

M-PASPORT DIGITAL APPLICATION-BASED PUBLIC SERVICE SYSTEM REFORM

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ABSTRACT

Electronic Government, or E-Government, is an information and communication application system that is increasingly being adopted in the government sector in line with technological advancements. The utilization of information technology in governance aids in simplifying the execution of governmental functions as providers of public services. This study delves into the changes or reforms implemented by the *TPI* Denpasar Class I Immigration Office, under the auspices of the Directorate General of Immigration, utilizing technological advancements in passport services through the *M-Paspor* digital application. The objective of this study is to analyze the implementation, readiness, inhibiting factors, and evaluate the usage of the *M-Paspor* application at the Immigration Office Class I *TPI* Denpasar. The method employed in this study is a qualitative approach with data collection through observation, interviews, and document studies. The study's outcomes reveal that the readiness to implement service through the *M-Paspor* application at the Denpasar Immigration Office is still suboptimal in accordance with the E-Government Readiness theoretical framework. Factors such as communication infrastructure, connectivity levels, human resource readiness, budget allocation, legal framework, and paradigm shift still require enhancement. Challenges in implementing the *M-Paspor* application include inadequate application maturity due to frequent disruptions, low employee productivity, societal unpreparedness for change, and uneven information dissemination. Therefore, serious attention from the government is necessary to streamline digital transformation and implement *M-Paspor* in passport application services. Strategic actions are required to overcome these obstacles and ensure that technology's benefits are maximized in public services.

Keywords: *electronic government*, e-readiness, evaluation, *M-Paspor*, reform

A. INTRODUCTION

In this era of globalization, the rapid development of science and technology is triggering increasingly complex needs within the growing community. The government is tasked with providing superior and utmost public services. The impact of globalization, synonymous with rapid change, renewal, and innovation,

presents distinct challenges for the government. The rapid influence of globalization is affecting the mindset and culture of an intricate society. As a result, society is becoming more critical of government performance in meeting public demands. The phenomenon of globalization necessitates the emergence of a government capable of fulfilling diverse public interests. To enhance its role as a provider of public services, the government must capitalize on and adapt to the situation. The imperative for government transformation and adjustment lies in realizing quality public services. This initiates a process of change or bureaucratic redesign, also referred to as bureaucratic reform of public services. The government's initiatives to reform public services are underpinned by the utilization of technological advancements, streamlining work processes. These technological advancements are harnessed to monitor government performance in implementing policies within the framework of achieving good governance. The approach of delivering public services through a technology-based administrative system is known as E-Government (Sukmasari, 2018). Clay G. Weslatt (Sosiawan, 2008) defines E-Government as harnessing information and communication technology development to promote a more effective government. This, in turn, facilitates community services and heightens government accountability to the public.

Electronic Government, often abbreviated as E-Government, encompasses an information and communication application system introduced in the 20th century. The evolution of technology necessitates alterations in the government's administrative structure, urging the public to support government policies through the provided facilities. The integration of information technology, particularly in government institutions within developed nations, reflects an endeavor to enhance the government's role as a public servant. Indonesia is now embarking on the path to revitalize the utilization of information and communication technology within its government system. Aligned with the echoed bureaucratic reforms in Indonesia, the implementation of e-government plays a pivotal role in enhancing the quality, efficacy, and efficiency of public services. Article 34, paragraph (3), underscores the imperative of recognizing that the government must accord special attention to augmenting the caliber of public services, as they represent both a fundamental and a social right. Guided by the ethos of transformative technology, President promulgated of the *Instruksi Presiden Nomor 3 Tahun 2003*, delineating the National Policy and Strategy for E-Government development. Following this directive, state, provincial, and regional administrations commenced groundbreaking strides in Information and Communication Technology (ICT)-based governance systems to elevate the standard of public services.

Ministries responsible for information and community services have initiated the deployment and evolution of novel systems, encompassing online tax payments, personal document management, healthcare services, and various others. However, in the pursuit of digital application-based services or E-Government, government agencies must demonstrate mature readiness. This preparedness encompasses critical facets, including infrastructure, Human Resources (HR) competence, financial stability, and other pivotal considerations.

These facets of readiness hold paramount importance for agencies intending to implement e-government, ensuring the smooth and effective realization of predetermined objectives. Indrajit (2006) delineates six readiness factors, or e-readiness factors, for successful e-government implementation: (1) Telecommunication infrastructure, mandating agencies to possess the infrastructure readiness that prioritizes e-government development, (2) Level of Connectivity and IT Utilization, leveraging information technology for facilitating day-to-day activities, (3) Human Resources (HR) Resources, signifying competency readiness and HR expertise in comprehending and effectively employing technology, (4) Financial Preparedness, including both funding availability for network upkeep and covering operational, maintenance, and system development costs, (5) Legal Framework, ensuring the presence of regulations to safeguard data and information, and (6) Paradigm Shift, demonstrating preparedness for embracing shifts in work methodologies, attitudes, behaviors, and routines. One of the notable applications of E-Government in public services in Indonesia is the passport application service. A passport stands as an official document issued by an authorized official within a country, bearing the identity of the holder and serving as a valid travel document between countries.

The factual reality highlights that passport application services in Indonesia are currently suboptimal. Communities continue to encounter service uncertainties, intricate procedures, lengthy queues, extended wait times, ambiguous timelines for completion, and associated high costs. This situation has led the public to perceive the services as less effective and financially demanding. Chaharani and Hasmi (2020) assert that individuals processing passports still perceive the quality of service as subpar, failing to meet their expectations. To counteract the negative perception surrounding passport services and enhance their quality, the government has initiated efforts to leverage the swiftly advancing information technology.

In pursuit of this, the Directorate General of Immigration has embraced E-Government, implementing passport application services through the *M-Paspor* digital application. The transition of passport application services to the digital realm aims to streamline and expedite the passport application process. *M-Paspor* represents a digital platform for obtaining replacement passports, succeeding the APAPO (Online Passport Queuing Application) previously implemented nationwide. By using *M-Paspor*, passport applicants can conveniently submit their applications by uploading scanned files directly onto the application. Consequently, applicants no longer need to endure prolonged waits for officers to upload and input application data. Among the immigration offices adopting the *M-Paspor* service is the *TPI* Denpasar Class I Immigration Office. This application signifies a fresh approach to enhance passport services, promoting accountability, transparency, and efficiency. Nevertheless, during its implementation, the public has raised complaints concerning system disruptions, registration complexities, rapid exhaustion of quotas, inadequate selection of immigration office locations, and various other grievances. These complaints stem

from issues relating to the readiness of government agencies and the community in adopting e-government practices.

Given the backdrop and evident challenges outlined above, delving into a comprehensive study and analysis becomes intriguing. The raised problems prompt questions about the reform of the public service system and the preparedness of the *TPI* Denpasar Class I Immigration Office in implementing public services based on the digital *M-Paspor* application.

B. METHODS

The research method employed in this study is a descriptive method with a qualitative approach. The research was conducted at the Class I *TPI* Denpasar Immigration Office, which is one of the immigration offices implementing the *M-Paspor* application. Data collection techniques for this study encompassed three methods: field observations, interviews, and documentation. These methods were utilized to complement and enhance the accuracy and precision of the acquired data. The gathered documents included archival files containing regulations associated with the implementation of paperless services through *M-Paspor*, archives of passport application visit records, assessments of passport application services, and news articles addressing *M-Paspor* matters.

Informants for this study were selected using the purposive sampling method, subsequently followed by the snowball sampling approach. The total number of informants in this study amounted to 10 individuals, comprising the Head of the Class I *TPI* Denpasar Immigration Office, the Head of the immigration traffic section, three employees from the Republic of Indonesia Travel Document Service (DPRI), and five members of the public or users of the *M-Paspor* application. To ensure the data's validity, a triangulation technique was employed. During data analysis, researchers adopted an interactive analysis approach, encompassing the stages of data collection, data reduction, data presentation, and drawing conclusions.

C. RESULTS AND DISCUSSION

Reform of the *M-Paspor* Digital Application- Based Public Service

The application is an innovative platform used to enhance public services through telecommunications networks, information dissemination, and service transactions accessible anytime and anywhere. The creation of this application aims to expedite and simplify passport application submissions for the public. According to Mr. Tedy Riyandi, Amd.Im., S.H., M.Sc., the Head of Class I Immigration Office *TPI* Denpasar, the *M-Paspor* application serves as an innovation to facilitate passport application services. This eliminates the need for individuals to physically visit the office and queue early in the morning for a service queue number.

The digital *M-Paspor* application adheres to the guidelines provided in the *Surat Edaran Direktur Jenderal Lalu Lintas Keimigrasian Nomor IMI.2-UM.01.01-4.0700*, which outlines the follow-up implementation and operational policies for the Mobile Passport (*M-Paspor*) at the Immigration Office. To ensure security, user identity data for this application is overseen by the Directorate

General of Immigration and managed via a central server that complies with ISO 270001-2022, a security management system standard that delineates compliance requirements certifiable by organizations and professionals.

The commencement of the *M-Paspor* application's implementation is scheduled for January 26, 2022, coinciding with the 72nd Immigration Service Day. The reform and digitization of the passport application service system, which previously relied on manual processes, now aligns with the imperative of delivering quality, swift, affordable, and user-friendly public services. In accordance with the *Peraturan Menteri Reformasi Administrasi dan Birokrasi Republik Indonesia Nomor 15 Tahun 2014*, outlining Service Guideline Standards (service points), the implementation of passport application services through the digital *M-Paspor* application at the Immigration Office Class I *TPI* Denpasar will be described as follows.

The requirement section encompasses the essential documents or conditions necessary for the management of a particular service, encompassing both technical and administrative aspects. During the processing of passport applications, a range of mandatory documents must be furnished by applicants. The *Peraturan Menteri Hukum dan Hak Asasi Manusia Nomor 18 Tahun 2022*, an amendment to Regulation of the Minister of Law and Human Rights No. 8 of 2014, stipulates that the submission of passport applications can occur within Indonesian territory through the Immigration Office, or outside Indonesian territory through the Minister or the Head of the Representative of the Republic of Indonesia.

Indonesian citizens domiciled or residing within Indonesian territory are eligible to apply for a passport through the Minister or an appointed Immigration Officer at the Immigration Office. This process involves completing a data application and providing accompanying documents that adhere to the set requirements. These documents include:

- a. A valid identity card
- b. Family card
- c. Birth Certificate, Marriage Certificate or Marriage Book, Diploma, or Baptismal Certificate
- d. Indonesian citizenship certificate for foreigners who have acquired Indonesian citizenship by adhering to statutory provisions
- e. A name change stipulation letter from the authorized official for those who have altered their name
- f. A previous passport for individuals who have a preexisting passport.

The aforementioned requirements necessary for processing passport applications are already outlined in the information within the *M-Paspor* application. These prerequisites must be declared or uploaded within the *M-Paspor* digital passport application, as mandated by Article 10, Paragraph 1 of the *Peraturan Menteri Hukum dan Hak Asasi Manusia Nomor 18 Tahun 2022*.

The procedure denotes a standardized or uniform service protocol designed for service recipients. This procedure represents a series of steps that must be navigated by the public to obtain necessary services. Service provision necessitates the presence of a Standard Operating Procedure (SOP) that serves as

a benchmark for the service process directed toward the public. When it comes to processing passport applications at the Immigration Office, adherence to the standards prescribed by the Directorate General of Immigration is mandatory. These standards are consistent across all *M-Paspor*-based services offered at Indonesian Immigration Offices. The Standard Operational Procedures for Government Administration concerning the Issuance of New and Replacement Passports through *M-Paspor* are established within SOPAP IMI-0003.GR.01.02 of 2022. This SOP serves as a fundamental guide for Immigration Officers in executing new passport issuance and replacements via *M-Paspor*.

The mechanism for applying for a passport through the *M-Paspor* application unfolds as follows:

- 1) Account Creation and Login: The applicant initiates the account creation process by selecting the account list option and subsequently activates the account through the provided email. Subsequent access to the *M-Paspor* application is facilitated by entering the registered and activated Email and Password.
- 2) Submission of Passport Application
 - a. Selection of Regular or Accelerated Application Types
 - b. Entry of Personal Data and Uploading Required Documents
 - c. Validation of Data Compliance
- 3) Selection of the Desired Immigration Office Location and Booking an Arrival Schedule in Alignment with Available Quotas.
- 4) Verification of Data Accuracy
- 5) Payment based on the designated billing code, and acquisition of an online registration proof for reference.
- 6) Execution of data validation, biometric recording, and interviews at the designated Immigration Office in correspondence with the chosen schedule.

The service duration refers to the amount of time needed to complete an entire sequence of service processes. This duration provides an understanding of the total time required to conclude the entirety of service-related procedures. The passport application process via the *M-Paspor* application is notably swift. Prospective passport applicants are only required to input their personal details and upload the necessary documents, a task estimated to take around 10-15 minutes. Subsequently, once the applicant acquires the payment billing code, it is anticipated that the payment process will be completed within a maximum of 2 hours following the issuance of the code.

In alignment with the issuance of the Acting Letter from the Directorate General of Immigration Number IMI.2-IM.01.01-4.0700, pertaining to the implementation and policies of *M-Paspor*-based passport services at Immigration Offices, it is specified that the service duration for passport applications involving interviews and biometric data collection is approximately 6 to 10 minutes, allowing for a rate of 10 applicants per hour. Completed passports can be collected after 4 working days following the completion of biometric data collection and interviews.

In the section of the Fees or tariffs refer to charges levied on service recipients during the process of arranging or obtaining services from the provider.

The incurred costs are predetermined through an agreement between the organizers and the community. In the context of passport application services through *M-Paspor*, there are no charges imposed on users or the public. The *M-Paspor* application can be freely downloaded from the Play Store or App Store. Users simply need to have access to internet data to utilize the application. The charges incurred in this context pertain to the actual passport production cost. The fees associated with passport issuance are governed by *PNBP* (Non-Tax State Revenue) as established by the government. The specific fee for passport issuance is stipulated in the *Peraturan Pemerintah Republik Indonesia Nomor 28 Tahun 2019*, which outlines the types of Non-Tax State Revenue (*PNBP*) applicable to the Ministry of Law and Human Rights. The breakdown of these costs is as follows.

Table 1. Passport Cost

Type of <i>PNBP</i>	Unit	Tariff
Ordinary Non-Electronic Passport 48 Pages	Per application	IDR 350.000
Ordinary Electronic Passport 48 Pages	Per application	IDR 650.000
Passport Expediting Services Completed on the same day	Per application	IDR 1.000.000

Source: TPI Denpasar Class I Immigration Office official website

All fees are paid directly to the state after online registration through the *M-Paspor* application and prior to conducting interviews and recording biometric data.

The service products are the outcomes of services provided and received by users or the public under predetermined conditions. The identification results demonstrate that the Immigration office offers several service products through the *M-Paspor* application. This application facilitates official online applications for new passports and passport changes under the Directorate General of Immigration, Ministry of Law, and Human Rights. The *M-Paspor* application offers convenient features for passport applicants, including:

- 1) Uploading passport application requirements, eliminating the need for physical document copies (paperless).
- 2) Selection of Immigration office location and appointment schedule.
- 3) Early payment of *PNBP* (Non-Tax State Revenue).
- 4) Appointment schedule rescheduling feature.
- 5) Application status checking feature.
- 6) Validation of *NIK Dukcapil* (Population and Civil Registration Number)
- 7) Integration of RI (Republic of Indonesia) Travel Documents.

Service providers must establish a mechanism for managing complaints. Complaint management can take digital or offline forms, such as complaint service counters, suggestion boxes, SMS, social media, or a complaint portal on a website. The identification results conducted at the Immigration Office Class I TPI Denpasar reveal that this office has already implemented several mechanisms for managing complaints, including: an information and complaint counters to offer assistance and information regarding passport applications, residence permits, or immigration checkpoints, social media platforms to extend outreach

and disseminate information concerning immigration services. Moreover, complaints, critiques, and suggestions can be conveyed through chat rooms on social media. Apart from social media, this office operates a website portal, imigrasidenpasar.kemenkumham.go.id/pengaduan-masyarakat, for public complaints. In addition, Immigration Office Class I *TPI* Denpasar features an Information Service Center accessible via SMS or WhatsApp, offering round-the-clock service.

This complaint service constitutes an innovative initiative introduced by the *TPI* Denpasar Class I Immigration Office named IDE-Cemerlang, or Denpasar Immigration Responds Swiftly to Customers. This Service Innovation receives, responds, manages, addresses, and assesses queries, complaints, critiques, and suggestions through social media channels (Instagram, Facebook, Twitter), WhatsApp, Email, and the *TPI* Denpasar Class I Immigration Office website. Public grievances are addressed, evaluated, and solutions are pursued and followed through to enhance the quality of public services at the Denpasar Immigration Office.

E-Readiness for Implementing the *M-Paspor* Application in Passport Services

In the implementation of the passport application service through the *M-Paspor* application, thorough preparation is essential. This is intended to prevent any new complaints or issues arising from the alterations in the passport application service system. The outcomes of the research concerning the readiness to carry out passport application services at the Immigration Office Class I *TPI* Denpasar, assessed based on several indicators, will be elaborated as follows.

The telecommunication infrastructure plays a pivotal role as a vital indicator for the successful implementation of e-government initiatives. This significance arises from infrastructure serving as the fundamental underpinning and supportive framework for the execution of electronic or digitally-based public services. The Class I Immigration Office in Denpasar, known as *TPI* Denpasar, has been granted infrastructure provisions by the Ministry of Law and Human Rights. These provisions are specifically designed to expedite the rollout of e-government-centric services.

Through meticulous observations and interviews, it has come to light that the Data Processing and Passport Production Room at the Denpasar Immigration Office boasts a well-equipped setup. This setup includes 9 comprehensive computer sets, 6 camera equipment sets, and 3 scanner devices. Additionally, 6 fingerprint scanners are utilized for capturing fingerprints, which are subsequently linked to the passport database. An in-depth analysis of the observations and research conducted at the Denpasar Immigration Office reveals that both the telecommunications infrastructure and the support facilities for public services have satisfactorily met the established standards. In conjunction with the previously mentioned hardware infrastructure, the implementation of e-government in the public services arena at the Class I Immigration Office, *TPI* Denpasar, receives reinforcement from the *M-Paspor* online passport application and its complementary infrastructure.

However, when considering the software implementation, particularly with regard to the *M-Paspor* application, the situation becomes more intricate,

necessitating a discerning approach. The outcomes of the study indicate the presence of significant obstacles when utilizing this application at the Class I Immigration Office, *TPI* Denpasar. The inability of the *M-Paspor* application to effectively manage repeated interruptions and a range of technical issues paints a vivid picture that this system has not yet attained the envisioned level of maturity. This challenge underscores the imperative need for concentrated attention on the aspect of software quality within the telecommunications infrastructure domain. In a holistic context, this study underscores the readiness of the telecommunications infrastructure at the Class I Immigration Office, *TPI* Denpasar, to attain a satisfactory standard in terms of the available hardware. Nonetheless, challenges emerge in the realm of software, particularly in the utilization of the *M-Paspor* application.

In terms of connectivity levels and IT utilization, the results indicate that the *TPI* Denpasar Class I Immigration Office demonstrates a significant utilization of technology and information, reflecting a strong proficiency in this regard. This is evidenced by their proactive efforts in disseminating information regarding the incorporation of e-government principles into passport application services. The extent of connectivity and the utilization of information technology play pivotal roles in governments' preparedness for embracing e-government initiatives. These factors contribute significantly to the seamless integration of e-government within public services.

Their endeavors encompass various strategies, including community outreach, aimed at enhancing community engagement and fostering increased connectivity about insights about the digital *M-Paspor* application, which facilitates passport application processes. Insights garnered from observations and interviews substantiate that the *TPI* Denpasar Class I Immigration Office has established commendable connectivity and harnessed the potential of information technology to effectively transmit information concerning online-based passport application services via *M-Paspor*. These endeavors align with the statements made by Mr. Tedy Riyandi, Amd.Im., S.H., M.Sc., the Head of the Class I Immigration Office *TPI* Denpasar, who remarked:

"... what requires thorough preparation is that we, as the immigration agency responsible for implementing the policies of the immigration directorate general, engage in outreach efforts. Our primary focus here is the community... We must guide our application users, in this context, the community. We are actively conducting extensive outreach to the community, including events involving students several months ago, and we are consistently sharing information on our social media platforms." (May 17, 2023, 10.19 WITA, Class I *TPI* Denpasar Immigration Office Head Room).

These outreach initiatives serve as conduits to enhance public comprehension of the procedural intricacies of the digital application-based passport issuance system. Consequently, the adept implementation of e-government by the Class I *TPI* Denpasar Immigration Office, in facilitating passport submissions through *M-Paspor*, not only expedites the process but also

grants the public convenient access to an array of information meticulously prepared by the Class I *TPI* Denpasar Immigration Office.

Human resources stand as one of the most crucial elements in the implementation of e-government, fulfilling roles as developers, managers, and users. Their engagement plays a pivotal role in the success of e-government initiatives. The readiness of human resources is pursued with the aim of enhancing their proficiency and expertise in utilizing technology to better serve the community. The *TPI* Denpasar Class I Immigration Office employs the "right man in the right place" approach as a competency-based strategy for executing passport application services. This is manifested by allocating officers to six desks for interviewing and biometric retrieval, aligning them with their respective competencies.

However, the level of preparedness among human resources at the *TPI* Denpasar Class I Immigration Office remains suboptimal. It's evident that the office has not been able to meet the applicant quota designated by the Directorate General of Immigration. Presently, the *TPI* Denpasar Class I Immigration Office accommodates a daily quota of 200 to 250 passport applications. Nevertheless, upon examining the Acting circular letter issued by the Directorate General of Immigration, it becomes apparent that the quota stipulated by the Denpasar Immigration Office still falls short of meeting the established standards. According to the *Surat Edaran Plt Direktorat Jenderal Imigrasi No. IMI.2-UM.01.01-4.0700 Tahun 2022*, the daily quota is calculated as follows:

Number of Quotas/Day = Number of passport service booths x 10 applicants/hour x 7 hours of service/day

Considering this scenario, it is imperative for the *TPI* Denpasar Class I Immigration Office to enhance the skills of its immigration staff to deliver public services more effectively. This can be achieved by fostering a culture of heightened productivity and innovation among the human resources, thus contributing to improved service delivery to the community. It is anticipated that the immigration office will actively engage in endeavors to reinforce human resources, particularly among passport application service employees. By doing so, these employees can elevate their competence and performance, ultimately leading to the provision of exceptional service.

In terms of the availability of funds and budgets stands as a pivotal requirement for both central and regional institutions to fulfill their duties, functions, and activities effectively. Findings from the document study research indicate that funds and budgets in the realm of immigration are derived from Non-Tax State Revenues. In accordance with the *Peraturan Pemerintah No. 73 Tahun 1999* concerning the utilization of Non-Tax State Revenue (*PNBP*), Article 5 stipulates that agencies can utilize a portion of *PNBP* funds following ministerial approval. In the context of the *TPI* Denpasar Class I Immigration Office, it functions as a *PNBP* manager. According to government regulations, *PNBP* funds from immigration services are required to be deposited into the state treasury or central agency, subsequently regulated within the State Budget (APBN) and distributed to all Immigration Offices in alignment with the budget draft. Following applicable regulations, the availability of funds and budget for the

Immigration Office Class I *TPI* Denpasar is ensured and need not raise concerns. This is due to the assurance of having a distinct budget sourced from the Ministry of Law and Human Rights.

The Immigration Office secures funds and budgets by devising clear and suitable action plans and budget proposals, subsequently submitted to the Ministry of Law and Human Rights. Upon scrutiny of observations and interviews, it is evident that the readiness of funds and budget for the Immigration Office Class I *TPI* Denpasar remains smooth without encountering obstacles. This favorable condition can be attributed to the direct allocation of funds and budget from the central institution, namely the Directorate General of Immigration under the Ministry of Law and Human Rights. This ministry assumes direct oversight of Immigration Offices nationwide, encompassing the Class I Immigration Office *TPI* Denpasar.

In terms of Legal instruments refer to statutory regulations that establish and uphold the binding nature of laws, often accompanied by associated sanctions. In the context of e-government implementation at the *TPI* Denpasar Class I Immigration Office, the presence of legal instruments is essential. These legal provisions, encompassed within the framework of presidential instructions concerning e-government, form the foundation for executing e-government within immigration services. They are further supplemented by regulations promulgated by the Ministry of Law and Human Rights.

The execution of e-government, specifically through the online passport registration program *M-Paspor*, at the *TPI* Denpasar Class I Immigration Office is governed by an array of legal instruments. These instruments were issued by the Ministry of Law and Human Rights to the Directorate General of Immigration, more precisely the Directorate of Immigration Traffic, as stipulated in the *Surat Edaran Nomor IMI.2.UM.01.01-4.0331 Tahun 2022* regarding the Implementation of Mobile Passport (*M-Paspor*). These circulars are underpinned by several underlying regulations, including the *Undang-Undang Nomor 6 Tahun 2011* concerning immigration, the *Peraturan Pemerintah Nomor 31 Tahun 2013* concerning the implementation of immigration, the *Peraturan Pemerintah Nomor 10 Tahun 2015* concerning Types and Tariffs of *PNBP* at the *Peraturan Menteri Hukum dan Hak Asasi Manusia Nomor 8 Tahun 2014* concerning Passport ordinary and Travel Documents Like Passport.

Beyond these established government regulations and laws, there are also regulations pertaining to service standards. These standards are mandated to be formulated by central authorities and subsequently adhered to by individual offices under their jurisdiction. In the context of passport application services, the Immigration Office upholds the Standard Operating Procedures outlined by the Directorate of Immigration Traffic, as detailed in SOPAP No. IMI-003.GR.01.02 of 2022. This SOP is further implemented through a *Keputusan Kepala Kantor Imigrasi Klas I TPI Denpasar No. W20.IMI.IMI.2-UM.01.01-1345 Tahun 2023*, concerning the establishment of service standards at the Class I Immigration Office *TPI* Denpasar.

The enactment of these regulations and their subsequent application is aimed at ensuring security, safeguarding policy integrity, and enhancing overall

government and public service quality. Interviews conducted at the Immigration Office Class I *TPI* Denpasar affirm that the presence of legal instruments governing passport application services via *M-Paspor* serves to regulate service standards, employee conduct, and facility utilization. Every facet encompassing the *TPI* Denpasar Class I Immigration Office, including its application system, personnel, facilities, and operational mechanisms, is meticulously regulated through enactments issued by governing entities such as the Directorate General of Immigration, the Ministry of Law and Human Rights, Presidential Instructions, and the Laws of the Republic of Indonesia.

In terms of a paradigm shift denotes a significant alteration in behaviors, perspectives, or approaches when an existing method of comprehending or executing a task is replaced by a novel and distinct methodology following the introduction of a new program. This transition ushers in a fresh impact stemming from program implementation. The integration of the *M-Paspor* application has ushered in a transformation in the operational process of passport services, impacting both the public and service personnel.

During an interview with Mrs. Prida Indah Saraswati, S.Kom., a member of the Travel Document Service team, it became evident that the shift from the pre-implementation phase to the post-implementation stage of the *M-Paspor* application has substantially increased efficiency. Applicants now input their information, streamlining the process as they only require in-person visits for photography and interviews. Staff members now concentrate on verifying data authenticity and conducting interviews and photography, eliminating the need for redundant data entry. Mr. I Made Budhi Dwipayana, a Travel Document Service Officer, echoed this sentiment, highlighting that before the introduction of the *M-Paspor*, the office environment was frequently tense due to the accumulation of applicant queues. The *M-Paspor* application mitigates this issue, empowering immigration officers to streamline their services; applicants independently enter personal data and upload essential document scans. Consequently, congestion at the Immigration Office has significantly diminished.

Drawing from insights gleaned from the interviews, it is evident that a paradigm shift has occurred post the implementation of the *M-Paspor*. However, this transformation is primarily limited to passport service employees and applicants themselves, not encompassing the entirety of the personnel at the Class I *TPI* Denpasar Immigration Office. These shifts predominantly pertain to minor modifications in work methodologies, systems, and routines.

The aptitude of employees to embrace alterations in this system requires thorough preparation. Findings from an interview with Mr. I Wayan Putu Wiadnya, S.H., the Head of the Immigration Traffic Section at the *TPI* Denpasar Class I Immigration Office, elucidated that service staff initially encountered a degree of apprehension upon encountering public grievances. Consequently, the need for training or outreach aimed at aiding employees in addressing the challenges they encounter becomes evident. Researcher observations indicate that a deficiency in preparedness persists among the public when it comes to embracing system updates for passport applications. Numerous individuals express difficulty and complexity in adapting to the *M-Paspor* application's

implementation. This sentiment aligns with the statement of Mr. Tedy Riyandi, Amd.Im., S.H., M.Sc., the Head of the Class I Immigration Office *TPI* Denpasar, who remarked:

"...what the public needs to grasp is that worldwide, the shift from manual to digital procedures is underway. Our challenge lies in individuals still grappling with technological literacy. The public's complaint of complexity endures even when they revert to manual queues. Individuals acknowledge the government's complexity in this transition." (May 17, 2023, 10.19 WITA, Class I *TPI* Denpasar Immigration Office Head Room).

Overall, it is imperative to accord special attention to the readiness of both employees and the community in navigating the repercussions of changes that arise post the integration of technology within the realm of public services. The outcomes of the interviews and observations described signify that preparation to address the impacts stemming from the use of the *M-Paspor* application remains suboptimal, both within the public sphere and among service personnel.

Evaluation of the Application of the *M-Paspor* in Passport Services

To enhance the quality of public services at the *TPI* Denpasar Class I Immigration Office, the Denpasar Immigration Office has implemented an innovative *M-Paspor* application, introduced by the Directorate General of Immigration. The *M-Paspor* involves the integration of information technology into the passport application service and has been operational since January 2022. This application is an advancement of the online passport application service system (APAPO), designed to deliver rapid and efficient passport application services. When introducing a new program, it is crucial to undergo an evaluation phase to assess its implementation outcomes.

Program evaluation is a systematic process that involves collecting and analyzing data using specific methods and tools to gauge the level of success, effectiveness, and alignment of the program with predetermined criteria and objectives. Thus, to examine the evaluation of the passport application service program facilitated by the *M-Paspor* application, this study employs the CIPP evaluation model proposed by Stufflebeam and Skinkfield (1985), as cited in Arikunto and Cepi (2008). The CIPP evaluation model encompasses four dimensions: context, input, process, and product, which will be expounded upon as follows.

In the context component, The study's findings reveal that the implementation of the *M-Paspor* application within public services is geared towards enhancing the quality of passport application services, with the goal of delivering services that are accessible, swift, effective, and efficient. Context evaluation is a pivotal step aimed at analyzing the background, needs, and environment in which a program is implemented. The purpose of this context evaluation is to comprehend the issues to be addressed, and the needs to be fulfilled, and to consider environmental factors that impact the implementation and outcomes of a program. The deployment of the *M-Paspor* application at the *TPI* Denpasar Class I Immigration Office has demonstrated success, as indicated by the context evaluation through the CIPP model. In addition to the implementation objectives, during the context evaluation stage, particular

emphasis is placed on the alignment of the *M-Paspor* implementation with policies set forth by the central government. The study's outcomes illustrate that the integration of the *M-Paspor* application into public services adheres to various regulatory instruments, including the *Instruksi Presiden Nomor 3 Tahun 2003* pertaining to e-government development strategies, the *Keputusan Direktur Jenderal Imigrasi Nomor Imi-0229.Pr.01.01 Tahun 2020* outlining the Strategic Plan of the Directorate General of Immigration for the years 2020-2024, *Peraturan Menteri Hukum dan Hak Asasi Manusia Nomor 18 Tahun 2022*, and the *Surat Edaran Plt. Direktur Jenderal Imigrasi dan Direktur Lalu Lintas Imigrasi Nomor IMI.2-UM.01.01-4.0700*, which addresses the subsequent steps and policy implementation of the Mobile Passport (*M-Paspor*).

The evaluation in the input components, also known as input assessment, involves evaluating facilities, capital, materials, or strategic plans established to attain program objectives. The input evaluation demonstrates that the application of the *M-Paspor* at the *TPI Denpasar Class I Immigration Office*, based on its information technology infrastructure and supporting facilities, is generally suitable and fairly satisfactory, though not yet fully optimized. Regarding hardware infrastructure, it meets the requirements, but software presents a distinct concern that requires focused attention. The application system demands enhancement to alleviate intermittent obstacles experienced during passport applications.

Furthermore, other findings affirm the adequacy of natural resources. The competence and qualification of service officers appear to be up to par. However, there remains room for improvement in enhancing the skills of immigration officials in delivering public services. Encouraging human resources to be more productive and innovative in community service necessitates targeted efforts.

Evaluation of the process component is focused on identifying program weaknesses, which can then be used as a reference for improving program implementation. This assessment seeks to gauge the extent of innovation plan execution in the field and identify encountered obstacles. The facets of process evaluation pertaining to the *M-Paspor* application involve socialization efforts concerning its implementation and the practical execution of the application in real-world scenarios. Implementing a new system invariably entails an introductory stage aimed at disseminating information about the system. The study's findings reveal that the *TPI Denpasar Class I Immigration Office* conducted comprehensive socialization activities with the broader community regarding their newly introduced system, namely the *M-Paspor* application, designed to streamline passport application registrations. Socialization efforts extend beyond traditional methods like seminars or brochure distribution; they encompass modern information technology mediums such as websites and social media.

Upon implementation, the application garnered a positive response from the community, as it greatly facilitates the registration process. Nonetheless, some individuals less adept with technology have expressed difficulties, emphasizing the need for the government to ensure equitable distribution of technological capabilities and internet access, particularly to remote areas. This insight

underscores the necessity of improving technology literacy and network coverage across diverse regions. Additionally, within its implementation, certain problem areas exist within the system. These include errors, prolonged loading times, difficulties in account registration and login, and issues with OTP codes. These concerns necessitate the Directorate General of Immigration's focused attention as the system's overseer, prompting the search for solutions to address these challenges.

Product Evaluation entails appraising whether a program has successfully attained its stated objectives or fallen short. The data gleaned from this evaluation significantly influences the determination of whether to persist, terminate, or revise the program. It involves scrutinizing product components and analyzing indicators tied to effectiveness, user contentment, grievances, and user-related hindrances.

The findings of the product evaluation indicate that the integration of the *M-Paspor* application into the passport issuance service at the Class I *TPI* Denpasar Immigration Office has not sufficiently achieved its aim of enabling the public to register passports online in an easy, swift, and convenient manner. The evidence still highlights certain issues persisting in utilizing the *M-Paspor* application for passport services. System disruptions constitute a primary concern, as underscored by Mr. I Putu Andy Wirawan, S.S., an individual who engaged with the passport application, who remarked:

"There were instances when I encountered difficulties accessing the *M-Paspor* application. The interface and user experience weren't optimal at times. Just yesterday, I couldn't log in, but this morning, after a few tries, I eventually succeeded." (May 17, 2023, 08.20 WITA, Immigration Office Class I *TPI* Denpasar).

The outcomes of the interviews reveal that the *M-Paspor* application's implementation is yet to reach a state of perfection. A more discerning perspective uncovers that the challenges encountered surpass mere grievances or weaknesses, encompassing substantial concerns tied to the application's system quality. Aspects that vex and inconvenience users, such as the grievances voiced, cannot be overlooked. Within this context, the government, as the responsible entity, shoulders a profound duty to confront this challenge earnestly and resolutely. A deliberate strategy is necessary to enhance and evolve the *M-Paspor* application. It should strive to offer more than just an "improved and more satisfying" experience. The public requires the assurance that this application stands as an efficient, reliable, and trustworthy tool when addressing passport-making service matters.

Factors Inhibiting the Application of the *M-Paspor*

Inhibiting factors are circumstances or conditions that impede or decelerate the achievement of goals or the advancement of a matter. Despite its significant potential, the *M-Paspor* application's implementation frequently encounters diverse inhibiting factors that can hamper or even entirely impede its progress. The hindrances to *M-Paspor* application implementation are rooted in the community's technological proficiency and the reliability of the system. Proficiency in technology within the community is pivotal to preventing errors in

application use, which in turn affects the seamless operation of *M-Paspor* application-based services. To address these challenges, intensive educational and training endeavors are necessary. Furthermore, the application's design should prioritize high intuitiveness and user-friendliness to ensure easy comprehension and utilization for individuals with limited technical skills.

Regarding system reliability, the quality of the system remains the paramount factor in executing digital-based services. Presently, the dependability and accessibility of the *M-Paspor* application are critical components of passport application services. Technical disruptions or downtime have the potential to disrupt services and erode public trust. Hence, a specific design enhancement is imperative for this application to bolster its endurance and bandwidth capabilities. This enhancement will enable smoother, uninterrupted public access and operation of the application.

D. CONCLUSION

The thorough analysis presented leads to a thought-provoking conclusion: the integration of the *M-Paspor* application into the passport application service at the Class I *TPI* Denpasar Immigration Office falls short of attaining the anticipated level of effectiveness. A range of factors including communication infrastructure, connectivity levels, human resource preparedness, budget allocation, legal frameworks, and paradigm shifts necessitate further enhancement and refinement. Challenges inherent in implementing the *M-Paspor* application encompass insufficient application maturity due to recurrent disruptions, diminished employee productivity, the community's lack of readiness for change, and uneven information dissemination.

However, amidst this noteworthy achievement, a vulnerability emerges in the domain of application reliability, evident through recurrent crashes. Furthermore, the necessity for augmenting human resource capabilities surfaces as a pivotal requirement, particularly in fostering motivation for heightened productivity and innovation. Hence, decisive government intervention is imperative to streamline digital transformation and the integration of the *M-Paspor* in passport application services. Strategic measures must be undertaken to surmount these impediments and ensure the utmost utilization of technological advantages in public service delivery.

On the whole, the government's endeavors to propel electronic-based governmental services warrant emphasis, particularly in enhancing the quality and stability of the *M-Paspor* application. By surmounting encountered obstacles and bolstering human resource capacities, the government can ensure that this digital transformation genuinely bestows a substantial positive impact on public services. The acknowledgment of these challenges forms the bedrock for efficacious remedial actions, thus steering the accomplishment of envisioned goals in executing technology-infused passport services.

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