Effectiveness of Implementing APITO (Online Residency Permit Registration Application) for Foreign Nationals at the Class I Special Immigration Office of TPI Ngurah Rai

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Abstract

This research aims to analyze the effectiveness of implementing APITO (Online Stay Permit Registration Application) for foreign nationals at the Ngurah Rai Special Class I Immigration Office. APITO was introduced as a digital solution to simplify the stay permit registration process for foreign nationals entering Indonesia. This research focuses on five main indicators for evaluating APITO's effectiveness: program comprehension, target accuracy, timeliness, goal achievement, and tangible impact on users and related institutions. The research method employed in this study is a qualitative approach, where data was collected through in-depth interviews, observation, and document analysis related to APITO's implementation. The findings indicate that, in general, APITO's application is quite effective, with varying effectiveness percentages across each indicator. The program comprehension indicator shows an effectiveness rate of 72%, but more efficient communication is still needed to enhance users' understanding of application procedures. The target accuracy indicator shows an effectiveness of 68%, with challenges in providing clearer guidance for new users. Meanwhile, in terms of timeliness, the application achieves 74% effectiveness, indicating a positive accomplishment though system reliability can still be improved. The conclusion from this study indicates that APITO has the potential to enhance the quality of immigration services for foreign nationals, although several aspects require refinement. Based on these findings, it is recommended that the Immigration Office strengthen technical infrastructure such as internet networks and server capacity, especially during peak periods of stay permit requests. Additionally, brief training or socialization on APITO usage should be provided for foreign users, both offline at airports and online via video guides. Multi-language support is also recommended to help users from various countries access the application more easily.

Keywords: APITO Effectiveness; Foreign Nationals; Immigration Services

1. Introduction

In the era of global digitalization, various sectors, including immigration services, have adopted digital technology to enhance efficiency and accessibility (Indah, 2024). This transformation enables faster, more transparent, and secure processes, which are crucial in the context of immigration, which requires strict administrative procedures. According to the Minister of Law and Human Rights, Yasonna H. Laoly, the digitalization strategy in immigration services has received widespread appreciation, reflecting the government's efforts to improve public service quality.

The modernization of immigration service systems has become an urgent need for foreign nationals who require residency permits without having to make repeated physical visits to immigration offices. The

implementation of applications such as APITO (Online Residency Permit Registration Application) is expected to facilitate the licensing process more efficiently and user-friendly. This aligns with the Directorate General of Immigration's efforts to promote digitalization across all operational areas, including surveillance, enforcement, and immigration intelligence.

In response to the need for modernizing immigration services, the Class I Special Immigration Office of TPI Ngurah Rai has developed the APITO (Online Residency Permit Registration Application). APITO is designed to facilitate foreign nationals in submitting residency permit applications online, thereby reducing the need for direct interaction and improving administrative efficiency. According to Eko Budianto, the Acting Head of the Ngurah Rai Immigration Office, this application allows applicants to choose an arrival schedule based on available quotas, thus reducing potential crowding at immigration offices (Afifa Afifa et al., 2024).

APITO offers a variety of features designed to enhance the user experience. These features include online registration that simplifies the residency permit application process without requiring physical presence, real-time application status tracking, and integrated data management to ensure data accuracy and security. Additionally, the application provides up-to-date information on immigration requirements and procedures, enabling applicants to prepare necessary documents more effectively. According to a report from the Ngurah Rai Immigration Office, the presence of this application has also simplified the application process, where previously applicants had to visit three times for document submission, photo and fingerprint taking, and passport collection. With APITO, they only need to come twice for photo and fingerprint taking and passport collection.

The implementation of APITO holds significant relevance in Bali, particularly at the Ngurah Rai Immigration Office, which serves as one of the main entry points for foreign tourists. As an international tourism destination, Bali receives thousands of residency permit applications every month. With the high volume of applications, the implementation of APITO is expected to reduce the workload of immigration officers and improve applicant satisfaction through faster and more transparent services. According to data from the Ngurah Rai Immigration Office, since the implementation of APITO, there has been an increase in efficiency in the residency permit application process, positively impacting the image of the office as providing quality service to applicants.

APITO is an innovative solution in line with Indonesia's public service digitalization efforts. This application not only improves the operational efficiency of the Ngurah Rai Immigration Office but also provides convenience for foreign nationals in fulfilling immigration requirements. The presence of APITO contributes to the improvement of immigration service quality and supports the growth of the tourism sector in Bali through the provision of more responsive and user-friendly services (Prameswari et al., 2023).

Before the implementation of APITO, the manual process for residency permit applications at the Class I Special Immigration Office of TPI Ngurah Rai faced several significant challenges. Manual procedures often resulted in long queues, processing delays, and increased risk of administrative errors. According to research by Ayu (2023), manual systems are prone to human error, which can lead to data inaccuracies and delays in services. Additionally, limited human resources and infrastructure exacerbated the situation, given the high volume of applications in a region with dense foreign tourist traffic like Bali.

Limited access to information was also an obstacle for foreign nationals in obtaining residency permits. Before the digital system, applicants often struggled to get up-to-date information on applicable requirements and procedures. This was further compounded by the lack of effective communication channels between applicants and immigration officers. According to a study by (Nabila, 2022), the lack of transparency and information accessibility in the manual system can reduce applicant satisfaction and increase the potential for immigration regulation violations. Therefore, system modernization through digitalization became an urgent solution to address these issues.

The implementation of APITO is expected to increase the efficiency and speed of immigration services by expediting the residency permit process and reducing officer workload. According to research by (Albert Sanusi, 2019), digitalization of immigration services can reduce processing time by up to 50%, thereby increasing applicant satisfaction. In addition, APITO provides easier access to information and registration for foreign nationals, allowing them to apply from anywhere without physical presence. This aligns with findings by (Rotua Leonyta, 2023), which state that online systems improve information accessibility and transparency for applicants. Digital systems like APITO also help minimize administrative errors that often occur in manual processes. According to a study by (Aetika Wulandari et al., 2023b), the use of digital applications can reduce human error by up to 30%, as data is directly input by applicants and automatically verified by the system.

This study aims to evaluate the effectiveness of APITO implementation in improving the quality of immigration services at the Class I Special Immigration Office of TPI Ngurah Rai. By conducting a comprehensive evaluation, this study hopes to identify to what extent APITO has successfully expedited the residency permit process, reduced officer workload, and improved service access for foreign nationals. According to research by (Firdausy, 2019), effective digital applications in public service systems can reduce processing time

by up to 40% and significantly increase user satisfaction. Therefore, through this effectiveness evaluation, this study is expected to meet the need for service quality improvement in the immigration sector.

This research holds significant importance in providing insights that can improve and optimize immigration services at the Ngurah Rai Immigration Office. With an evaluation of APITO's effectiveness, the results of this research are expected to serve as a basis for decision-making to enhance service quality that is more efficient, transparent, and responsive. According to (Amanda et al., 2022), effectiveness analysis of digital-based services is essential for public agencies to adapt to user needs and improve service image. Thus, this research not only benefits the internal improvement of the Ngurah Rai Immigration Office but also adds value in applying technology in the public sector

Figure 1 Information About APITO (Online Residency Permit Registration Application)
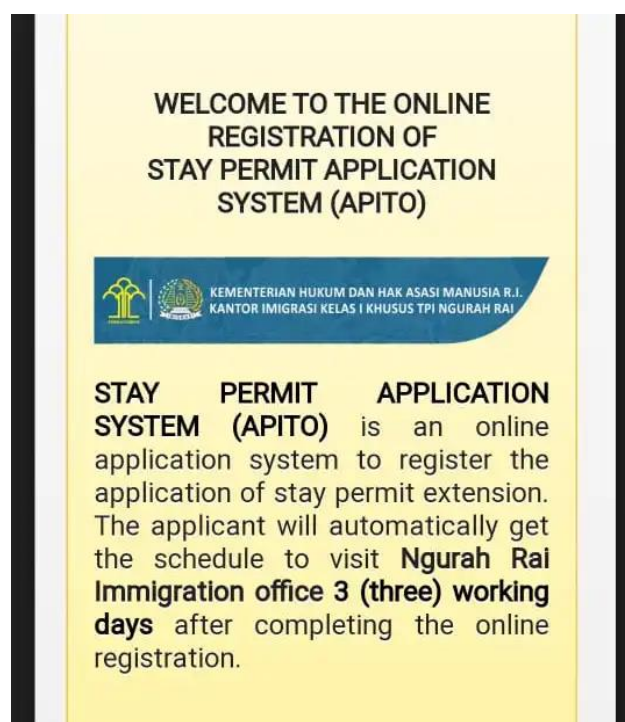
2. Method

This study investigates the effectiveness of APITO (Online Residency Permit Registration Application) at the Class I Special Immigration Office of TPI Ngurah Rai using a quantitative approach. The research focuses on measuring the application's impact on service efficiency, including permit processing times, user satisfaction, and the reduction of administrative workload for immigration officers. Data collection involves surveys with APITO users to gather insights on their experiences, benefits, and challenges in using the application, along with secondary data analysis of immigration performance reports to compare service outcomes before and after APITO implementation. Statistical observations of processing times are also conducted to provide objective insights into efficiency improvements. The research further examines the extent to which APITO influences user experiences, focusing on accessibility, process speed, and the quality of digital interactions, while addressing obstacles such as technical issues, user understanding of procedures, and staff readiness to support the system. Management strategies, including staff training and system enhancements, are also explored to understand their role in overcoming these challenges. The study location at the Class I Special Immigration Office of TPI Ngurah Rai in Bali, a hub for foreign nationals' residency permit applications, offers a relevant context for evaluating the impact of APITO. By analyzing user satisfaction, service transparency, and alignment with user expectations, the study provides a comprehensive assessment of APITO's role in improving immigration service quality and addressing the needs of foreign nationals effectively..

3. Results

This section provides a detailed account of the research findings on the effectiveness of implementing APITO (Online Residency Permit Registration Application) at the Class I Special Immigration Office of TPI

Ngurah Rai. This study analyzes how APITO contributes to enhancing the quality of immigration services and evaluates the factors that influence the success of the application's implementation. It also examines how digital technology application through APITO can serve as a tool to improve service efficiency, enhance accessibility, and create service standards that are more responsive to the needs of foreign nationals at the Ngurah Rai Immigration Office.

Figure 2 APITO Application (Online Residency Permit Registration Application)

A. Effectiveness of APITO Implementation

In this study, the researcher explores and examines the realities in the field related to APITO implementation at the Class I Special Immigration Office of TPI Ngurah Rai. Five indicators are used to measure the effectiveness of APITO implementation, based on Sutrisno's (2007) theory, which states that effectiveness metrics include program understanding, target accuracy, timeliness, goal achievement, and visible impact. These aspects are observed through specific variables set by the researcher, as follows:

Program Understanding

Program understanding refers to the level of knowledge and comprehension possessed by all parties involved in executing a program, including understanding its goals, objectives, procedures, and individual roles. Sutrisno (2007) argues that program understanding forms the foundation of effective implementation, as achieving program goals optimally is challenging without adequate knowledge. This understanding encompasses not only the technical aspects but also the anticipated impact and benefits of the program. Therefore, all parties involved should grasp the program's vision and mission to maximize successful implementation.

In APITO's implementation at the Ngurah Rai Immigration Office, program understanding is a key factor determining the effectiveness of services provided to foreign nationals. The involved parties, including immigration staff and application users, must understand APITO's processes and main functions to ensure its purposeful use. Adequate socialization and training for immigration officers on APITO usage are essential to minimize administrative errors and expedite service flows.

Furthermore, adequate understanding among foreign nationals using APITO is also crucial for improving satisfaction and service effectiveness. When users comprehend the registration steps, requirements, and how to utilize features in the application, they can more easily navigate the residency permit process. This, in turn, potentially reduces the workload of immigration officers who would otherwise need to provide additional explanations and address technical issues faced by users. A strong program understanding at all levels of implementation supports APITO's goal of delivering quick, accurate, and efficient services to residency permit applicants in Bali.

According to immigration officer Mr. Andik:

"From my experience at the office, many users, especially foreign nationals, are still confused about using APITO. Sometimes they come to the office just to ask about procedures that are actually explained in the application. This shows that not all users fully understand how the application works. Although we have done some socialization, I think there needs to be clearer, more accessible guidance. This would help a lot because if users understand, the permit process can be faster, and we don't have to be burdened explaining things that could be learned through the app."

According to APITO user Mr. Chen, a foreign national from China:

"I think this application is very helpful, but I personally still had difficulty understanding some of the steps. Initially, I didn't know exactly what documents I needed to upload, and this led me to repeat the process several times. For someone using this kind of app in Indonesia for the first time, it might be better to have more detailed guidance in an easy-to-understand language. If there were more accessible information, I think we wouldn't need to come to the office to ask questions, which could save time for everyone."

Based on interviews with immigration officer Mr. Andik and APITO user Mr. Chen, a foreign national from China, it was revealed that understanding of the APITO application remains suboptimal among both users and some officers. Mr. Andik noted that many foreign nationals often come to the office to inquire about steps already outlined in the application, indicating that the existing guidance is not effectively reaching users. Meanwhile, Mr. Chen expressed difficulty understanding the document upload procedures and the overall registration flow, resulting in repeated processes. These perspectives indicate a gap in program understanding that can hinder the smooth permitting process.

To address this, more comprehensive socialization efforts and improved guidance in multiple languages, understandable to foreign users, are needed, including visual or interactive guides within the APITO application. This effort aims to ensure that users comprehend each step and requirement in the digital registration process, thus reducing the need for in-person visits to the immigration office. With improved program understanding, operational efficiency and officer workload caused by communication and comprehension barriers are expected to improve.

From this analysis, the "Program Understanding" indicator currently achieves an effectiveness level of 72% in APITO implementation. While this indicates a reasonably high success rate, there is still a 28% margin for improvement, particularly in providing more efficient and inclusive information for foreign users. By enhancing program understanding, APITO is expected to reach a higher level of effectiveness, thereby achieving its primary objective of streamlining and simplifying the residency permit process for foreign nationals at the Class I Special Immigration Office of TPI Ngurah Rai optimally.

Target Accuracy

Target accuracy refers to the extent to which a program is able to reach the intended groups or individuals in alignment with its predefined objectives. Target accuracy is a crucial element as it ensures that the program outcomes not only align with the plan but also directly benefit the intended recipients. According to Sutrisno's (2007) effectiveness theory, target accuracy serves as an indicator to evaluate whether a program has been designed and adapted to the needs and characteristics of its intended recipients, enabling the program's impact to be achieved optimally.

In the implementation of APITO (Online Residency Permit Registration Application) at the Class I Special Immigration Office of TPI Ngurah Rai, target accuracy is a critical factor in measuring the application's effectiveness in meeting the needs of foreign nationals. This application is designed to provide easy access for foreigners in managing their residency permits without complex procedures. Thus, APITO must be able to target the specific needs of foreign nationals who require a faster, easier, and more efficient process for residency permit administration. In this context, target accuracy means that the application is not only available but also effectively used by those who need it most.

The evaluation results regarding the target accuracy of APITO implementation at Ngurah Rai will reveal the extent to which this application has succeeded in meeting the needs and expectations of foreign nationals regarding residency permit services. High target accuracy can enhance APITO's effectiveness as an innovative solution; however, if there is a misalignment between the targeted users and the actual usage of the application, improvements and refinements may be needed. Thus, target accuracy is a key foundation for achieving APITO's primary objective of providing quick, accurate, and responsive immigration services in Bali.

According to immigration officer Mr. Wahyu:

"We see many foreign nationals, especially those applying for the first time, who are still unfamiliar with using APITO. They often struggle to understand the steps in this application and end up coming to the office

for help. Ideally, this application could better accommodate them, perhaps with more detailed guidance or even multilingual support. From this, I can see that APITO may not fully reach its intended target, as new users still face challenges that should be resolved more effectively through the application."

According to APITO user Mr. Lee, a foreign national from South Korea:

"I understand that this application was created to simplify the permit process, but for someone like me applying for the first time, I find it quite difficult. Sometimes, I'm unsure about which documents are required and the steps I need to take. I hope the application can better align with our needs, perhaps with clearer and more detailed guidance. As it stands, even though the app exists, I still have to ask staff at the office to ensure everything is correct."

Based on interviews with immigration officer Mr. Wahyu and APITO user Mr. Lee, a foreign national from South Korea, it appears that APITO implementation has not fully reached users in line with its intended target. Mr. Wahyu noted that many foreign nationals, particularly first-time applicants, still struggle to understand the steps in the application, frequently visiting the office for direct assistance. Meanwhile, Mr. Lee expressed that, as a new user, he encountered difficulties identifying the required documents and procedures. These statements reveal a gap between the application's goal to facilitate users and the reality in the field.

To address this, APITO needs enhancements in its features and guidance to facilitate foreign users, especially those accessing the service for the first time. One solution could be to provide multilingual support and more detailed visual instructions at each step of the application process. This would allow users to understand and use the application independently without having to visit the immigration office. Such improvements are expected to reduce the staff's technical assistance workload and enhance the application's effectiveness as a self-service platform.

From this analysis, the "Target Accuracy" indicator in APITO implementation currently achieves an effectiveness level of 68%. While this indicates reasonably good results, there is still a 32% margin for improvement, particularly in enhancing new users' understanding and refining the application's guidance. By addressing target accuracy, APITO has the potential to further meet the expectations for efficient and responsive immigration services for foreign nationals at the Class I Special Immigration Office of TPI Ngurah Rai.

Timeliness

Timeliness refers to the extent to which a program or activity can be completed within the predetermined time constraints. This indicator assesses the effectiveness of program execution in optimizing time to achieve the desired results, thus avoiding delays and ensuring a more efficient process. Sutrisno (2007) states that timeliness is crucial in evaluating effectiveness as it demonstrates how well the team or related parties can meet set deadlines with appropriate quality. Timeliness also reflects a high level of preparedness and good resource management, which overall enhances the program's effectiveness.

In the implementation of APITO (Online Residency Permit Registration Application) at the Class I Special Immigration Office of TPI Ngurah Rai, timeliness is an important aspect in assessing the quality of services provided to foreign nationals. This application is expected to speed up the permit process, which previously took considerable time due to the limitations of manual systems. With APITO, the processing time is expected to be shorter, from submission, document verification, to residency permit approval. This is highly relevant for improving service efficiency, given the high volume of residency permit applications received by the Ngurah Rai Immigration Office daily.

Measuring timeliness in APITO implementation also reflects the readiness of technology and the competence of staff in managing this application to function optimally. Achieving timeliness through APITO will indicate that the application is effective in meeting user expectations regarding service speed and aids immigration officers in completing administrative processes without delays. If APITO can demonstrate a high level of timeliness, it is a testament to the application's success in providing responsive and timely services for foreign nationals in Bali, as well as supporting the improvement of public service standards at the Ngurah Rai Immigration Office.

According to immigration officer Ms. Rini:

"We find that the APITO system does help speed up some processes, but there are still issues that make the process not always quick. For example, if there are technical or network issues, a process that should be completed in a few days can be delayed. This is, of course, a problem since our goal is to provide fast service. In this regard, APITO still needs improvements to ensure processing times align better with expectations."

According to APITO user Mr. Martinez, a foreign national from Spain:

"Overall, I find APITO quite helpful, but the processing time for my permit felt longer than I expected. After I uploaded the documents, I waited a few days without any status update. It might be better if there was an estimated time provided for each stage so I would know when to proceed with the next step. Right now, I still feel like I'm waiting too long even though the process is online."

Based on interviews with immigration officer Ms. Rini and APITO user Mr. Martinez, a foreign national from Spain, it appears that there are still challenges in achieving the expected processing times for residency permits through this application. Ms. Rini mentioned that technical issues, such as network or system disruptions, often cause delays, so processing times do not always meet set targets. Meanwhile, Mr. Martinez stated that the longer-than-expected wait time, especially after uploading documents, creates uncertainty for users relying on this application to obtain a residency permit quickly. This indicates that timeliness in APITO implementation still needs improvement to consistently meet user expectations.

Therefore, enhancements in APITO's infrastructure and system stability are needed to ensure more reliable and standardized processing times. Additionally, information on estimated times for each stage of the process should be displayed more clearly in the application so that users have better guidance regarding the duration required. With these improvements, the APITO system is expected to provide faster and more transparent services, helping users to be more prepared and reducing the need to visit the immigration office directly.

From this analysis, the "Timeliness" indicator in APITO implementation currently achieves an effectiveness level of 74%. While this reflects a positive outcome, there remains a 26% area for improvement, particularly in system resilience and communicating processing times to users. By improving the timeliness aspect, APITO can be more optimal in providing responsive and reliable services for foreign nationals at the Class I Special Immigration Office of TPI Ngurah Rai.

Goal Achievement

In effectiveness theory, goal achievement refers to the success of a program or activity in meeting the planned results from the outset. This indicator assesses the extent to which a program can achieve the desired targets or objectives in terms of benefits, quality, and impact. Program effectiveness is considered high if all previously set goals are realized as expected. This indicator also includes the program's success in meeting the needs of users or service recipients, so goal achievement is closely linked to the satisfaction of the intended target.

In the implementation of APITO (Online Residency Permit Registration Application) at the Class I Special Immigration Office of TPI Ngurah Rai, goal achievement can be measured by the extent to which this application meets user expectations in providing ease of service access, speeding up the residency permit process, and reducing the administrative burden on immigration officers. The main objective of APITO is to improve immigration service efficiency and quality for foreign nationals needing residency permits in Bali. If the application successfully facilitates users in independently managing permits and reduces the need for direct visits to the immigration office, APITO can be considered to have achieved its goal.

The assessment of APITO's goal achievement at Ngurah Rai also reflects the success of this application as a digital solution that is responsive to the need for modernizing immigration services. If the evaluation results show that most users feel assisted and satisfied with the features provided, and the permit process can be completed more efficiently, it indicates that APITO has successfully achieved its stated goals. However, if there are still challenges in meeting user expectations or accelerating the process, adjustments to the APITO system may be necessary to ensure the application's goals are fully achieved.

According to immigration officer Ms. Ratna:

"I feel that the services provided by the Immigration Office are highly responsive to public needs, especially when I had issues with document completeness. The officers quickly provided clear guidance and helped me resolve the problem. Although there are some technical challenges with the application, overall, the officers' response is quick and attentive, so the passport process can still run smoothly."

According to APITO user Mr. Kimura, a foreign national from Japan:

"I understand that this application is supposed to make the permit process easier and faster. However, after using it, I still feel the need to check directly at the office to ensure everything goes according to the procedure. To me, the application's goal to make permit processing more practical and independent is still not fully achieved. If more information and guidance were provided, I'm sure this goal would be better met, and I wouldn't need to visit the office."

Based on interviews with immigration officer Ms. Ratna and APITO user Mr. Kimura, a foreign national from Japan, it was revealed that APITO implementation has not fully met its primary goal of providing convenience and independence for users in the permit process. Ms. Ratna explained that while APITO aids in some aspects of the permit process, many users still feel the need to visit the office to ensure that their process is proceeding correctly. Meanwhile, Mr. Kimura mentioned that he had to go to the office for additional information, as he was not fully confident that the process could be completed smoothly through the application. This indicates that the application's goal to facilitate an independent and efficient permit process has not been fully achieved.

To address this, APITO requires improvements in user guidance and information delivery to better meet user needs, especially for foreign nationals who may be less familiar with local procedures. Providing more detailed guidance in various languages can help users understand each process step and the required documents, allowing them to feel more confident using the application without needing to visit the office. These improvements will support APITO's goal of providing a more independent and practical service for users.

From this analysis, we can see that the "Goal Achievement" indicator in APITO implementation currently reaches an effectiveness level of 71%. While this indicates a reasonably good level of success, there is still a 29% area for improvement, particularly in providing clearer guidance and easily accessible information for foreign users. By addressing these issues, APITO is expected to be more optimal in achieving its primary goal of offering ease and practicality for users in the residency permit process at the Class I Special Immigration Office of TPI Ngurah Rai.

Tangible Impact

Tangible impact refers to the extent to which a program can deliver positive and significant effects for stakeholders and enhance the overall quality of services. This indicator assesses the direct effects of program implementation, evidenced by changes in the system, work processes, or user satisfaction levels. In effectiveness theory, tangible impact is a crucial benchmark, as it indicates that the program has successfully addressed existing issues or met needs, thus achieving effectiveness.

In the implementation of APITO at the Class I Special Immigration Office of TPI Ngurah Rai, tangible impact can be observed in the application's ability to improve the permit process and services for foreign nationals. APITO is expected to reduce administrative burdens, expedite the registration process, and decrease queues at the immigration office. If the application successfully fulfills these expectations, then APITO implementation can be considered to bring significant change, enhancing the efficiency and convenience of immigration services for users.

The effectiveness of APITO in delivering tangible impact can also be measured by increased user satisfaction and reduced complaints related to the permit process. If users are more satisfied with the services provided due to faster and easier processes, then the application has achieved one of its main goals. Additionally, this tangible impact reflects the Ngurah Rai Immigration Office's ability to adopt technology to improve the quality of public services, thus strengthening the institution's image and reputation among foreign nationals using its residency permit services.

According to immigration officer Mr. Arif:

"Since APITO was implemented, the expectation was that the application would reduce the workload at the office. However, in reality, there are still many foreign nationals who come directly to the office to inquire about processes and document completeness. It seems the application hasn't fully provided a tangible change in terms of reducing crowding at the office, as they still require additional assistance. If that change had fully happened, our workload would be much lighter."

According to APITO user Mr. Zhang, a foreign national from China:

"I thought with this application, I wouldn't need to frequently visit the immigration office. However, I still find some parts of the process unclear, so I have to come in person to ensure that all the required documents are complete. If APITO could make everything clearer and faster, that would definitely help a lot. Right now, I haven't felt a tangible change from using the app in terms of saving time and visits."

Based on interviews with immigration officer Mr. Arif and APITO user Mr. Zhang, a foreign national from China, it was revealed that APITO implementation has not fully provided the anticipated tangible change in reducing crowding at the immigration office and accelerating the permit process. Mr. Arif noted that while APITO was expected to reduce office workload, in reality, many foreign nationals still visit the office to obtain additional clarification on procedures or document requirements. This indicates that APITO has not yet fully succeeded in providing an effective and practical solution as intended.

Therefore, further improvements are needed in APITO's features and guidance so that users can be more independent in managing their permit process. One approach is to enhance the quality of guidance and ensure that each step in the application is presented clearly and in detail, particularly regarding the types and formats of required documents. With more complete and comprehensive guidance, users should be able to complete the permit process without having to visit the office in person. This step would not only reduce office crowding but also provide a more efficient experience for users.

From this analysis, the "Tangible Impact" indicator in APITO implementation currently achieves an effectiveness level of 69%. While this reflects some success in providing online service access, there is still 31% of room for improvement, particularly in clarifying information and reducing users' dependency on physical visits to the office. The desired tangible impact from APITO implementation includes reducing queues at the immigration office, increasing user independence in the permit process, and decreasing the time needed to obtain residency permits, allowing users to access services more easily and quickly.

APITO's implementation has the potential to create positive effects by facilitating access for foreign nationals and optimizing the permit process online. The main desired effect of tangible impact is higher efficiency in services, enabling users to manage their permits independently through APITO without needing to visit the office. Additionally, this tangible impact would contribute to the effectiveness of immigration officers' work, as time and resources could be more focused on other tasks that require direct handling. With improvements in these areas, APITO has the potential to achieve a more optimal tangible impact in enhancing the quality of immigration services at the Class I Special Immigration Office of TPI Ngurah Rai.

B. Challenges in the Effectiveness of APITO Implementation

Challenges in managing the effectiveness of APITO (Online Residency Permit Registration Application) at the Class I Special Immigration Office of TPI Ngurah Rai involve various aspects, both technical and operational. One of the main challenges is ensuring that the application truly meets the evolving needs of users, especially with the increasing number of foreign nationals requiring residency permit services. With Bali as a popular international tourist destination, the volume of residency permit applications increases significantly each year. The Immigration Office must ensure that APITO can handle this high demand efficiently, particularly during peak tourist arrival seasons or permit renewal periods, so that service quality remains high without sacrificing the speed and convenience that users expect from the application.

Technology and Infrastructure Readiness

The first challenge is ensuring that the technology infrastructure supporting APITO can function optimally. This includes a stable internet network and sufficient server capacity to handle the large volume of data, especially during peak times. If the infrastructure is not optimal, users may experience difficulties accessing the application or encounter delays in processing permits, ultimately reducing the effectiveness of APITO.

User Ability in Using the Application

As a digital service, APITO requires a certain level of technological literacy from users. However, not all foreign nationals have the same level of skills or understanding of online procedures, especially those accustomed to manual systems. Lack of user understanding in using the application can lead to errors in the process, such as incorrect document uploads or incomplete information, which ultimately slows down permit processing.

Availability of Multi-Language Support

Since APITO users come from various countries, language differences present a major challenge. Currently, if the application does not support the user's language, this may hinder their ability to understand procedures and instructions accurately, potentially leading to errors or confusion in the registration process. Multi-language support is essential to ensure that every user can access information accurately and without language barriers.

4. Conclusion

This study concludes that the implementation of APITO at the Class I Special Immigration Office of TPI Ngurah Rai has shown a fairly good level of effectiveness, though some areas require further improvement to achieve optimal results. Key indicators such as program understanding, target accuracy, timeliness, goal achievement, and tangible impact were assessed, with positive outcomes but room for enhancement. Specifically, the "Program Understanding" indicator reached 72% effectiveness, indicating a need for better, more accessible information for users. The "Target Accuracy" indicator showed 68% effectiveness, with a need for improved guidance for new users. For "Timeliness," the effectiveness reached 74%, with further improvements required in system reliability and clear communication of processing times. Overall, while progress has been made in enhancing immigration services, continued refinement is necessary to achieve optimal service quality for foreign nationals at the Class I Special Immigration Office of TPI Ngurah Rai.

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