

# Innovation Immigration Services in East Kalimantan (A Study in Samarinda and Balikpapan)

Kus Indarto<sup>1</sup>, Risma Firdha Devianti<sup>1</sup>, Seloucus Gedzbal Patasik<sup>1</sup>,  
Rahmadiansyah<sup>1</sup>, Susi Ratnawati<sup>2\*</sup>

<sup>1</sup>Faculty of Social and Political Sciences, Mulawarman University, Samarinda, Indonesia.

<sup>2</sup>Faculty of Social and Political Sciences, Bhayangkara Surabaya University, Indonesia.

Correspondence\*:

Address: Jl. Ahmad Yani Frontage Road No. 114, Ketintang, Gayungan, Surabaya, East Java 60231.

e-mail: [susiratna11@gmail.com](mailto:susiratna11@gmail.com)

## Abstract

Problems that often arise in passport processing are that the lack of firmness from officers results in people not queuing, delays in passport processing due to network damage, insufficient staff, cramped photo booths and frequent power outages, so that passport processing services are disrupted. This study aims to examine immigration service innovations at the Immigration Office in Samarinda and the Immigration Office in Balikpapan. To improve services to the community, agencies need to innovate their services. Innovation is essential for agencies to improve their services so that they can run efficiently and effectively. This research method used is descriptive qualitative. The data was collected through interviews, documentation and observatio Data analysis in this study combines two qualitative analysis methods, namely interactive analysis and network analysis. The research results show that there is an e-perdim innovation at the Class I TPI Immigration Office in Samarinda and an Amplang innovation at the Immigration Office in Balikpapan City. The e-perdim innovation at the Immigration Office in Samarinda has made it easier for the public to fill out perdim forms, allowing them to do so while seated more quickly and making the applicants' handwriting easier to read. Meanwhile, the Amplang innovation at the Class I TPI Immigration Office in Balikpapan City has resulted in faster service and reduced parking congestion. Service Innovation Makes Service Delivery Easier, Faster, And Clearer Factors hindering innovation in immigration services in East Kalimantan Study at the Immigration Office in Samarinda and the Immigration Office in Balikpapan City. The barriers to innovation in e-perdim at the Immigration Office in Samarinda are occasional internet disruptions, elderly individuals who are unfamiliar with technology, and applicants' mobile phones that are not compatible. Meanwhile, there are no barriers to innovation in Amplang at the Immigration Office in Balikpapan City. The factors hindering innovation are: The internet, which is a global communication network connecting all computers in the world regardless of their operating systems and hardware. The internet is necessary for easy access to important information

**Keywords:** Balikpapan; innovation; immigration; Samarinda; service



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## Introduction

Public services are services provided by the government, private parties on behalf of the government, or private parties to the community (Haqie et al., 2020). These services may be free or fee-based, in order to meet the needs of the community (Ibad & Ulum, 2023). There are several reasons why public services are a strategic point for implementing and developing good governance in Indonesia. The first reason is that public services have always been an important part of the interaction between the state and the community, in this case the state being represented by the government. Successful public services will encourage the public (citizens) to support the government (Saputro, 2023). Second, public services are seen as a

place where various aspects of clean governance and good governance can be easily articulated. Third, public services involve the interests of all stakeholders, namely the government, private sector, public, and market mechanisms (Ndung & Loli, 2023; Rahmadana et al., 2020).

One such public service is immigration services. According to Law No. 6 of 2011 on Immigration, immigration refers to the movement of people entering or leaving Indonesian territory and its supervision (Utama et al., 2024). Immigration documents are Indonesian Travel Documents and Stay Permits issued by immigration officials or foreign service officials. The Indonesian Travel Document consists of the Indonesian Passport and the Indonesian Passport-Equivalent Travel Document (Yasa et al., 2024). A passport is a document issued by the Government of the Republic of Indonesia to Indonesian citizens for international travel, valid for a specific period. Meanwhile, the Passport-Equivalent Travel Document is a substitute for a passport issued under certain circumstances, valid for a specific period (Suprihantoro et al., 2024).

One Of The Challenges In Immigration Services Is The Varying Levels Of Digital Literacy Within The Community. Applicants Don't Have A Common Understanding, Even Though User-Friendly Applications Are Available. The Public Requires More Detailed Explanations And Assistance From Officers (Wulandari & Ismail, As Cited By Fauzan And Putri, 2023). According to Wahid (2017), common issues that arise in passport processing include a lack of firmness on the part of officials, resulting in some members of the public who do not queue (do not follow the proper procedure) being given priority service due to family connections, as well as delays in passport processing caused by network failures (Mulyana, 2020).

Research conducted by Purwanto, Paranoan and Djumlani (2015) shows that the obstacles in passport services at the Class I Immigration Office in Samarinda City are the insufficient number of employees, cramped photography rooms and frequent power outages, which disrupt passport services (Christover & Bilung, 2022). To provide better services to the community, service innovation is needed (Tomimi & Prasetyo, 2024). According to the Oxford English Dictionary, as cited by Hilda (2014) and Suwarno (2008), innovation is 'the act of introducing a new product into the market.' Innovation is understood as the process of creating new products (goods or services), introducing new methods or ideas, or creating incremental changes or improvements (Wahyuddin et al., 2024).

According to Setijaningrum (2008), as cited by Hilda (2014), innovation in public services is defined as Renewal, Creation, Creativity, And New Creations In Public Services (Sari & Ramdhanty, 2025; Herlina Et Al., 2023). The Research Questions In This Study Are: How Are Public Service Innovations Implemented By The East Kalimantan Provincial Immigration Office? And What Are The Factors Hindering To Public Service Innovations Implemented By The East Kalimantan Provincial Immigration Office? This study will examine the public service innovations implemented by the East Kalimantan Provincial Immigration Office, where the research will be conducted at the Class I TPI Immigration Office in Samarinda City and the Class I TPI Immigration Office in Balikpapan City, as well as the factors hindering innovation in immigration services in East Kalimantan at the Class I TPI

Immigration Office in Samarinda and the Class I TPI Immigration Office in Balikpapan City (Shalsabella et al., 2025).

## Literature Review

### Public Services

A service is any action or implementation provided by one party to another, which essentially demonstrates a tangible act and does not result in power over anything (Lukman, 2000, as cited by Syamsuadi, 2017).

According to Law No. 25 of 2009 concerning Public Services, public services are activities or a series of activities aimed at fulfilling service needs, in accordance with laws and regulations, for every citizen and resident, for goods, services, and/or administrative services provided by public services.

Public services are a form of public service activity carried out by government agencies at the central and regional levels, and by state-owned enterprises (BUMN/BUMD) in the form of goods and/or services, to meet the needs of the community (LAN, 1998, cited by Purwanto et al., 2016: 10).

Thus, it can be concluded that public services are government actions to meet the needs of the community. These services are implemented by the central and regional governments, as well as state-owned enterprises (BUMN/BUMD) in the form of goods and/or services.

Public services are classified into two categories: basic needs services and general services. Basic needs services include: health services, basic education services, and basic necessities services. Public services also include: administrative services, goods services, and services (Mahmudi, 2005, as cited by Rahmadana et al. 2020:32-34).

### Public Service Innovation

Public service innovation is essential to ensure the public receives better services than before. Public service innovation is a breakthrough in public service, whether an original creative idea or adaptation/modification that benefits the public. These benefits can be direct or indirect. Innovation does not have to be a new discovery, but also includes new approaches, expansions, and improvements to the quality of existing public service innovations (Permen PANRB No. 30/2014).

Types of innovation can be distinguished as follows (Muluk, 2008 in Danar, Rohmasari, and Novita, 2019):

a. Process innovation.

Process innovation stems from continuous quality improvement, focusing on a combination of organizational, procedural, and policy changes.

b. Service method innovation

This innovation relates to the interaction between service providers and customers, or to the delivery of services.

c. Strategy or policy innovation

This innovation refers to new visions, missions, goals, and strategies, as well as the rationale for these innovations. These innovations relate to existing realities.

d. System innovation

System innovation refers to innovation in governance. In other words, this innovation relates to how to interact with other actors.

Best practices in service innovation according to the UN, as cited by Prasojo (2007); Eldo and Mutiarin (2018), include:

a. Impact

A best practice must demonstrate a direct, visible, and tangible positive impact on improving the living conditions of the community, particularly those less fortunate in accessing their rights;

b. Partnership

A partnership is necessary between the actors and stakeholders involved. At least two parties must be integrated;

c. Sustainability

Best practices must bring about fundamental changes in the areas of legislation, social policy, institutional frameworks, efficiency, transparency, and accountable management;

d. Leadership

Best practices are driven by a leadership style that inspires action and change, including changes in public policy;

e. Transferability

The positive impacts achieved from innovation can serve as examples or role models for other regions, with various considerations and adjustments to the local context.

## Immigration Services

According to Law No. 6 of 2011 concerning Immigration, immigration services include Indonesian Travel Documents and Stay Permits issued by immigration officials or foreign service officials. These travel documents include passports and Travel Documents in Lieu of Passports. The stay permit referred to is a visa. This research will focus on service innovations related to passport issuance.

Immigration Services Are Influenced By Various Factors That Affect Public Satisfaction. Service Quality, Including Speed, Accuracy, And The Friendliness Of Staff, Are Key Factors In Shaping Public Perception. Adequate Facilities And Infrastructure Provide A Better Service Experience. Additionally, Simple And Transparent Administrative Procedures Are Necessary To Enhance Public Satisfaction (Trilaksmiati Et Al., 2025).

## Method

The type of research used in this study is qualitative research through a quantitative and qualitative approach, namely descriptive research using analysis based on phenomena and facts found in the field . However, to maximise data analysis, this study combines two qualitative analysis methods, namely interactive analysis and network analysis. Interactive

analysis refers to the concept (Miles & Huberman, 2014) through four stages of analysis: data collection, data reduction, data display, and conclusion (Selvi, 2019). To strengthen interactive analysis, the researcher adopts Maleong's concept to assess the degree of reliability or validity of the research results, which requires data verification through credibility, transferability, dependability, and confirmability.

The focus of this research includes: 1). Immigration Service Innovation in East Kalimantan, at the Class I TPI Immigration Office in Samarinda and the Class I TPI Immigration Office in Balikpapan. a. Impact, direct positive impacts that can be seen and felt to improve the living conditions of the community. b. Partnership, there needs to be partnership between the actors and stakeholders involved. At least two parties must be integrated; c. Sustainability, bringing fundamental changes in the areas of legislation, social policy, institutional framework, efficiency, transparency, and accountable management; d. Leadership, best practices are driven by an inspiring leadership style that encourages action and change, including changes in public policy; e. Transfer to other areas, the positive impact achieved from innovation can serve as an example or role model for other regions, with various considerations and adjustments to the local context. 2). Barriers to innovation in immigration services in East Kalimantan at the Class I TPI Immigration Office in Samarinda and the Class I TPI Immigration Office in Balikpapan)ndability, and confirmability.

## Result and Discussion

Based on the results of the study, there are differences in immigration service innovations at the Class I TPI Immigration Office in Samarinda and the Class I TPI Immigration Office in Balikpapan. The most well-known immigration service innovation at the Class I TPI Immigration Office in Samarinda is E-Perdim. E-Perdim is a digital passport application service. This service replaces the previous manual service that used paper forms. So, people come to the office, then access the Class I TPI Immigration Office in Samarinda website and select e-perdim.

Meanwhile, the prominent immigration service innovation at the Class I TPI Immigration Office in Balikpapan is called AMPLANG, an acronym for Ambil Paspor Langsung Pulang (Pick Up Passport and Go Home). This is a drive-thru passport issuance service. Thus, people applying for passports do not need to get out of their vehicles.

## RESULTS

Innovations at the Samarinda Class I TPI Immigration Office and the Balikpapan Class I TPI Immigration Office.

### Impact

#### 1) Samarinda Class I TPI Immigration Office

Regarding the impact of the innovation in registration using e-perdim, e-Perdim is an access link for filling out forms. After that, payment is made using the billing number displayed after completing the registration, and then a number is obtained for taking the passport photo. After waiting approximately three days for the photo, the passport will be ready. The impact of e-perdim is that it is easier for the public to fill out the form. Based

on research findings, the e-perdim system makes it easier for the public to enter data. They can fill out the forms while sitting down and do so more quickly. Additionally, the public's handwriting is easier to read. (The number of people who applied for a passport in 2024 were 44,048 (an average of 3,671 per month) (BPS Kota Samarinda,2025).

## 2) Balikpapan Class I Immigration Office

One of the most notable innovations at the Balikpapan Class I Immigration Office is AMPLANG (Ambil Paspur Langsung Pulang, or 'Pick up your passport and go home'). In terms of its impact on the community, Amplang addresses the issue of parking, as there is not much space available. The Amplang innovation reduces the number of parking service users. If the public using the parking service were to fill the parking area, and the office is located in a corner, the service would be faster and more satisfying because they do not have to get out of their vehicles. They only need to submit payment proof and collection proof.

Thus, it can be seen that the Amplang innovation makes the service faster because there is no need to get out of the vehicle. Additionally, the parking area does not become overly crowded. A total of 31,178 people applied for passports in 2024 (an average of 2,598 per month) (Kantor Imigrasi Kelas I TPI Kota Balikpapan, 2025).

## Partnership

### 1) Samarinda Class I Immigration Office

Regarding partnerships, there are no private sector partnerships, so we utilise IT colleagues. IT colleagues are already capable of doing this. Initially, we conducted a benchmarking study at the Tanjung Perak Immigration Office. Based on that benchmarking study, we implemented the e-perdim system here. Therefore, all work is carried out by the staff of this office. There is no need to use external partners. Based on the research findings, the Class I TPI Immigration Office in Samarinda did not engage partners to implement the e-perdim innovation. All work is carried out by the office's own staff.

### 2) Class I TPI Immigration Office in Balikpapan

For the Amplang innovation, there are no partnerships. While conducting comparative studies, it was found that different offices have different approaches. In the Amplang innovation, there are no partners; each department handles its respective tasks.

Research findings indicate that to implement the Amplang innovation, the Class I TPI Immigration Office in Balikpapan does not have external partners. The innovation is carried out by observing and studying, then applying it at the office.

## Sustainability

Sustainability is related to, among other things, institutional frameworks, efficiency, transparency, and accountable management.

### 1) Samarinda Class I Immigration Office

There have been no fundamental changes with the implementation of e-perdim. There has been no change in structure; the implementation of e-perdim is regulated by a letter from the Head of the Office, which was previously manual but now uses e-perdim.

Field research shows that there has been no fundamental change in the institutional framework at the Class I Immigration Office TPI Samarinda in the implementation of the e-perdim innovation.

## 2) Class I Immigration Office TPI Balikpapan

Regarding sustainability, the Amplang innovation has not brought about fundamental changes. If the structure remains unchanged, there are still ranks, task forces, change agents, etc. The focus is on the contestation for WBK (Corruption-Free Zone) and WBBM (Clean and Service-Oriented Bureaucracy Zone). Indeed, there are people driving these efforts. Management is becoming better and more transparent. There are no fundamental changes. However, this certainly makes services smoother and easier.

Thus, from the research results, it can be seen that with the Amplang innovation, there are no fundamental changes in the institutional framework at the Balikpapan Class I TPI Immigration Office.

## Leadership

### 1) Samarinda Class I Immigration Office

Regarding leadership at the Samarinda Class I Immigration Office, the leadership is more encouraging, and suggestions are welcome. There is room for improvement. It should be more democratic. Young employees should be able to develop what already exists, so that the leadership only needs to provide support. Employees are given ample space to make suggestions. Whether it concerns the services provided or other suggestions that are useful for the development of this office.

Based on the interview results, it can be concluded that leadership at the Class I TPI Samarinda Immigration Office is very democratic. Everyone is allowed to make suggestions, and the leadership provides support.

### 2) Class I TPI Immigration Office in Balikpapan

Regarding leadership, efforts are made to build two-way communication. Here, it is not just about giving orders, but also listening to the aspirations from below, so that the organisation runs dynamically and very democratically.

Thus, leadership at the Class I TPI Immigration Office in Balikpapan is also democratic. Communication is built in two directions, between leaders and subordinates.

## Transferability

Transferability refers to whether the innovation has been replicated or implemented in other areas.

### 1) Samarinda Class I Immigration Office

When discussing transferability, it was explained in an interview with an informant that there was a comparative study from the Labuan Bajo Immigration Office, but it is unclear whether it has been implemented or not. The Class I TPI Samarinda Immigration Office also previously replicated the e-perdim system from the Tanjung Perak Immigration Office in Surabaya. In fact, e-perdim is very helpful. So, if other offices are implementing it, that is good.

Based on the interview results, no other regions have replicated the e-perdim system from the Class I TPI Immigration Office in Samarinda.

2) Class I TPI Balikpapan Immigration Office

Regarding transferability, there was a visit from the Batu Licin Immigration Office. They learned about the before and after, how it used to be and how it is now. They informed their staff that change is nothing to be ashamed of. There is satisfaction, as things have improved. Therefore, we support the leadership's commitment. From the leadership to the security staff, everyone is participating. Hopefully, the Batu Licin Immigration Office will also implement this drive-thru service in the future.

The interview results indicate that the Batu Licin Immigration Office has already learned about the drive-thru service, which is known as the Amplang innovation in Balikpapan. Hopefully, they will also implement it in the future.

**Obstacles to Innovation in Immigration Services in East Kalimantan Obstacles prevent innovation from running smoothly. Several obstacles to innovation include:**

One obstacle to the implementation of e-perdim

1) Samarinda Class I Immigration Office

innovation is the network. The network has been disconnected before, so we had to revert to manual processes. The Telkom network for this Immigration Office was disconnected. Additionally, some members of the public had mobile phones that were not compatible.

Another barrier is that the elderly are not familiar with technology. Furthermore, some mobile phones were found to be incompatible with accessing the e-perdim system.

Thus, the factors hindering the implementation of e-perdim innovation at the Class I TPI Immigration Office in Samarinda are the network, the elderly who are not familiar with technology, and the public's mobile phones that are not compatible.

2) Class I TPI Immigration Office in Balikpapan

At the Balikpapan Immigration Office, there are no obstacles, but the challenge is getting started. There must be a change agent who sets an example. As a change agent, one must lead by example. Arriving earliest, leaving latest. The key holder.

Thus, the barriers to innovation at the Balikpapan Class I TPI Immigration Office related to the Amplang system can be said to be non-existent; the challenge lies solely in getting started.

## DISCUSSION

### Immigration Service Innovation in East Kalimantan (Study at the Class I TPI Immigration Office in Samarinda and the Class I TPI Immigration Office in Balikpapan)

#### Impact

According to Eldo and Mutiarin (2018), a best practice must demonstrate direct, visible, and tangible positive impacts on improving the living conditions of the community, particularly those who are less fortunate in accessing their rights. In relation to the immigration innovations studied in this research, the impacts obtained are as follows:

The e-perdim innovation at the Class I TPI Immigration Office in Samarinda has made it easier for the public to fill in their personal data. They can fill it in while sitting down and it is faster. In addition, the public's handwriting is easier to read.

Meanwhile, the Amplang innovation at the Class I TPI Immigration Office in Balikpapan City has resulted in faster service, as people no longer have to get out of their vehicles. Additionally, parking is no longer as crowded.

#### Partnership

According to Eldo and Mutiarin (2018), there needs to be a partnership between the actors and stakeholders involved. At least two parties must be integrated.

However, the research findings indicate that neither the e-perdim innovation at the Class I TPI Immigration Office in Samarinda nor the Amplang innovation at the Class I TPI Immigration Office in Balikpapan had any partners. All activities were carried out independently by the existing staff.

#### Sustainability

According to Eldo and Mutiarin (2018), best practices must bring fundamental changes in the areas of legislation, social policy, institutional frameworks, efficiency, transparency, and accountable management.

In relation to sustainability, the e-perdim innovation at the Class I TPI Immigration Office in Samarinda and the Amplang innovation at the Class I TPI Immigration Office in Balikpapan City do not bring about fundamental changes in the institutional framework. However, both innovations make the institutions more efficient, transparent, and accountable in their management.

#### Leadership

Eldo and Mutiarin (2018) state that best practices are driven by a leadership style that inspires action and change, including changes in public policy.

The leadership styles at the Class I TPI Immigration Office in Samarinda and the Class I TPI Immigration Office in Balikpapan are both democratic. Leaders provide space for subordinates to give input/suggestions for innovations in providing better services to the community.

## Transferability

The positive impacts achieved through innovation can serve as examples or role models for other regions, with various considerations and adjustments to the local context (Eldo and Mutiarin (2018).

Research shows that the e-perdim innovation implemented at the Class I TPI Immigration Office in Samarinda has not been replicated by other regions. The e-perdim system was actually adopted from an innovation first implemented by the Tanjung Perak Immigration Office. Meanwhile, the Amplang innovation from the Class I TPI Immigration Office in Balikpapan City has been introduced to staff at the Batu Licin Immigration Office. It is hoped that the Batu Licin Immigration Office will soon implement the Amplang innovation/drive-thru service in providing services to the public who require them.

### **Factors hindering innovation in immigration services in East Kalimantan (at the Class I TPI Immigration Office in Samarinda and the Class I TPI Immigration Office in Balikpapan)**

#### a. Internet network

According to Ahmadi and Hermawan, as cited by Praestuti (2021), the internet network is a Global Communication Network that connects all computers worldwide, regardless of their operating systems and hardware. Additionally, (Hidayat and Atqia, 2021) state that the internet network is essential for facilitating access to important information.

Similarly, public services already utilise the internet. If the internet network experiences disruptions, public services will also be disrupted. This includes immigration services through e-perdim.

#### b. Elderly individuals who are unfamiliar with technology

Elderly individuals face various obstacles in learning technology and social media. However, the presence of technology and social media in the lives of the elderly can create various benefits, such as the development of friendships among the elderly in a particular area and improved intergenerational communication (Ashari in Salsabilla and Zainuddin, 2021).

This needs to be a concern for the government in providing services to the elderly, as most elderly people have difficulty using technology.

Immigration Office Has Provided Officers Who Are Ready To Assist Elderly People Who Have Difficulty Using The Technology. Thus, The Problem Has Been Resolved.

#### c. Mobile phones that are not sufficiently supported.

Not all mobile phones can support the applications that must be downloaded for public services. This includes the e-perdim service at the Class I TPI Samarinda Immigration Office. This becomes an obstacle when the public wants to access services provided by the government. The Class I Tpi Samarinda Immigration Office Provides Mobile Phones That Can Be Used By People Whose Phones Are Not Compatible With The System. So This Problem Can Also Be Resolved Properly.

## Conclusion

Innovation in Immigration Services in East Kalimantan (at the Class I TPI Immigration Office in Samarinda and the Class I TPI Immigration Office in Balikpapan)

Based on the results of the research conducted, it can be concluded that the Innovations in Immigration Services in East Kalimantan (at the Class I TPI Immigration Office in Samarinda and the Class I TPI Immigration Office in Balikpapan City) are as follows:

### Impact

The e-perdim innovation at the Class I TPI Immigration Office in Samarinda has made it easier for the public to fill out perdim forms, allowing them to complete the process while seated more quickly, and making the applicants' handwriting easier to read.

Meanwhile, the Amplang innovation at the Class I TPI Immigration Office in Balikpapan City has resulted in faster service and reduced parking congestion.

### Partnership

The e-perdim innovation at the Class I TPI Immigration Office in Samarinda and the Amplang innovation at the Class I TPI Immigration Office in Balikpapan City both do not have partners. Everything is done independently by the existing staff.

### Sustainability

The e-perdim innovation at the Class I TPI Immigration Office in Samarinda and the Amplang innovation at the Class I TPI Immigration Office in Balikpapan City do not bring fundamental changes to the institutional framework. However, both innovations make the institutions more efficient, transparent, and accountable in their management.

### Leadership

The leadership style at the Class I TPI Immigration Office in Samarinda and the Class I TPI Immigration Office in Balikpapan is democratic. Leaders accept suggestions from their subordinates.

### Transferability

The e-perdim innovation implemented at the Class I TPI Immigration Office in Samarinda has not been replicated by other regions.

Meanwhile, the Amplang innovation at the Class I TPI Immigration Office in Balikpapan City has been introduced to employees at the Batu Licin Immigration Office.

Factors hindering innovation in immigration services in East Kalimantan (Study at the Class I TPI Immigration Office in Samarinda and the Class I Immigration Office in Balikpapan City

The barriers to innovation in e-perdim at the Class I TPI Immigration Office in Samarinda are occasional internet disruptions, elderly individuals who are unfamiliar with technology, and applicants' mobile phones that are not compatible.

Meanwhile, there are no barriers to innovation in Amplang at the Class I TPI Immigration Office in Balikpapan City.

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