

THE IMPLEMENTATION OF MOBILE PASPOR (M-PASPOR) POLICY IN PASSPORT APPLICATION AT IMMIGRATION OFFICE CLASS I SPECIAL TPI MEDAN

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ABSTRACT

Received: 13 January 2023

Accepted: 2 February 2023

Keywords:

M-Paspor, Pasporrt Application, Policy Implementation

M-Paspor was launched with the aim of making passport services more transparent, accountable, and fast. However, there are still problems with the implementation, namely that the application often has errors, the quota is limited, and there are still many people who do not know the M-Paspor application. Therefore, this study aims to describe the implementation of the M-Paspor Policy in passport applications at TPI's Medan Special Class I Immigration Office. The research method used in this study is qualitative with a descriptive approach. The results of the study indicate that the implementation of the M-Paspor Application Policy in passport applications at the Immigration Office Class I Khusus TPI Medan has been running in accordance with the specified objectives. In the organizational element, the available resources are sufficient, but since the COVID-19 pandemic, the budget can only be used by 60%, and the passport printer needs to be repaired or replaced so that passport issuance is not hampered. In addition, the organizational structure and methods are quite clear and simple. In the element of interpretation, the implementers have understood the regulations of M-Paspor policy so the community could receive the information clearly. However, disseminating information directly to the public still needs to be improved. In the application element, implementers have implemented policies in accordance with procedures and been flexible. However, there are still some obstacles, such as the fact that there are many people who do not understand the use of technology, and some people are still uploading documents incorrectly. Moreover, the M-Paspor application system still has errors, so further development is needed.

1. INTRODUCTION

Basically every human being is inseparable from the need for public services to complement daily life. Therefore, public services of high quality are the dream of every citizen. In this case, the government as a public service provider is obliged to meet the needs of the community that is not only of high quality, but also fast, easy, affordable, and measurable in accordance with the service standards stipulated in the Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services in Article 1 paragraph (7).

As we also know that along with the times, the demands for public needs for public services continue to increase. Thus, the government is required to be able to adapt in order to meet these needs in accordance with existing developments such as in terms of accelerating the development of technology and information in the era of globalization. It is undeniable that in carrying out daily activities, people have relied a lot on electronic devices and the internet. This development is a challenge as well as an opportunity for the government to satisfy the needs of the community by creating creative and innovative policies, programs and products.

Therefore, government agencies in Indonesia continue to be encouraged to compete in innovating through the use of technology and information which is developing rapidly. The use of technology and information in government is known as Electronic Government or abbreviated as e-Government. Indrajit (in Kusnadi & Ma'ruf, 2017: 38) defines e-Government as the use of information technology by the government that allows transformation of relations with the public, private sector, and also parties who have interests. Thus, e-Government is considered to be able to answer various issues in existing public services by helping and simplifying the public service process. As stated by Dwiyanto (2011: 181) that the government bureaucracy can develop e-Government in government to facilitate interaction with the community, encourage accountability and transparency of public service providers.

One example of innovation with the use of information technology in public services is the Mobile Paspor Application Policy or hereinafter abbreviated as M-Paspor which was officially launched by the Directorate General of Immigration of the Ministry of Law and Human Rights on January 27, 2022 as a follow-up to the Circular Letter of the Acting Directorate General of Immigration Number IMI.2-UM.01.01-4.0700 t year 2022 on the Implementation of the M-Paspor Policy. According to the Minister of Law and

Human Rights, Yasonna H. Laoly, this innovation is a form of digital transformation which can be a solution to various public service problems by expanding service centers and simplifying the public service process through digitalization automation (*migrasingkawang.com*, 2021). M-Paspor is an update from the previous version of the application, namely the Online Passport Queue Registration Application (APAPO) which is applied to make passport services more transparent, accountable and fast (*imigrasi.go.id*, 2022). The clear difference between the Online Passport Queue Registration Application (APAPO) and the Mobile Passport (M-Paspor) is seen in the following Table 1.1.

Table 1.1 Differences between *Online* Passport Queue Registration Application (APAPO) and Mobile Passport (M-Paspor)

No.	APAPO	M-PASPOR
1.	Requires photocopy of files	Paperless
2.	Waiting for the officer to upload the required documents	The documents can be uploaded by applicant
3.	Payment is made after the interview and photo	Payment is made before the interview and photo
4.	The applicant cannot monitor his application	There is a feature to check the status of passport application
5.	Quota is opened once a week	Quota is opened once a month
6.	Unable to reschedule arrival schedule	There is a reschedule feature for arrival schedule

Source: Processed by Researchers, 2022.

Currently, the M-Paspor application can be used throughout Indonesia including the Immigration Office Class I Special TPI Medan which has implemented the M-Paspor application since January 18, 2022. This immigration office has also implemented APAPO, which is the previous version of the application in 2017-2021 and the Online Passport Queue website in 2010 so that it already has sufficient experience in terms of submitting passport applications online. The M-Paspor application was basically created to make it easier for people to get services for making or replacing passports without having to wait in line for a long time at the Immigration Office.

However, in its application, this application still has many shortcomings, judging from public reviews or ratings of the M-Paspor application through the Google Play Store, there are many people who give one-star ratings because of various complaints, most of the complaints submitted are systems that often error. In April 2022, the M-Paspor application was even down for several weeks so that people could not access the application (*imigrasi.go.id*, 2022). The problem of this application error is also complained by the public in official government complaint services such as SP4N-LAPOR where one of the applicants complains about the difficulty of accessing the M-Paspor application and even after being able to access the application he still experiences problems because the selected quota date cannot be clicked so that he cannot continue to register his passport application (<https://www.lapor.go.id/laporan/detil/pengajuan-passport-online-sangat-meyulitkan>, 2022). In addition to problems related to application errors, in other reviews on the Google Play Store, it is known that registration through the M-Paspor application is still not transparent because many complain that the quota is always full even suddenly.

Problems related to the error system and the non-transparency of the availability of passport applicant quotas on M-Paspor also occur in the previous version of the online passport application, namely APAPO. In this regard, the Head of Public Relations and General Affairs of the Director General of Immigration said that the Online Passport Registration Application (APAPO) often experiences errors, such as when choosing the location of the Pondok Pinang Immigration Office, the applicant cannot choose the registration date at all and when choosing that location the quota is often full. According to him, quotas that are often full or run out suddenly are caused by the large number of people who make fictitious registrations (<https://www.viva.co.id/>, 2018).

In addition, the passport application quota which is often filled quickly on the M-Paspor application is also caused by the lack of passport application quota provided online, which is an obstacle for people who want to make a passport in the near future. In fact, the demand for passport applications every day is increasing because various countries in the world have opened their borders and relaxed health protocol policies for foreign tourists who want to visit their country (<https://www.imigrasi.go.id/>, 2022). Based on data from *travel.detik.com* (2022) passport applications through M-Paspor at the TPI Medan Special Class I Immigration Office reached 300 applicants per day as it is known from <https://imigrasimedan.kemenkumham.go.id/>, the passport handling quota usually provided by the TPI Medan Special Class I Immigration Office through M-Paspor is only 100 applicants per day.

The complaints against the processing of passports online have actually become a problem in immigration from year to year such as at the Immigration Office Class I Special TPI Medan, the number of public complaints related to online queues still dominates compared to other complaint topics even though the number has decreased (in 2019-2021). As seen in Table 1.2 below.

Table 1.2 Recapitulation of Community Complaints Reports in 2019-2021 at the Immigration Office Class I Special TPI Medan1

No.	Topic	2019	2020	2021
1.	Illegal fees	0	0	0
2.	Professional Employees	2	1	1
3.	Passport	279	77	34
4.	Online Queuing	350	282	75
		631	360	110

Source: Immigration Information and Communication Data of Immigration Office Class I Special TPI Medan, 2022

This data indicates that the government is faced with the dominance of online queuing problems every year, even though this should be an evaluation for the government to fix the same problem in the future, especially before implementing the latest version of the application. Jones (1994) said that "Most of the problems are not solved by the government, although most of the causes lie there" then he said that "Programmes may be implemented without wanting to learn from failures". Jones' statement is consistent with the problem with the application for online passport registration, seen in Figure 1.1 below that the complaints frequently submitted by the public/applicants are dominated by the topic of full quota as much as 35% and application errors as much

as 33%. The complaint submitted by the community is a problem that occurred in the previous application but was not used as an evaluation to improve the M-Paspor application that is currently applied.

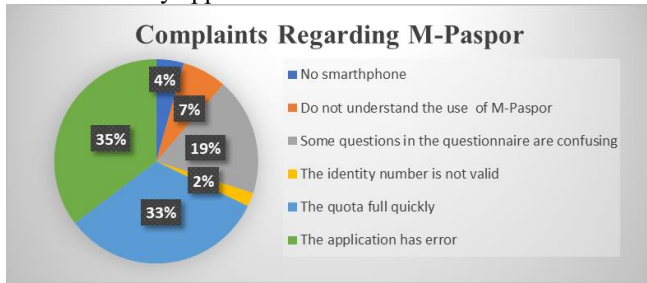


Figure 1.1 Recapitulation of M-Paspor Complaints by Topic in February 2022 to June 2022

Source: Processed by Researchers from the Immigration Information and Communication Data of the Immigration Office Class I Special TPI Medan, 2022

In addition, based on the information obtained by the researcher from the customer service of the Immigration Office Class I Special TPI Medan, people who want to apply for a passport must register through the M-Paspor application except for priority communities who can register manually (*walk-in*). With the various complaints experienced by the public against the M-Paspor application as previously explained, this will make it more difficult for people because people have no other choice in managing passports other than online.

The absence of walk-in passport applications will also complicate the passport application process for people who are not aware of the application of M-Paspor. In fact, there are still many people who do not know the application of this M-Paspor application. As in the results of monitoring and evaluation conducted by the Immigration Division of the Regional Office of the Ministry of Law and Human Rights of North Sumatra at the Class II Immigration Office of TPI Pematangsiantar, it is said that "Mobile Passports have been applied at Pematangsiantar Immigration. So far there have not been any significant obstacles. It's just that there are still people who don't know about Mobile Passports" (<https://integritasnews.com/masih-ada-masyarakat-belum-tahu-mobile-passport/>, 2022). Then, quoted from sumut.kemerkumham.go.id (2022), one of the obstacles in passport management is that there are still people who take care of passports by coming directly to the Immigration Office without using the M-Paspor application first. Whereas sooner or later an innovation can be accepted depending on the ability of an innovation to be known by others (Ramadhani and Fanidha, 2020: 7)

Thus, based on the description of the problem described above, the researcher is interested in conducting a deeper study through research with the title "Implementation of the Mobile Paspor Application Policy (M-Paspor) in Passport Application at the Immigration Office Class I Special TPI Medan". This is done so that it can be known whether the implementation of the M-Paspor Application Policy can realize a more transparent, accountable and fast passport application registration service in accordance with the original purpose of creating this application.

2. METHODS

This research used a qualitative type of research with a descriptive approach. Qualitative research is chosen as a method of solving problems and seeking answers to research questions related to social phenomena or symptoms in the field. In qualitative research there are efforts to describe, record, analyze and interpret the conditions that currently occur (Mardalis, 2010: 26). But that does not mean that in qualitative research researchers do not collect or use numbers in data analysis and research reports, researchers will collect and analyze figures if needed (Afrizal, 2017: 13). In addition, data collection was carried out by interviews, observations and documentation.

Among qualitative researchers, the term respondent or research subject is called informant, which is a person who provides information about the data that the researcher needs related to the problem of study. Researcher uses purposive sampling techniques in determining research informants. Purposive sampling is the technique of selecting informants as data sources based on certain considerations related to the case study and the objectives of the researcher (Sugiyono, 2013: 218). The informants in this study consisted of the Head of the Travel Documents Section, the Head of the Immigration Communication and Information Section, the Head of the Civil Service and General Affairs Sub-Section, the Travel Document Section Employees (2 people), the Immigration Communication and Information Section Employees and the community who applied through the M-Passport application at Immigration Office Class I Special TPI Medan (7 people).

3. RESULTS AND DISCUSSION

According to Anderson (in Hamdi, 2015) public policy is a clue to the attitude or action of one or a number of public actors to overcome a problem in society. In this regard, long before the existence of a policy with an online passport queuing system, the process of registering passport applications was done manually or *walk-in*. Where the applicant who wants to apply for a new/replacement passport takes the queue number at the Immigration Office, fills out the queue form and makes a statement letter on the stamp. After the queue number is called, the officer will check the completeness of the documents and if it is appropriate, a queue number will be given for photos and interviews. This process caused long and long queues at the Immigration Office (www.imigrasi.go.id) so that in 2010 the Directorate General of Immigration created a policy innovation, namely Online Passport Application which could be accessed through the immigration *website* at that time.

The process of registering through the Online Passport Application is that the applicant registers on the www.imigrasi.go.id website, fills in personal data to make an application letter and scans the files and uploads them. Then the applicant makes a payment through the bank and conducts photos and interviews according to the scheduled time. However, at that time the public as the applicant complained about the difficulty of scanning the necessary files and complicated procedures because they had to pay to the bank (Yohanna, 2018: 60) so based on this complaint the Director General of Immigration then implemented the Online Passport Registration Application (APAPO) in 2017

according to the Circular Letter of the Directorate General of Immigration Number: IMI-UM.01.01-4166.

In APAPO Policy, the Director General of Immigration provides a *website* and application to apply for a passport application online. The process is that the applicant fills in data and information on the APAPO Application or *website* and uploads the necessary files. Then the applicant can choose the nearest Immigration Office and determine the schedule as desired based on the availability of quota. After that, the applicant only needs to take photos and interviews as scheduled and make payment at the end. However, through APAPO, applicants are still required to fill out Form Perdim 11 at the Immigration Office and still need to bring a *photocopy* of the necessary files. The applicant is also unable to *reschedule* the schedule that has been selected.

Therefore, the Directorate General of Immigration then issued a Mobile Paspor Application Policy (M-Paspor) to support the *paperless* concept and make passport services faster, transparent and accountable. In the M-Paspor application, the applicant only needs to fill in data and information and upload the necessary files then choose the interview schedule and photos. At Office I, applicants do not need to fill in personal data on Form Perdim 11 and only need to bring the original files for verification in the photo and interview stages. The M-Paspor Application Policy was officially launched throughout Indonesia on Thursday, January 27, 2022 and is regulated in the Circular Letter of the Acting Directorate General of Immigration Number IMI.2-UM. 01.01-4.0700 t2022 on Implementation of M-Paspor Policy. Then on May 23, 2022, the Directorate General of Immigration also issued Circular Number IMI.2-UM.01.01-4.1996 concerning the Implementation of the M-Paspor Policy as a notification and direction for all Immigration Offices in Indonesia related to the development of the M-Paspor application.

Basically, both the *Online* Passport Application policy, APAPO and M-Paspor were created with the background to overcome the problems complained by the public regarding long queues at the Immigration Office and to realize transparent, accountable and fast passport services. As stated by Adityo Ariwibowo as the Head of Travel Documents Section that:

"So before M-Paspor there was APAPO and before APAPO there was something else, but the function was the same, which is to reduce queues in the office. Anyway, the principle of work is the same so people don't have to come so early at dawn waiting in queue for a long time at the immigration office". (Travel Documents Section Chief Interview, July 08, 2022)

As for after the policy is made, the policy must be implemented so that it does not just written in a document. Policy implementation is a form of follow-up to the public policy process so this process is very important and can determine whether the established policy is able to overcome public problems and whether the goals of creating the policy are successfully achieved. As Edwards III (in Putra and Khaidir, 2019) said that without effective implementation, decisions made by policymakers will not succeed. In this regard, Charles O. Jones (1994; 294) expressed the meaning of policy implementation, namely how policy plans are implemented and resolved with a series of needs that can influence public life.

According to Jones (1994: 304) a policy implementation is influenced by three main elements that are very important,

namely *organization*, interpretation and *application*. Thus, to find out the implementation of the M-Paspor Application Policy in passport applications at the Immigration Office Class I Special TPI Medan, it can be reviewed with these three main elements as revealed by Charles O. Jones.

3.1 Organization

Organization is the most important element in the implementation of policies because basically organizations are created with the aim of implementing established policies (Jones, 1994: 331). Therefore without organization the policy cannot be implemented. In this study, the government organization which mentioned is the Immigration Office Class I Special TPI Medan. This office is an organization that accommodates implementors to implement various immigration policies, one of which is the M-Paspor Application Policy. Therefore, organizations also play a role in meeting the needs of the community with various available resources.

Based on the opinion of Jones (1994: 296) an organization must include three things that are intertwined with each other, namely resources, units/structures and methods.

3.1.1 Resources

In implementing policies, an organization requires resources consisting of human resources, financial resources and facilities or facilities and infrastructure. These resources are production factors that can support the smooth implementation process of policies so that the goals of these policies can be achieved.

Human Resources

Humans as resources in an organization can have a great influence on the process of implementing policies. Policies can be implemented properly if the human resources owned are adequate both in terms of quantity and quality. Human resources in terms of policy implementation are people who are assigned as implementers of existing policies, so they must be sufficient in quantity so that there is *no overburden* in carrying out existing tasks and quality human resources are also needed so that these tasks can be completed properly so that the goals of a policy can be achieved.

In this regard, human resources at Kantor Imigrasi Kelas I Khusus TPI Medan in the implementation of the M-Paspor Application Policy can be reviewed from two aspects, namely quantity and quality. First, from the aspect of the quantity of the total number of employees at the Immigration Office Class I Special TPI Medan based on information from informants, it is known that it is sufficient. As stated by one of the informants, namely Elfaiz Lubis as Head of the Civil Service and General Affairs Sub-Section, that:

"The human resources in this Office are enough. It is sufficient according to the needs of each field, for example in this field of Administration there are about 17 people and then in travel documents field there are 80 people". (Interview of the Head of the Civil Service and General Affairs Sub-Section, July 13, 2022)

A similar statement was also made by Hendro Chandra Saragih as the Head of the Immigration Information and Communication Section, he argued that:

"In my opinion, it is more than enough with 243 employees in this office, it should be enough". (Interview of the Head of Immigration Information and Communication Section, July 15, 2022)

Regarding the implementation of the M-Paspor Application, the number of employees at the Immigration Office Class I Special TPI Medan is also sufficient because

there is no significant influence on the number of employees at the Immigration Office Class I Special TPI Medan, even though the passport application registration system has changed using the M-Paspor application. This is supported by the opinion of Artha Margareth as the clerk of the interview and photo booth which argues similarly to the two informants above, she said that:

"To support the implementation of M-Paspor, I think the human resources here are enough. Because it is no different from the previous systems. So it does not have a significant impact regard to changes in the number of employees". (Interview Officer Booth interview and photo, July 13, 2022)

Furthermore, based on the opinion of Elfaiz Lubis as Head of the Civil Service and General Affairs Sub-Section described above, it is known that each field in the Immigration Office Class I Special TPI Medan has a different number of employees, this is adjusted to the needs, duties and functions of each field. From the existing data, it is known that the fields that have the most number of human resources are the Field of Travel Documents and Immigration Stay Permits and the Field of Immigration Checkpoint, which is as many as 80 people. Meanwhile, the Immigration Information and Communication Technology Field has the least number of human resources, namely 12 people. This can be seen in Table 3.1 below.

Table 3.1 Recapitulation of Special Class I Immigration Office Employees of TPI Medan 1

No.	Information	Sum
1.	Office Officials	18
2.	Administrative Department	17
3.	Travel Documents and Stay Permits Immigration Field	80
4.	Immigration Information and Communication Technology Field	12
5.	Immigration Intelligence and Enforcement Field	36
6.	Immigration Checkpoint Field	80
	Sum	243

Source: Data from the Administrative Section of the Immigration Office Class I Special TPI Medan, 2022

As seen from the second aspect, namely quality, human resources at the Immigration Office Class I Special TPI Medan are recruited in accordance with the provisions regulated by the State Civil Service Agency which has passed a very strict selection process, starting from the Basic Competency Selection (SKD), Administrative Selection and Field Competency Selection (SKB). This indicates that employees who work at the Immigration Office Class I Special TPI Medan are selected people who have both academic and skill abilities. Elfaiz Lubis as the Head of the Civil Service and General Affairs Sub-Section stated that:

"When it comes to recruitment, it is from BKN. So you have to passed the CPNS selection process before being accepted to work in this Office". (Interview of the Head of the Civil Service and General Affairs Sub-Section, July 13, 2022)

In addition, employees who are accepted to work at the Immigration Office Class I Special TPI Medan also receive training before entering the workforce through pre-employment training. This is an activity to prepare employees so that they can carry out immigration duties properly. This is supported by a statement from Elfaiz Lubis that:

"There is training, before you get accepted in this office. It used to held in a month, but now it only needs two weeks to finish". (Interview of the Head of the Civil Service and General Affairs Sub-Section, July 13, 2022)

Employees not only receive training before starting the job, but also receive job training, materials and socialization related to the development of employee competencies and performance after being accepted to work at the Immigration Office Class I Special TPI Medan. This is supported by data on the Recapitulation of Competency Development of Officials and Employees at the Immigration Office Class I Special TPI Medan in 2022 as shown in table 3.2. However, generally this activity is only attended by a small number of employees, namely around one to four employees.

Table 3.2 Recapitulation of Competency Development of Officials and Employees at the Immigration Office Class I Special TPI Medan in 2022

No.	Activity Name	Number of Participants Who Participated
1.	Socialization and Soft Launching of M-Paspor Application by the Immigration Unit of the Regional Office of the Ministry of Law and Human Rights of North Sumatra	30 people
2.	Socialization of Immigration Stay Permit Status Transfer Mechanism	Online
3.	Submission of Regulation of the Minister of Law and Human Rights R.I. Number 2 of 2022 concerning Human Rights-Based Public Services	Online
4.	Socialization of Excellent Service Culture, Code of Ethics and Code of Conduct	30 people
5.	Website Management and Photography Training	4 people
6.	Internalization of Integrity Zones	4 people
7.	Technical Training for Basic Immigration Investigation Batch I and II of Distance Learning Methods (PJJ) for Fiscal Year 2022	3 people
8.	CCI Force Blended Learning Method Supervisory Leadership Training for Fiscal Year 2022	1 person
9.	Functional Training for Novice Immigration Examiners Batch I of 2022	1 person
10.	Training and Certification Examination for Government Goods/Services Procurement Competency (PBJP) Level 1 Blended Learning model	2 people
11.	Technical Guidance/Recording of E-Tendering, E-Purchasing, non E-Purchasing/Non E-Tendering and E-Contract	1 person
12.	Civic Services Dissemination Activities	2 people
13.	Immigration Special Education for Graduates of the D-IV (Diploma-Four) Study Program at the Immigration Polytechnic Method On The Job Training (OJT) for fiscal year 2022	5 people
14.	Supervision of coordination and supervision activities of Civil Servant	2 people

	Investigators (PPNS) carried out by Sikorwas PPNS Diteskrimsus Polda North Sumatra	
15.	Basic Training CPNS Wave III Class II Batch LXXXIII to LXXXVII Distance Learning Method Fiscal Year 2022	3 people
16.	Socialization of the Mechanism for Implementing Permit Status Transfer Stay based on Guidelines for Granting Visas, Entry Marks and Immigration Stay Permits during the Handling Period of Corona Virus Disease 2019 and National Economic Recovery	4 people
17.	Training on Strengthening Human Resources (HR) in the Field of Crossing Data Analysis and Travel Document Inspection	30 people

Source: Staffing Data of the Immigration Office Class I Special TPI Medan, 2022

Then, although the employees were given training after work at the Immigration Office Class I Special TPI Medan, this training was unfortunately not carried out periodically to the employees, but was carried out only at certain times, namely when the superiors considered that training needed to be held. In fact, training and education should be carried out periodically in accordance with the specified time so that the quality of human resources is maintained, both in terms of competence, attitudes and behaviors that are expected in accordance with their respective duties and roles.

As for the implementation of the M-Paspor application, no special training is provided to the employees. As stated by Pinky Kusuma, as an interview and photo booth officer, he said that there was socialization given to every Immigration Office in Indonesia from the Directorate General of Immigration Indonesia but this socialization was not attended by all employees, but only a few employees as representatives of the Immigration Office Class I Special TPI Medan. Pinky Kusuma says that:

"There is no special training, but there is socialization. Usually if there is socialization, the representative will spread the information to others". (Interview and photo booth officer, July 15, 2022)

From the statement above, it is also known that the information they get through this socialization will then be conveyed to other employees orally. Although the socialization was only attended by a few representatives of the TPI Medan Special Class I Immigration Office, based on the observations of researchers in the field, the employees of the TPI Medan Special Class I Immigration Office who were in charge of providing passport services, especially related to the M-Paspor application, already had good abilities and understanding in carrying out their duties. This is evidenced by the passport applicants who can understand and follow the orders of the employees well.

In addition, the quality of human resources of an organization can also be judged by the level of education and age of its employees. According to Sedarmayanti (2003: 32) education with its various programs has an important role in the process of obtaining and improving the quality of individual professional abilities. Therefore, the higher the level of education of the individual, the better the quality. Meanwhile, the age level affects the ability of human resources to adapt to various changes and accelerate information technology. Robbins and Judge (2017:88) say

that older workers are considered less adaptable and less motivated to learn new technologies. In this regard, human resource data at the TPI Medan Special Class I Immigration Office based on education level and age can be seen in the following table 3.3.

Table 3.3 Staffing Data of Immigration Office Class I Special TPI Medan Based on Education Level2 and Age Group

No.	Education Level	Sum	Age Description	Sum
1.	High School	22	<25	10
2.	D III	7	25-35	167
3.	D IV	13	36-45	43
4.	S1	189	46-55	17
5.	S2	12	>55	6
	Sum	243	Sum	243

Source: Data from the Administrative Section of the Immigration Office Class I Special TPI Medan, 2022

Based on the Staffing Data of the Immigration Office Class I Special TPI Medan in Table 3. 3 above, it is known that the employees at the Immigration Office Class I Special TPI Medan are mostly Strata-1 (S1) graduates, which means they have gained sufficient experience and academic knowledge. Then it was also known that the composition of employees at the Immigration Office Class I Special TPI Medan was dominated by young people aged 25-35 years. This age has high productivity and understanding of technology and information so that employees at this age are considered capable of carrying out and completing existing tasks better, especially considering that in the process of immigration services, especially related to the implementation of the M-Paspor Application Policy, employees will often be faced with the use of various technological and communication tools such as computers, cameras, printers and the internet. Therefore, human resources are needed who are dexterous and have an understanding of the development of technology and information.

In addition, human resources also need to be arranged in accordance with the knowledge and skills possessed in order to be able to carry out the tasks given properly according to their abilities such as the sound of the principle of human resource management, namely "the right man on the right place and the right man on the right job". In this case, according to Hendro Chandra Saragih as the Head of the Immigration Information and Communication Section, not all employees are placed according to their educational background. He says that:

"The educational background is not all suitable, in this field there are also many employees from economic background". (Interview of the Head of Immigration Information and Communication Section, July 15, 2022)

This is in accordance with the observations of researchers where generally employees at the Immigration Office Class I Special TPI Medan have an Economic and Law education background. In this regard, one of the informants said that basically certain positions such as immigration analysts can be occupied by employees from any educational background. As stated by Artha Margareth that:

"So actually, for immigration analysts, any educational background can do it. Because our job is to analyze at the time of the interview. And even after we get accepted in this

office, we will have special training that relates to our job". (Interview and photo booth officer, July 13, 2022)

Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia No. 7 of 2014 concerning the Functional Position of Immigration Analyst and its Credit Number in Chapter I Article I paragraph (1) The Functional Position of Immigration Analyst is a position that has the scope, duties, responsibilities, authorities, and rights to carry out immigration analysis activities. Then in paragraph (3) it is explained that immigration analysis is an objective and systematic identification and review of the traffic of people entering or leaving the territory of Indonesia and its supervision which includes, immigration documents, supervision / intelligence, control of immigration detention centers, management of immigration information, cross-border and foreign cooperation, as well as immigration investigation and enforcement.

So there are no special provisions in placing employees according to their educational background at the Immigration Office Class I Special TPI Medan. Meanwhile, based on the SOPAP of Passport Issuance Services through M-Paspor, it is known that the required implementing qualifications are: 1. Have the ability to be in public services; 2. Know the procedure for issuing a passport; and 3. Understand passport requirements documents. Thus, differences in educational background in the placement of immigration officers who provide passport issuance services, especially through the M-Paspor application, are not an obstacle as long as the officer is in accordance with the specified qualifications of the executor.

In this regard, it is known that there are around 29 positions in the Immigration Office Class I Special TPI Medan and the position of immigration analyst functionalist is the position with the highest number of employees, namely 156 in total. The position of immigration analysis is then divided into two, namely the position of the first immigration analyst and the position of young immigration analysis.

Financial Resources

Financial resources are a tool to be able to meet the needs of an organization in carrying out its activities. Kadir (2020: 34) says that "Without the availability of funds, some or all policies and programs will not be implemented which means that the goals are not achieved". Therefore, when the organization's finances are insufficient, the activities that have been planned to achieve the goals of a policy are hampered. Thus, the Immigration Office Class I Special TPI Medan requires sufficient financial resources to be able to implement the M-Paspor Application Policy.

Based on information from Adityo Ariwibowo as the Head of the Travel Documents Section, that the budget needed to support the implementation of the M-Paspor application at the Immigration Office Class I Special TPI Medan is basically the same as before the implementation of the M-Paspor. This is because the Immigration Office Class I Special TPI Medan only implements the M-Paspor Application Policy that has been created, while in terms of maintenance and development of the M-Paspor application system that requires certain costs, it is the responsibility of the Indonesian Directorate General of Immigration.

"In this Office, the budget is the same for passport services, for the amount, I don't know for sure. But this is an application from the Directorate General of Immigration of Indonesia who manages, both from the

development and maintenance of their system who knows how much the budget is needed. We are the implementers, only carry out the policy. At most the budget is needed for offline socialization of M-Paspor". (Travel Documents Section Chief Interview, July 08, 2022)

Furthermore, from the statement of the Head of the Travel Document Section above, it can be seen that the budget needed to support the implementation of M-Paspor at the Immigration Office Class I Special TPI Medan is related to the socialization of M-Paspor to the public directly. In this regard, Hendro Chandra Saragih as the Head of Immigration Information and Communication Section stated that:

"We do socialize offline, we adjust to the time and budget. But our budget has been limited since COVID-19, so if we want to go out for doing socialization we have to make a proposal first to the finance department. (Interview of the Head of Immigration Information and Communication Section, July 15, 2022)

This statement is supported by data from the Government Agency Performance Accountability Report (LAKIP) of the Immigration Office Class I Special TPI Medan in 2021, that the use of the Non-Tax State Revenue (PNBP) budget can only be used as much as 60% of the total Non-Tax State Revenue (PNBP) budget. This is also one of the main problems at the Immigration Office Class I Special TPI Medan which still occurs today.

Facilities/Infrastructure

Facilities or Infrastructure are supporters of the policy implementation process. Human resources need facilities to be able to carry out their duties as policy implementers. Likewise, the community needs facilities to be able to receive services from policy implementers satisfactorily. Based on the observations of researchers, it is known that the Immigration Office Class I Special TPI Medan is equipped with complete facilities which can make the community comfortable when getting services at the office.

The Immigration Office Class I Special TPI Medan provides a waiting room equipped with a game corner, cellphone charger holder, reading corner, children's playground, waiting chair for the general public and waiting chair for priority people, breastfeeding room, free drinks and food, entertainment TV and queue monitor, air conditioning and WIFI. In addition, the Immigration Office Class I Special TPI Medan also provides 10 interview and photo booths for passport applicants. Inside the booth are computers, printers, cameras, fingerprint and biometric recording devices which are used to smooth the interview process and photos of applicants who apply for passports. Then outside the queue, various facilities are also provided such as help desk, seating, Pos Indonesia Counter for passport payments, priority lines and passport collection queue machines

As for the implementation of the M-Paspor application, Elfaiz Lubis as the Head of the Civil Service and General Affairs Sub-Section said that:

"The facilities and infrastructure still need to be improved". Interview of the Head of the Civil Service and General Affairs Sub-Section, July 13, 2022)

Then, Hendro Chandra Saragih as the Head of the Immigration Information and Communication Section emphasized that:

"The printers in this office are inadequate, not enough for a large number of applicants". (Interview of the Head of

Immigration Information and Communication Section, July 15, 2022)

In addition, another informant Herri Kurniawan as an Employee/Customer care Officer argued similarly regarding the damaged passport printer, he said that:

"There was a problem in the passport printer machine so passport making process was a bit delayed and hampered". (Customer care officer interview, July 19, 2022)

Information related to damaged printers used in passport making services is supported by data obtained by researchers where based on the Monthly Report of the Immigration Office Class I Special TPI Medan, there are six damaged passport printers and six printers in good condition. In addition, based on monthly report data from January 2022 to June 2022, it is known that there is no difference in the state of the damaged passport printer every month, this indicates that the damaged printer has no repair or replacement.

3.1.2 Units/Organizational Structures

Organizational structure relates to how an organization is managed. Through the organizational structure we can find out the pattern of relationships between functions, parts and people who have different obligations and authorities in the organization (Handoko, 1998: 169). In this regard, the Immigration Office Class I Special TPI Medan has an organizational structure with a chain of command in the form of a hierarchy that flows from top to bottom. The Immigration Office Class I Special TPI Medan is led by the Head of the Office which is in charge of the Administrative Section and four Immigration Fields, namely the Immigration Traffic Document Field, the Immigration Information Technology Field, the Immigration Intelligence and Enforcement Field and the Immigration Checkpoint Field. Then the Administrative Department and the other Three Fields are each in charge of two Section Heads while the Immigration Checkpoints Division is in charge of four Section Heads.

According to Tachjan (2006: 49) the best organizational structure is an organizational structure that drinks hierarchical control and distributes responsibility for decisions among all levels of the organization. In this case, the level of hierarchy between superiors and subordinates in the organizational structure of the Immigration Office Class I Special TPI Medan is quite simple so that superiors can more easily carry out coaching and supervision of subordinates. In addition, organizational activities can also be more productive because subordinates do not need to go through various levels of complex hierarchy when communicating to superiors so that when problems occur in an organizational activity these problems can be overcome quickly and communication distortions can be avoided.

In addition, the establishment of an organizational structure at the Immigration Office Class I Special TPI Medan is regulated in a clear regulation, namely the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 19 of 2018 concerning the Organization and Work Procedures of the Immigration Office. The existence of this clear regulation can prevent the occurrence of abuse of power at the Immigration Office Class I Special TPI Medan because in the regulation the duties and functions of leaders, subordinates and every field of the organization have been clearly regulated. Then, from the organizational structure and functions of each of these fields, it can also be known the fields that deal directly with passport processing at the Immigration Office Class I Special TPI

Medan, namely the Field of Travel Documents and Immigration Stay Permits and the Field of Immigration Information and Communication Technology.

3.1.3 Methods

Method is a way carried out by an organization to achieve organizational goals or policy objectives set in the organization by utilizing all the resources it has (Hardjana, 2003). This method is set forth in a systematic procedure and regulated in a clear rule. Therefore, the implementation of the M-Paspor Application Policy at the Immigration Office Class I Special TPI Medan requires clear regulations and procedures so that policy implementers and the public can follow the policy properly.

In this regard, the procedure for implementing the M-Paspor Application Policy is regulated in the Circular Letter of the Acting Directorate General of Immigration Number IMI.2-UM. 01.01-4.0700 of 2022 concerning the Implementation of the M-Paspor Policy. Then on May 23, 2022, the Directorate General of Immigration also issued a Circular Letter of Plt Number IMI.2-UM.01.01-4.1996 concerning the implementation of the M-Paspor Application Policy as a notification and direction for all Immigration Offices in Indonesia related to the development of the M-Paspor application. In the Circular Letter, there are also several Standard Operating Procedures for Government Administration (SOPAP) related to passport services, one of which is the Standard Operating Procedures for Government Administration (SOPAP) concerning the Issuance of New Passports and the Replacement of Ordinary Passports through M-Paspor.

Procedures in the implementation of good public policies at least have elements of simplicity and clarity according to the opinions that researchers summarized from Tachjan (2006) and Abidin (2019). In this regard, the procedure for implementing the M-Paspor Application Policy based on the Circular Letter of the Acting Directorate General of Immigration Number IMI.2-UM.01.01-4.0700 has an element of simplicity because it is easy to do, understand and not convoluted where the public / applicants who have applied for a passport through the M-Paspor application only need to come to the Immigration Office according to the schedule and location that has been selected and then conduct interviews and photos. Furthermore, this procedure also has an element of clarity, because the Standard Operating Procedures for Government Administration (SOPAP) clearly know the steps that must be taken by both the community and immigration officers as implementers. The estimated service time has also been determined so that the public can receive clarity on the period of completion of the services provided.

Then it is also necessary to open / transparency of information related to SOPAP at the Immigration Office Class I Special TPI Medan. The openness of this SOPAP is to make it easier for the public to know the process they must go through when applying for a passport to get a passport so that the applicant or the public can follow the policies that are implemented properly. However, based on the observations of SOPAP researchers, it is not openly informed to the public both on the internet and at the Immigration Office Class I Special TPI Medan. In connection with this, it is known that the Circular Letter of the Acting Directorate General of Immigration Number IMI.2-UM. 01.01-4.0700 t2022 does not include legislation but a policy regulation or pseudo-legislation so that it is internal. In other words, this regulation is only a consumption for related organizations and is not

disseminated by the Directorate General of Immigration to the public. According to Syahrin (2019) SE content materials usually explain or make procedures to facilitate, or clarify the regulations that must be implemented.

Furthermore, in implementing the M-Paspor Application Policy, people must use the M-Paspor application when they want to apply for a new/replacement passport. Therefore, it is also necessary to know the procedures that must be carried out by the public when registering/applying for a passport using the M-Paspor application. The procedure for using the M-Paspor application in applying for a passport is not stated in the Circular Letter of the Acting Directorate General of Immigration Number IMI.2-UM. 01.01-4.0700 of 2022 as well as in Circular Number IMI.2-UM.01.01-4.1996 Tahun 2022. However, in the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 8 of 2014 concerning Ordinary Passports and Passport-Like Travel Letters which are the parent regulations for the implementation of the M-Paspor Application Policy, it is explained simply the procedure for applying for a passport electronically in Chapter II Part One of Article 10 paragraphs (1) to (4).

Although the procedure for using the M-Paspor application is not clearly stated in the existing regulations, the Directorate General of Immigration has created a *User Manual Guide for M-Paspor* document which can be viewed on the official [website of the https://www.imigrasi.go.id/id/](https://www.imigrasi.go.id/id/). In addition, the Immigration Office Class I Special TPI Medan has also disseminated information related to the procedure for submitting a passport application using the M-Paspor application in various media such as through the official *website* and through information boards posted on the wall of the TPI Medan Special Class I Immigration Office as shown in Figure 3.1 below. Thus, information related to Standard Operating Procedures (SOP) for the use of the M-Paspor application has been transparent.



Figure 3.1 Procedure Information for Using M-Paspor Application on the Information Board at Immigration Office Class I Special TPI Medan

Source: Researcher Documentation, 2022.

The registration procedure / submission of passport applications that the researcher summarized from the *User Manual Guide for M-Paspor* document of the Directorate General of Immigration is explained as follows.

1. **Download Application:** The applicant downloads the M-Paspor application on a specific platform depending on the *device* used. For Android devices, the M-Paspor application can be downloaded through the Playstore application, while for iOS devices it can be downloaded through the App Store application.

2. **Application Registration:** To be able to log in to M-Paspor, the applicant is required to register and have an account in the following ways:
 - a. Open M-Paspor displays the login page
 - b. Select Sign Up Account
 - c. Input account registration data
3. **Application Login:** After successfully registering, the requestor *logs* in to the application by inputting the *email* and *password* that has been created previously. If the log in is successful, at the time of *logging in* the application for the first time will display a *pop up* of terms and conditions.
4. **Passport Application Submission:** On the homepage, click the "Apply" button and fill out the questionnaire correctly and upload a photo of the requested file. After the questionnaire is filled out, the Applicant Data page will display a summary of personal data. On this page, users can add more requestors (if necessary) by clicking "Add Applicant" on the upper right side. If so, click the "Continue" button.
5. **Choose Immigration Office Location and Schedule:** The next step is to determine which immigration office the passport will be processed at. Do not forget to turn on the location settings on the *smartphone*. When specifying an arrival date, pay attention to the description at the bottom of the calendar to find out how much quota is available on a particular date. If it has been successful, a notification will appear "Successful Application Submission!".
6. **Payment Stage:** After completing the entire process of filling in the data and uploading the file, the passport application information will appear on the homepage and can be clicked to get the bill in PDF file format. Furthermore, payment must be made immediately after submitting passport application data through available channels: Bank Tellers, ATMs, Post Offices, Indomaret and marketplaces (Tokopedia and Buka lapak). If the payment is successful, there will be a notification that the passport application has been paid.
7. **Schedule Change (Optional):** Applicants who have paid according to the billing code, can make changes to the date of arrival to the immigration office by clicking on the application information listed on the application homepage.
8. **Coming to the Immigration Office On Schedule:** The applicant comes to the destination immigration office according to the selected schedule to conduct interviews, take photos and fingerprints. In this stage, the passport applicant still needs to bring the original documents of the passport application requirements to be presented at the time of the interview with the officer.

From this procedure, it is known that there are several documents that must be *uploaded* and questions that must be filled out when applying for a passport through the M-Paspor application. Therefore, for some people, especially those aged 40 years and over, the procedure is difficult to do. The difficulty of registering through M-Paspor is a complaint that is often submitted by the public. As stated by Heri Kurniawan as customer care officer that:

"The first one, our society is still lacking in technology usage, yes not everything but this is government program so we have to follow the instructions. So the most often complain is they have trouble signing up". (Customer care officer interview, July 19, 2022)

The large number of questions that must be filled in the questionnaire on the M-Paspor application also makes the applicant confused. Like the information the researcher got through one of the informants named Romasi, she said that:

"It's a bit confusing to me. There are some questions that I am confused about". (Passport applicant interview, July 19, 2022)

Thus, from the statement, it is known that the procedure for using M-Paspor is difficult for some people to use because some people are still not familiar with technology such as *smartphones*, making it difficult for applicants to access and follow each step in passport registration through the M-Paspor application. In addition, some of the questions in the M-Paspor application questionnaire also confuse the applicant, especially if the questions or answer choices in the M-Paspor application do not match the applicant's conditions.

3.2 Interpretation

Jones (1994: 320) citing the statement of George C. Edwards states that the first condition in effective policy implementation lies in the knowledge and understanding of policy implementers towards the policies implemented. Therefore, in order for the objectives of a policy to be achieved, policy implementers must understand the goals and objectives of the policy and how it is implemented.

In this regard, the implementation of the M-Paspor Application Policy is basically a form of embodiment of the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 8 of 2014 concerning Ordinary Passports and Passport-Like Travel Letters in CHAPTER II Article 3, namely that: An ordinary Passport application may be submitted by: a. manual; or b. electronic, by attaching a document of completeness of the requirements. Then the implementation of the M-Paspor policy is guided by the Circular Letter of the Acting Directorate General of Immigration Number IML.2-UM.01.01-4.0700 of 2022 concerning the Implementation of the M-Paspor Policy.

The purpose of implementing the M-Paspor application is not stated in the Circular Letter of the Acting Directorate General of Immigration Number IML.2-UM.01.01-4.0700 of 2022 concerning the Implementation of the M-Paspor Policy. However, based on the information obtained by researchers from an interview with the Head of the Travel Documents Section, Adityo Ariwibowo, the purpose of implementing the M-Paspor application is to provide convenience and certainty to the public in issuing new and replacement passports. As he says below, that:

"The goal is that there are no longer long queues at the immigration office, people do not have to wait long in the queue, so it is also easier for the community. So applicant can be sure when he has to come, how much to pay his passport and the requirements can be uploaded individually". (Travel Documents Section Chief Interview, July 08, 2022)

Then a similar opinion was expressed by Artha Margareth as the Employee /Officer of the interview and photo booth, she said that:

"In the future, maybe the goal is to make it easier for the community and to be more transparent to the service. People no longer feels that it is difficult to get passports just because they can't get a queue number. Because In M-Paspor the public could know how many the available quota at the end of each month which information is given

through social media". (Interview and photo booth Officer, July 13, 2022)

The purpose of implementing the M-Paspor Application Policy which is understood by immigration officials and officers is related to information submitted by the Directorate General of Immigration through its official website, where it is written that "The M-Paspor Application is applied so that passport services are more transparent, accountable and fast" (*imigrasi.go.id*, 2022).

Furthermore, in order for the process of implementing the M-P application to be carried out properly, the policy implementers must be able to understand the implementation of the M-Paspor Application Policy properly. In this regard, it is known that officials and employees at the Immigration Office Class I Special TPI Medan already understand the policies implemented. When the policy implementers have understood the policies carried out, this will facilitate the process of distributing information to the public.

In terms of distributing and disseminating information to the public related to the implementation of the M-Paspor Application Policy, there is a separate field that has duties and authorities on this matter, namely the Immigration Information and Communication Field. This field is in charge of the help desk and Customer care which is in charge of helping people who do not understand to input data in M-Paspor or helping them to fill in the data in the application. In addition, the Immigration Information and Communication Division is in charge of disseminating information related to M-Paspor both through social media and in person.

The difficulty or ease of conveying information to the public regarding the use of the M-Paspor application depends on the clarity of the information conveyed to the public and the responsiveness of the community in receiving the information. As said by Heri Kurniawan as customer care officer that:

"For the difficulty of conveying information to the applicant depends on the applicant when guided and it is the duty of the officer to have patience in serving the community". (Customer care officer interview, July 19, 2022)

Meanwhile, the public/applicant considers that the information submitted by the immigration officer is clear and understandable. As said by Eli that:

"I think it can be understood, and the communication is okay. They are perceptive". (Passport applicant interview, July 15, 2022)

Then another informant Kartika, stated that:

"Communication is good, what is explained can also be well understood". (Passport applicant interview, July 15, 2022)

In addition, the field of information and communication is also tasked with disseminating information related to the M-Paspor application and passport services to the public. The dissemination of this information is in the form of socialization, which is an effort to disseminate policy information that is set to generate knowledge and understanding from various parties in order to be willing and able to carry out their role in the success of policy objectives (Herdiana, 18: 2018). According to Djoko and Syarifuddin (3: 2022), socialization is a process of communication which is generally interpreted as the activity of conveying messages from one party to another through mass media, face-to-face and social media.

In this case, the socialization of M-Paspor by the Immigration Office Class I Special TPI Medan is carried out in two ways, namely online using social media and websites and directly or face-to-face. However, socialization that is more often done is online, because it is considered more effective. According to Djoko and Syarifuddin (7: 2022) today, the public is more familiar with internet access, to search and find abundant information so that socialization using the internet can reach the wider community. The online socialization of M-Paspor is carried out through various social media channels such as Instagram, Facebook and Twitter. TPI Medan's Special Class I Immigration Office also has a website and a YouTube Channel account.

Then from the searches that researchers conducted through these various social media accounts, the Immigration Office Class I Special TPI Medan actively uploads public information related to immigration service activities almost every day, especially on Instagram, Facebook and Twitter accounts. In addition, researchers also noticed that they are actively providing information about the application of the M-Paspor application such as information that M-Paspor has been able to be operated and information on the use of the M-Paspor application which is seen in Figure 3.2 below.



Figure 3.2 Online Socialization via Social Media Account (Instagram)

Source: Instagram Account of TPI Medan Special Class I Immigration Office, 2022

In connection with this *online* socialization, Adityo Ariwibowo as the Head of the Documents and Travel Section says that:

"Socialization of M-Paspor is through social media, using brochures, which is definitely the most way and then we also do offline socialization such as during carnivals in the independent field, we disseminate information through brochures. But mainly in social media". (Travel Documents Section Chief Interview, July 08, 2022)

The same thing was conveyed by Hendro Chandra Saragih as Head of the Immigration Information and Communication Section. He says that:

"The first one we have communicated on Social Media channels such as Fb, Instagram etc. We also had offline socialization at some places such at Medan City Government, and independent field using brochures". (Interview of the Head of Immigration Information and Communication Section, July 15, 2022)

He goes on to say that:

"Online is definitely more intense. There's always new posts about M-Paspors at almost everyday. For socialize offline, we adjust to the time and budget. Our budget has been limited since COVID-19, so if we want to go out we have to make a proposal first to the finance department". (Interview of the Head of Immigration Information and Communication Section, July 15, 2022)

From the information above, it is known that since the COVID-19 Pandemic, the budget used for immigration activities has been limited, so that face-to-face socialization to the community has been hampered. Terbukti after six months the length of M-Paspor applied at the Immigration Office Class I Special TPI Medan (as of this writing) face-to-face socialization of the M-Paspor application to the public is only carried out for three times in several places, namely: 1) UMSU Medan Campus Environment on April 23, 2022; 2) Kodam I/BB Medan Physical Field on May 21, 2022; and 3) Fashion *Carnaval* Events and Cultural Marches on July 1, 2022.

The M-Paspor application was officially launched on January 18, 2022, but direct socialization to the public was only carried out on April 23, 2022, which is about three months after the M-Paspor was officially implemented. Even face-to-face socialization is also not carried out periodically every month.

The effectiveness of M-Paspor socialization that has been carried out both *online* and *offline* can be seen from how many people know the use of the M-Paspor application to register for a passport application at the TPI Medan Special Class I Immigration Office. Based on the researcher's observations, there are still many people who come to the Immigration Office Class I Special TPI Medan without knowing that they must register through the M-Paspor application first if they want to apply for a passport. So some people returned home and some other people chose to try to register through the M-Paspor application at the Immigration Office Class I Special TPI Medan. As shown in Figure 3. 3 where one of the applicants registered through M-Paspor application di Immigration Office Class I Special TPI Medan because he only learned about the M-Paspor application after arriving at the office.



Figure 3.3 Applicant Register through M-Paspor Application at the Immigration Office Class I Special TPI Medan

Source: Researcher Documentation, 2022.

This is also in accordance with the information that researchers get from some passport applicants who are not aware of the information about the M-Paspor application to apply. Like an informant named Jeffry learned of the existence of an M-Paspor after arriving at the Immigration Office Class I Special TPI Medan through an Immigration Office officer. He says that:

" I knew it from officers when I came here". (Passport applicant interview, July 19, 2022)

He goes on to say that:

"From the officer in help desk. Before I started applying the M-Paspor application, I asked first how the procedure was and all kinds of things". (Passport applicant interview, July 19, 2022)

In addition, another informant named Romasi was also previously unaware of information related to M-Paspor. She says that:

"No, I didn't know that I have to register on M-Paspor, I thought I can just register directly at the office". (Passport applicant interview, July 19, 2022)

She goes on to say that:

"I only did research on the internet regarding the requirements. I also told by my family member to bring Family Identity Card and ID card". (Passport applicant interview, July 19, 2022)

From Romasi's statement above, it is known that she did not seek a complete information before she wanted to apply for a passport at the Immigration Office Class I Special TPI Medan. In this regard, according to officials of the Immigration Office Class I Special TPI Medan as the Head of the Immigration Information and Communication Section, there are still many people who do not want to read the information when they want to submit an M-Paspor application, so this also causes many people do not know about the existence of an M-Paspor. He says that:

"In my opinion, yes, because there are still many people who don't want to know and find the information through online" (Interview of the Head of Immigration Information and Communication Section, July 15, 2022)

In addition to communication between employees and the public in implementing the M-Paspor Application Policy, it is also necessary to know the internal communication at Immigration Office Class I Special TPI Medan, both between superiors and subordinates and between fellow subordinates. In this regard, internal communication between superiors and subordinates is carried out periodically where there are several immigration officers who are in charge of supervising the passport service process and accommodating complaints from other immigration officers which are then conveyed to the superiors for joint discussion.

Then, internal communication in every field such as the Immigration Information and Communication Section with the Travel Document Section also runs smoothly because every *Customer care* officer with the Travel Document Section has a Whatsapp Group, so that when there are complaints or obstacles from the public, they can be directly submitted to the Travel Document Section.

In addition to internal communication at the TPI Medan Special Class I Immigration Office, good communication must also be carried out between the TPI Medan Special Class I Immigration Office and the Directorate General of Immigration as the authority in the repair and development of the M-Paspor application. It is known that there is communication and coordination carried out with the Directorate General of Immigration as the authority in the repair and development of the M-Paspor application. This is done to provide information related to how to implement the M-Paspor application at the Immigration Office Class I Special TPI Medan so that when there are obstacles or problems, they can be immediately followed up by the Directorate General of Immigration.

3.3 Application

Jones (1970: 104) says that *"With application we watch policy actors moving toward the problems of society-presumably equipped to relieve the needs of people"*. Thus, the application refers to how the task or work is carried out by the policy implementers by meeting the needs of the community and addressing problems related to those needs.

In carrying out their duties atau this work, policy implementers are guided by established Standard Operating Procedures (SOPs) but must still be able to adjust to actual circumstances in the community. In connection with this the implementation of the M-Paspor policy is guided by the Plt. Directorate General of Immigration Number IMI.2-UM.01.01-4.0700 of 2022.

There are several things stipulated in the Circular. The first is the provision of the M-Paspor quota, where in nature carrying out the passport service process in accordance with the implementation of the M-Paspor policy, the Immigration Office Class I Special TPI Medan is required to open a quota for passport applications through M-Paspor every month. Based on the rules in the Plt Circular Number IMI.2-UM.01.01-4.0700 of 2022, it is said that the M-Paspor quota arrangement is carried out on every working day at the end of the month at 09.00 local time to be valid for the next one month on weekdays Monday to Friday with regard to national holidays. In this case, the Immigration Office Class I Special TPI Medan has followed the instructions in the Plt Circular Number IMI.2-UM.01.01-4.0700 of 2022 properly. Based on the researcher's search on the Instagram account upload activity of the TPI Medan Special Class I Immigration Office, this office opens the M-Paspor quota and informs the public through its social media accounts at the end of each month which is valid for the next one month

In addition, the rules regarding how much applicant quota is provided have also been regulated in the Plt Circular Number IMI.2-UM.01.01-4.0700 of 2022 where the following calculations are carried out: the number of passport service booths x 10 applicants/hour x 7 hours of service/day = the number of quotas/day. However, the calculation of providing this quota can still be adjusted to the production capacity owned. The person in charge and authority in determining the number of quota for passport applicants either through M-Paspor or manually at the Immigration Office Class I Special TPI Medan is the Head of the Travel Documents Section

At the Immigration Office Class I Special TPI Medan itself, the maximum amount of overall quota provided per day is 250 which is divided into 200 applicants through M-Paspor and 50 applicants through *walk-in*. This was conveyed by Adityo Ariwibowo as the Head of the Travel Documents Section that:

"So we pay attention to our capacity, for example, the M-Paspor quota is 200 while our capacity to accommodate passport applications every day can only be 250 which means that 50 of them we can only give for walk-ins. The important thing is the quota not more than 250". (Travel Documents Section Chief Interview, July 08, 2022)

He goes on to say that:

"For now we are open 150 applications per day for the M-Paspor ones alone. For a walk-in, it is more than 50. Usually 30 or 35. So that is, we have to arrange it so that it doesn't accumulate, it will be possible to do the service optimally. Kita measures 150 by the number of employees, the working hours of employees and the capacity of the waiting room". (Travel Documents Section Chief Interview, July 08, 2022)

From the above opinion, it can be seen that in determining the number of quotas for passport applicants per day, the Head of the Travel Documents Section takes into account whether the amount of quota provided has been effective and efficient based on the production capacity owned such as the

number of employees, employee working hours and waiting room capacity so that they can provide comfortable services to the community. Therefore, generally the quota provided is only 150 per day of which 120 quotas for applicants through M-Paspor and 30 quotas for applicants through *walk-in*.

However, if referring to the Standard Operating Procedure (SOP) for passport management where the estimated service in the *booth* is 15 minutes, it should be with the number of booths available at the TPI Medan Special Class I Immigration Office, which is 10 *booths*, the overall quota provided can reach 280 per day based on the service working hours, which is 7 hours. So that the passport application quota provided by the Immigration Office Class I Special TPI Medan is still not optimal. This was also complained by some people, such as the information that the researcher got from one of the informants named Jeffry as the applicant for passport registration, he said that:

"the limited quota is an obstacle to me, because there are too many people who apply through online so it is difficult to determine the date, because if you get from online, the quota is only 150 per day. I want the quota to be added some more". (Passport applicant interview, July 19, 2022)

From the information above, it is known that people have difficulty registering in the M-Paspor application because the quota provided is limited while based on the monthly report of the TPI Medan Special Class I Immigration Office related to the New / Replacement Passport Issuance data as shown in figure 3. 4 It is known that the need for passports is increasing significantly every month except in February which had decreased by 238 passports from the previous number. In addition, it is also known that the number of new/replacement passport issuances in January 2022 amounted to below the 2000 figure to be precise as many as 1298 passports, this number increased rapidly in June 2022 which reached a figure above 10,000, which is exactly 10,230 passports.

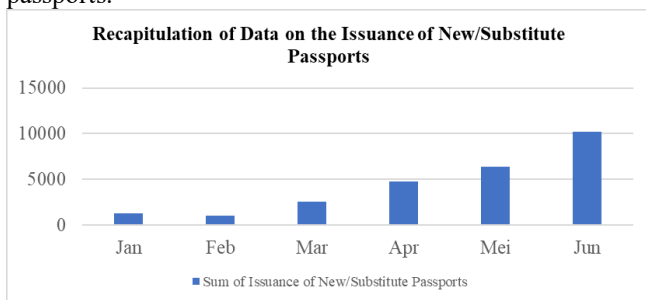


Figure 3.4 Recapitulation of Data on the Issuance of New/Substitute Passports in January to June 2022 at the Immigration Office Class I Special TPI Medan

Source: Processed by Researchers from TPI Medan Special Class I Immigration Office Data, 2022

In addition to the limited quota, in the review of the M-Paspor application on Google Playstore as stated in the background section, the applicant said that the quota on the M-Paspor application often fills up suddenly. This raises a question mark among the public and considers that this application is still not transparent. However, based on information from Adityo Ariwibowo as the Head of the Travel Documents Section that this is unlikely to happen or if indeed the quota is full suddenly means that at that time many people suddenly applied for passports. This is because the payment of the passport application is made in advance, namely before the scheduled interview and photo session at

the Immigration Office and if the applicant does not pay from the specified time, then the application will be canceled so that the people who apply for the passport are people who seriously need a passport, not just register.

Furthermore, based on the Standard Operating Procedures for Government Administration (SOPAP) concerning New Issuance and Replacement of Ordinary Passports Through Walk-In in the Circular Letter of the Acting Directorate General of Immigration Number IMI.2-UM.01.01-4.0700 of 2022, it is said that which belongs to the *walk-in* category is an applicant for vulnerable/special needs/persons with disabilities. Thus, under this rule, those who are entitled to *walk-in* services are priority communities that fall into the aforementioned categories. In this regard, Adityo Ariwibowo as the Head of Travel Documents Section stated that the *walk-in* quota is given to priority communities such as the sick, elderly and children and the quota provided does not exceed 50 quotas

However, this statement contradicts the statement by Herri Kurniawan as the *customer care* officer, where according to him, *walk-in* quotas can also be given to people / applicants who have difficulty in registering through the M-Paspor application due to certain conditions, for example because they do not have a *smartphone* which is adequate. He considered that as implementors of policies they must be able to be flexible in providing services to the community.

In addition, another information that the researcher got from one of the people who wanted to register for a passport application claimed that he was allowed to register directly or through an M-Paspor. Kartika states that:

"I got information about either register directly but I have to come early in the morning because the quota is only for 30 people or to use M-Paspor". (Passport applicant interview, July 15, 2022)

She goes on to say that:

"I prefer to come early in the morning because if you go through the application, for example, suddenly we have an obstacle if we don't cancel h-1, it can be forfeited. So, we tried to register for to make a family passport but because my child was sick child so we couldn't come. We didn't know if you want to cancel and get refund it must be h-1". (Passport applicant interview, July 15, 2022)

Based on the rules in the Standard Operating Procedures for Government Administration (SOPAP) Kartika is not included in the category of *groups receiving walk-in* services. However, the officer allowed him and his family to register directly at the Immigration Office Class I Special TPI Medan on the condition that they come early in the morning so as not to run out of *walk-in* quota. Then based on Kartika's experience, who experienced a canceled passport application and forfeited money due to the constraints of sick children, she preferred to come directly to the Immigration Office so as not to suffer the same loss again.

Thus, based on information from Adityo Ariwibowo, Heri Kurniawan and Kartika as well as information from *customer care* officers on the Instagram account, it is known that there are differences of opinion as well as instructions on the rules for implementing passport applications on a *walk-in* basis. This indicates that there is still inequality of information owned by each party, both officials, officers/employees and the public/applicant. This difference in information can cause problems such as miscommunication between people which hinders the smooth implementation of passport applications.

However, what this *customer care* does is basically a form of flexibility in implementing the M-Paspor Application Policy following conditions and situations in the field. As Jones (1994: 325) points out, application or implementation is often a dynamic process by which implementors are directed by a program guideline and actual circumstances in the community that require the policy to be adjusted according to the conditions that occur in the field when the policy is implemented. However, the form of flexibility in the implementation of this policy should be understood and carried out by all implementing agencies, both officials and immigration officers. This relates to the opinion of George C. Edwards (1987: 40) that *"Transmitting clear but contradictory instructions will hardly make it easier for operational personnel to expedite implementation" which means clear delivery but with contradictory instructions will not make implementors carry out policies smoothly.*

In addition, based on the Standard Operating Procedures for Government Administration (SOPAP) attached to the Circular Letter of the Acting Directorate General of Immigration Number IMI.2-UM.01.01-4.0700 of 2022, in supporting the *paperless concept*, applicants who apply for a passport through the M-Paspor application no longer need to fill out Form Perdim 11 at the selected Immigration Office. Based on interview information and observations it is known that this rule has been implemented. So when the applicant comes to conduct an interview and a photo the officer only needs to confirm the data and information they have filled out in the M-Paspor application. Thus, the service will be faster because it saves time and effort.

As for being able to achieve the objectives of the M-Paspor Application Policy that has been implemented, the guidelines that have been made must be followed by all parties, especially employees as policy implementors. Based on the observations of researchers in the field, employees at the Immigration Office Class I Special TPI Medan have followed the guidelines for implementing the M-Paspor Application Policy properly. However, in the application, there are still some obstacles that can hinder the process of implementing passport application services related to the use of the M-Paspor application, namely that there are still many people who are not familiar with the technology and how to use the M-Paspor application. As stated by Adityo Ariwibowo as Head of Travel Documents Section that:

"The problem is, most people are not able to access gadgets, even some young people. Then there are still people who come to the office without register online yet". (Travel Documents Section Chief Interview, July 08, 2022)

A similar statement was also made by Heri Kurniawan as a *customer care* officer where the most frequent complaints or obstacles submitted by the public were related to the difficulty of registering using the M-Paspor application. He says that:

"the most often complaint is they have trouble signing up. Because the community doesn't willing to read the instructions on the internet even though it is clear there, they are just lazy to read". (Customer care officer interview, July 19, 2022)

This statement is in accordance with the information that the researcher got when conducting interviews with several people/applicants. There are still people who don't understand how to use a *smartphone* or how to use the M-Paspor application. Some people/applicants who want to apply for registration to make/replace a passport still need

help from immigration officers or people around. Like an informant named Nuri Astuti, 40 years old admitted that she did not understand how to register through the M-Paspor application, so she was assisted by immigration office officers. She says that:

"I was helped by an immigration officer because I couldn't do it myself. I don't understand". (Passport applicant interview, July 15, 2022)

Then another informant named Eli, 30, stated that the M-Paspor application is easy to use but his mother still needs help registering through M-Paspor because she does not have a *smartphone* so she does not understand how to use it. Eli says that:

"For me, it's easy. But my mom definitely still needs help. My mom's cellphone is not android yet so she still needs help". (Passport applicant interview, July 15, 2022)

Another informant, 24-year-old Romasi, stated that she had difficulty registering through the M-Paspor application because she was not familiar with the procedure and there were some confusing questions. As she says that:

"I'm trying to register from M-Paspor. But I'm not sure how to do it. It's also hard to choose the nearest office in the application". (Passport applicant interview, July 19, 2022)

In addition, another obstacle in implementing the M-Paspor Application Policy is that there are still many applicants who are wrong in uploading documents. They uploaded documents that did not match what was instructed in the M-Paspor application and some of them did not upload the necessary documents or photos at all. So when this happens, immigration officers must *scan* and re-upload the document during the data and information check before conducting interviews and photos.

Furthermore, if there is an applicant who does not bring the original required documents, the applicant will be given a maximum of one week. This obstacle makes passport service long and hampered. As Pinky Kusuma says that:

"And sometimes they don't bring the documents so the process needs to be delayed which takes a bit longer time". (Interview and photo booth officer, July 15, 2022)

The statement regarding the discrepancy of the documents uploaded by some of the petitioners was also submitted by another informant namely Artha Margareth as the officer of the interview and photo booth, she said that:

"The shortcomings are, some people still upload the wrong documents, well in this system it cannot reject it, so for example they should upload a photo of ID card but they upload any random photos. So the application system has not been able to read and check in detail whether it is an ID card or not. So it's a bit complicated for us because we have to re-scan it if turns out the documents be uploaded incorrectly. So hopefully the system will be improved". (Interview and photo booth officer, July 13, 2022)

From the information above, it is known that in addition to the mistakes that are still often made by applicants in uploading documents, another obstacle is that the application system on M-Paspor still has shortcomings so that it cannot detect whether the uploaded documents are in accordance with the instructions. Therefore, Immigration Office officers still need to re-examine data and information during interviews and photos. The shortcomings in the M-Paspor application system are not only felt by immigration officers as implementers but also by the community / applicants as users. Among them, the public/applicant admitted that there

were system problems in terms of payment after filling in all the M-Paspor data and information, making it difficult for the applicant to complete his passport application. As Parsian experienced as a passport applicant, he said that:

"The only problem is in the payment system. So I had to repeatedly refilled the data only because of default via ATM transfer. The payment could success when I paid directly to the bank teller". (Passport applicant interview, July 19, 2022)

In addition, another applicant named Kartika, said that he did not get any notification or notification directly from the M-Paspor application after making the payment, so he felt a sense of alarm because he did not know whether the payment made had been successful. As she says that:

"So we have already paid but we didn't get immediate notification which tell the payment successful maybe it was because of the signal or the system. We got the notification the next day so we were worry whether the payment had been success or not because we already transferred the money". (Passport applicant interview, July 15, 2022)

Kartika also experienced other problems related to the system, namely the difficulty of clicking on dates for scheduled interviews and photos. she says that:

"Another thing is when I wanted to choose the day the date couldn't be clicked even though the quota is still available". (Passport applicant interview, July 15, 2022)

A similar obstacle was also conveyed by Novitri, in addition to the quota that was always full, he also had difficulty in clicking the date on the M-Paspor application even though the quota on that date was available. Novitri says that:

"It's complicated to get the quota, it's often full. And when there was available quota, the date couldn't be clicked. So I asked for help from my relative". (Passport applicant interview, July 19, 2022)

In addition, the applicant named Eli had difficulty in accessing the M-Paspor application, she said that:

"I was having trouble not being able to access the application". (Passport applicant interview, July 15, 2022)

Regarding the statement of the M-Paspor application system experiencing this problem, researchers found that system disruptions to the M-Paspor application had occurred nationwide. From the searches that researchers conducted on the Instagram account of the Immigration Office Class I Special TPI Medan, national system disruptions to the M-Paspor application have occurred twice, namely in April and July 2022. As shown in Figure 3.5 below.



Figure 3.5 Information on the Interference of the M-Paspor Application System

Source: Instagram Account of Immigration Office Class I Special TPI Medan

In connection with the obstacles or problems with the M-Paspor application system, the Immigration Office Class I Special TPI Medan does not have the authority to follow up on the obstacles to the M-Paspor application system. This is because the M-Paspor application system device is an application created by the Directorate General of Indonesian Immigration to be then applied to all Immigration Offices in Indonesia, so that all forms of improvement and development of the M-Paspor application system are the authority of the Directorate General of Indonesian Immigration. Meanwhile, the Immigration Office Class I Special TPI Medan is only in charge of informing the public about the constrained system and taking an alternative policy such as providing a *walk-in* quota if the M-Paspor application cannot be accessed.

Meanwhile, based on the Circular Letter of the Acting Directorate General of Immigration Number IMI.2-UM.01.01-4.0700 of 2022 concerning the Implementation of the M-Paspor Policy, this application has passed the trial stage on January 21, 2022 at all Immigration Offices in Indonesia and an evaluation of the M-Paspor application system problems has been carried out on February 01-02, 2022. This indicates that the Directorate General of Immigration should have been able to identify and overcome problems that occurred related to the system of the M-Paspor application.

As for the alternative policy taken, the opening of a *walk-in* quota for all applicants without exception when there is a disruption of the M-Paspor application system, which has the consequence of a long queue at the Immigration Office Class I Special TPI Medan. In Figure 3.6, it can be seen that the waiting room inside the Immigration Office Class I Special TPI Medan is filled with applicants as a result of which there is an unavoidable long queue.



Figure 3.6 The Atmosphere at Immigration Office Class I Special TPI Medan during the disruption of the M-Paspor Application System

Source: Immigration Office Class I Special TPI Medan Data, 2022

This is different from the condition when the M-Paspor application does not experience system disruptions which is seen in Figure 3.7. Based on the observations of researchers even though the applicants are crowded, the passport service at the Immigration Office Class I Special TPI Medan is still running smoothly and there are no long queues that can be seen even the waiting seats in the room of the interview and photo queues are not all full because the applicants who come have their respective schedules when they come to the selected Immigration Office so that applicants do not have to wait too long. This indicates that the implementation of the

M-Paspor Application Policy can solve the problem of long and long queues at the Immigration Office quite effectively.



Figure 3.7 The Atmosphere at the Immigration Office Class I Special TPI Medan When There Is No Disruption of the M-Paspor Application System

Source: Researcher Documentation, 2022.

Although there are system disruptions both at the TPI Medan Special Class I Immigration Office and system disruptions through the M-Paspor application, according to employees / officers of the TPI Medan Special Class I Immigration Office they have provided maximum service. In this case, they take time off work such as Saturdays and Sundays to complete work that has been delayed due to system disruptions that had occurred. What the employees of the Immigration Office Class I Special TPI Medan do is a form of government accountability to the community. Artha Margareth, the interview and photo booth officer, said that:

"If it's from our side, I will say that we've done our best.

For example, when the need for passports increased, we had experienced of system disruption. When it happened the passport service would also be a little longer. I think it's humane if society complains. But sometimes we sacrifice our weekend, which the public may not know about. We came to work in Saturday and Sunday because that's usually when the system goes smoothly. (Interview and photo booth officer, July 13, 2022)

Furthermore, through the application element, it can also be known the community's response regarding the policy applied whether the community accepts or rejects the policy. In this case, based on the information obtained by researchers through interviews with the public as passport applicants, it is known that some people accept the implementation of the M-Paspor Application Policy and consider that the M-Paspor application makes it easier for them to apply for a passport application along with the next process at the Immigration Office Class I Special TPI Medan. As stated by an informant named Jeffry that:

"Actually, both are good. I didn't get difficulties whether it is from online or manually. But from online it is more effective and efficient because I just need to get the queue number from application. Meanwhile through walk-in, you have to struggle to get the queue number". (Passport applicant interview, July 19, 2022)

In addition another informant named Eli said that:

"I think register through M-Paspor is better especially for millennials it is more practical". (Passport applicant interview, July 15, 2022)

She goes on to say that:

"My suggestion is that the application needs further development and the officers need to spread the information more to the community. There is already a

website and social media so the information can be spread easily and reach large number of people". (Passport applicant interview, July 15, 2022)

From the statements of the two informants above, it is known that M-Paspor is more effective and efficient to use because people only need to determine their own interview and photo schedules without scrambling for queue numbers again at the Immigration Office. In addition, according to the applicant, M-Paspor is more practical to use for millennials. Although the M-Paspor application makes it easier to handle passport applications, there still needs to be improvements and developments to the M-Paspor application so that it can be used smoothly by the public and needs to be better communicated to the public so that all Indonesians can know the existence of this M-Paspor application.

Then it was also found that some people were not accepting the application of the M-Paspor application and preferred to register and take care of passport applications directly at the Immigration Office Class I Special TPI Medan. One of the people, Kartika, considers that in the walk-in passport application, the risk of money being forfeited is lower because the payment is made after the completion of the interview and photo at the relevant Immigration Office. In addition, according to an informant named Novitri the M-Paspor application was impractical to use because she had difficulty in obtaining the M-Paspor quota so she needed the help of others.

Thus, the implementation of the M-Paspor Application Policy received two responses from the public, for some people who did not experience difficulties or only experienced a small part of the obstacles in using the M-Paspor application considered that online passport processing through the M-Paspor application was easier to do because they had received certainty of interview and photo schedules and did not need to queue for a long time at the Immigration Office Special Class I TPI Medan. However, for some other people who have difficulty both accessing and operating the M-Paspor application, they think that manual passport processing is easier to do.

4. CONCLUSION

Based on the explanation of the presentation and analysis of research data regarding the Implementation of the M-Paspor Policy in Passport Application at the Immigration Office Class I Special TPI Medan, it can be concluded that the implementation of the M-Paspor Application Policy at the office as a whole has proceeded in accordance with the specified purpose, namely so that passport application services can be more transparent, accountable and fast. This is obtained from the researcher's analysis of the implementation of the M-Paspor Application Policy using 3 main elements that influence policy implementation according to Charles O. Jones as follows:

In the organizational element, the available resources are sufficient but since the COVID-19 Pandemic the budget can only be used by 60%. Then the passport printer facility needs to be repaired or replaced so that the issuance of the passport is not hampered. In addition, the organizational structure and methods are quite clear and simple. In the interpretation element, the implementers already understand the policies applied. The public also considers that the information conveyed is clear. However, in terms of disseminating information directly to the public, it still needs to be improved. In the application element, the implementors have

implemented policies in accordance with procedures and can be flexible. However, there are still some obstacles in its implementation, such as there are still many people who do not understand the use of technology, there are also many people who are still wrong in uploading documents and the M-Paspor application system is still often errors so that further development needs to be carried out.

Furthermore, researchers provide suggestions that can be considered, namely:

1. Conduct direct/face-to-face socialization to the community more intensively and periodically, especially in strategic locations that require passport service information so that the dissemination of M-Paspor application information is more comprehensive to all circles of society. Then it is hoped that the Immigration Office Class I Special TPI Medan can be more creative in designing the M-Paspor application brochure to make it more attractive and informative.
2. Optimizing the M-Paspor quota provided every day according to the estimated standard time of passport service, number of *booths* and working hours.
3. Pay attention to the facilities available by repairing, replacing or adding facilities needed for smooth passport service.
4. It is hoped that the officials and officers of the Immigration Office Class I Special TPI Medan can agree to be flexible with the implementation of the *walk-in* policy in submitting passport applications so that there is no miscommunication between various parties.
5. Discuss with the Directorate General of Immigration regarding the further development and maintenance of the M-Paspor application. Then, it is also necessary to provide a website version of the M-Paspor as an alternative so that when there is a system problem with the application, the applicant can register through the *website*.

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