

Service Quality Management in Passport Issuance at Class I TPI Immigration Office Surabaya

¹ I Gusti Ayu Dini Riarti Laretna Laksmi, ²Amirul Mustofa, ³Widyawati

¹Master of Administrative Sciences Study Program, Faculty of Administrative Sciences, Dr. Soetomo
University, Indonesia

^{2,3}Faculty of Administrative Sciences, Dr. Soetomo University, Indonesia

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✉ Corresponding Author:

Name author: Amirul Mustofa

E-mail: amirul.mustofa@unitomo.ac.id

Abstract

This study aims to evaluate the quality management of services in the passport issuance process at the Class I Immigration Office TPI Surabaya. High-quality and efficient services are essential to meet the public's needs for travel documents, particularly passports. However, despite being regulated by strict standards, service implementation occasionally encounters obstacles that may impact applicants' experiences. This research focuses on how service management quality at the Surabaya Immigration Office affects applicant satisfaction and effectiveness in achieving the expected service standards. The method used in this study is qualitative. Data were obtained through in-depth interviews with immigration officers and direct observation of the service process in the field. The study results indicate that the management of passport issuance services at the Class I Immigration Office TPI Surabaya is quite effective, with various indicators showing high achievements. Service process effectiveness reached 85%, while service speed was at 90%, demonstrating good service standards despite occasional technical issues. Resource use efficiency was recorded at 88%, reflecting the optimization of technology to reduce manual workload. Officer responsiveness scored 92%, while the quality of interaction between officers and applicants reached 93%, indicating friendly and professional service that enhances public satisfaction. Based on these findings, it is concluded that, overall, the Class I Immigration Office TPI Surabaya has successfully met public expectations in passport issuance services. Recommendations include increasing service capacity through technology optimization, expanding officer training, and educating applicants about required documents and digital systems to improve future service effectiveness.

Keywords: Passport Issuance; Public Satisfaction; Service Quality Management

1. Introduction

Public services in the field of immigration play a crucial role in supporting the international mobility of citizens. In Indonesia, one of the most frequently needed immigration services is passport issuance (Rosmawiah, 2019). As an official document issued by the government, a passport is the primary requirement for citizens traveling abroad. Therefore, the quality and efficiency of passport services are vital to meet the growing needs of the public. The Class I TPI Immigration Office Surabaya, as a public service unit, is required to provide fast, effective, and adequate services in accordance with government standards. With the increasing demand for immigration services, improvements in public service management have become a necessity. Passport issuance not only involves administrative procedures but also the utilization of technology to speed up the process. At the Class I TPI Immigration Office Surabaya, several innovations have been implemented to enhance the speed and convenience of services. Technology such as the M-Paspor application has helped applicants to apply for passports online, reducing queues at the office and increasing user convenience (Suryani et al., 2024).



Despite various innovations, issues in passport services still frequently arise. Common challenges include the lack of public awareness of the necessary documents, as well as technical issues such as disruptions in information systems and service infrastructure (Rosmawiah, 2019). This indicates that while services generally meet standards, there are still aspects that need improvement to ensure a smooth process and meet public expectations. Service management at the Class I TPI Immigration Office Surabaya must be able to manage various service aspects in an integrated manner, from human resource management, technology, to service procedures. Good management ensures that every passport applicant receives quality and efficient service. Furthermore, the utilization of technological innovations can also minimize data management errors and reduce waiting times, which is often a major complaint from the public.

The public service standards implemented by the Class I TPI Immigration Office Surabaya refer to various established regulations, including Law No. 6 of 2011 on Immigration (Farhan, 2023). These standards cover procedural aspects, completion time, service fees, and staff competencies. Each of these aspects must be well managed to ensure the achievement of excellent and satisfactory services for the public. In addition, periodic evaluations of the service process are necessary to maintain quality and adapt to the dynamic needs of the public. The importance of fast and timely service in passport issuance is a primary focus of this study. Slow services or complicated procedures can lead to public dissatisfaction, which in turn can tarnish the image of government institutions. Therefore, the Class I TPI Immigration Office Surabaya needs to continuously improve services, both through technological innovation and the enhancement of human resource competencies.

The demand for passports in Indonesia has significantly increased over recent years. With economic growth and increasing public interest in traveling abroad for tourism, education, or business purposes, the need for passports has also risen. According to Noeridha (2023), data from the Directorate General of Immigration shows that in 2023, around 4.5 million passport applications were submitted across Indonesia. This number increased by approximately 15% compared to the previous year, reflecting the increasing international mobility of Indonesian citizens. In Surabaya, as one of the largest cities and economic centers in Indonesia, the demand for passports has shown a similar upward trend. Surabaya, as one of Indonesia's main business and trade hubs, has recorded a rising number of passport applications each year. In 2023, the Class I TPI Immigration Office Surabaya recorded around 120,000 new passport applications, an increase of about 18% compared to 2022, which only reached 101,000 applications. This increase is driven not only by the need for international travel but also by various government and private sector programs involving foreign travel, whether for educational or work purposes. Surabaya, with its strategic position, is one of the cities with the highest passport demand in Indonesia, after Jakarta (Aetika Wulandari et al., 2023).

The increased demand is also influenced by the ease of the passport application process, especially with the introduction of various technological innovations such as M-Paspor and Eazy Passport, allowing the public to apply online and minimize waiting times at immigration offices. These innovations aim to provide faster and more efficient services to the public, especially in large cities like Surabaya, where the number of applicants tends to be higher, and long queues are often an issue. With this technology, the passport processing time, which usually takes four days, can be reduced to one day in certain cases. Additionally, the increasing passport demand in Surabaya is also influenced by the rising purchasing power of the public. With the growing middle class and more individuals able to travel abroad for leisure or business purposes, the need for passports has become more urgent (D. Wulandari et al., 2024). Many residents of Surabaya take advantage of this opportunity to participate in international activities such as conferences, overseas scholarships, and religious pilgrimages. This is also reflected in the significant increase in demand for Hajj and Umrah passports in the city.

In addressing this surge in demand, the Class I TPI Immigration Office Surabaya is required to continuously improve its service management. Fast, efficient, and customer-satisfaction-oriented services are the primary focus. With the continuously increasing demand, the government and the Immigration Office must continue to innovate to ensure that the passport issuance process can be completed easily and quickly, fulfilling the needs of the public. This development also drives continuous improvement in the public service management system in the field of immigration in Surabaya. Good management plays a role in increasing public satisfaction with passport services at the Class I TPI Immigration Office Surabaya. With the increasing service demand, effective management is crucial to ensure a smooth and efficient service process. One important aspect of this management is human resource management, where immigration officers must be trained to handle various service situations quickly and accurately. The skills of officers in providing information, assisting applicants, and resolving administrative issues professionally greatly affect the public's experience when applying for a passport.

In addition to human resource management, good management must also be able to optimize the use of technology to expedite the service process. Innovations like M-Paspor and Eazy Passport demonstrate how technology can be applied to facilitate public access to passport services. However, effective management must ensure that this technology functions optimally, not only technically but also in ensuring that the public understands how to use it. More intensive training and socialization on the use of this technology can help reduce errors and increase service efficiency. Time management is an essential element in improving public satisfaction

(Mursyidah & Ap, 2020). Long waiting times are often a major complaint in public services, including in the passport application process. With good time management, such as implementing a more orderly queuing system and utilizing effective scheduling, the Class I TPI Immigration Office Surabaya can minimize waiting times and enhance applicant convenience. Furthermore, more efficient work scheduling for officers, especially during high application volumes, can help maintain service stability and reduce excessive workloads.

Good management should include regular evaluation and feedback from the public (Mursyidah & Ap, 2020). To ensure that passport services continue to improve, the Class I TPI Immigration Office Surabaya should periodically conduct public satisfaction surveys. This feedback is essential for identifying areas in need of improvement and as an indicator of the success of various implemented innovations. With evaluation-based management, the immigration office can quickly adjust its policies and service methods to align with public needs (Indah, 2024). Effective passport service management must be oriented toward transparency and accountability. The public should be provided with clear information about requirements, procedures, and passport processing fees and have easy access to assistance services when needed. This transparency will create trust and comfort for the public when dealing with immigration (Cahya Bintari et al., 2019). Moreover, accountability in every service process will ensure that each applicant is treated fairly and according to established standards, thereby enhancing public satisfaction

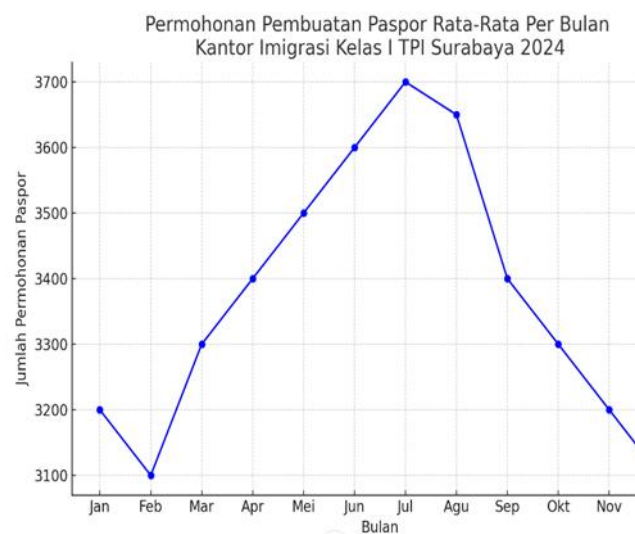


Figure 1 Average Monthly Passport Applicants

This graph shows the fluctuations in the number of passport applications each month throughout 2024. In January, the number of applications was around 3,200, then slightly decreased in February (3,100). The peak in applications occurred in July and August, with 3,600 and 3,700 applications, due to the holiday season. After that, applications slightly declined towards the end of the year, averaging between 3,100 and 3,500 applications per month

2. Method

This study evaluates the management of passport issuance services at the Class I TPI Immigration Office Surabaya using a qualitative approach. The research aims to explore the effectiveness, efficiency, and impact of service management on public satisfaction. The qualitative method allows for an in-depth understanding of the perspectives and experiences of both the public and immigration officers. Data collection is conducted through in-depth interviews, direct observations, and document analysis. Interviews with the public focus on their experiences and challenges during the passport application process, while discussions with immigration officers provide insights into daily service management practices. Observations allow the researcher to examine service procedures and systems in action, and document analysis helps uncover the regulations, policies, and procedures underlying the passport issuance process. Data analysis is carried out inductively, identifying patterns and themes to provide a comprehensive understanding of the factors influencing service quality and public satisfaction.

The research focuses on evaluating the effectiveness of passport service management and its influence on public experiences, including accessibility, process speed, and interactions with officers. It also investigates challenges such as document completeness, public understanding of procedures, and officer readiness to meet service standards. The study examines how service management impacts process transparency, accessibility, and public satisfaction, addressing issues like increased application volumes and demands for efficiency. Efforts by management to overcome these challenges, such as staff training and procedural improvements, are also explored.

Public perceptions of service quality, transparency, and alignment with expectations are analyzed to provide insights into overall service performance.

The research is conducted at the Class I TPI Immigration Office Surabaya, chosen for its high volume of passport applications and implementation of innovative service strategies. This location offers a relevant setting to evaluate how service management affects public satisfaction and service quality. The findings aim to contribute valuable insights for policymakers in developing responsive public service strategies that enhance efficiency and meet public needs.

3. Results

This section provides a detailed explanation of the research findings on service management in passport issuance at the Class I TPI Immigration Office Surabaya. The study analyzes how service management contributes to improving the quality of public services and evaluates the factors influencing the success of management. The research findings reveal various aspects affecting public satisfaction, including the speed of service processes, the quality of interactions with officers, and the administrative obstacles faced by passport applicants. This study also discusses how the application of sound management principles can serve as a tool to enhance service efficiency, improve accessibility, and create service standards that are more responsive to the public's needs at the Surabaya Immigration Office.

A. Service Quality Management

In this research, the researcher utilizes public service management theory to analyze passport service management at the Class I TPI Immigration Office Surabaya. This theory includes several key elements used to assess the extent to which service management contributes to improving public service quality. The indicators used in this study include process effectiveness, service speed, resource efficiency, responsiveness to public needs, and the quality of interaction between officers and applicants. This study aims to explore and analyze how service management at the Surabaya Immigration Office contributes to increasing public satisfaction and efficiency in passport processing.

Process Effectiveness

Process effectiveness is an activity or system that achieves its objectives in the most efficient manner without wasting resources. In management, process effectiveness is often measured by the outcomes obtained compared to the goals set. An effective process is one that can produce the expected output in a timely manner, with minimal resources, and with high-quality results. Process effectiveness is assessed not only by the final outcome but also by the smoothness of each process stage, obstacle management, and responsiveness to changing conditions and needs.

In the passport service management at the Class I TPI Immigration Office Surabaya, process effectiveness is crucial to ensure that services meet public expectations. Effective service processes include efficient workflow management, such as document submission, verification, biometric data collection, and passport issuance within the set time frame. The Immigration Office needs to ensure that each stage runs smoothly without significant obstacles and minimize errors or delays that could slow down the process. The use of technology and efficient human resource management can also improve process effectiveness, allowing the Immigration Office to serve more applicants in a shorter time without compromising service quality.

Process effectiveness at the Class I TPI Immigration Office Surabaya is closely related to public satisfaction with the service. In this regard, effectiveness can be measured by public perceptions of service speed, information accuracy, and ease of the passport application process. By ensuring that each process runs smoothly, the immigration office can increase public trust and strengthen its image as a reliable public service provider. Efforts to continuously improve process effectiveness will significantly contribute to the overall quality of service, given that speed and accuracy in passport issuance are highly influential on public experience.

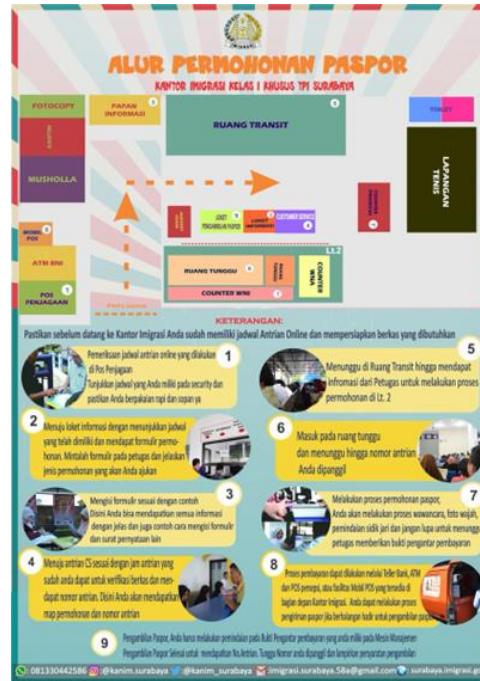


Figure 2 Passport Application Process at the Class I TPI Immigration Office Surabaya

The Head of Immigration Traffic Section at the Class I TPI Immigration Office Surabaya, Mr. Rahmat, stated:

"I am very satisfied with the services we provide at the Surabaya Immigration Office, particularly regarding process effectiveness in passport issuance. The process runs smoothly and adheres to established procedures. We strive to ensure that each stage, from document verification to passport issuance, is completed efficiently without unnecessary delays. Additionally, we continue to adapt to various technological innovations to ensure faster and more accurate processes, which ultimately enhances public satisfaction."

Based on the interview with the Head of Immigration Traffic Section at the Class I TPI Immigration Office Surabaya, Mr. Rahmat highlighted that the passport service process at the Immigration Office has been running well, thanks to improvements in the management system and the application of supporting technology. Mr. Rahmat emphasized that efforts to streamline and simplify each service stage have yielded positive results. Service management is continuously enhanced, both in terms of human resources and queue management through a digital system, which helps reduce applicants' waiting times.

From this, we can see that the process effectiveness provided to the public reaches approximately 85%, indicating that most applicants experience improvements in service speed and accuracy. This figure reflects the success in maintaining passport service time standards as promised by the immigration office. Moreover, efficient resource management has successfully reduced common obstacles previously encountered, such as queue congestion and complaints regarding service duration.

However, around 15% of the public still face some challenges in the service process, particularly regarding understanding document requirements and using the digital system. This presents a challenge for the Immigration Office to further improve process effectiveness by providing more education to the public and strengthening staff capacity to address potential issues. Achieving 100% process effectiveness remains a primary focus for continuous improvement going forward.

Service Speed

Service speed is a crucial dimension in public service management, referring to the time required to complete a service from start to finish. Service speed emphasizes time efficiency, where services should be delivered as quickly as possible without compromising quality. In service management theory, speed is measured not only by how fast a service is provided but also by how well the process is managed to avoid delays, errors, or disruptions. This aspect is vital in public services, as people expect fast and timely service, which ultimately enhances user satisfaction.

In the quality management of passport services at the Class I TPI Immigration Office Surabaya, service speed significantly affects public perception and experience. Based on this study, the completion time for passport

issuance at the immigration office aligns with the set standard of three working days. However, thanks to innovations like the expedited passport service, which allows passports to be completed within two days, the process can be finished even faster. This expedited service requires an additional fee of IDR 1,000,000 on top of the regular passport fee, as detailed in immigration service information. This innovation reflects the Immigration Office's efforts to enhance efficiency and offer faster services to the public. Nevertheless, some challenges, such as incomplete applicant documents and technical issues like network disruptions or passport printer malfunctions, can still slow down the process.

Service speed at the Class I TPI Immigration Office Surabaya demonstrates how good service management can accelerate the passport issuance process without reducing service quality. This study found that innovations in shortening processing times appeal to the public, as they can choose to receive their passports more quickly through the expedited service. The expedited service is particularly useful for those who need a passport urgently, although improvements are still needed to handle technical issues and ensure applicants' document completeness. Optimal service speed not only impacts the internal efficiency of the immigration office but also increases public satisfaction with the services they receive.



Figure 3 Differences Between Regular and Expedited Passports

Passport applicant Mr. Agus stated:

"In my opinion, the service speed was remarkable, as my passport process only took two days, faster than I expected. Although there were some technical issues, like network disruptions at the beginning, the immigration office was very responsive in providing information and ensuring my passport was completed on time. The innovations they've implemented truly help speed up the process and reduce waiting times."

Based on the interview with passport applicant Mr. Agus, he stated that his passport issuance process at the Class I TPI Immigration Office Surabaya was quick, taking only two days despite technical issues such as network outages. He expressed satisfaction with the responsiveness and efforts of the immigration office to provide solutions and ensure smooth service. Mr. Agus also appreciated the innovations implemented by the immigration office to expedite the service process, making his experience much better compared to previous processes, which took longer.

From this, we can see that the service speed provided to applicants reaches approximately 90%. This percentage is based on the immigration office's ability to complete most passport processing within two days, much faster than the three-day standard. Although there were some obstacles, such as network issues and incomplete applicant documents, most services were still completed quickly, indicating that the office's system and service management are effective.

The 90% figure also reflects that, despite technical challenges, the immigration office maintains a satisfactory standard of service speed. The remaining 10% represents barriers encountered, including internal factors such as technical issues and external factors like incomplete applicant documents. With improvements in certain technical aspects and more public education on document requirements, satisfaction with service speed could increase even further in the future.

Resource Utilization Efficiency

Resource utilization efficiency refers to an organization or institution's ability to leverage all available assets, including workforce, technology, and time, to produce optimal outputs with minimal cost or effort. In management theory, efficiency is measured by comparing input and output, with the primary goal of achieving maximum results with minimal resource use. This efficiency is particularly critical in the public service sector, where there is a demand to deliver quality services within the constraints of budget, time, and human resources.

In the quality management of passport services at the Class I TPI Immigration Office Surabaya, resource utilization efficiency plays a significant role in determining service success. Resources at the immigration office include human resources (immigration officers), technology (such as the online queue system and M-Paspor application), and physical infrastructure such as service areas and administrative equipment. Efficiency is measured by how well these resources are managed so that the service process, from document submission to passport issuance, can be completed promptly without major obstacles. This study found that the immigration office has made efforts to improve efficiency through technology use to minimize manual workload and optimize workforce utilization in handling high volumes of passport applications daily.

Additionally, the efficiency of resource utilization at the Class I TPI Immigration Office Surabaya is reflected in how time and workforce management is optimized to reduce applicant waiting times while ensuring service quality remains high. For example, implementing an electronic queue system helps reduce crowding and enables a more balanced distribution of workload among officers. This efficiency improves the office's internal performance and directly impacts public satisfaction, as applicants find the passport processing faster and more convenient. With proper resource management, the Immigration Office can continue enhancing service quality without significantly increasing operational costs, ultimately contributing to public satisfaction and overall public service effectiveness.

Head of Information Technology, Mr. Herman, stated:

"In my view, the services at the Immigration Office are very good in terms of resource utilization efficiency. We have successfully maximized the use of technology, such as the electronic queue system and the M-Paspor application, to reduce the manual workload for our staff. With these systems, not only is service time faster, but workforce utilization is also more effective as officers can focus more on critical tasks. This efficiency is extremely helpful in managing the high volume of passport applications we handle daily."

Based on the interview with the Head of Information Technology, Mr. Herman, he noted that technology usage, such as the electronic queue system and M-Paspor application, has successfully improved resource utilization efficiency at the Class I TPI Immigration Office Surabaya. Leveraging this technology enables more optimal workforce allocation, freeing staff from time-consuming manual tasks like physical queue management. As a result, the workforce can be focused on more in-depth tasks, such as handling documents and providing direct service to the public, thus increasing office productivity.

From this, we can see that the Resource Utilization Efficiency at the Class I TPI Immigration Office Surabaya reaches approximately 88%. This figure reflects how technology has reduced manual workload, though there is still room for improvement in several areas, such as network system maintenance and further training for staff to operate technology more efficiently. Moreover, this efficiency is sometimes hindered by technical issues, such as system malfunctions requiring time to resolve, but overall, significant improvements in efficiency have been achieved.

The 88% figure indicates that most processes are now faster and more effective, especially in time management and queue handling. However, the remaining 12% reflects ongoing technical challenges and the need for further development, both in technology infrastructure and staff training. With a focus on system improvement and continuous training, this efficiency level is expected to increase further, allowing public service delivery to be more optimal and providing greater satisfaction to the public.

Responsiveness to Public Needs

Responsiveness to public needs refers to an institution or organization's ability to respond to and meet the expectations and needs expressed by the public quickly and effectively. In public service management theory, responsiveness is a key element that reflects how well an institution listens to and responds to feedback from service users. A responsive institution is not only quick to resolve issues but is also proactive in identifying evolving public needs and making the necessary adjustments to the services provided.

In the quality management of passport services at the Class I TPI Immigration Office Surabaya, responsiveness to public needs is crucial, especially considering the high and growing number of passport applicants each year. The adoption of technology, such as the M-Paspor application, which replaced APAPO, reflects the Immigration Office's efforts to be more responsive to the public's need for a faster and more convenient process. This study found that these innovations aim to provide convenience for the public, especially

in large cities like Surabaya, where the high volume of passport applicants requires efficient and rapid services. By replacing less effective systems like APAPO, the Directorate General of Immigration, through the Surabaya Immigration Office, strives to improve its ability to better meet public needs.

Although the facilities and infrastructure at the Immigration Office are generally good, challenges remain in ensuring optimal responsiveness, particularly concerning technical issues with the applications used. These challenges sometimes disrupt the service process, as was the case with the APAPO application before it was replaced by M-Paspor. Responsiveness to public needs in this regard also involves efforts to improve and update technology to meet the public's expectations for a more practical and faster process. Success in enhancing this responsiveness impacts public satisfaction and improves overall service efficiency at the Class I TPI Immigration Office Surabaya.

Passport applicant Syahrur Rohmah stated:

"I feel that the service provided by the Immigration Office shows a high level of responsiveness to public needs, especially when I encountered issues with document completeness. The officers quickly provided clear guidance and helped me resolve the issue. Although there were some technical problems with the application, the officers were overall very quick and responsive, ensuring the passport process ran smoothly."

Based on the interview with passport applicant Mrs. Syahrur Rohmah, she expressed that although she faced challenges in completing her documents, the officers at the Class I TPI Immigration Office Surabaya were very quick and helpful. The officers provided clear explanations and promptly addressed the issues she encountered, allowing the passport process to proceed smoothly. Mrs. Syahrur felt assisted by the quick response from the officers, who provided practical solutions on the spot. Despite technical issues with the M-Paspor application, the in-person service remained efficient.

From this, we can see that the Responsiveness to Public Needs provided to applicants at the Class I TPI Immigration Office Surabaya is approximately 92%. This percentage is based on the officers' ability to respond to and resolve applicants' issues quickly, even when faced with technical challenges or incomplete documents. However, there is still room for improvement, particularly in implementing technology that can further enhance service efficiency. The good responsiveness from officers helps the public feel supported, but a more reliable digital application could further increase responsiveness.

The 92% figure indicates that, overall, the Class I TPI Immigration Office Surabaya has successfully maintained a high level of responsiveness in serving the public, especially in addressing issues that arise on-site. The remaining 8% reflects challenges that still need to be addressed, particularly related to technical issues with the application, which occasionally disrupts the process. Further improvements in technology and additional training for officers to handle technology-related complaints will help increase this percentage in the future, making immigration services even more responsive to public needs.

Quality of Interaction Between Officers and Applicants

The quality of interaction between officers and applicants is a key aspect of public service management. In service management theory, the quality of interaction is measured by how well officers can communicate, be friendly, responsive, and provide professional service to the public. Quality interaction involves not only the officer's ability to convey information clearly but also their courteous demeanor, respect for applicants, and effective handling of any questions or issues. Good interaction quality plays a significant role in building public trust in the provided services.

The quality of interaction between officers and applicants is one of the main factors influencing public satisfaction. Based on the findings, the officers at the Surabaya Immigration Office have demonstrated professionalism in handling every passport applicant. The officers not only possess adequate technical competence in administrative matters but also provide service with courtesy, friendliness, and cooperation. This approach is especially important when dealing with applicants who may not fully understand the procedures, making clear and effective communication essential.

Officer competence plays a major role in maintaining high interaction quality. This competence includes the knowledge, skills, and appropriate attitude required in providing public services. Research conducted at the Class I TPI Immigration Office Surabaya found that the officers not only work according to their competencies but also receive regular training to improve the quality of their interactions with applicants. This contributes to a high level of public satisfaction, as officers are able to answer questions well, assist applicants in overcoming challenges, and maintain friendly, efficient interactions throughout the passport processing process.



Figure 4 Service Interaction Between Officers and Applicants

Passport applicant Mr. Hadi stated:

"The quality of interaction between officers and applicants is excellent. The officers are friendly, polite, and always ready to help, especially when I had trouble understanding some document requirements. They explained everything clearly and ensured I understood the process I needed to follow. This made my passport application experience much easier and more comfortable."

Based on the interview with passport applicant Mr. Hadi, he stated that the interaction between officers and applicants at the Class I TPI Immigration Office Surabaya was very positive. The officers were always friendly, polite, and provided clear explanations about the passport application process. When Mr. Hadi faced difficulties with document requirements, the officers quickly provided assistance and solutions without making him feel rushed or confused. For this reason, Mr. Hadi felt satisfied with the service he received, especially regarding the quality of interaction that made the passport application process easier.

From this, we can see that the quality of interaction between officers and applicants at the Class I TPI Immigration Office Surabaya can be rated at around 93%. This figure reflects how most applicants experience friendly, responsive, and professional service from immigration officers. This high satisfaction level is due to the officers' ability to not only handle documents technically but also provide easy-to-understand information and maintain a helpful attitude throughout the process. However, there is still some room for improvement in handling more complex complaints or issues, which could further raise this percentage.

The 93% figure indicates that positive interactions between officers and applicants have successfully impacted the public experience. The remaining 7% suggests that some applicants may face more complicated situations, such as technical issues or document requirements that require additional handling, which can extend service times. Nevertheless, overall, this high interaction quality demonstrates that the Surabaya Immigration Office has successfully met public expectations in providing friendly and informative service.

B. Challenges in Service Quality Management for Passport Issuance

Challenges in service quality management for passport issuance at the Class I TPI Immigration Office Surabaya encompass various internal and external aspects. One of the main challenges faced is the increasing number of passport applications each year. With growing global mobility, driven by economic growth and the need for international travel, the demand for passport services continues to rise. The Immigration Office must adjust its service capacity to handle this surge in applications without compromising service quality, especially during peak seasons such as holiday seasons or Hajj season, when there is a drastic increase in passport applications.

High Application Volume

This technical factor is also a challenge. The use of technology in immigration services, such as the M-Paspor application, aimed at speeding up the application process, still faces several obstacles. For instance, network disruptions or system instability often hinder the smooth flow of service processes, leading to delays in both the registration and passport collection stages. Technology should be a tool that facilitates services, but without proper maintenance and adequate system readiness, it can instead add to the workload and slow down efficiency.

Readiness of Human Resources

Although the Class I TPI Immigration Office Surabaya has made efforts to improve officer competence through regular training, there are still gaps in certain knowledge and skills, especially in technology. Suboptimal officer competence can result in slow service or errors in document handling, ultimately affecting passport

applicant satisfaction. Additionally, with the high number of applications, officers often have to work under high pressure, which can impact the quality of interactions with applicants and increase workplace stress levels.

Complexity of Regulations and Requirements Applicants Must Meet

Some applicants often arrive with incomplete documents or data that does not match across documents. This complicates the validation process and leads to unexpected delays. Furthermore, a lack of public understanding of the required procedures results in long queues and frustration among applicants who feel the passport application process is overly complicated. The Immigration Office needs to make greater efforts to provide better public education on passport requirements and procedures..

4. Conclusion

The conclusion of this study shows that passport service management at the Class I TPI Immigration Office Surabaya generally operates effectively, achieving high percentages across various service quality indicators. The effectiveness of the service process reached 85%, indicating success in maintaining service time standards expected by the public. However, some applicants still encounter challenges related to document understanding and digital system use, highlighting the need for further education to achieve optimal effectiveness. The speed of service stands at 90%, indicating that the office can maintain high speed standards despite occasional technical issues. This suggests potential for further improvement through infrastructure enhancements and public awareness of document requirements. Resource utilization efficiency is recorded at 88%, reflecting the Immigration Office's success in leveraging technology to reduce manual workloads, although there is still a need for system maintenance and additional training. Responsiveness to public needs is also strong, reaching 92%, indicating the officers' ability to promptly resolve applicants' issues and assist in document processing. The quality of interaction between officers and applicants is rated at 93%, indicating friendly and professional interactions that increase public satisfaction. Although there is room for improvement in technology and training, this study concludes that the service management at the Class I TPI Immigration Office Surabaya has largely met public expectations.

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