Effectiveness of Public Service Policy Based on Mobile Passport Application at Immigration Offices Class 1 Surabaya Immigration Checkpoints

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Abstract

The Mobile Passport application represents the government's initiative to modernize and streamline public services in immigration. This digital solution allows users to manage passport applications without visiting the Immigration Office. This study examines the effectiveness of the Mobile Passport application policy at the Class 1 Immigration Office, Surabaya, using five key indicators: program understanding, target accuracy, timeliness, goal achievement, and real change. A qualitative approach was employed, collecting data through interviews with users, direct observations, and analysis of user reviews on Google Play Store. Additional data were obtained from policy-related documents and reports. Findings indicate that 75% of users benefited from the application, particularly in registration and tracking passport status, though 25% still struggle with technical aspects. Furthermore, 85% of users agreed that the application simplifies passport administration. Despite this, issues like system stability and login difficulties persist. The study concludes that the Mobile Passport application positively impacts public service efficiency. However, further improvements in digital literacy and technological infrastructure are needed to enhance user experience and optimize policy outcomes. This research highlights the importance of addressing technical challenges and user education to achieve comprehensive success in digital public service initiatives.

Keywords: Digital Immigration Services; Mobile Passport Application; Public Policy Effectiveness

1.   Introduction

The government plays an essential role in providing services to the public aimed at achieving public welfare and fostering good governance (Suryani et al., 2024a). The government comprises various elements, including executive, legislative, and judicial bodies, each with responsibilities in policy formulation, law enforcement, and maintaining order. With technological advancements, the government is increasingly required to enhance the quality of its public services, particularly by adopting digital technology across various service sectors, one of which is immigration services. Immigration services are a crucial form of public service, as they involve regulating the flow of people in and out of the country for purposes such as tourism, employment, and other needs. Amid rising public demands for fast and efficient services, the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya is striving for innovation by introducing a mobile application-based passport service.

According to research by Suryani et al. (2024a), this mobile application is designed to make it easier for the public to access passport services, from registration to monitoring the status of applications, without needing to visit the immigration office directly. This aligns with the principles of modern public services, which emphasize

convenience, transparency, and accountability. The policy is expected to enhance the effectiveness and efficiency of services while providing ease for the public in fulfilling administrative needs related to passports. However, the success of this policy heavily depends on technological infrastructure readiness, human resource skills, and public acceptance of digital transformation in public services. The Immigration Office plays a vital role in managing the traffic of foreign nationals entering and leaving a country. This function is crucial as immigration directly impacts various aspects such as security, social stability, economy, and culture of a country. The Class 1 Immigration Office at the Immigration Checkpoint in Surabaya operates under the Ministry of Law and Human Rights through the Directorate General of Immigration, responsible for ensuring that all immigration processes comply with applicable laws. This hierarchical structure ensures that every immigration policy is implemented centrally and uniformly across Indonesia.

As part of efforts to modernize public services, the Surabaya Immigration Office has adopted digital service policies through the Mobile Passport application. This innovation is a response to public demands for faster, more transparent, and more efficient services without complex procedures (Anis et al., 2021). The application allows people to apply for a new passport or renew an existing passport online, from registration to scheduling an appointment, significantly reducing physical interactions and wait times at the immigration office. Mobile Passport is expected to improve public service efficiency by providing easy access, flexible timing, and reducing bureaucracy, which often hinders traditional services. This application also supports environmental friendliness by reducing paper document use, creating a more convenient experience for the public in handling passport-related administrative matters. Thus, this policy aligns with the principle of responsive public services toward technological developments and the needs of modern society.

Before the introduction of the Mobile Passport application, passport applications were processed through the online queue registration system using the APAPO (Online Passport Queue Registration Application). However, this system often encountered issues that rendered service processes inefficient. Common problems included delays in email verification during registration, mismatches between NIK data and the Dukcapil records, inconsistent queue quota updates, and limited quotas that left many applicants without a queue slot. Although it was online-based, several stages still had to be done manually, meaning the service's effectiveness was not optimal. The Mobile Passport application is an innovative solution to streamline the passport application process entirely digitally. With this application, applicants can upload the required documents directly into the system, though occasionally there are issues such as document upload errors due to unstable network connections. Therefore, improving network infrastructure is essential to support this process. Once all documents are uploaded, applicants only need to bring original documents for verification during the interview at the immigration office, expediting the in-person process.

Some key features of Mobile Passport include application status tracking, upfront PNBP payment, NIK validation with Dukcapil data, and appointment rescheduling capabilities. This application is also integrated with the Electronic-Based Government System (SPBE) to make it easier for the public to apply for new passports or renew passport validity. With Mobile Passport, the service time at the immigration office is shorter and more efficient since most processes are completed through the application. However, in its implementation, application-based public services like Mobile Passport still face several challenges. Although the application aims to simplify the passport application process, many technical obstacles are encountered by the public. Common issues include a lack of awareness about the Mobile Passport application, with many applicants not realizing the service exists and directly visiting the immigration office. Additionally, limited technology literacy among the public, especially in older age groups, presents a challenge in maximizing the application's use.

Moreover, frequent technical issues occur, such as errors in document uploads, delays in data verification, and missing email notifications after registration. Some applicants also experience difficulties obtaining limited queue slots, so not everyone can be quickly served. For instance, at the Class 1 Immigration Office in Surabaya, the daily queue quota often fills up quickly, meaning applicants have to wait longer or repeat the registration process. This affects public perception of service effectiveness, even though the policy's original goal was to improve the quality and efficiency of public services. These challenges indicate that although the Mobile Passport application policy has been implemented, further improvements in both technical aspects and information dissemination are needed to ensure the application benefits the public optimally.

Based on the findings from this research, using the Mobile Passport application for online passport applications is, in principle, easy for users to understand. However, in practice, several technical issues hinder the process, such as errors in document uploads or delays in applicants attending interviews. As a result, some applicants must restart the process from scratch because their registration is considered void, and the fees paid cannot be refunded. This causes some members of the public, who do not fully understand how the application works, to prefer visiting the immigration office directly for assistance from service staff. Increasing information technology usage across various sectors brings significant benefits, particularly in terms of efficiency and ease of access. Therefore, the government continues to encourage innovation and development of digital-based services to improve the quality of public services. One of these efforts is realized through the e-government program, including immigration services with the Mobile Passport application. This application allows the public to manage

new or extended passports without needing to visit the immigration office, except for document verification during the interview.

While the Mobile Passport application offers various conveniences, many people are still unaware of or do not understand how to use it. Therefore, more intensive socialization is needed from the Directorate General of Immigration to familiarize the public with this system and reduce the need for manual processes at immigration offices. Additionally, the limited daily queue quota at the Class 1 Immigration Office in Surabaya remains a challenge, given the high public demand. Through the Mobile Passport application, the passport processing is expected to become faster, more transparent, and accountable, reducing the workload of immigration office staff. The government is also striving to improve public service quality through more sophisticated technology responsive to public needs. This application is an essential part of the digital transformation in immigration services, supported by rapid developments in information and communication technology.

During the initial implementation of the Mobile Passport application at the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya, there were several complaints from the public regarding the difficulty in operating the application, especially in the applicant data entry process. Technical issues such as system errors, slow response times, and server interruptions often occurred when the application was first introduced in 2021. However, over time, with regular evaluations, the Mobile Passport application has shown significant improvements in terms of effectiveness and reliability as of 2024, although some challenges persist, albeit not as prominent as at its launch. The Mobile Passport application is expected to support improved public service quality, especially in terms of passport processing speed and efficiency. This innovation is part of the government's efforts to optimize information technology-based services, enabling previously manual administrative processes to be completed digitally. However, based on the findings of this study, many people still do not fully understand the benefits and usage of the Mobile Passport application.

Several factors contribute to this, including insufficient socialization by the Class 1 Surabaya Immigration Office and low technology literacy among users. Frequent data entry issues and limited access to information also hinder the application's implementation. Therefore, further efforts are needed from immigration authorities to enhance public education and understanding regarding the Mobile Passport application, so it can operate optimally and positively impact public service quality in Surabaya. Through evaluations and infrastructure improvements, the Mobile Passport application is expected to provide a more effective long-term solution, making immigration services more transparent, fast, and efficient for all citizens in need.

2. Method

This study employs a qualitative approach to evaluate the effectiveness of the Mobile Passport application-based public service policy at the Class 1 Immigration Office, Surabaya. Data were collected through in-depth interviews, field observations, and document analysis. Interviews explored user experiences, challenges, and perceptions of the application, while observations provided insights into policy implementation and service efficiency. Document analysis offered a deeper understanding of regulations underpinning the application. The research focuses on assessing how the application impacts public experiences, service quality, and satisfaction during the passport application process. Key aspects examined include ease of use, service speed, officer responsiveness, and challenges like limited public digital literacy and infrastructure issues. The study also highlights the Surabaya Immigration Office's adaptation to service digitization, including officer training and public outreach efforts. Located at the Surabaya Immigration Office, East Java, the study site was chosen due to its high service volume and innovative digital services. This research aims to identify factors influencing the success of the application, analyze public perceptions, and evaluate how well the policy addresses challenges to enhance service quality, transparency, and public satisfaction in the digital era.

3. Results

This section provides a detailed overview of the research findings on the effectiveness of the Mobile Passport application-based public service policy at the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya. This research analyzes how the application contributes to improving the quality of public services and evaluates the factors affecting the effectiveness of the policy. The findings highlight various aspects influencing public satisfaction, including the ease of use, process speed, and technical issues encountered by users. The study also discusses how technology-based policy implementation can be used as a tool to enhance public service efficiency, improve accessibility for the public, and identify challenges that need to be addressed to optimize services at the Surabaya Immigration Office. This analysis provides deep insights into how the Mobile Passport application enhances overall service performance and creates a better experience for users.

A. Effectiveness of the Public Service Policy

In this study, the researcher used effectiveness theory to analyze the Mobile Passport application-based public service policy at the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya. This theory includes several key elements used to evaluate the extent to which the policy effectively improves the quality of public services. The indicators used include program understanding, target accuracy, timeliness, goal achievement, and tangible changes. This study aims to explore and analyze public understanding of the Mobile Passport application and whether the program has been effectively socialized.

Program Understanding

Program understanding within a policy refers to the extent to which the involved parties, both implementers and beneficiaries, understand the program's objectives, functions, and responsibilities. A solid understanding from each component involved is crucial for smooth policy implementation and goal achievement. In public policy, comprehensive understanding helps reduce obstacles arising from miscommunication or lack of awareness about the program's expectations. Effective socialization and communication are key to ensuring that everyone understands their roles in program implementation.

In the Mobile Passport application-based public service policy at the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya, program understanding is crucial for all involved parties, including immigration officers and the public as service users. Officers are expected to have a deep understanding of how the application works, the process steps, and how to handle technical issues that may arise during the application use. On the other hand, the public needs to understand how to use the Mobile Passport application, such as document upload steps, the online queue process, and the appointment schedule at the immigration office. Without a strong understanding from both sides, the application's implementation cannot operate optimally.

Therefore, ensuring the effectiveness of the Mobile Passport application requires substantial socialization. The Immigration Office needs to provide appropriate outreach to the public on how to use the application, including easily understandable guidance and responsiveness to user questions. A solid understanding will encourage the public to use this digital service confidently, enabling the policy to function as intended and achieve its primary goal: enhancing the quality and efficiency of public services in Surabaya.
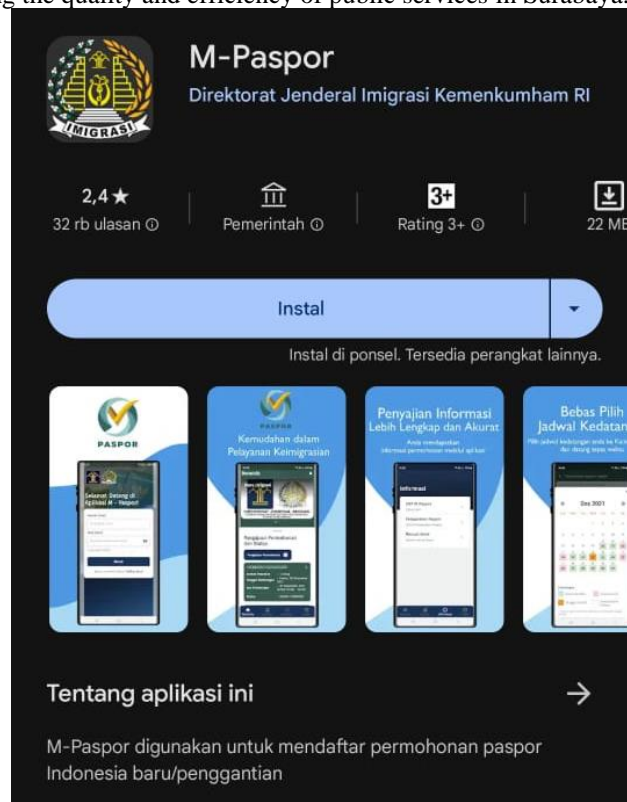

Figure 1 M-Passport Application

User Perspective on Mobile Passport Service, Mr. Aziz, a Mobile Passport service user, shared:

"The Mobile Passport program is indeed very effective in saving time, especially since we no longer need to queue at the immigration office. I personally found it helpful because the immigration office provided clear socialization regarding the steps to follow. My understanding of using the application improved after trying

it a few times. Although some people still don't fully understand it, I'm confident that with broader socialization, this program can be more widely accepted and help make public service processes more efficient."

Based on interviews with the public or Mobile Passport service users, Mr. Aziz noted that the program is highly effective in saving time and expediting the passport processing. He mentioned that with the Mobile Passport application, long queues at the immigration office could be avoided, making the process more efficient. Mr. Aziz also pointed out that the socialization provided by the immigration office was quite clear, especially regarding the steps involved in using the application. This helped users like him better understand the process after using the application several times.

Broader and ongoing socialization is necessary for the portion of the public that has not fully grasped the application's use to benefit from it. This interview revealed that, although the Mobile Passport program has been running well, about 25% of the public has not entirely mastered the application usage. They still experience confusion in the document upload process and appointment scheduling. Therefore, improving understanding through more intensive digital education is essential to reach community groups unfamiliar with digital services.

From this, it is evident that the program's understanding provided to the public is quite good, with around 75% of users feeling assisted by the socialization and guidance from the immigration office. However, about 25% of users still require further guidance, especially on the technical aspects of using the application. This indicates that the Mobile Passport program still needs improvements in digital education and information dissemination so that all segments of society can access this service easily and evenly.

Target Accuracy

Target accuracy in a program refers to the extent to which the program successfully reaches the target groups or individuals it was intended for. When a program is said to be on target, it means that it has been designed and implemented according to the needs and characteristics of the beneficiaries. This is important because if the program does not reach the right targets, the efforts made will be in vain, and the expected results will not be achieved optimally. Target accuracy also ensures that the resources used in implementing the program are allocated efficiently to the groups that truly need them.

In the context of the Mobile Passport application-based public service policy at the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya, target accuracy is crucial to ensure that the people who need this service the most can easily access it. The Mobile Passport application is designed to facilitate passport processing, particularly for those who are busy and require fast and efficient services. The program will be on target if it reaches groups that are already familiar with technology and can use the application independently. However, to ensure its effectiveness, broader socialization efforts are needed so that this application can also be utilized by groups who may not be very tech-savvy but still need quick services.

From analyzing the implementation of the Mobile Passport policy in Surabaya, it is evident that the target accuracy is quite good, especially for urban communities who are tech-literate. However, there are still groups who cannot access this application optimally due to a lack of understanding about how to use the application or limitations in technology infrastructure. Therefore, although the application's target accuracy has already helped a significant portion of the community, further efforts are needed to ensure that all layers of society can benefit from this service, allowing the policy to be considered fully on target and effective in improving public service quality in Surabaya.

User Perspective on Mobile Passport Service Ms. Sinta, a Mobile Passport service user, shared:

"In my opinion, Mobile Passport has been running well and is indeed aimed at people who want fast and efficient services. From my experience, this application really reduces the need to queue at the immigration office. However, I've also heard from some people who struggled during registration, possibly because they're not familiar with how to operate the app. Additionally, issues like limited quotas can sometimes be a problem. Even so, this application is quite on target, and with improvements and more socialization, I'm sure more people will be able to benefit from it."

Based on interviews with the public or Mobile Passport service users, Ms. Sinta stated that the application provides tangible convenience for people who want fast and efficient services. She found it helpful as it eliminated the need for long queues at the immigration office, saving her time and effort. Although Ms. Sinta felt comfortable using the application, she also mentioned challenges faced by other users, particularly related to a lack of understanding of how to operate the application. This factor indicates that, although the program has been running well, some people have not yet fully mastered its use.

Thus, more extensive and comprehensive socialization is needed so that people who are unfamiliar with the Mobile Passport application can better understand how it works. From Ms. Sinta's response, it appears that 70%

of users have benefited from this program, but about 30% still need additional assistance in understanding the technical aspects of the application. Ms. Sinta also highlighted the issue of limited quotas, which sometimes causes users to wait longer to register, also impacting the service's effectiveness.

From this, it is evident that the program understanding provided to the public is relatively good, though about 30% of users still need improvement in technical education on application use. Some suggested improvements include increasing the daily quota and enhancing socialization efforts, especially for those less familiar with technology. If these obstacles can be addressed, the effectiveness of the Mobile Passport policy will increase, allowing more people to enjoy faster and more efficient public services.

Timeliness

Timeliness in a program refers to the organizers' ability to complete tasks or activities according to the established schedule. This reflects how effectively the program is carried out within the planned time frame without significant delays. Timeliness is an essential indicator for measuring policy effectiveness, as delays can negatively impact user satisfaction, goal achievement, and overall program efficiency. In the context of public organizations, timeliness reflects the professionalism and quality of service provided to the community.

In the context of the Mobile Passport application-based public service policy at the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya, timeliness is a crucial element. The application is designed to expedite the passport processing procedure, so the public no longer has to endure long queues or delays in document processing. If the Mobile Passport application can ensure that each step, from registration to verification, is completed on time, then the policy can be considered successful in achieving one of its main goals—providing fast and efficient services. However, technical issues such as application disruptions or limited daily quotas can impact timeliness and need to be addressed effectively to maintain public satisfaction.

Field research findings indicate that although the Mobile Passport application has managed to speed up most of the passport processing stages, some technical issues still cause delays at certain points. Approximately 20% of users reported that they had to wait longer than expected due to system disruptions or quota issues. Therefore, regular evaluations of the technology infrastructure and increased service capacity are necessary to ensure that timeliness can be consistently maintained, enabling the policy to fully achieve its goal of enhancing public service effectiveness in Surabaya.

User Perspective on Mobile Passport Service Mr. Wahyu, a Mobile Passport service user, shared:

"I feel that in terms of timeliness, the Mobile Passport application greatly helps expedite the passport process. Previously, I had to wait in long queues at the immigration office, but now I can schedule my appointment more flexibly. The process is quite fast, from registration to data verification, although there are occasional technical issues, such as the application being down or under maintenance, which can slightly delay the process. Overall, the time spent is far more efficient compared to the manual method. The immigration staff is also responsive when I ask about issues, so I find this service to be very timely and effective."

Based on interviews with the public or Mobile Passport service users, Mr. Wahyu noted that the application has provided significant convenience in terms of timeliness. Previously, Mr. Wahyu had to face long queues at the immigration office, but with the Mobile Passport application, he can schedule his appointment more flexibly and efficiently. The passport application process, from registration to data verification, is relatively fast. However, Mr. Wahyu also mentioned a few technical issues, such as application disruptions or system maintenance, which occasionally hinder the application process.

To address this, improvements in technology infrastructure and more consistent maintenance scheduling are needed to minimize technical disruptions that could affect process efficiency. This insight shows that while the program is quite effective, there is a need to enhance system stability so more people can benefit from the application without issues. Mr. Wahyu also mentioned that the immigration staff's response to user problems has been satisfactory, so further improvements on the technical side would enhance overall effectiveness.

From this, we can see that the program understanding provided to the public is adequate, with around 80% of users feeling assisted by this service. However, there is still about 20% who feel improvements are needed, particularly regarding system stability and application maintenance. Enhancing these technical aspects will greatly help ensure that the Mobile Passport application runs more smoothly and meets users' overall expectations, allowing the policy to achieve its objective of improving public service quality.

Goal Achievement

Goal achievement in a program indicates the extent to which the expected outcomes are realized according to the plan. This is a primary measure of program effectiveness because if the goals are not met, the program cannot be considered effective, even if other elements may be functioning well. In evaluating a program, goal achievement is assessed by the alignment between actual outcomes and previously set targets. Program goals are

usually related to service improvement, efficiency, and stakeholder satisfaction, making the evaluation of goal achievement highly significant.

For the Mobile Passport application-based public service policy at the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya, goal achievement can be measured by how well the application enhances efficiency in passport processing and provides convenience to the public. This program aims to reduce wait times, improve accessibility, and lessen physical queues at immigration offices. If the Mobile Passport application can address these issues and meet the public's need for faster and more convenient services, the policy's goal can be considered achieved. However, the evaluation must also assess whether the application can reach all community segments, particularly those unfamiliar with technology.

Field research findings indicate that most of the policy's goals have been achieved, especially in terms of speeding up processes and reducing physical queues at immigration offices. However, some areas still require improvement, such as system stability and broader socialization to reach more users. With the progress made so far, the application has positively contributed to improving public service quality, although further enhancements are needed to fully achieve the program's goals, particularly in terms of accessibility and public satisfaction across various demographics.

User Perspective on Mobile Passport Service Mr. Setiawan Budi, a Mobile Passport service user, shared:

"I feel that the Mobile Passport application has been quite successful in achieving its goal of simplifying and speeding up the passport application process. As a user, I can handle everything online without needing to go to the immigration office, which saves a lot of time and effort. This is very efficient, both for the public and for immigration officers, as they can focus more on serving applicants in an organized manner. However, I also see that many people have not yet utilized this application, possibly due to a lack of socialization. If education on its usage is further enhanced, I believe this application will be more optimal and better able to achieve its primary goal."

Based on interviews with the public or Mobile Passport service users, Mr. Setiawan Budi expressed that the application has successfully achieved most of its goals in simplifying and speeding up the passport application process. He stated that the online process saves considerable time and effort without needing to visit the immigration office. This efficiency benefits not only the users but also helps immigration officers manage services better. According to Mr. Setiawan Budi, the application has significantly improved public service performance and strongly supports the effectiveness of processes at the immigration office.

However, increased socialization efforts are necessary, as many people have not yet fully utilized the application. Mr. Setiawan Budi observed that a lack of understanding or information about using the application might be the main obstacle. Broader education, through various information channels, is essential to ensure that people unfamiliar with technology can also benefit from the Mobile Passport application. With more people knowing about and understanding how to use the application, the program's goals can be achieved more optimally.

From this, we can see that the goal achievement of the Mobile Passport application has reached about 85%, with most users experiencing significant benefits from the application. However, there is still approximately 15% of the public who need more education and socialization, especially regarding application use. Increasing information dissemination and guidance for the public is necessary to ensure the program is more on target and all community members can enjoy the convenience the application offers.

Tangible Change

Tangible change in the context of public service policy effectiveness refers to the observable impact resulting from the implementation of a program. Sutrisno (2007) states that tangible change occurs when the program's outcomes provide measurable benefits to those involved, both the government and the public. This indicator assesses whether the policy implementation has genuinely brought a significant difference in processes, procedures, and service quality. An effective program will demonstrate clear performance improvements across various service aspects.

For the Mobile Passport application at the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya, tangible change can be seen in how the application simplifies public access to passport services. Observable changes include reduced wait times, increased process transparency, and easier access to information regarding passport application status. The application's implementation aims to reduce obstacles that usually occur in the manual process, making it easier for citizens to handle important document processing.

Additionally, the Mobile Passport application is expected to bring change in how the government serves the public. Through service digitalization, operational efficiency at immigration offices is anticipated to increase, allowing employees to focus more on strategic tasks while basic administrative procedures are managed through technology. If these changes are felt by the public, then this policy can be considered effective in achieving its goals.

User Perspective on Mobile Passport Service Ms. Dian, a Mobile Passport service user, shared:

"Since the Mobile Passport application was implemented, I have noticed a significant change in the passport processing procedure. In the past, I had to go directly to the immigration office and wait in line for hours, but now with this application, I can handle everything from home. The process, from filling out forms to scheduling interviews, has become easier and more structured. Additionally, the transparency regarding the application steps is much better, so I can monitor the status of my application directly through the app. I feel more comfortable and confident that the process is now more efficient and faster, without having to worry about complicated bureaucratic obstacles."

Based on interviews with the public or Mobile Passport service users, Ms. Dian expressed that this application has brought a significant, helpful change in the passport processing experience. She feels that using the application has made a previously time-consuming and effort-intensive process much more efficient. With the app, she no longer has to queue at the immigration office and can complete everything from home. The transparency of the application stages has also improved, making it easier to monitor the progress of her passport application in real-time, providing peace of mind in handling this important document.

Further improvements are necessary to enhance user experience, particularly in terms of making the application accessible for people less familiar with technology. From the interview, we see that while most users (around 90%) experience positive impacts from this change, approximately 15% feel the application needs improvements, especially regarding technical issues such as login challenges or features that are not yet fully optimized. This shows that not all users feel the same direct benefit, particularly those less tech-savvy.

From this, we can see that the tangible change experienced by around 90% of users demonstrates that this application is quite effective in improving public service quality. However, there are still aspects that need enhancement, especially in terms of technical support and user guidance for people who may need more help using the application. If these aspects can be improved, the Mobile Passport application could become a more inclusive and beneficial solution for all segments of society.
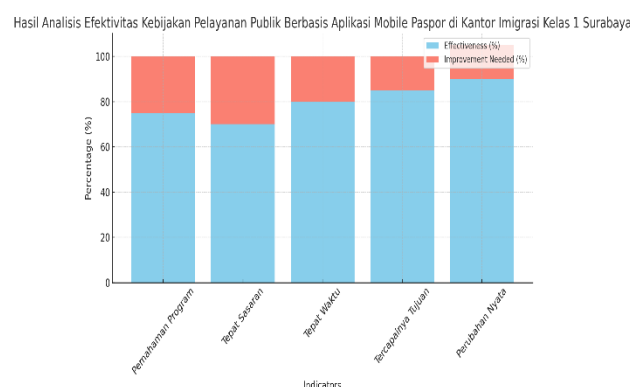

Figure 2 Analysis Results of the Effectiveness of Mobile Passport Application-Based Public Service Policy at the Class 1 Immigration Office in Surabaya

B. Challenges in the Effectiveness of the Mobile Passport Public Service Policy

The effectiveness of the Mobile Passport application-based public service policy at the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya is primarily related to the technology infrastructure supporting the application. Despite the advancement of digital technology, uneven internet network quality across various regions can hinder smooth application access. For people in areas with low internet connectivity, using this application may be ineffective as it requires a stable network for the registration and passport application processes. Additionally, technical issues in the application, such as crashes or system errors, can decrease user satisfaction and lengthen the service process.

Apart from technical issues, another challenge is user readiness and understanding of this technology. Some members of the community, especially older individuals or those not very familiar with digital technology, may face difficulties using the Mobile Passport application. A lack of socialization and support from immigration officials in using the application can also worsen the situation. If users do not understand how to operate the application, they may revert to manual methods, which diminishes the efficiency intended by this policy.

The final challenge relates to internal support from the immigration department itself. Implementing the Mobile Passport application requires strong coordination among various divisions within the immigration office, both in terms of online and in-person services. Limitations in technology-savvy human resources and challenges in changing work procedures at the immigration office can be additional obstacles to the policy's implementation. Without adequate training and support for immigration officers, the policy will not operate effectively, and achieving the main goal of faster and more efficient service will be difficult.
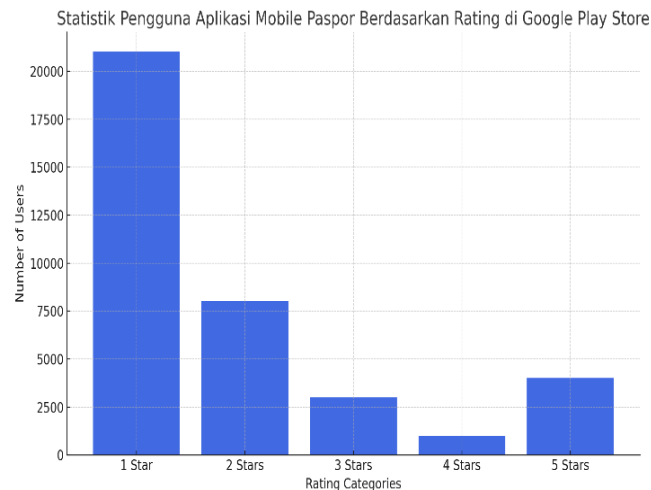

Figure 3 M-Passport Application User Statistics

Uneven Internet Network Quality Across Regions

Uneven internet network quality across regions is one of the main challenges in the effectiveness of the Mobile Passport application-based public service policy. In urban areas with better internet infrastructure, access to this application may not be an issue. However, in rural or remote areas, network quality is often limited in terms of speed and connection stability. This impacts users' ability to access the application smoothly, particularly during the registration, document upload, or verification processes that require a fast and stable internet connection. Users in areas with poor network quality often experience longer processing times, failed transactions, or even lost uploaded data due to disrupted connections. This condition not only reduces the policy's effectiveness but also increases frustration among the community members who are supposed to benefit from this digital innovation.

Difficulties in Using the Application

Difficulties in using the Mobile Passport application are primarily experienced by people less familiar with digital technology, such as older individuals or those who rarely use technological devices. Although the application is designed to simplify the passport application process, it can feel complicated for those unaccustomed to the app interface or complex digital steps like document uploading, online form filling, or biometric verification. A lack of knowledge about these technical steps often leads to confusion and mistakes in the registration process, ultimately slowing down service and causing frustration. Additionally, reliance on the application without sufficient guidance or assistance from immigration officers makes some people feel uncertain or afraid of making mistakes, prompting them to prefer manual methods that should have been phased out. This limited digital literacy is a significant barrier to achieving the primary policy goals of faster and easier public service.

Adaptation to Rapid Policy Changes

Adaptation to rapid policy changes in implementing the Mobile Passport application poses a unique challenge, especially for users and immigration officers unaccustomed to continuously evolving technology. Frequent changes, such as application feature updates, process flow adjustments, or sudden system fixes, can cause confusion for both users and service officers. For users, updates without clear guides or training can create difficulties in understanding new application operations, particularly if they are not used to technological changes. On the other hand, immigration officers must also quickly adapt to these changes to provide maximum service. Without effective training or socialization regarding these policy updates, for both users and officers, the risks of miscommunication, technical errors, and reduced service quality increase significantly. Inadequate adaptation to policy changes can hinder the goal of achieving efficient and fast service as expected from this application-based policy.

4.   Conclusion

Based on the research findings, it can be concluded that the Mobile Passport application-based public service policy at the Class 1 Immigration Office at the Immigration Checkpoint in Surabaya has had a significant impact in facilitating the passport application process. Public understanding of the program is relatively good, with around 75% of users feeling supported by the socialization provided by immigration authorities. However, about 25% of users still require further guidance, particularly on the technical aspects of using the application. This indicates that although the program has been functioning well, digital education and information dissemination still need improvement to ensure all segments of society can access and utilize this service optimally.

In terms of target accuracy, the policy has achieved its intended goals effectively, with 70% of users finding the Mobile Passport application helpful. However, 30% of the public still experiences challenges using the application, mainly due to limited daily quotas and a lack of technical understanding. Broader socialization and an increase in daily quota capacity are needed to ensure that services are more evenly distributed and not hindered by technical limitations. Additionally, application and system stability must be improved to provide faster and more accurate service, aligning with the policy's objectives.

The Mobile Passport policy has achieved approximately 85% of its intended goals, with the majority of users experiencing significant benefits. However, around 15% of users feel that improvements are necessary, particularly regarding technical support and understanding of how to use the application. A tangible improvement in user experience has been felt by about 90% of users, though certain technical issues, such as login problems and unoptimized features, remain challenges for some users. Therefore, further improvements in technical aspects and user education are essential to ensure that this application provides more equitable and effective service for the entire community.

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