UTILIZATION OF ONLINE QUEUE SYSTEM TECHNOLOGY TO IMPROVE PUBLIC SERVICE MANAGEMENT EFFICIENCY AT CLASS I IMMIGRATION OFFICE TPI SURABAYA

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ABSTRACT

This research focuses on the utilization of Online Queue Systems to enhance the efficiency of public service management at the Immigration Office Class I TPI Surabaya. The implementation of this system is expected to address various issues related to conventional queues, such as long waiting times and customer discomfort. However, there are several aspects that still need to be examined, considering that the success of a public service system highly depends on effective queue management, procedure quality, and the readiness of personnel and supporting policies. The aim of this research is to analyze the impact of the Online Queue System on service quality and efficiency, identify existing challenges, and provide recommendations for system optimization. The research method used in this study is qualitative, with data collection conducted through direct observation, interviews, and document analysis related to the queue system at the immigration office. The findings show that the implementation of the Online Queue System has improved the efficiency and quality of public services, with public satisfaction reaching around 70%. Nonetheless, there is a need for further improvement in several aspects, such as queue management, information transparency, and waiting time. Additionally, technical readiness and supporting policies remain critical concerns, as there is still room to enhance personnel capacity and optimize policies to make the system more effective. The conclusion of this research emphasizes that while the Online Queue System has had a positive impact, several aspects still require attention and improvement to achieve higher efficiency. This research recommends several strategic steps, including increasing system capacity to handle surges in applicants, developing policies to

support system operations, providing technical training for personnel, and conducting wider outreach to the public.

Keywords: *Online Queue System; Public Service Efficiency; Immigration Office*

A. INTRODUCTION

Pelayanan Efficient and swift public service is an essential component in fulfilling the government's responsibility to society, considering the increasing demand for quality services as times evolve. According to research conducted by (Cikusin, 2022), efficient public service not only entails speed but also the government's ability to provide transparent, responsive, and user-oriented services. In this modern era, society demands better services, and the government has a strategic role in meeting these demands to enhance public trust. As part of government obligations, fast and efficient service can reduce public complaints about the slow bureaucratic process, which often becomes a primary hindrance in the relationship between the public and the government.

In the digital age, public service is increasingly expected to adopt technology to improve service quality and efficiency, especially in sectors involving direct interaction with the public, such as immigration, civil registration, and healthcare. Research by (Salahuddin et al., 2022) found that digitalization in public services could accelerate service processes by up to 40%, reduce the likelihood of errors, and lower operational costs for the government. Digital technology, such as Online Queue Systems and internet-based public service applications, provides ease of access and optimizes service time, allowing the public to experience the benefits of services more directly and transparently. This demonstrates that technological advancements not only impact the speed of service but also increase public satisfaction with the quality of government services.

Class I Immigration Office TPI Surabaya plays a role as a public service agency catering to various immigration administrative needs, including passport issuance, visa extensions, and residence permits for foreign nationals. As a major immigration service center in East Java, this office becomes one of the high-traffic locations due to its crucial function in supporting the mobility of both Indonesian citizens and foreign nationals. According to the annual report of the Surabaya Immigration Office, the volume of passport and residence permit applicants increases yearly, particularly during the holiday period, posing its own challenges in managing the current queue system. According to the Ministry of Law and Human Rights (2022), the high demand often exceeds the available capacity and service system, leading to long queues and extended waiting times for service users.

Issues with the conventional queue system at the Class I Immigration Office TPI Surabaya include limited waiting area space, which causes discomfort, especially when applicant numbers surge significantly. Research conducted by (Aminudin, 2020) found that the average wait time at immigration offices can reach 2-3 hours, impacting public satisfaction with the service. Additionally, the manual queue system still in use affects the efficiency of immigration officers, as

they must manage queues directly. This condition creates disorder in service organization and potentially lowers the quality of user experience. Hence, restructuring the queue system, including the implementation of electronic queue technology, is increasingly urgent to enhance efficiency and comfort in service provision.

Technological innovation plays a crucial role in modernizing public services, particularly in managing queue systems, an essential element in the direct interaction between government and society. With the advancement of information technology, the government has a great opportunity to accelerate service processes while enhancing user convenience. According to research by (Utami, 2023), implementing Online Queue Systems in various public service offices has proven to reduce average waiting times by up to 30%, positively impacting public satisfaction. Additionally, this technology enables more organized and efficient queue management, minimizing applicant congestion in the waiting area and creating a more comfortable and controlled service environment.

The main advantages of the Online Queue System lie in its transparency and service speed, allowing users to monitor queue status in real time and obtain a clear time estimate, as reported in research by (Cikusin, 2022). This system also enables officers to focus more on their core tasks without being disrupted by manual queue management. Consequently, the user experience improves as they not only receive fast service but also feel transparently involved in the service process. Implementing such technology also supports the principles of good governance: efficient, responsive, and accountable government, aligning with the public service standards desired by society.

The Class I Immigration Office TPI Surabaya has implemented an Online Queue System to improve service efficiency and convenience for the public. This system allows service applicants to obtain queue numbers digitally and monitor real-time service time estimates. According to an internal report from the Surabaya Immigration Office (2023), implementing the Online Queue System is expected to reduce waiting times and provide a better experience for users, especially as the number of passport and residence permit applicants continues to grow annually. This system not only facilitates applicants but also helps officers manage the flow of service more efficiently.

However, the implementation of the Online Queue System at the Class I Immigration Office TPI Surabaya still faces several challenges. Research by (Salahuddin et al., 2022) states that infrastructure limitations are the main obstacle, particularly in hardware and network performance, which hinder smooth system operation. Additionally, staff skills in operating new technology still require improvement, as most officers are not yet familiar with complex digital systems. Another challenge is the public's acceptance of this system; some users still feel more comfortable with manual queues and are reluctant to switch to the new system. These factors indicate that while the Online Queue System offers various advantages, ongoing efforts in infrastructure enhancement, staff training, and public education are needed to ensure its successful implementation.
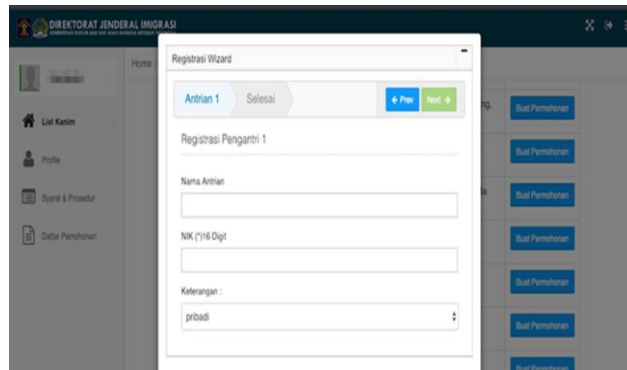
Figure 1: Online Queue Registration
Source: *Immigration Office Class I TPI Surabaya Online Queue Systems*

Although the Online Queue System at the Class I Immigration Office TPI Surabaya has enhanced service efficiency, various issues regarding its effectiveness are still encountered in practice. Technical obstacles, such as device and network disruptions, frequently cause delays in the queue process, reducing the expected service speed. According to research by (Sarah Rahmanizar, 2022), these operational barriers significantly impact the public's perception of the quality of services provided. Additionally, user resistance, particularly from individuals less familiar with technology, highlights a gap between the government's ambition to deliver fast and responsive services and the actual situation on the ground. The discrepancy between the ideal goals of the Online Queue System and the actual results indicates a need for comprehensive evaluation, focusing on infrastructure improvements, technical training, and public education to ensure a higher quality of service is achieved.

This study aims to enhance the quality of public services at immigration institutions, given the increasing public demand for quick and efficient services. The Online Queue System, as an innovation in public service, offers a potential solution to the frequent complaints about long queues and extended waiting times at immigration services. According to research conducted by (Sarah Rahmanizar, 2022), the use of technology in queue management can optimize service flow, facilitate officers in managing applicants, and reduce the average waiting time by up to 35%. This demonstrates that an evaluation of the system's effectiveness at the Class I Immigration Office TPI Surabaya would be highly beneficial to ensure that the implemented system meets user expectations and improves service quality.

The expected positive impact of this research extends beyond increased efficiency and time savings to enhanced public satisfaction with immigration services. Improved service efficiency can reduce the workload of officers, allowing them to focus on other service aspects that require special attention. Research by (Daraba et al., 2023) found that improvements in public service quality are directly correlated with a 45% increase in public satisfaction, especially concerning effective and responsive administrative services. This study can make a tangible contribution to improving immigration services, both technically and in terms of user satisfaction, thereby supporting the achievement

of higher public service standards and strengthening public trust in government institutions.

B. LITERATURE REVIEW

The theoretical foundation in this study serves as an essential basis for understanding and analyzing the implementation of the Online Queue System in improving public service efficiency at the Class I Immigration Office TPI Surabaya. This section will discuss relevant theories and concepts to establish a comprehensive framework for evaluating the effectiveness of the Online Queue System. This study employs several primary theories: Public Service Management, Service Efficiency, and Technology in Public Service. These three theories provide a clear overview of how the implementation of the Online Queue System can support efficiency, speed up service times, and enhance public satisfaction in accessing immigration services. Additionally, the theory of technology in public service will highlight the role of digitalization, represented here by the Online Queue System, in modernizing user experiences and optimizing queue management in the immigration office environment.

Public Service Management

Public service management is a key component in government functions involving direct interaction with the public. This management involves a series of actions aimed at optimizing resource use to provide the best service to the public. According to (Aminudin, 2020), public service is an action conducted by a third party to benefit the wider community, reflecting that public service is not merely an administrative process but a systematic effort to meet the needs and expectations of society. (Cikusin, 2022) describes public service management as an effort to manage various managerial aspects in planning, providing, and delivering goods and services to the public. This process involves planning, implementation, and coordination of public service activities to achieve predetermined objectives.

Public service management is directed specifically at meeting the needs of both the general public and individuals in a precise and satisfactory manner. Effective public service management should meet its set goals. Given its wide scope, the definition of public service management cannot be universally applied. However, a complex definition presented by James A.F. Stoner (1982) in (Nada et al., 2022) describes management as the process of planning, organizing, directing, and overseeing organizational members' activities and utilizing organizational resources to achieve set goals. Based on this definition, public service management can be seen as a process that applies management principles to achieve public service goals.

Public sector service management encompasses all service management activities carried out by the government, operationally implemented by government agencies or other state-owned entities under their authority. These services can be provided directly to the public or indirectly through specific policies. According to Manullang M (1988), important aspects of public service management focus on capacity building, which includes: 1) Enhancing the effectiveness of service organization; 2) Developing simple, fast, and transparent

service procedures; 3) Improving the quality and capability of service personnel; 4) Developing policies that support service enhancement initiatives

Service Efficiency

Service efficiency is a crucial concept in public service management, emphasizing the optimization of resource use to achieve maximum results in delivering services to the public. Efficiency in the context of public service refers to an institution's or agency's ability to provide services promptly, accurately, and appropriately by minimizing wasted time, energy, and costs. According to research by (Widaningsih & Jalilah Fitria, 2023), service efficiency can be achieved through simple and transparent procedures, aiming to reduce unnecessary steps in the service process. This is essential in creating public satisfaction, as quick and efficient processes are among the main indicators used by the public to assess service quality.

In the public sector, service efficiency is often related to good management of human resources, technology, and administrative procedures. Research by (Mursalin et al., 2024) found that using digital technology in public service, such as Online Queue Systems and online-based applications, could increase service efficiency by up to 25% by reducing waiting times and improving officer response speed. With technology implementation, processes that previously took a long time can be simplified, allowing the public to receive faster and more effective services. Technology also enables better reporting and supervision, which in turn promotes overall efficiency improvement in public service systems.

Besides technology, other factors influencing service efficiency include the quality and capability of the involved staff. Research by (Nurlaila & Nurhasanah, 2024) found that staff with adequate skills and in-depth knowledge of service procedures could complete service processes 30% faster than minimally trained staff. Therefore, regular training and competency development are crucial to ensure staff can perform their duties effectively. With improved staff capacity and expertise, the service process not only becomes faster but also more accurate and reliable.

Service efficiency has a positive impact on the public's perception of public institutions. According to a survey by the Ministry of Administrative and Bureaucratic Reform (2021), about 65% of the public stated that short waiting times and quick service are key factors that increase their satisfaction with public services. When the public receives efficient services, they tend to have a positive view of the government and the institutions providing the services. Therefore, service efficiency is not merely a technical improvement in procedures but also plays an essential role in building public trust and satisfaction in public services.

Technology in Public Service

Technology in public service has brought significant transformations in how the government serves the public, especially by accelerating, simplifying, and increasing transparency in various service processes. According to research by (Margaretha & Nugroho, 2023), the implementation of technology in the form of digital service applications, Online Queue Systems, and online platforms has proven to increase public service efficiency and effectiveness by up to 35%, reducing waiting times and alleviating administrative burdens. This technology

not only facilitates public access to services but also introduces transparency, allowing the public to monitor the service process in real-time. With transparency and ease of access, technology adoption has played a significant role in enhancing public satisfaction with the quality of public services.

In today's digital era, technology is essential for efficiently managing queues and high service demand, particularly in environments with intensive public interaction. Research by (Taufik, 2024) found that using an Online Queue System allows the government to organize and prioritize services according to public needs, making the service process more organized and responsive. Additionally, technology enables real-time data collection, which can be used to improve service quality and make adjustments based on trends and user needs. This makes the application of technology in public service increasingly relevant to meet the ever-dynamic public expectations.

In this study, electronic queue technology addresses the issue of long queues and waiting times frequently encountered at immigration service offices. According to (Mursyidah, 2020), the use of an Online Queue System can reduce waiting times and improve user satisfaction through more structured and faster service. The implementation of this queue technology at the Class I Immigration Office TPI Surabaya also allows for continuous evaluation of the system's effectiveness in achieving service efficiency goals. This study will evaluate how the application of this technology can help achieve more responsive services and facilitate the public in obtaining immigration services more efficiently.

C. METHODS

This section outlines the research methodology used to evaluate the Online Queue System's role in enhancing public service efficiency at the Class I Immigration Office TPI Surabaya. This research methodology is chosen to ensure the study's objectives are met by providing a comprehensive understanding of the effectiveness of the Online Queue System. This study employs a qualitative approach to collect in-depth data on how the Online Queue System is implemented and its impact on service efficiency and public satisfaction.

The research type used in this study is qualitative research. This approach was chosen because it allows the researcher to gain an in-depth understanding of the implementation of the Online Queue System at the Class I Immigration Office TPI Surabaya and its impact on public service efficiency. Qualitative research enables an in-depth exploration of the perceptions, experiences, and challenges faced by both the public and immigration officers in using and delivering services through the Online Queue System. This approach allows for the identification and comprehensive understanding of various factors affecting service effectiveness and satisfaction.

Data collection in this study was conducted through in-depth interviews, direct observation, and document analysis. In-depth interviews aim to explore the public's views on their experiences using the Online Queue System, including any obstacles they may encounter during the service process. Additionally, interviews with immigration officers were conducted to understand how the Online Queue System is implemented in daily operations and how it affects work efficiency.

Direct observation at the Class I Immigration Office TPI Surabaya allows the researcher to witness the procedures and implementation of the Online Queue System firsthand and its impact on service efficiency and comfort. Document analysis helps the researcher understand the policies, procedures, and regulations underlying the Online Queue System's implementation at the immigration office.

The qualitative approach in this study emphasizes not only data collection but also in-depth analysis to understand the meaning behind the public's experiences and interactions with the Online Queue System and the officers. Data analysis is conducted inductively, with the researcher identifying patterns, themes, and categories from the collected data to gain a holistic understanding of how the Online Queue System affects public service quality and efficiency. This study aims to evaluate how well the Online Queue System contributes to improving public satisfaction and service effectiveness at the Class I Immigration Office TPI Surabaya.

The study's findings are expected to provide valuable insights for policymakers in developing more efficient and responsive public service strategies to meet community needs. With the results obtained, the relevant institutions are anticipated to formulate more adaptive and innovative policies to support optimal public service, particularly in queue management and enhancing user experience at the Immigration Office.

The focus of this research is to evaluate the effectiveness of the Online Queue System in improving public service efficiency at the Class I Immigration Office TPI Surabaya. The study aims to understand how the implementation of the Online Queue System affects the public's experience in obtaining services and to identify factors that contribute to the system's success or challenges in its application. This research will explore public perceptions regarding ease of access to the system, waiting times encountered, and their interactions with officers during the service process. Additionally, the study will highlight potential obstacles, such as the public's understanding of electronic systems, infrastructure readiness, and staff competency in handling technology-based procedures.

This study examines the impact of the Online Queue System on the quality of public service, focusing on aspects of transparency, time efficiency, and public satisfaction in accessing immigration services. This focus includes analyzing how the Class I Immigration Office TPI Surabaya adapts to changes and the demands of service modernization and its readiness to manage increasing service demands. Furthermore, the study will observe the efforts made by management to address various challenges in implementing the electronic system, such as staff training and improvement of supporting facilities to facilitate the service process.

The research evaluates how the Online Queue System can reduce barriers in the public service process at the Class I Immigration Office TPI Surabaya and how its implementation contributes to overall service performance improvement. Public perception of the quality of services received will be analyzed by highlighting satisfaction levels, clarity of information provided, and alignment between services delivered and user expectations. This study aims to provide a comprehensive understanding of the effectiveness of the Online Queue System in

improving service quality and efficiency and provide recommendations for developing more responsive public services to meet community needs.

The research location is the Class I Immigration Office TPI Surabaya, located in Surabaya, East Java. This office was selected as the research location due to its high volume of visits for immigration services, particularly for passport issuance and residence permits. Choosing this location is highly relevant to the study's objectives, considering that the Class I Immigration Office TPI Surabaya has implemented the Online Queue System to improve public service efficiency. The large number of people accessing services at this office daily allows the researcher to gather in-depth data on the effectiveness of the Online Queue System. Furthermore, the Class I Immigration Office TPI Surabaya serves as an ideal choice for evaluating how the implementation of the Online Queue System can contribute to improving service quality and public satisfaction in public services.

D. RESEARCH FINDINGS AND ANALYSIS

This section provides a detailed analysis of the research results on evaluating the Online Queue System at the Class I Immigration Office TPI Surabaya. The study analyzes how the implementation of the Online Queue System contributes to enhancing public service efficiency and evaluates the factors that support or hinder the success of the system. Research findings reveal various aspects influencing public satisfaction, including service speed, ease of access, and the interaction experience with both the queue system and immigration officers. This study also discusses how implementing technology in the queue system can improve waiting time efficiency, enhance service quality, and create more responsive procedures to meet the needs of the public at the Surabaya Immigration Office.

Public Service Management

In this study, the researcher uses public service management theory to analyze the implementation of the Online Queue System at the Class I Immigration Office TPI Surabaya. This theory includes several key elements used to evaluate how well the Online Queue System can improve the efficiency and quality of public services. The indicators used in this study include the system's effectiveness in reducing waiting times, efficient use of resources, ease of access for the public, and the quality of interactions between service users and officers. This research aims to explore and analyze how the implementation of electronic queuing technology contributes to increasing public satisfaction and optimizing service procedures at the Surabaya Immigration Office.

Improving Service Organizational Effectiveness

According to Manullang M. (1988), "improving service organizational effectiveness" is a crucial step in public service management aimed at ensuring every aspect of service is managed systematically and structured. Organizational effectiveness includes how a public institution designs its structure, task division, and workflow to deliver services quickly, accurately, and in line with public needs. By emphasizing organizational capacity, this approach aims to optimize

work processes so that all available resources, both human and facility, can be used maximally and productively in delivering public services.

In the implementation of the Online Queue System at the Class I Immigration Office TPI Surabaya, enhancing service organizational effectiveness is highly relevant. Implementing this system is not only about providing new technology but also about how the technology is integrated into the existing service structure and workflow. Organizational effectiveness in this context can be observed in how the immigration office manages the queue flow, from registration, calling, to direct service to users. The Online Queue System allows the Immigration Office to redesign a more efficient service flow by reducing the potential for dense physical queues and directing applicants digitally, ultimately speeding up the process and reducing waiting times.

Enhancing service organizational effectiveness through the Online Queue System also impacts resource optimization, including time and workforce. With a structured and technology-based system, immigration officers can focus more on core service tasks without being distracted by time-consuming manual queue management. Additionally, this effectiveness enables easier evaluation, as the Online Queue System can automatically record data and performance metrics. This data is valuable for the immigration office management to continually evaluate and improve service efficiency in the future, in line with the increasing capacity demands at the Class I Immigration Office TPI Surabaya.
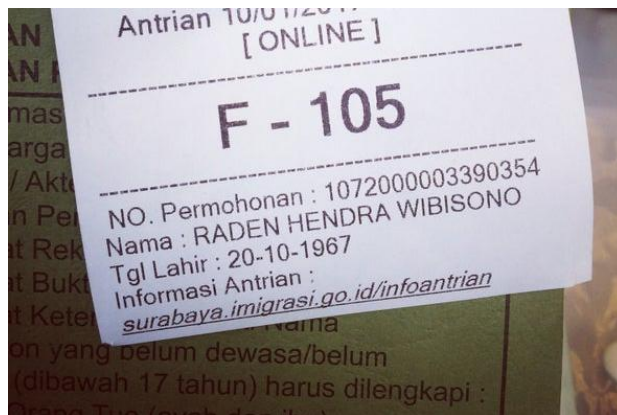

Figure 2: Online Queue Ticket

Source: *Immigration Office Class I TPI Surabaya Online Queue Systems*

An immigration service user, Mr. Andi, stated:

"I feel that the current Online Queue System is helpful, but it still gets crowded and chaotic, especially during peak hours. Even though I have a queue number, I still have to wait quite a long time. Sometimes, the officers seem overwhelmed by the large number of applicants, so the service flow is not always smooth. I think if the organization of the online queue service were improved, maybe the waiting time would be shorter and the service more structured."

This sentiment was echoed by an immigration officer, Mrs. Rina, who noted:

"The Online Queue System does facilitate managing the service flow, but during peak hours, the number of applicants can be very high, so bottlenecks still occur. I think if the organization within the system could be more effective, such as adding officers at certain points or refining the queue flow to avoid technical errors, the service would run more smoothly. We strive to be optimal, but due to technical obstacles and some applicants not yet accustomed to using this system, sometimes the service time becomes longer than it should be."

Based on interviews with an immigration service user, Mr. Andi, and an immigration officer, Mrs. Rina, it is evident that although the Online Queue System has been implemented, there are still some issues hindering the effectiveness of service organization. Mr. Andi mentioned that queues still accumulate during peak hours, causing users to wait longer than necessary, even with electronic queue numbers. Meanwhile, Mrs. Rina highlighted that during times of high applicant numbers, internal coordination and public understanding of the system remain challenges. This condition indicates a gap in organizing the service flow, which could be optimized further to handle applicant surges and minimize unnecessary waiting times.

Therefore, a comprehensive evaluation of the Online Queue System is needed, particularly in terms of service organization, to make it more responsive and effective. The interviews revealed that bottlenecks at certain points still demonstrate weaknesses in queue flow management, which should be addressed by improving staff allocation and optimizing the technology's functionality. Additionally, enhancing user understanding of the system through education or guidance is necessary so they can use it more smoothly without requiring special assistance from officers. This evaluation is expected to identify critical improvement areas to enhance the overall quality of service and meet the public's expectation for fast and easily accessible services.

From this, it is evident that further enhancement of service organizational effectiveness is still needed, given that the current satisfaction perception toward the service only reaches about 70%, indicating a remaining 30% room for improvement in queue management efficiency and shorter waiting times. The need for this evaluation becomes increasingly important, as improving service organizational effectiveness not only impacts user comfort but also the overall performance of the Class I Immigration Office TPI Surabaya in meeting the public's needs. Optimizing the Online Queue System is expected to strengthen service effectiveness, aiming to achieve better and more responsive public service standards.

Developing Easy, Fast, and Transparent Service Procedures

Developing easy, fast, and transparent service procedures is a crucial aspect of public service management aimed at improving accessibility and public satisfaction with government services. Procedures designed with ease and speed in mind allow the public to obtain services with shorter, more efficient steps, minimizing waiting times and administrative obstacles. Transparency in service procedures also plays an important role by providing clear and open information

about each step, reducing uncertainty and increasing public trust in service institutions.

In the Online Queue System at the Class I Immigration Office TPI Surabaya, developing easy, fast, and transparent procedures is highly relevant to improving service efficiency and quality. The Online Queue System is designed to eliminate the manual queuing process, which is prone to disorder and delays, by providing easier digital access for the public to obtain queue numbers and monitor estimated service times. Through transparent procedures in this system, people can know their position in the queue in real-time, which not only reduces waiting time but also provides assurance and comfort while waiting for service. Additionally, easy-to-access electronic procedures help reduce the administrative burden on officers, allowing them to focus more on core service tasks.

The implementation of easy, fast, and transparent procedures through this Online Queue System also facilitates continuous evaluation and adjustment efforts to improve the quality of public service. Data generated from this system provides insights into the speed and effectiveness of each process, enabling the Class I Immigration Office TPI Surabaya to make improvements based on identified needs. Through this data analysis, service procedures can be updated continuously to meet public expectations, ensuring that the services provided not only meet efficiency standards but are also transparent and easily accessible to all members of society.

An immigration service user, Mr. Arif, stated:

"The Online Queue System at the Immigration Office is actually very helpful because I can check my queue status on the screen. However, sometimes the information isn't always clear, especially if the queue number changes suddenly without explanation. When it's busy, I often see people confused and eventually asking the officers. I think it would be better if this system could be clearer and more organized so we can wait our turn more calmly. With clearer and faster procedures, I think the queue experience here could be much more comfortable."

Based on an interview with an immigration service user, Mr. Arif, it was noted that although the Online Queue System at the Class I Immigration Office TPI Surabaya is quite helpful, there are some issues regarding information clarity and uncertainty in the order of calling, especially during peak times. According to him, sudden changes in queue numbers without explanation cause confusion among service applicants, leading them to seek clarification directly from the officers. This situation indicates a lack of transparency in the queue procedure, which should provide clarity and calmness to users while waiting for their turn.

Therefore, an evaluation of the development of easy, fast, and transparent service procedures is essential. This aims to ensure that the information displayed on the Online Queue System is easily accessible and understandable by all users, including those less familiar with technology. When queue information is not presented consistently or comprehensively, the effectiveness of the Online Queue System is diminished, and the goal of implementing this technology, which is to provide ease and comfort to the public, is not optimally achieved. This evaluation

should also include the calling procedure and real-time information on queue positions so that each applicant can wait with greater certainty.

From this, it is evident that the development of easy, fast, and transparent service procedures provided to users at the Class I Immigration Office TPI Surabaya currently reaches a satisfaction level of about 75%, indicating that there is still a 25% gap for improvement, particularly in terms of queue information clarity and consistency in the calling procedures. Better transparency and accessibility of information play a significant role in ensuring the Online Queue System functions at its best, providing a more positive experience for applicants. These improvements will not only increase service efficiency but also build trust and public satisfaction with the provided public services.

Improving the Quality and Capability of Service Personnel

Enhancing the quality and capability of service personnel is a vital element in public service management, aimed at ensuring that the human resources involved in service delivery have the skills, knowledge, and attitude needed to provide optimal service. Qualified and well-trained personnel can perform their tasks more efficiently, responsively, and accurately, creating a positive experience for the public. The capabilities of these personnel include a solid understanding of service procedures, technical skills in using support devices or technology, and interpersonal skills that facilitate effective interaction with service users. Building these capabilities requires continuous training, skill development, and regular evaluation to enable personnel to adapt to the demands and changes in public service.

In implementing the Online Queue System at the Class I Immigration Office TPI Surabaya, improving the quality and capability of personnel plays a crucial role in ensuring that the system functions as expected and provides maximum benefits to users. Personnel must not only have technical knowledge of operating the Online Queue System but also the ability to assist and guide individuals unfamiliar with this technology. With adequate capabilities, personnel can respond promptly to user needs, help explain existing procedures, and address potential technical issues, especially during peak hours when the number of applicants increases significantly. Good service quality relies not only on the technology applied but also on the readiness and competence of the supporting personnel.

Evaluating the improvement in the quality and capability of personnel at the Class I Immigration Office TPI Surabaya is essential to ensure that the Online Queue System meets its goal of enhancing service efficiency. With competent personnel, the Immigration Office can optimize service procedures, accelerate processing times, and create a more structured and responsive service environment. Improving personnel capabilities impacts not only the performance of the Online Queue System but also the satisfaction of the public who experience better service quality firsthand.

Immigration service user, Hana, stated:

"In my opinion, the Online Queue System is quite helpful, but I feel some officers are not fully prepared to explain how it works. When I first used the system, I was a bit confused and had to ask the staff.

However, the answer wasn't very clear and left me even more confused. If the staff were better trained and more responsive in providing guidance, maybe the process would go more smoothly, and I wouldn't have to keep asking the same thing. With improved service quality from the staff, I'm sure the user experience would be much better."

Immigration officer, Mr. Sigit, stated:

"The Online Queue System indeed makes queue management easier, but I admit that we, as staff, still need more training, especially to explain the system's usage to the public. Not all applicants are familiar with this technology, and sometimes they feel confused, particularly when it's crowded. We try to help as best as we can, but with more comprehensive training, I think we could serve the public more quickly and effectively."

Based on interviews with an immigration service user, Hana, and immigration officer, Mr. Sigit, it is clear that although the Online Queue System has been implemented at the Class I Immigration Office TPI Surabaya, challenges remain regarding the quality and capability of personnel in supporting this system optimally. Hana mentioned that she felt confused when first using the system and had to ask several questions to the staff. However, the responses she received were unclear, resulting in continued difficulty understanding the system's procedures. Meanwhile, Mr. Sigit, as an officer, noted that a lack of comprehensive training made it difficult for him to provide effective assistance, especially for those unfamiliar with technology. This indicates a gap in personnel readiness that needs immediate evaluation to support service efficiency.

Therefore, a thorough evaluation of the quality and capability of service personnel is necessary to ensure they possess the adequate skills and knowledge to support the operation of the Online Queue System. This evaluation is crucial, considering the diverse needs of the public and varying levels of technological understanding, requiring personnel who can respond quickly and accurately to technical questions. The lack of focused training on the Online Queue System causes staff to struggle in providing clear guidance to users, which hinders the smoothness of procedures that should reduce waiting times. With evaluation and capacity building, it is hoped that personnel will be better prepared to provide technical assistance and enhance the service experience for the public.

This reveals that the improvement in the quality and capability of service personnel at the Class I Immigration Office TPI Surabaya has reached around 72%, indicating a remaining 28% margin for improvement in terms of understanding and technical readiness. By enhancing personnel quality, the provided service will become more responsive and targeted, helping reduce waiting times and creating procedures that are easier for users to understand. This capability enhancement will also contribute to the successful implementation of the Online Queue System, ensuring that the system's purpose of providing ease, speed, and transparency in service is fully achieved and meets the public's expectations for efficient public service.

Developing Policies to Support Service Improvement Initiatives

Developing policies to support service improvement initiatives is an effort to formulate and implement policies that align with the main objectives of public service management, namely providing efficient, responsive services that meet the needs of the community. These policies are designed to strengthen institutional capacity in delivering services with higher standards and to provide a framework that supports the implementation of quality improvement strategies. A well-crafted policy will set clear guidelines and protocols, provide direction on the procedures to follow, and allow for continuous evaluation and improvement to adapt to public needs and technological advancements.

In this study, which evaluates the implementation of the Online Queue System at the Class I Immigration Office TPI Surabaya, developing policies that support service improvement initiatives is highly relevant. Implementing the Online Queue System requires policy support not only to regulate its technical use but also to address other aspects involving service users and immigration officers. Without clear and directed policies, the potential benefits of the Online Queue System could be hindered, especially when faced with technical issues or when adjustments are needed to enhance accessibility for all community segments. With supportive policies in place, the Immigration Office can establish more structured protocols to address these issues, ensuring the goals of efficiency and user satisfaction are achieved.

Evaluating the policies supporting the implementation of the Online Queue System will also help the Immigration Office identify areas that require improvement or adjustment. Updated policies aligned with service improvement initiatives can provide better guidance for officers in managing queues and responding effectively to public needs. This, in turn, will strengthen the Online Queue System in achieving its primary objectives of reducing waiting times, improving service quality, and creating a more comfortable experience for service users. With evolving policies, the Immigration Office can become an adaptive institution, ready to face new challenges and responsive to the ever-changing needs of public service.

Immigration service user, Mr. Dedi, stated:
"I find the Online Queue System very useful, but sometimes there are issues when I have to access services without clear information about how the system works, especially if there are technical problems. For instance, if the system suddenly stops, I and other applicants often feel confused and have to repeatedly ask the officers. I believe that policies supporting this system should also include procedures for handling issues so that applicants do not feel lost, and the service can continue smoothly."
Immigration officer, Mrs. Nina, stated:
"As an officer, we also find the Online Queue System helpful, but more structured policies are needed to support its operation. Sometimes, when the system encounters issues, we do not have clear guidelines on handling the situation, which can disrupt service to the public. We hope for more detailed policies to guide us in such

situations so that we can continue serving the public quickly without making them wait longer."

Based on interviews with immigration service user Mr. Dedi and immigration officer Mrs. Nina, it is evident that while the Online Queue System has been implemented at the Class I Immigration Office TPI Surabaya, there are still gaps in the policies supporting its operation. Mr. Dedi noted that he and other service users often feel confused when technical issues arise, as there are no clear procedures or information on handling these situations. Meanwhile, Mrs. Nina stated that as an officer, she also feels the need for more structured guidelines to address situations when the system experiences issues, ensuring that service remains smooth and the public does not have to wait longer. This indicates a gap in policy that requires immediate evaluation to support the sustainability of service improvement initiatives.

Therefore, evaluating the policies supporting service improvement initiatives is essential to ensure clear guidance and handling procedures in the event of technical issues. This evaluation aims to identify the need for more detailed policies to address various situations that may arise during the operation of the Online Queue System, providing officers with the appropriate guidelines to respond quickly. Without adequate policies, the benefits of the Online Queue System may not be fully realized, as procedural uncertainty will disrupt the service flow. With comprehensive policies, the Class I Immigration Office TPI Surabaya can ensure that the Online Queue System is not only technologically efficient but also supported by consistent service guidelines.

From this, we can see that the development of policies supporting service improvement initiatives at the Class I Immigration Office TPI Surabaya currently achieves an effectiveness level of around 68%, indicating a remaining 32% room for improvement, particularly in terms of clarity of procedures and policy preparedness for technical issues. Strengthening policies that support the Online Queue System will enable the Immigration Office to ensure more responsive, structured, and community-focused services. This step will also increase public trust in the service provided, as clear procedures will create a more comfortable and professional experience for service users.

Challenges in Evaluating the Online Queue System

The challenges in evaluating the Online Queue System at the Class I Immigration Office TPI Surabaya encompass various aspects, both technical and operational. One of the main challenges is ensuring system consistency when faced with surges in the number of applicants at certain times. The Online Queue System must be able to accommodate a significant increase in users without experiencing technical issues, such as delays in calling or errors in the queue order. Additionally, policy adjustments and the readiness of personnel to manage the system optimally also present challenges, especially in assisting individuals who are less familiar with technology. During peak times, system resilience and support from personnel become key factors to ensure that the service flow remains efficient and meets expected standards.

System Capability to Function Optimally During Applicant Surges

One of the primary challenges is the system's ability to continue functioning optimally during applicant surges, particularly during peak hours or specific periods with a drastic increase in visitors. The Online Queue System must accommodate these surges without facing technical obstacles, such as delays in calling or even failures in processing the queue. Technical issues like these can reduce the system's effectiveness and lead to user dissatisfaction, which may negatively impact public perception of the immigration office's service.

Policy Readiness and Personnel Capability in Managing the Online Queue System

In addition to technical aspects, challenges also arise from policy readiness and personnel capability in managing this Online Queue System. Policies supporting the system's use should be able to anticipate various possible scenarios, including instances when the system encounters technical issues or when personnel need to assist individuals unfamiliar with technology. Without clear and structured policies, personnel may struggle to handle issues effectively. On the other hand, staff training also plays a crucial role in ensuring they can provide technical assistance and explain system procedures to applicants, especially during peak times. The lack of supportive policies and training can reduce system effectiveness and hinder the goal of enhancing efficiency.

Public Awareness and Understanding of the Online Queue System

Another challenge is public awareness and understanding of the Online Queue System. Although this technology is intended to simplify the queuing process, many users are still unfamiliar with how it works, requiring direct assistance from personnel. Effective socialization is needed to improve public understanding and readiness to use this system independently. If not properly anticipated, a lack of understanding can result in a less efficient service flow, as users may need to wait longer to receive additional help. Therefore, these challenges in evaluating the Online Queue System need to be addressed comprehensively to ensure this technology operates optimally and successfully enhances public service efficiency at the Class I Immigration Office TPI Surabaya.

E. CLOSING

This section presents the conclusions of the research conducted at the Class I Immigration Office TPI Surabaya regarding the evaluation of the Online Queue System to improve public service efficiency. This conclusion provides a comprehensive overview of the effectiveness of the Online Queue System in accelerating service flow and enhancing user experience while identifying the challenges faced during its implementation. These challenges include technical issues causing disruptions in queue order, policy readiness that does not fully support system operations, and limitations in personnel capability to respond to unexpected situations. Based on the findings of this research, several recommendations are suggested to strengthen system effectiveness, including improved supporting policies, operational procedure adjustments, and advanced personnel training to optimize the use of the Online Queue System. These steps

are expected to improve the efficiency and quality of public services at the Class I Immigration Office TPI Surabaya.

Conclusion

The conclusion of this research indicates that the implementation of the Online Queue System at the Class I Immigration Office TPI Surabaya has positively impacted improving public service quality and efficiency. However, the analysis results reveal a significant need for further improvement in several aspects of service management. In terms of service organization effectiveness, public satisfaction levels have only reached around 70%, indicating a 30% room for improvement in queue management and optimal reduction of waiting times. This underscores the importance of further optimization to ensure the Online Queue System operates at maximum efficiency and meets user expectations.

The aspect of easy, fast, and transparent service procedures also shows potential for improvement. Currently, the satisfaction level regarding queue transparency and information clarity is only at 75%, indicating that a 25% improvement is needed to ensure more consistent and accessible procedures. This is essential for strengthening public trust and building a more positive user experience. These steps will not only support system efficiency but also enhance the public's perception of service quality at the Immigration Office.

In addition, the quality and capability of personnel, as well as the policies supporting the Online Queue System, require special attention. Personnel quality and technical readiness are currently at 72%, indicating a 28% need for improvement to ensure that officers can respond to public needs more quickly and accurately. On the other hand, supporting system policies currently achieve about 68% effectiveness, leaving a 32% margin for improvement in response procedures for technical issues. With stronger policy development and personnel training, the Class I Immigration Office TPI Surabaya can create a more responsive, professional service system aligned with public expectations, achieving the goals of an efficient and transparent Online Queue System.

Recommendations

Based on the challenges identified in evaluating the Online Queue System at the Class I Immigration Office TPI Surabaya, the following recommendations are made to enhance service efficiency and quality:

First, to address potential technical issues that may arise during applicant surges, it is recommended that the immigration office increase the capacity and stability of the Online Queue System, including system adjustments to handle high user volumes more robustly. This effort could include technological infrastructure upgrades and software development that can process queues faster and more efficiently without technical disruptions, such as delays or calling failures. Implementing additional equipment or server upgrades may minimize these technical obstacles, especially during peak hours.

Second, to address challenges in policy readiness, policies that support the Online Queue System should be developed, clarifying the necessary operational procedures. These policies should include protocols for handling technical issues, procedures for assisting individuals unfamiliar with the system, and emergency response guidelines for officers in field situations. These structured policies will

ensure that officers can handle issues promptly and effectively, reducing the risk of service delays and maintaining a smooth queue flow.

Third, given the importance of personnel in assisting those unfamiliar with electronic queue technology, it is recommended that the Immigration Office provide regular technical training to all involved staff. This training could cover optimal system management, basic technical troubleshooting, and effective communication to help users understand how the Online Queue System works. By enhancing personnel capabilities, officers can respond to various situations more quickly and professionally, thus supporting overall service efficiency.

Fourth, to address the lack of public understanding in using this system, wider socialization and effective education on the Online Queue System usage procedures are needed. This can be achieved by installing clear information at the immigration office, utilizing digital media to provide guidance, and offering direct assistance from officers during the initial implementation phase. Proper education will improve public readiness, allowing them to use the system independently and indirectly reducing the burden on officers.

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