaucracy's commitment to improving its service image through modern office facilities and courteous, competent staff. However, behind this success, several fundamental challenges must be overcome to achieve optimal performance and in accordance with the principles of good governance. One of the main obstacles identified is the service system's efficiency and effectiveness, particularly given the still-long waiting times and complicated procedures. Although modernisation efforts through the implementation of digital systems such as M-Passport and SIMKIM have had a positive impact on reducing physical queues and accelerating the registration process, challenges such as the digital divide and human error in implementation still require attention. Reliance on technology must be balanced with strengthening human resource capacity and developing responsive and integrated systems to close communication gaps and expedite complaint handling. In the context of governance, transparency and procedural accountability are significantly weak. Although a complaints system and feedback loop are in place, they are not yet fully integrated and responsive, and they rely on weekly evaluation meetings, which can delay corrective action. The uncertainty and speculation surrounding immigration services in the community underscore the need for ongoing, open, and honest communication. Implementing transparent communication protocols and a responsive feedback system is key to enhancing public trust. Furthermore, this analysis highlights the crucial role of professional civil servants in ensuring integrity and reducing the potential for maladministration. Inconsistent policy implementation, human error, and the potential for discretion in decision-making are risk factors that must be addressed through increased competency and strict internal oversight. On the human resources side, the need for proportional personnel additions and ongoing training is essential for faster and more accurate service processes. Overall, the success of modernisation and increased efficiency achieved at the managerial and technical levels needs to be supported by strengthening processes and regulations that uphold the principles of accountability, transparency, and fairness. The implementation of digital technology has indeed accelerated service delivery. However, this is insufficient unless it is accompanied by systematic efforts to build an organisational culture of integrity and a focus on public satisfaction. To improve performance, strategic steps are needed, including process improvements, strengthening monitoring systems, increasing human resource capacity, and fostering transparent communication to reduce potential misunderstandings and enhance the legitimacy of immigration services. This study confirms that the sustainability and success of public immigration services in Tanjung Perak depend not only on administrative processes, but also on the management of humanistic aspects and on effective, integrated governance. By considering these factors, it is hoped that immigration services can become a leading

example that strengthens public trust, supports the success of national programs, and maintains national sovereignty through clean, fair, and effective public services.

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