Mobile Passport as One of the Bureaucratic Reform Strategies at the Special Class I Immigration Service in Surabaya

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Abstract : This study aims to describe and analyze: the application of the MPaspor application as one of the bureaucratic reform strategies and the supporting and inhibiting factors for the implementation of the M-Passport application as one of the bureaucratic reform strategies in the Special Class 1 Immigration Office of the City of Surabaya. The research method to be used is qualitative descriptive. Data Collection Techniques include: Interviews, Observations, Documentation. The research informant is the Head of the Suarabaya Special Class I Immigration Office. The data analysis technique using interactive model analysis was developed by Miles et al., (2014), namely data condensation, data presentation, and conclusion drawn. The results of the study show . Mobile Passport as one of the Bureaucratic Reform Strategies at the Surabaya Special Class I Immigration Office is carried out based on the Institutional Aspect, namely the M-Passport Application based on the Letter of the Director of Immigration Traffic Number IMI.2-UM.01.01-4.0700 dated February 18, 2022 concerning the Follow-up of the Implementation and Implementation Policy of Mobile Passport (M-Paspor) at Immigration Offices throughout Indonesia. In terms of bureaucratic reform, M Passport services in the institutional field, office employees must have proficiency, that is, each office employee must be able to master the skills and knowledge needed in serving citizens, especially foreign citizens who take care of ITAS and ITAP. In terms of resources, it is already available and given full support with the availability of competent IT experts to support the development and implementation of the M-Passport application. The Financial Resources provided continue to be provided for the launch, maintenance, and renewal of the M-Passport application. In terms of governance, as a Technical Implementation Unit of the Special Class I Immigration Office of Surabaya by paying attention to the provision of facilities to support the running process of a bureaucracy. The Surabaya Special Class I Immigration Office provides a guarantee of passport processing time by officers during the interview session, photo taking, and fingerprint scanning for three working days. Passport application service fee Passport costs Rp 350,000, while electronic passport costs Rp 650,000. One of the supporting factors for the implementation of the M Passport Application at the Surabaya Special Class I Immigration Office is supporting facilities and infrastructure, such as queue machines, service counters, and computers. Inhibiting factors include application servers that often crash or have problems. In addition, there is a lack of public understanding that in taking care of passports, original documents must still be brought.

Keywords: Reform, Bureaucracy, Mobile, Passport, Immigration.

1. INTRODUCTION

The implementation of Bureaucratic Reform in Indonesia has started since the end of 2006 through a pilot project at the Ministry of Finance, the Supreme Court, and the Financial Audit Agency (PP RI Number 81 of 2010 Grand Design RB 2010-2025). Since then, after the emergence of a policy concept, the legal provisions were stipulated with the presence of Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025 as a master draft containing the policy direction for the implementation of national bureaucratic reform for the period 2010-2025. As a form of operationalization of the Grand Design of Bureaucratic Reform, a Road Map for Bureaucratic Reform is prepared every 5 (five) years and is a detailed plan for bureaucratic reform from one stage to the next for five years with clear goals per year. Furthermore, the Regulation of the Minister of State Apparatus

Empowerment and Bureaucratic Reform Number 20 of 2010 concerning the Road Map of Bureaucratic Reform in 2010-2014 was stipulated then in order to create policies that remain in accordance with the conditions and needs of the state and society, then in 2015 the regulation was updated with the issuance of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 11 of 2015 concerning the Road Map of Reform Bureaucracy 2015-2019.

One of the government agencies that is intensively implementing bureaucratic reform is the Ministry of Law and Human Rights. Referring to the 2015-2019 Bureaucratic Reform Road Map that has been stipulated by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform, in order to meet the goals of bureaucratic reform that have been set, the Ministry of Law and Human Rights also implements a form of bureaucratic reform based on 8 areas of change, namely: "(1) Apparatus mentality, (2) Supervision, (3) Accountability, (4) Institutional, (5) Administration, (6) Human Resources of the Apparatus, (7) Laws and Regulations, (8) Public Services. These 8 (eight) areas of change are what make the umbrella of activities for the Ministry of Law and Human Rights to continue to change for the better (good governance)" (Source: Kementrian Hukum dan HAM 2015. Pocket Book RB Kementrian Hukum dan HAM Hal.31-41)

One of the institutions under the auspices of the Ministry of Law and Human Rights that until now has carried out public service reform is the Directorate General of Immigration, which is a structure part of the Indonesian Ministry of Law and Human Rights which has the main task of formulating and implementing policies and technical standardization in the field of immigration. In field operations, several problems were found involving foreigners that required further handling. The global and domestic strategic environment is developing so rapidly, that it requires all government bureaucratic apparatus, including immigration in Indonesia, to be quick to respond and responsive to these dynamics.

Improving passport management services is a serious concern of the government which is included in the realm of the Ministry of Law and Human Rights of the Republic of Indonesia (abbreviated as the Ministry of Law and Human Rights of the Republic of Indonesia). The orientation of public service in making passports must also pay attention to the larger side, namely state security. The need for a passport is not limited to the people of Indonesia. When you already have a passport, you can use it to go abroad now without having to wait for a long time at the immigration office to make it. Not to mention airlines that routinely give promotional tickets that have a requirement, namely having a passport.

One form of bureaucratic reform implemented by the government is the Mobile Passport or M-Paspor application for passport application submission services. The M-Passport application was created by the Directorate General of Immigration of Indonesia to assist Indonesian people in submitting passport applications. The application of this application has been applied to all immigration office areas in Indonesia, one of which is the Surabaya Special Class I Immigration Office. The M-Passport application has various advantages in the features provided such as uploading the required documents, choosing the desired immigration office, arranging the arrival schedule independently, and making payments online.

The M-Passport Application is a new form of the Online Passport Queue Registration Application (APAPO) which is implemented to make passport services more transparent, accountable and fast. Registration of applications is carried out online and later factual verification (data and files) is still mandatory for immigration officers through interviews. The use of the M-Passport application aims to accelerate services at the Surabaya Special Class I Immigration Office. In addition, the use of the M-Passport application aims to allow people to prepare files and upload the files directly at their residence and can choose an immigration office that has a fast distance and reduce long queues at the Surabaya Special Class I Immigration Office. It is hoped that the presence of M-Paspor can create bureaucratic reforms that are transparent and easy to implement by the public.

The implementation of the M-Passport application also causes various problems in the process of implementing it for bureaucratic reform such as a limited daily quota can be an obstacle because the number of passport applications entering the immigration office is quite large. Application servers that often have errors or problems can interfere with the online passport processing process. Based on this, this study aims to more broadly describe and analyze how the application of the MPaspor application as one of the bureaucratic reform strategies in the Special Class 1 Immigration Office of the City of Surabaya and what factors support and hinder the implementation of the M-Passport application as one of the bureaucratic reform strategies at the Special Class 1 Immigration Office of the City of Surabaya.

2. THEORETICAL STUDIES

According to Rewansyah (2010) Bureaucratic reform is an integral part of reform in the political, legal, economic, and cultural fields. The government bureaucracy must always be adjusted to the demands of scientific development, the environment, and the demands of society. The basis for rejecting bureaucratic reform departs from two points, the first is a

paradigm change in the government system and the second is the objective condition of the nation and the government bureaucracy.

Sedarmayanti (2009) explained that reform in bureaucratic reform is a process of systematic, integrated and comprehensive efforts, which is allowed to realize governance carried out by employees based on laws and regulations. Bureaucratic reform is the government's effort to improve performance through various means with the aim of being effective, efficient, and accountable. The structuring of bureaucratic reform according to Sedarmayanti (2009) to realize a good, clean, transparent, and professional government, free from corruption, collusion, and nepotism (KKN) includes the three most important parts, including institutional structuring, administrative structuring, and human resource structuring.

Furthermore, Sedarmayanti (2009) revealed four forms of institutional transformation, namely: Renew: related to changes in people and organizational spirit, with the inventory of individuals with new skills and goals, so as to enable organizations to regenerate. Reframe: a replacement for the organization's concept of what and how something can be achieved. Restructure: prepare the organization to achieve a level of competition for work results. Revitalize: revitalize the energy for the growth of the organization related to the environment through a more challenging process.

Administrative Arrangement according to Sedarmayanti (2009) the objectives of administrative arrangement are: "(1) to realize concise/simple, effective, efficient, and transparent governance; (2) providing excellent service and community empowerment". The next aspect of Bureaucratic Reform, namely the structuring of human resources, is an improvement in employee performance or competence through education and training (diklat) or character building, which has been explained by Sedamaryanti (2009) that civil servant education and training is a process of "transformation of the quality of apparatus human resources" which touches on four main dimensions, namely spiritual, intellectual, mental, and fiscal dimensions which are directed at quality changes from The four dimensions of human resources of the apparatus.

According to Rewansyah (2010), the purpose of bureaucratic reform is "public trust building and eliminating the negative image of government bureaucracy. Government management is trust management".

The goals of bureaucratic reform are listed in the Ministerial Regulation. Utilization of the State Apparatus and Bureaucratic Reform Number 11 of 2015 concerning the 2015-2019 Bureaucratic Reform Road Map, namely: a. Clean and accountable bureaucracy, b. Effective and efficient bureaucracy and c. A bureaucracy that has quality public services.

Public service is likened to a process, where there are people who are served, served, and the type of service provided. So that public services contain substantial things that are different from services provided by the private sector. Public services are services provided by the government in order to meet all the needs of the community, so that they can be distinguished from services carried out by the private sector (Ratminto, 2006).

According to Dwiyanto (2005) as "a series of activities carried out by the public bureaucracy to meet the needs of users, not only goods produced in public services, but also in terms of providing administrative services". Meanwhile, according to Kurniawan (2005) public service can be interpreted as "a service provider (serving) the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been set".

Abbas and Sadat (2020) and Larisu (2021) state that public service is any activity carried out by the government towards a number of human beings who have every beneficial activity in a group or unit, and offer satisfaction even though the results are not physically tied to a product. According to Kurniawan (2015) and Mukmin, Arifin Utha, (2022) public services are a form of service provided by the government to meet the living needs of its people. Public services must also refer to and be supported by applicable laws or regulations so that they can be a reference in their implementation. In addition to parties from the government who are public service providers, it is also possible for public services to be carried out by non-government parties, such as the private sector or the community. However, this does not seem to deny that the role of the government is so important in the implementation of public services for the community.

However, on its journey, it turned out that public services encountered various obstacles that stood in their way. One of them is the bureaucratic paradigm that tends to ask to be served rather than serve. This has resulted in various problems (Singgih Wiranto, 2006) such as convoluted, ineffective and efficient, difficult to understand, difficult to implement, inaccurate, not transparent, unfair, bureaucratic, unprofessional, unaccountable, limited technology, limited information, lack of legal certainty, KKN, high costs, political polarization, centralism, the absence of standard standards and weak community control.

There has been a paradigm shift in public services where the people or citizens are the focus of service. Public services themselves consist of various forms of services provided by the State. Public services can be in the form of services in the field of goods and services (Ratminto,2006).

The meaning of immigration comes from the Latin migratio which means the movement of people from a place or country to another place or country. There is a term emigration that has a different meaning, namely the movement of people from a region or country out to another region or country. On the other hand, immigration ratio in Latin means the movement of people from one country to enter another country. In essence, emigration and immigration concern the same thing, namely the movement of people between countries, but the difference is the way of looking at it. When a person moves to another country, the event is seen as emigration, but for the country that the person is visiting it is called an immigration event (Wijayanti, 2012)

Immigration according to article 1 paragraph 1 of Law no. 6 of 2011 concerning immigration is regarding the traffic of people leaving or entering the territory of the Republic of Indonesia and the supervision of foreigners in the territory of the Republic of Indonesia. In carrying out its duties, immigration has an important role in terms of traffic for people who will leave or enter Indonesian territory, including the issuance of Travel Documents of the Republic of Indonesia, the granting of immigration permits and conducting supervision related to the existence and activities carried out by foreigners.

Definition of Passport is a travel document issued by the government to its citizens where the government gives the right to the person concerned to be able to travel abroad and in it contains legal identity, citizenship, and protection rights while abroad, and the right to return to the homeland. A passport is proof of identity outside the country. This is the obligation of the passport owner to store and protect it as well as possible. A passport is a document belonging to the state. Indonesian passports must be renewed/renewed every five years after the passport expires. Passports can be renewed before expiry if the passport pages are full, severely damaged or missing.

There are several types of Indonesian passports, each of which is issued by a different institution.

a. General passport (with a green cover, there are two types with different number of pages), issued by the Directorate General of Immigration, Ministry of Law and Human Rights

b. Official passport (with blue envelope), issued by the Ministry of Foreign Affairs

c. Diplomatic passport (with black cover), issued by the Ministry of Foreign Affairs

3. RESEARCH METHODS

Research on Mobile Passport as One of the Bureaucratic Reform Strategies at the Surabaya Special Class I Immigration Office was carried out using qualitative research. The research method to be used is a qualitative descriptive research method. The descriptive method is a method of researching the status of a group of people, an object, a condition, a system of thought or a class of events in the present (Nazir, 2011). Data collection techniques in this study include: Interviews, Observations, Documentation. The informants in the study included authorized officials, namely the Head of the Suarabaya Special Class I Immigration Office. The data analysis technique in the study using interactive model analysis was developed by Miles et al., (2014) with three procedures, namely data condentation, data display, and conclusion drawing.

4. RESULTS AND DISCUSSION

The Implementation of the Mpaspor Application as One of the Bureaucratic Reform Strategies in the Class 1 Immigration Office for the City of Surabaya

Bureaucratic reform is one of the government's efforts to restore public trust in the administration of government by providing benefits from public policies for all levels of society in a fair manner (Dwiyanto, 2005, 2011). Bureaucratic reform is not only related to improving the quality of services to the community but also providing many alternative solutions needed by the community. In simple terms, Bureaucratic Reform is related to the efforts made by the government to adapt to all the needs of the community and answer their various needs into comprehensive policies that provide benefits. One form of improving the quality of public services in Bureaucratic Reform is the use of Information Technology in order to support public service innovation. This innovation is expected to provide ease of process and access for people who need public services.

The Directorate General of Immigration of the Ministry of Law and Human Rights also uses Information Technology as part of its support for providing services to the community. Various information technology-based applications are developed with the aim of providing public services that reach all levels of society. Public services by utilizing information technology by the community are often referred to as online systems. Online systems are more widely chosen and preferred by the public because

they promise convenience, transparency, transparency and certainty in relation to time and cost (Risanto & Bahri, 2017). One of the information technology-based applications developed and launched by the Directorate General of Immigration in order to improve services, especially to Indonesian citizens who need Travel Documents is the Passport Car application or abbreviated as M-Passport

1) Institutional Aspects in the Implementation of the Mpaspor Application

The M-Passport application was first inaugurated on January 26, 2022, coinciding with the commemoration of Immigration Bhakti Day. The M-Passport application is an application developed to replace the previous queue collection application system, namely the Online Passport Queue Registration Application (APAPO). The Director of Immigration Traffic issued a letter numbered IMI.2.UM.01.01-4.0133 dated January 10, 2022 concerning the preparation for the Launching and Implementation of Mobile Passport (M-Paspor) to be piloted on a limited basis at 16 (sixteen) Immigration Offices from January 12 to 20, 2022. Then the Letter of the Director of Immigration Traffic Number IMI.2-UM.01.01-4.0700 dated February 18, 2022 concerning the Follow-up of the Implementation and Policy of the Implementation of Mobile Passport (M-Paspor) at the Immigration Office was issued, one of the main directions of which was to order the use of the M-Passport application at all Immigration Offices in Indonesia.

Based on the current Orta contained in the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number M.14.PR.07.04 of 2003, the Immigration Office (KANIM) consists of several classes, including: Special Class I Immigration Office, Class I Immigration Office, Class II Immigration Office and Class III Immigration Office. This class grouping is based on the level of immigration supervision and services to the community as well as the increase in the volume of activities and workload at several immigration offices. However, in general, Class I/Special is in the provincial capital, Class II is in the Regency/Municipality or residency system while Class III is in several other specific locations. There will be no difference in terms of cost, destination location, and others. Class differences in various vertical agencies in the form of ministries/state agencies are common to distinguish workload and work areas (not only immigration offices, prison offices, courts, taxes, etc. are also the same).

In terms of bureaucratic reform, M Passport services in the institutional field, office employees must have proficiency, that is, each office employee must be able to master the skills and knowledge needed in serving citizens, especially foreign citizens who take care of ITAS and ITAP. Skills and knowledge in this case are one of the guarantees that the office employees are able to serve citizens in general so as to give a sense of trust to all people, especially in Surabaya, for the services provided.

In its function to improve the performance of the apparatus in the framework of institutional functions, the clarity of organizational size and clarity of tasks must be improved. Overlapping work and poor institutional arrangements will lead to low performance. Therefore, a good system and regulation is needed to be able to improve institutional functions. The Surabaya Special Class I Immigration Office is in accordance with Law Number 6 of 2011 that the institutional regulation system at the Immigration Office is then divided into several parts according to their duties and functions, namely Wasdakim (Immigration supervision and enforcement), Statuskim (Immigration Status), Insarkom (Immigration Information and Facilities), and Lantaskim (Immigration Traffic) with different functional tasks.

2) Resource Aspects in the Implementation of the M-Paspor Application

New programs mandated by the government and implemented by the Surabaya Special Class I Immigration Office. In particular, M-Passport actually requires the role of human resources in the implementation of the program. Therefore, comparative studies and training are needed to produce human resources who are reliable, capable, have integrity and understand the ins and outs of the program so that in the process of implementing the program will be maximized.

In terms of Human Resources, it is available and given full support with the availability of competent IT experts to support the development and implementation of the M-Passport application. In addition, training is also facilitated by the center which is carried out periodically when there is an update to maximize the running of the M-Passport application. Furthermore, related to infrastructure and superstructure, it has been fulfilled and represented by clear legal principles, namely Law Number 14 of 2008 concerning Public Openness and Presidential Regulation of the Republic of Indonesia Number 132 of 2022 concerning the Architecture of the National Electronic-Based Government System.

Quality human resources certainly have a big impact on the service system in a government service sector. Human resources will be the main pillar as the success of bureaucratic change or reform in the government order. The responsibilities and duties and functions owned by each human resource in the government, have their own capacity based on the existing workload. In addition, the quality of a human resource is seen how human resources show discipline in working to be able to provide the best for the government and the community.

Judging from the Capacity element, the Financial Resources provided by the Directorate General of Immigration for the Directorate of Immigration Traffic and the Surabaya Special Class I Immigration Office continue to be provided for the launch, maintenance, and update of the M-Passport application so that it is more optimal in the future, so that there are no problems regarding the budget given so that the availability of resources related to finance has been fulfilled.

Furthermore, regarding the technological infrastructure in the implementation of the M-Passport application, it can be said that it is inadequate because based on the facts found in the field, the M-Passport application still often has system errors, downs, or overloads in its application. In addition, there are still bad or negative comments given by the public through reviews of the M-Paspor application on the Google Playstore or Apple Store, which clearly shows that the M-Paspor application is still not optimal in its existence.

Then in terms of the availability of Human Resources at the Surabaya Special Class I Immigration Office, it is fully adequate, especially related to the IT sector. Because the implementation of electronic government through the M-Paspor application is closely related to the fields of technology, information, and communication, the availability of employees who meet the qualifications in these fields is very crucial.

The application in implementation as an alternative to creating bureaucratic reform requires the organization of quality human resources (HR) to support the credibility of the government. Human resources in service agencies must be able to collaborate and adapt to the use of technology to realize bureaucratic reform that has a good impact on the government system. Basically, human resources are the main pillar

in supporting the bureaucratic reform program. Human resources require management that is a strategy in realizing the success of bureaucratic reform in Indonesia.

3) Governance Aspects in the Implementation of the M-Paspor Application

As the Technical Implementation Unit of the Surabaya Special Class I Immigration Office has the task of implementing policies directly to the community through service efforts, so that in its role the Surabaya Class I Immigration Office will be in direct contact with the community served. The embodiment in achieving bureaucratic reform by using a technology system in the form of an application, the Surabaya Special Class I Immigration office carries out bureaucratic reform by paying attention to the provision of facilities to support the running process of a bureaucracy. The use of the M-Passport application requires supporting facilities that aim to help the passport application process run well.

The public will assess how agencies can provide comfort to them as a visiting public to become users of the government bureaucracy. Passport application is not only based on the M-Passport application, but people need to come to the immigration office to take photos, interviews, and fingerprint biometric scans. Of course, the use of facilities is needed to help the service process carried out. The Surabaya Special Class I Immigration Office provides facilities so that the public knows the flow to apply for a passport.

The involvement of facilities is also implemented with assistive equipment as a tool used to help the process of passport application submission services. Bureaucratic reform implemented by utilizing applications in helping services must also be balanced with the use of other technological tools to support the success of applications in helping services. The Surabaya Special Class I Immigration Office uses computer aids, cameras, and fingerprint scanners as support in the passport service process. Tools such as computers, cameras, and fingerprint scanners work well. These tools are always checked and maintained so that they can still be used to provide services.

The M-Paspor application as an application to carry out bureaucratic reform provides a guarantee of services to increase public trust. The service government carries out the bureaucratic process has a vulnerable completion time until the community gets a service product. The time guarantee provides certainty to the public about the service time so that the public knows information to get service products from the agency. The

Surabaya Special Class I Immigration Office provides a guarantee of passport processing time by officers when the interview session, photo taking, and fingerprint scanning are carried out for three working days.

Service guarantee is not only about the time guarantee given, but also from the government in providing certainty of service costs. Services provided by the government in the field of services require transparency regarding the requirements needed to support a service, including transparency in the guarantee of service costs. The cost guarantee is charged to the public as a requirement that must be met to carry out certain service processes, one of which is the service of submitting a passport application. The Surabaya Special Class I Immigration Office is a government agency engaged in services that charges a service fee for passport applications in the form of Indonesian passports which are the service products of the agency. The passports charged are two passports, namely ordinary passports and electronic passports which have different fees. An ordinary passport has an annual fee of Rp 350,000 for one passport, while an electronic passport has a fee of Rp 650,000 for one passport.

As an application that has just been widely introduced to the public, M-Paspor is considered to have advantages compared to APAPO. Based on the Guidebook and the presentation delivered by the Directorate of Immigration Systems and Technology, there are several differences between APAPO and M-Passport, including:

Table 1

Difference Between APAPO and M-Passport

No	Service	APAPO	M-Paspor
1.	NIK Verification	Verification cannot be done	Connected to the website of the Directorate of Cukcapil of the Ministry of Home Affairs so that it can online carry out the verification process
2.	Applicant Quota Setting	Implemented by the Regional Office and cannot be changed	It can be implemented by the Immigration Technical Implementation Unit and allows for the addition or reduction of daily quotas
3.	Upload Documents	No document upload menu	There is a menu to upload the required documents, applicants no longer need to photocopy the documents because they are already stored online
4.	Payment Menu	No payment menu	There is already a document upload menu along with the nominal amount that must be paid and payment instructions
5.	Reschdule schedule	There is no reseschedule schedule menu	There is a schedule rescheduling menu and is only valid for 1 (one) *rescheduling*

Source : Directorate of Immigration Systems and Information

With the presence of M-Paspor, it is hoped that it can answer various needs of the community for better passport application services. The use of Information Technology in the form of the M-Passport application is expected to answer various inputs and suggestions given by the public to make an application that makes it easier for people to be able to obtain Immigration services, especially related to passport issuance that is faster, safer and easier and has certainty in time and cost. Although it has been implemented nationally since February 2022.

Supporting and Inhibiting Factors for the Implementation of the M-Passport Application as One of the Bureaucratic Reform Strategies at the Special Class 1 Immigration Office of the City of Surabaya

1) Supporting Factors

One of the supporting factors for the implementation of the M Passport Application at the Surabaya Special Class I Immigration Office is supporting facilities and infrastructure, such as queue machines, service counters, and computers. In general,

facilities and facilities are tools to support the success of a process carried out in public services, because if this is not available, all activities carried out cannot achieve the expected results according to the plan. In the process of service activities, there are several factors or elements that mutually support the course of activities. Supporting facilities in the Special Class I Immigration Office of TPI Surabaya, all activities and work charged to officers become easier and smoother. If all work becomes easy and smooth, the service results will be maximized.

2) Inhibiting factors

The use of the M-Passport application should be made as an effort to improve the quality of service at the Special Class I Immigration Office of TPI Surabaya. However, in reality there are still obstacles that occur in the field. Actually, this inhibiting factor is one of the things that can cause public services to not be carried out optimally. Thus, based on research conducted by the author, several problems have been found with the use of the M-Passport application, including application servers that often crash or have problems. There are still bugs or slowness, namely website pages that cannot be reached or are still errors so that they cannot be accessed. In addition, another inhibiting factor is the lack of public understanding that in taking care of passports, original documents must still be brought. However, the officers quickly responded and guided applicants who did not understand the flow of management using the M-Passport Application, and appealed to applicants who were still affected by obstacles so that the public could use the application. Of course, the existence of inhibiting factors can be used as one of the motivations for the Special Class I Immigration Office of TPI Surabaya to always improve services to the community. Based on the above problems, it can be seen that the M-Passport application in its implementation still has many obstacles and also not a few people do not understand the application. Especially for people who do not understand technology, they will be very disturbed by passport management.

5. CONCLUSION

Mobile Passport as One of the Bureaucratic Reform Strategies at the Special Class I Immigration Office of Surabaya is carried out based on the Institutional Aspect, namely the M-Passport Application based on the Letter of the Director of Immigration Traffic Number IMI.2-UM.01.01-4.0700 dated February 18, 2022 concerning the Follow-up of the Implementation and Implementation Policy of Mobile Passport (M-Paspor) at the Immigration Office, one of

the main directions of which is to order the use of the M-Passport application in all Immigration Offices that in Indonesia. In terms of bureaucratic reform, M Passport services in the institutional field, office employees must have skills, that is, each office employee must be able to master the skills and knowledge needed in serving citizens, especially foreign citizens who take care of ITAS and ITAP.

In terms of resources, it is already available and given full support with the availability of competent IT experts to support the development and implementation of the M-Passport application. Financial resources provided from the Directorate General of Immigration for the Directorate of Immigration Traffic and the Surabaya Special Class I Immigration Office continue to be provided for the launch, maintenance, and update of the M-Passport application to be more optimal in the future. Then in terms of the availability of Human Resources at the Surabaya Special Class I Immigration Office, it is fully adequate, especially related to the IT sector.

In terms of governance, as a Technical Implementation Unit of the Special Class I Immigration Office of Surabaya by paying attention to the provision of facilities to support the running process of a bureaucracy. The Surabaya Special Class I Immigration Office uses computer aids, cameras, and fingerprint scanners as support in the passport service process. The Surabaya Special Class I Immigration Office provides a guarantee of passport processing time by officers during the interview session, photo taking, and fingerprint scanning for three working days. The Surabaya Special Class I Immigration Office charges a service fee for passport applications for a senior fee of IDR 350,000, while an electronic passport has a fee of IDR 650,000.

One of the supporting factors for the implementation of the M Passport Application at the Surabaya Special Class I Immigration Office is supporting facilities and infrastructure, such as queue machines, service counters, and computers. **Inhibiting factors** include application servers that often crash or have problems. In addition, there is a lack of public understanding that in taking care of passports, original documents must still be brought.

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