



The Effectiveness of the Use of the M-Paspor Application at the Immigration Traffic Section Application Counter of the Class I TPI Immigration Office in Bandung

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ABSTRACT

The rapid development of information and communication technology has improved the effectiveness of various sectors, including public services. In Indonesia, information technology has been adopted to support good governance, particularly in immigration services. The Directorate General of Immigration introduced the M-Paspor application to simplify and improve the passport application process. This study uses a descriptive qualitative method to analyze the effectiveness of M-Paspor at the application counter of the Class I TPI Immigration Office in Bandung. Effectiveness is measured based on five indicators: program understanding, target accuracy, timeliness, goal achievement, and tangible outcomes. The findings indicate that the application's implementation is fairly effective. However, several challenges remain, including limited infrastructure, server disruptions, network issues, and insufficient equipment. Continuous improvement, infrastructure development, and intensified socialization are needed to enhance overall service quality.

INTRODUCTION

The rapid development of information and communication technology has continued to accelerate over time, significantly influencing various aspects of human life. Information technology encompasses a wide range of facilities and infrastructures, including hardware, software, user devices, systems, and methods used to collect, transmit, process, interpret, store, manage, and utilize data in a meaningful manner. (Wulandari et al., 2024) The utilization of this technology offers substantial potential for improving effectiveness and efficiency across multiple sectors. Its capacity to accelerate operational processes, reduce information dissemination time, expand service coverage, and enhance transparency has made information technology an essential instrument in modern public administration (Sovia Rosaline, 2022).

Technological advancements have transformed many work processes from manual systems into automated and digital platforms. This transformation has been driven by the need to improve organizational performance, reduce operational costs, and enhance service responsiveness. In the public sector, digital transformation has become a strategic priority to strengthen institutional accountability and promote good governance. As a result, many governments, including that of Indonesia, have integrated information and communication technology into their administrative systems to improve service delivery and public trust (Alfatiha et al., 2025)

In Indonesia, the development of e-government is supported by Presidential Instruction No. 3 of 2003 concerning the National Policy and Strategy for E-Government Development. In addition, Article 4(c) of Law No. 11 of 2008 on Information and Electronic Transactions emphasizes the role of information technology in enhancing service efficiency and effectiveness (Pemerintah Republik Indonesia, 2018). These regulations provide a legal foundation for public institutions to adopt digital systems as a means of improving public service quality. Consequently, government agencies are encouraged to continuously innovate in designing technology-based service mechanisms that are adaptive to societal needs (Filayly & Ruliana, 2022).

Public service is a fundamental function of immigration administration and constitutes an essential component of state governance. Immigration services include passport issuance, visa and residence permit processing, border inspections, law enforcement, national security maintenance, and facilitation of social welfare development. These services aim to ensure the fulfillment of citizens' rights to administrative services while maintaining national sovereignty. Furthermore, immigration offices also provide services to foreign nationals who transit, visit, or reside in Indonesia, highlighting the strategic importance of immigration institutions in supporting international mobility and cooperation.

As part of its commitment to improving public service quality, the Ministry of Law and Human Rights issued Regulation No. 27 of 2018 concerning Human Rights-Based Public Service Awards. This regulation emphasizes several key principles, including accessibility, availability of facilities, adequacy of personnel, and compliance with established service standards. These principles serve as benchmarks for evaluating institutional

performance and promoting public services that uphold human rights values. Through this regulation, the government seeks to encourage public institutions to continuously improve service standards and foster a culture of professionalism and accountability.

The COVID-19 pandemic, which began in early 2020, posed significant challenges to the delivery of public services, including immigration services. Restrictions on physical interaction and increased health risks necessitated the adoption of digital service models. In response, the government accelerated the implementation of online systems to ensure service continuity while minimizing direct contact. One major innovation introduced by the Directorate General of Immigration is the M-Paspor application, which facilitates online registration for new and replacement passport applications (Arisandi & Moita, 2024) his application enables applicants to submit documents, select service schedules, and complete preliminary administrative procedures digitally.

Prior to the implementation of M-Paspor, passport services relied on the Online Passport Queue Registration Application (APAPO). Although APAPO represented an initial step toward digitalization, it was frequently perceived as complex and inefficient. Users encountered various obstacles, including delayed email verification, mismatched national identification data, inconsistent quota updates, and limited appointment availability. Moreover, many procedures at the application counter remained manual, resulting in long waiting times and reduced service effectiveness.

Despite the introduction of M-Paspor, several operational and technical challenges remain. Issues related to system stability, network connectivity, and infrastructure limitations continue to affect service performance in some immigration offices. These challenges indicate that digital innovation alone is insufficient without adequate organizational support and infrastructure development. Therefore, systematic evaluation of the implementation and effectiveness of digital service applications is necessary.

Based on these considerations, this study aims to analyze the effectiveness of the M-Paspor application at the application counter of the Class I TPI Immigration Office in Bandung. By examining service performance, operational constraints, and user experiences, this research seeks to contribute to the development of more responsive, efficient, and sustainable digital public service systems in the immigration sector.

LITERATURE REVIEW

Definition of Effectiveness

According to the Indonesian Dictionary (Kamus Besar Bahasa Indonesia), the term effectiveness is derived from the word effective, which refers to the ability to produce satisfactory results. In this context, effectiveness is understood as the degree of conformity between the objectives of using a technology and the outcomes achieved by its users. It reflects an organization's capacity to accomplish predetermined goals accurately and efficiently. The achievement of expected outcomes within established timeframes and

operational standards demonstrates an institution's commitment to effective performance.

(Muladi, 2021) defines effectiveness as the extent to which actual outputs correspond to expected outputs based on a given set of inputs. Therefore, effectiveness serves as a measure of how well management achieves targeted levels of quantity, quality, and timeliness (Dhewi et al., 2006) In practice, effectiveness can be assessed by comparing planned activities with actual results. When outcomes fail to meet expectations, the implemented system or product cannot be considered effective.

Evaluating the effectiveness of the M-Paspor application is essential to determine the extent to which its objectives and benefits have been realized. In this study, effectiveness is assessed based on applicants' perceptions of M-Paspor services, including organizational performance, management strategies, administrative structures, transaction costs, and service efficiency (Muladi, 2021).

Indicators for Measuring Effectiveness

This study adopts effectiveness indicators proposed (Hedian Dena Fritiar, 2025), which consist of the following dimensions:

a. Program Understanding

This indicator examines the extent to which users comprehend the M-Paspor program. An effective program should be well-organized, user-friendly, and easily accessible. Effectiveness is achieved when users are able to understand and operate the system properly.

b. Target Accuracy

Target accuracy refers to the alignment between the program's objectives and the intended beneficiaries. This indicator measures how well the institution implements the M-Paspor program in accordance with public needs and service goals.

c. Timeliness

Timeliness evaluates whether program implementation follows predetermined schedules. Service delivery that adheres to planned timelines enhances operational efficiency and contributes to overall effectiveness.

d. Achievement of Objectives

This indicator assesses whether the primary objectives of the M-Paspor program have been fulfilled since its implementation in January 2022 at the Class I TPI Immigration Office in Bandung. Goal achievement is measured through service outcomes and compliance with established targets.

e. Tangible Outcomes

Tangible outcomes focus on observable changes in passport services before and after the implementation of M-Paspor. This indicator evaluates the extent to which the application produces measurable improvements and benefits for the public.

Factors Influencing Effectiveness

This study refers to (Fiska, 2021) framework, which identifies several factors affecting organizational effectiveness:

- a. **Organizational Characteristics**
Organizational characteristics include structure and technology. Organizational structure determines how tasks, responsibilities, and authority are distributed, including aspects such as decentralization, job specialization, and interpersonal interaction. Technology refers to mechanisms used to transform inputs into outputs, including technical processes and operational knowledge. Variations in technological application may significantly influence institutional effectiveness.
- b. **Environmental Characteristics**
Environmental factors consist of internal and external dimensions. The internal environment, often referred to as organizational climate, includes attributes that affect employee behavior and performance. The external environment encompasses economic conditions, market dynamics, and government regulations that influence organizational decision-making and stability.
- c. **Employee Characteristics**
Employee characteristics relate to individual differences in attitudes, competencies, motivations, and work orientations. These differences shape behavioral patterns and directly affect organizational productivity and service quality.
- d. **Management Policies and Practices**
Management policies and practices play a crucial role in organizational success. Managers are responsible for planning, coordinating, and supervising operational activities. Clear and consistent policies provide strategic direction and support the achievement of institutional objectives.

M-Paspor

According to the official Immigration website, M-Paspor is an online platform launched by the Directorate General of Immigration under the Ministry of Law and Human Rights of the Republic of Indonesia on January 27, 2022. The platform enables citizens to submit applications for new passports and passport replacements digitally. M-Paspor was developed to replace the Online Passport Queue Registration Application (APAPO) with the aim of improving transparency, accountability, and service efficiency.

Through the M-Paspor application, applicants can upload required documents using smartphones and complete administrative procedures online. Payment of passport fees can be made electronically through various channels, including banks, post offices, ATMs, retail outlets, mobile banking, internet banking, and digital marketplaces such as Tokopedia and Bukalapak. Applicants are only required to visit the selected immigration office for interviews and biometric data collection. As a result, M-Paspor enhances convenience and efficiency in passport application procedures.

M-Paspor Application Procedure

Based on information provided on the Immigration website, ordinary passports may be applied for by Indonesian citizens both domestically and abroad. Two types of ordinary passports are available: electronic passports (e-

passports) and non-electronic passports. Passport issuance is managed through the Immigration Management Information System.

Applicants may submit passport requests either manually or electronically by providing complete supporting documents. They may choose to apply directly at immigration offices or utilize online platforms such as M-Paspor. This system allows applicants to complete preliminary procedures digitally before attending in-person appointments, thereby streamlining administrative processes and reducing service congestion.

METHODOLOGY

This study employs a descriptive qualitative research method to examine and analyze field conditions based on factual data (Riduwan, 2015). Data were collected through in-depth interviews with immigration officers and M-Paspor users, including both first-time applicants and passport replacement applicants who had experienced previous service systems. Observations were conducted at the immigration service counter to examine the actual use of the M-Paspor application and user interactions. In addition, document analysis was carried out on official immigration regulations, procedures, and service guidelines, supported by documentation in the form of records, reports, and archival materials related to M-Paspor and the former APAPO system.

RESULT AND DISCUSSION

Effectiveness of the M-Paspor Application at the Immigration Traffic Section Application Counter

The findings indicate that the implementation of the M-Paspor application at the Immigration Office Class I TPI Bandung has contributed significantly to improving administrative services at the passport application counter. In line with the concept of office administration proposed by (Nasution & Nasution, 2022), the administrative system at the application counter reflects structured organizational management, qualified personnel placement, effective communication, and responsive public relations practices.

The organizational structure, consisting of counter officers, supervisors, and section heads, enables clear task distribution and coordination. This structure supports the smooth operation of passport services. In terms of staffing, officers are equipped with adequate technical skills and procedural knowledge, allowing them to operate digital systems efficiently and provide professional services. Communication is facilitated through internal coordination and external information channels, including digital boards, announcements, and written guidelines. Moreover, public relations activities play a crucial role in disseminating updated information regarding passport procedures and policies.

The implementation of M-Paspor is regulated through national policy and aims to enhance transparency, accountability, and service speed. (Azizah & Rahmah, 2024), the effectiveness of the application is analyzed through five dimensions: program understanding, target accuracy, timeliness, goal achievement, and tangible changes.

The results show that most applicants have a good understanding of the M-Paspor application. The Immigration Office has actively conducted socialization through social media, brochures, banners, official websites, and direct outreach activities. These efforts have increased public awareness and facilitated user adaptation to the digital system.

Interview data reveal that five out of seven respondents were familiar with M-Paspor before visiting the office. They obtained information from social media and official platforms and consulted the application guidelines before submitting their applications. This preparation enabled them to complete the process smoothly.

However, two respondents only became aware of the application after arriving at the office. Although they understood its functions, they expressed hesitation in using the system independently due to fear of data entry errors. As a result, they preferred registering with assistance from officers. This finding suggests that although general program understanding is adequate, additional guidance is still needed for first-time or less technologically confident users.

The presence of pop-up warning features in the application further supports user comprehension by preventing incomplete or inaccurate data input. Overall, program understanding can be considered satisfactory, although continuous education and technical support remain necessary.

The achievement of program objectives is reflected in increased application volume, improved data accuracy, and reduced administrative errors. Monthly quotas are consistently filled within two to three days, indicating high public acceptance and ease of access.

Data comparison between pre- and post-implementation periods shows a substantial increase in passport applications after the introduction of M-Paspor. From 2022 to 2024, digital-based applications grew significantly compared to the pre-2021 period, when the number of applicants remained relatively low. Officers confirmed that the rapid fulfillment of quotas demonstrates the effectiveness of the application in meeting public demand. The system has successfully supported the office's objective of improving service efficiency and accessibility.

Obstacles in Using the M-Paspor Application

Despite its effectiveness, several obstacles were identified during implementation. Technical issues, particularly invalid email registration and server disruptions, remain recurring challenges. Although solutions have been provided, some users still experience difficulties in resolving these problems independently.

Server overheating occasionally disrupts services and requires external technical support. Computer network instability also affects queue issuance, forcing officers to process data manually. Limited hardware availability, such as insufficient printers and malfunctioning keyboards, further slows service delivery.

In addition, some applicants demonstrate low compliance with procedural instructions, especially regarding document submission and

interview requirements. Misunderstanding of new payment procedures also leads to expired applications.

Quota limitations represent another major constraint. Five out of seven respondents expressed dissatisfaction with limited registration slots, which are often filled shortly after release. While the system is effective for registered users, access inequality remains an issue for those unable to secure quotas.

Human Resource Factors

Staff shortages due to leave, external assignments, or health conditions occasionally affect service capacity. However, these situations are mitigated through internal reassignment and support from interns and trainees.

The involvement of vocational students and interns helps maintain service continuity, particularly in queue management and information assistance. Officers reported high satisfaction with team coordination and task specialization, which contributes to service efficiency.

Applicants also perceive improved staff responsiveness and adaptability in handling document revisions and feedback. This indicates that human resource management plays a crucial role in sustaining service quality.

The results demonstrate that M-Paspor has significantly enhanced passport service effectiveness through digital integration, administrative restructuring, and user-centered features. The application aligns with modern public service management principles emphasizing efficiency, transparency, and accessibility.

However, the persistence of technical constraints and quota limitations indicates that digital transformation alone is insufficient without adequate infrastructure investment and capacity expansion. Continuous system maintenance, hardware upgrades, and public digital literacy programs are essential to maximize program outcomes.

Moreover, balanced workload distribution and sustainable human resource planning are required to support long-term service quality. Strengthening inter-unit coordination and user education will further improve system reliability and public trust.

Overall, the M-Paspor application has successfully transformed passport services at the Immigration Office Class I TPI Bandung. While operational challenges remain, the system has demonstrated strong potential to support efficient, inclusive, and responsive public administration.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that the implementation of the M-Paspor application at the Immigration Office Class I TPI Bandung has been effective in improving the quality and efficiency of passport services. The application has successfully enhanced administrative management, strengthened service coordination, and facilitated easier access for applicants through digital integration.

Based on the indicators of effectiveness, M-Paspor demonstrates satisfactory performance in terms of program understanding, service targeting, timeliness, goal achievement, and tangible service improvements. Most applicants are able to understand and utilize the application independently,

supported by adequate socialization and system features. The priority queue system ensures inclusive and fair services for vulnerable groups, while the digital registration and scheduling system contributes to reduced waiting times and improved service organization.

Furthermore, the application has achieved its primary objectives by increasing the number of passport applications, improving data accuracy, and minimizing administrative errors. The integration of additional features, such as electronic passport options, express services, and online rescheduling, reflects continuous innovation in public service delivery. High levels of user satisfaction further indicate positive public acceptance of the system.

However, several challenges remain, particularly related to technical infrastructure, limited registration quotas, and occasional system disruptions. Server instability, hardware limitations, and network issues still affect service continuity. In addition, quota constraints limit equal access for some applicants, while varying levels of digital literacy among users require ongoing assistance from officers.

Human resource management plays a significant role in maintaining service effectiveness. The strong teamwork among officers, supported by interns and trainees, helps mitigate staffing shortages and ensures service responsiveness. This collaborative approach contributes positively to overall service performance.

FURTHER STUDY

Future studies are recommended to involve multiple immigration offices in different regions in order to obtain a more comprehensive understanding of the effectiveness of the M-Paspor application. Further research may also apply quantitative or mixed-method approaches to measure user satisfaction and system usability more objectively.

In addition, future research should examine the influence of digital literacy on the successful adoption of the application, as well as issues related to data security and user privacy. Long-term studies are also needed to evaluate the sustainable impact of M-Paspor on organizational performance and public service quality.

Moreover, involving both users and officers in system evaluation is expected to support continuous system improvement and enhance immigration service delivery.

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