

# IMPLEMENTATION OF GOOD GOVERNANCE PERSPECTIVE IN IMPROVING THE QUALITY OF PASSPORT ISSUANCE SERVICES AT THE CLASS I TPI PONTIANAK IMMIGRATION OFFICE

**Agus Dwi Riyanto<sup>1</sup>, Rusdiono<sup>2</sup>, S.Y. Pudjianto<sup>3</sup>**

<sup>1,2,3</sup>Tanjungpura University, Pontianak, Indonesia

E-mail: [agusdr82@gmail.com](mailto:agusdr82@gmail.com)

Received : 01 October 2025

Published : 18 December 2025

Revised : 10 October 2025

DOI : <https://doi.org/10.54443/ijset.v5i1.1291>

Accepted : 15 November 2025

Link Publish : <https://www.ijset.org/index.php/ijset/index>

## Abstract

This thesis discusses the quality of public immigration services in passport issuance from the perspective of good governance at the Class 1 TPI Immigration Office in Pontianak City. This research is based on the phenomenon of low integrity in immigration services, particularly in passport issuance. Public services are part of national development to increase community participation. In relation to this, the Class I TPI Immigration Office in Pontianak provides public services aimed at improving quality and enhancing the services provided by the Class I TPI Immigration Office in Pontianak (in accordance with the perspective of good governance). To determine the level of success in the implementation of public service quality at the Class I TPI Immigration Office in Pontianak, the author conducted field research. To ensure the validity of the data, the researcher employed several methods in the study, including observation, interviews, and documentation. Based on the findings of the research, it can be concluded that the quality of public services provided by the Class I TPI Immigration Office in Pontianak is already in line with the Good Governance perspective.

**Keywords:** *Good Governance, Passport Issuance Services, Class I Immigration Office*

## INTRODUCTION

Public services are the government's primary responsibility in meeting the needs of the community fairly and efficiently. The Pontianak Class I Immigration Office, as a public institution, plays a strategic role in issuing passports, which serve as both a citizen's identity and mobility rights. However, the services provided still face various public complaints, such as long queues and a lack of clear procedures. This situation demonstrates the importance of implementing good governance principles to improve the quality of public services and build public trust in government institutions. Good governance emphasizes transparency, accountability, public participation, effectiveness, and efficiency. In the context of passport services, these principles are realized through information transparency, oversight mechanisms, and increased employee professionalism. Digitizing services such as online registration and electronic queuing systems is a concrete step towards improving service efficiency. However, their effectiveness still needs to be evaluated to ensure that these systems truly benefit the public. Public participation also needs to be strengthened, particularly in providing feedback on service quality, to create a continuous improvement process in line with the spirit of good governance.

The phenomenon of passport services at the Pontianak Immigration Office demonstrates a gap between policy and implementation. Despite digital innovations, some people still struggle to access official information due to limited public communication channels. This has negatively impacted perceptions of transparency and service effectiveness. Therefore, the implementation of good governance principles must be accompanied by strengthening an open, consistent, and inclusive public communication system for all levels of society. Human resources are key to implementing good governance. Employee professionalism, integrity, and responsibility directly impact the quality of passport services. The Pontianak Immigration Office has established clear standard operating procedures (SOPs), but implementation still faces challenges such as limited training and weak internal oversight. Therefore, employee capacity building through ongoing training and a transparent performance evaluation system is essential for effective implementation of the principles of accountability and responsibility.

Most previous studies have focused solely on administrative and efficiency aspects, without delving deeply into the application of good governance principles in interactions between officials and the public. Furthermore, the impact of digitalization on transparency, accountability, and the prevention of maladministration such as extortion remains rarely studied. This research presents a novel, comprehensive, data-driven approach that evaluates the relationship between policy, technology, and public perception in creating a more transparent, accountable, effective, and trustworthy public service system.

## **LITERATURE REVIEW**

### **Definition of Good Governance**

Good governance is generally defined as good governance, which upholds the values of transparency, accountability, effectiveness, efficiency, and public participation. According to the UNDP, the term "good" reflects values that prioritize the will of the people and independence in carrying out government duties. Daniri (2006) explains that governance means "arrangement" or governance that emphasizes order in the relationship between the government, the private sector, and the community. Turnbull (1997) adds that governance involves various disciplines such as law, economics, and management that play a role in ensuring the organization runs transparently and directed. In the context of government, good governance serves as a guideline for realizing clean, democratic public governance that is oriented towards the welfare of the community.

### **Principles of Good Governance**

The principles of good governance include transparency, accountability, responsibility, independence, and equality and fairness. Transparency emphasizes the openness of information to the public so that decision-making can be monitored by the public. Accountability demands clear and measurable performance responsibilities. Responsibility means compliance with laws and regulations and social responsibility to the community. Independence requires government institutions to be free from external pressure or intervention, while the principle of equality guarantees fair treatment and equal opportunities for all parties. These five principles form the foundation for efficient, ethical, and trustworthy governance.

### **The Purpose of Implementing Good Governance**

The primary objective of implementing good governance is to create added value for all stakeholders through efficient, transparent, and accountable organizational management. The Forum for Corporate Governance in Indonesia (FCGI) emphasizes that good governance must ensure the achievement of organizational goals, the protection of public assets, and a balance between economic and social objectives. In the context of public bureaucracy, good governance aims to create a government free from corruption, collusion, and nepotism, increase service effectiveness, and strengthen public trust in government institutions. By implementing these principles, the government is expected to be able to carry out its public service functions professionally and responsibly.

### **Understanding Public Services**

Public service is all activities carried out by state administrators to meet the needs of the community in accordance with laws and regulations. Law Number 25 of 2009 defines public service as a series of activities to fulfill the need for goods, services, and administration provided by the government. According to experts such as Sinambela (2010) and Soetopo, public service is a public right that must be fulfilled by the state as a form of social responsibility. The quality of public service reflects government performance, so that effectiveness and public satisfaction are important indicators of the bureaucracy's success in carrying out its service function.

### **Understanding Immigration**

Immigration is defined as the process of people entering and leaving a country, regulated and supervised by the government to maintain national sovereignty. According to Law Number 6 of 2011, immigration encompasses all matters related to the movement of people and their supervision, for both Indonesian and foreign citizens. In the context of public services, immigration functions not only administratively but also strategically in supporting national security, law enforcement, and economic development. The Immigration Office is tasked with ensuring that the process of population movement between countries is orderly, legal, and in accordance with legal principles and provides quality service.

## Understanding Passports

A passport is an official document issued by the government as an identity document and permit for citizens to travel abroad. According to Government Regulation Number 31 of 2013, passports are divided into three types: a black diplomatic passport for official state duties, a blue service passport for non-diplomatic travel, and a green ordinary passport for public purposes such as tourism, education, or work. Passports serve as a symbol of citizenship and an essential tool in a sound immigration system. Beyond serving as a travel document, passports also reflect the government's image and service to its citizens in the context of increasingly open global mobility.

## Theoretical Framework

The theoretical framework in this study describes the relationship between problem phenomena, theories, policies, as well as predictions and research outputs in the application of good governance principles to the quality of passport issuance services at the Pontianak Class I TPI Immigration Office. The identified phenomena include the absence of an official website which leads to a lack of service transparency, the lack of employee capacity building programs according to their respective fields of duty, and indications of external intervention in the passport issuance process. Based on Mardiasmo's theory in Sari and Tamrin (2017), this study uses five main principles of good governance, namely transparency, accountability, responsibility, independence, and equality and fairness. The policy basis used includes Law Number 25 of 2009 concerning Public Services, Law Number 6 of 2011 concerning Immigration, and Regulation of the Minister of Law and Human Rights Number 19 of 2018 concerning the Organization and Work Procedures of the Directorate General of Immigration. From this framework, it is predicted that this study will demonstrate the implementation of good governance principles in passport services through alignment between policies and field implementation. The expected output is the realization of transparent, accountable, and professional public service governance, with suggestions in the form of increasing information transparency, strengthening employee accountability and professionalism, and improving infrastructure and service facilities.

## METHOD

The research method used to analyze the application of good governance perspectives in improving the quality of passport issuance services at the Pontianak Class I Immigration Office TPI. This study uses a descriptive qualitative approach, with the aim of describing in depth the application of good governance principles in public service practices. The research location was determined at the Pontianak Immigration Office, while informants consisted of structural officials, service staff, and community service users. Data collection techniques included in-depth interviews, direct observation, and documentation, with instruments in the form of interview guidelines and observation sheets. Data validity was tested through triangulation of sources and techniques, while data analysis was conducted using the interactive model of Miles and Huberman which includes data reduction, data presentation, and drawing conclusions. This approach allows researchers to understand the dynamics of the application of the principles of transparency, accountability, responsibility, independence, and equality in the context of passport services in a comprehensive and factual manner.

## RESULTS AND DISCUSSION

The Pontianak Class I Immigration Office, TPI, is under the auspices of the Ministry of Law and Human Rights of the Republic of Indonesia. This office is tasked with carrying out several immigration functions, such as passport services, residence permits, foreigner supervision, and immigration law enforcement. Geographically, the office is easily accessible to the public because it is located in the center of Pontianak City, West Kalimantan. The organizational structure consists of several subsections, including Passport Services, Residence Permits and Immigration Status, and Intelligence and Immigration Enforcement. Public service facilities are equipped with a waiting room, information counter, and an electronic queuing system. This office has a vision of providing professional, transparent, and accountable immigration services. An orderly work environment and information technology support are important factors in supporting the implementation of good governance principles in the field of passport issuance services. The implementation of good governance principles in passport issuance services at the Pontianak Class I Immigration Office (TPI) is carried out through the implementation of a standardized, regulation-based, and public interest-oriented service system. Efforts to implement these principles are evident in the digitalization of services through the M-Passport application, the development of clear SOPs, and the strengthening of internal oversight to ensure processes run according to regulations. Furthermore, the immigration office also strives to improve service quality through information transparency, performance evaluation, and the provision of a

public complaints channel. However, several obstacles remain, such as limited employee competency, unequal access to information, and negative public perceptions of potential external intervention. Overall, the implementation of good governance has been ongoing, but it requires strengthening in the areas of oversight, digital transparency, and human resource development to ensure services are more professional, effective, and trusted by the public. Transparency is achieved through the provision of clear information regarding procedures, requirements, fees, and estimated timeframes for passport issuance. The Pontianak Class I Immigration Office utilizes various media, such as its official website, social media, and online service applications, to convey information to the public. This transparency not only aims to provide clarity but also to prevent irregularities such as extortion and brokering. However, challenges remain, particularly for those unfamiliar with technology or living in areas with limited access to information. Furthermore, complaints persist regarding information updates that are not always real-time and limited direct interaction for applicants seeking detailed explanations. Transparency efforts need to be continuously strengthened through more interactive data presentation, the addition of responsive information service features, and public education regarding passport procedures. Consistent transparency will increase public trust in passport services and minimize the potential for maladministration.

Accountability is implemented through officer compliance with SOPs, structured performance reporting, and a service oversight mechanism. Every passport issuance process must comply with legal provisions and be accountable administratively and morally. A service evaluation system is also implemented to assess the quality of officer work and take action against any violations. However, several obstacles remain, such as a suboptimal public complaints mechanism and a lack of public involvement in the service assessment process. To strengthen accountability, improvements to the digital reporting system, regular publication of evaluation results, and the provision of responsive complaint channels are needed. With well-functioning accountability, passport services will not only be measurable but also be trusted as a clean and professional public service.

Responsibility emphasizes the responsibility of officers to provide fast, accurate, and regulatory-compliant services. At the Pontianak Class I Immigration Office (TPI), this responsibility is demonstrated through officers' efforts to assist applicants in resolving administrative issues, providing clear guidance, and ensuring that all stages of the process are carried out according to regulations. However, research shows that many employees have not received formal technical training, so service delivery still relies on work experience and verbal instructions. The lack of human resource capacity development has resulted in imbalances in service quality and limited ability to deal with non-technical situations in the field. To strengthen accountability, regular training, performance evaluations, and the provision of public complaint channels are crucial. Responsibility extends beyond administrative resolution, but also includes providing solutions, providing empathetic service, and a commitment to maintaining public satisfaction. With strong accountability, passport services will be more professional, adaptive, and oriented towards community needs.

Independence in passport services aims to ensure that the document issuance process is conducted objectively without external influence, whether in the form of intervention, pressure, or nepotism. The Pontianak Class I Immigration Office (TPI) has implemented procedures that regulate the limits of officer authority, as well as an internal oversight system to prevent abuse of office. However, public perception remains regarding the potential for external intervention, particularly in expediting the process or providing unofficial assistance. This highlights the need to strengthen anti-fraud policies and increase assertiveness in addressing service ethics violations. Independence must also be accompanied by public education that all applications are processed based on regulations, not on position or personal affiliation. Maintaining independence will enhance the integrity of passport services and enhance the positive image of government institutions.

The principle of equality is implemented by providing equal services to all passport applicants, regardless of social, economic, or background status. The Pontianak Class I Immigration Office strives to provide inclusive services, but research indicates barriers for vulnerable groups such as the elderly, people with disabilities, or those with limited access to technology. Furthermore, the "first-come, first-served" digital queue system is not entirely fair to those without adequate device or network capabilities. To achieve fairness, supporting facilities, priority service channels, and adaptive policies based on applicant needs are needed. Equality is not only about providing equal opportunities, but also ensuring everyone has a fair ability to access services. With increased attention to vulnerable groups, the principle of fairness in passport services will be more evident in practice.

## **CONCLUSION**

The implementation of good governance principles in passport issuance services at the Pontianak Class I Immigration Office (TPI) has been ongoing, but is not yet fully optimal. Transparency has been implemented through

the provision of procedural and cost information, but is still hampered by limited access to information for those unfamiliar with technology. Accountability is evident in the implementation of Standard Operating Procedures (SOPs) and the existence of a complaints system, although the service evaluation mechanism still needs to be strengthened. Officers' responsibility is quite good, but limited formal training results in uneven service quality. Service independence is maintained, but there is still a perception of the possibility of external intervention. The principle of equality has been implemented through non-discriminatory services, but vulnerable groups have not been fully accommodated. Research recommendations emphasize the importance of increasing digital transparency through the official website, strengthening human resource competencies through regular training, improving internal oversight systems to prevent abuse of authority, and providing more inclusive service facilities for vulnerable groups. With the implementation of these recommendations, it is hoped that passport services will become more accountable, effective, responsive, and aligned with the values of good governance in public administration.

## REFERENCES

Afril, R. (2009). Kualitas pelayanan publik kecamatan setelah perubahan kedudukan dan fungsi camat sebagai perangkat daerah. Bisnis & Birokrasi: *Jurnal Ilmu Administrasi dan Organisasi*, 16(2), 87–95. <https://doi.org/10.20476/jbb.v16i2.609>

Keputusan Menteri Pendayagunaan Aparatur Negara Republik Indonesia Nomor 63/KEP/M.PAN/7/2003 tentang pedoman umum penyelenggaraan pelayanan publik.

Mahmudi. (2005). *Manajemen kinerja sektor publik*. Buku UPP AMP YKPN.

Moleong, L. J. (2007). *Metodologi penelitian kualitatif*. PT Remaja Rosdakarya.

Pasaribu, P. Y., & Briando, B. (2019). Pelayanan publik keimigrasian berbasis HAM sebagai perwujudan tata nilai "PASTI" Kemenkumham. *Jurnal HAM*, 10(1), 39-56. <http://dx.doi.org/10.30641/ham.2019.10.39-55>

Pasolong, H. (2011). *Teori administrasi publik*. Alfabeta.

Peraturan Pemerintah Republik Indonesia Nomor 101 Tahun 2000 tentang good governance.

Peters, G. B. (1995). *Governance in a changing environment*. Canadian Centre for Management Development & McGill-Queen's University Press.

Ratminto, & Winarsih, A. S. (2014). *Manajemen pelayanan*. Pustaka Pelajar.

Rhodes, R. A. W. (2000). *Governance and public administration*. University of Southampton.

Satori, D., & Komariah, A. (2011). *Metodologi penelitian kualitatif*. Alfabeta.

Sinambela, L. P. (2007). *Reformasi pelayanan publik: Teori, kebijakan dan implementasi*. Bumi Aksara.

Sugiyono. (2009). *Memahami penelitian kualitatif*. Alfabeta.

Undang-Undang Republik Indonesia Nomor 6 Tahun 2011 tentang keimigrasian.

Undang-Undang Republik Indonesia Nomor 25 Tahun 2009 tentang pelayanan publik.

Undang-Undang Republik Indonesia Nomor 30 Tahun 2014 tentang administrasi pemerintahan.

Waluyo. (2007). *Manajemen publik (Konsep, aplikasi dan implementasinya dalam pelaksanaan otonomi daerah)*. Mandar Maju.

Widodo, J. (2001). *Good governance: Telaah dari dimensi akuntabilitas dan kontrol birokrasi pada era desentralisasi dan otonomi daerah*. Insan Cendekia.