MANIFESTATION OF *GOOD GOVERNANCE* PRINCIPLES IN PASSPORT SERVICES AT THE CLASS I IMMIGRATION OFFICE OF TPI BANDUNG

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ABSTRACT

The effectiveness of passport services serves as a fundamental benchmark for assessing the quality of bureaucracy and a nation's progress in public administration. To improve the quality of immigration services, the application of good governance principles, encompassing transparency, accountability, participation, and efficiency, plays a pivotal role. This study aims to analyze the manifestation of good governance principles in the provision of passport services at the Class I TPI Bandung Immigration Office. Through a qualitative case study approach, this study thoroughly examines how each of these principles is implemented in operational procedures, from the application stage to the issuance of the passport. The analysis focuses on identifying successes, challenges, and the public's perception of the current implementation. The findings are expected to provide a comprehensive overview of the synergy between good governance and the quality of public services in the immigration sector, as well as to formulate strategic recommendations for stakeholders to optimize services, enhance public satisfaction, and strengthen the nation's competitiveness.
Keywords: Good Governance, Passport Services, Public Administration

INTRODUCTION

Today, the Indonesian people have high expectations for the government to realize *good governance*, which includes the principles of efficiency, effectiveness, accountability, responsibility, and transparency. (Rahmawati & Tjenreng, 2025) Effectiveness is defined as the implementation of targeted programs based on established strategic planning. Efficiency means that government administration is carried out in a economical, effective, and optimal manner. Transparency means that every policy issued by state administrators is carried out openly, allowing the public to directly monitor and actively evaluate the final results of these policies. Meanwhile, accountability requires the government as the administrator to be able to account for every policy that is established, as well as ensure that the mandate and performance carried out are truly for the benefit of all citizens until the end of the administration. (Khairudin et al., 2022)

The concept of *good governance* is an important issue in the development of public administration. Prasetyantoko (2008) states that improving bureaucratic performance can only be achieved through the application of *good governance*

principles.(Hasanah, 2013) One of the government's efforts in this regard can be seen in the reform of public services, such as the implementation of electronic identity cards (e-KTP), which are expected to improve the quality of services for the community. The application of *good governance* principles in the practice of public services enables state officials to provide maximum services in accordance with applicable regulations.

Public service itself is an obligation inherent to state officials as public servants. This means that in carrying out their duties, officials are required to always provide services that meet the needs of the community based on laws and regulations. Thus, public service becomes the main foundation for the government in carrying out its main function as *a public* servant that must provide the best, professional, and citizen-oriented services.

In line with this, Kurniawan explained that public services are essentially activities carried out by the government or related organizations to meet the needs of the community based on applicable laws and regulations. This is also emphasized in Law Number 25 of 2009 concerning Public Services, which states that public services are a manifestation of the government's responsibility to provide quality services. The implementation of public service guidelines and technical instructions is expected to provide legal certainty regarding the relationship between the government as a service provider and the community as a service recipient. On the other hand, these regulations also serve to set boundaries, protect the rights of the community, and ensure the implementation of public services in accordance with the principles of good governance and applicable laws and regulations. (Mutiarin, 2021)

Public dissatisfaction with the government's performance as the administrator of public affairs is one of the factors behind the emergence of the concept of *good governance*. (Jus Samuel Sihotang, 2023) The implementation *of good governance* does not only rely on the government's capabilities, but also involves the role of the community and market mechanisms that operate continuously. Every decision made by the government is always related to the implementation of *good governance* principles, which are realized through public services. Public services ultimately become the main benchmark in assessing the success of the bureaucracy in carrying out its duties and providing services to the community. (Ryanindityo et al., 2024) This makes public services an important driver that connects all elements in governance, both state administrators and the community as parties that have a role in encouraging service quality improvement.

There are several fundamental reasons why public service reform plays an important role in supporting *good governance* practices in Indonesia. First, improving the performance of public service providers is a key requirement expected by various stakeholders, ranging from the government and the business sector to the community. Second, the quality of public services received by the community provides a space for interaction where the three elements of governance, the private sector, and the community work together intensively. Third, the values that have represented the implementation of *good governance* are essentially realized concretely through public services that are transparent, accountable, effective, and efficient. (Kurniadi, 2023)

The phenomenon of public service delivery in Indonesia is still often marred by various issues that cause public dissatisfaction. Complicated procedures, uncertainty regarding completion times, and non-transparent service costs are often the main obstacles that make it difficult for the public to access services fairly and reasonably. This situation has led to public distrust of the bureaucracy, with some members of the public choosing to take shortcuts by paying additional fees to obtain faster service ( ).

Another issue that has also come to the fore is the pattern of relations between the public and service providers, which is still dominated by compliance with the wishes of officials, as a result of a bureaucratic culture that is more oriented towards power than service (.

This situation emphasizes the need for continuous improvement efforts in order to enhance the quality of excellent public services. In this context, the implementation of *good governance* principles is an important solution that is expected to meet public demands for professional services. Quality public services are, in fact, a tangible manifestation of good governance.(Tomuka, 2013) Therefore, government officials as service providers are required to carry out their duties effectively, efficiently, transparently, and accountably in order to rebuild public trust in state institutions. However, the implementation of *good governance* principles does not always run smoothly. Various countries, including Indonesia, still face serious challenges such as corruption, slow bureaucratic processes, resistance to change, limited human resources, and weak institutional capacity. These obstacles often hinder the realization of ideal public services in accordance with *good governance* standards.

Based on this description, this study focuses on two main aspects. First, it analyzes how the principles *of good governance* are manifested in passport services at the Class I Immigration Office in Bandung. Second, it identifies obstacles that arise in the implementation of these principles, both those originating from within the bureaucracy and from external factors related to service users. With this approach, it is hoped that this study will provide a comprehensive picture of *good governance* practices in passport services and offer relevant improvement strategies. Thus, this study is expected to provide a more comprehensive understanding of the importance of *good governance* principles in realizing quality public services.

RESEARCH METHOD

This study uses a descriptive qualitative approach with the aim of describing in depth the application of *good governance* principles in passport services at the Bandung Class I TPI Immigration Office. This approach was chosen because it is able to examine phenomena contextually through the interpretation of data obtained from the field. The research was conducted at the Bandung Class I Immigration Office, which is considered strategic as a technical implementation unit of the Directorate General of Immigration in providing public services in the field of immigration, particularly passport issuance. The research data sources were divided into two, namely primary data and secondary data. Primary data was obtained through interviews with employees and passport applicants, as well as direct observation of the service process, including the use of the M-Paspor application. Meanwhile, secondary data was obtained from official documents such as laws and regulations, Immigration Office performance reports, and academic literature related to *good governance* and public services. Data collection techniques were carried out through observation, interviews, and documentation, which were then analyzed using Miles and Huberman's interactive analysis model. The analysis process was carried out through data reduction, data presentation, and conclusion drawing to produce a complete picture of the manifestation of the principles of *good governance* in passport services. To ensure data validity, this study applied the triangulation technique of " ," including source triangulation by comparing information from employees and the

community, technique triangulation by comparing the results of observation, interviews, and documentation, and time triangulation to ensure that the data obtained was more valid and reliable.

RESULTS AND DISCUSSION

3.1 Contextualization of *Good Governance* in Immigration Services

Conceptually, good governance refers to the use of political, economic, and administrative authority to manage state affairs effectively at all levels (Sedarmayanti, 2012). In the context of public services such as those provided by the Class I TPI Immigration Office in Bandung, this concept is no longer abstract but is manifested in every interaction between officials and passport applicants. Passport services are not merely an administrative task, but a function of the state that concerns the fundamental rights of citizens to travel and the representation of state sovereignty. Therefore, the implementation of good governance is crucial to ensure that these services are carried out in an accountable, transparent, and fair manner, far from maladministration practices that can damage public trust. The development of good governance in technical service units such as immigration offices is a gradual and continuous process. This requires a change in work culture from one that is power-oriented (bureaucratic) to one that *is service-oriented*. This transformation does not only depend on internal changes within the agency, but also involves the active participation of the community as service users to provide constructive feedback.

An analysis of passport services at the Class I TPI Immigration Office in Bandung can be conducted by examining the manifestations of each fundamental principle of *good governance:*

3.1.1 *Participation*

In passport services, participation is not interpreted as direct involvement in decision-making, but rather through the provision of channels for the community to convey their aspirations and complaints. This can take the form of suggestion boxes, community satisfaction surveys filled out after the service, and responsiveness on the immigration office's official social media accounts. It is this openness to input that enables continuous service improvement.

3.1.2 *Rule of Law*

This principle demands legal certainty in every service procedure. At the immigration office, this means that all requirements, application procedures, and service fees must be based on clear laws and regulations (e.g., Government Regulations on Non-Tax State Revenue). There should be no additional policies or fees outside of the applicable regulations, so that every applicant receives equal treatment before the law.

3.1.3 *Transparency*

Transparency is key to combating brokerage practices and illegal fees. Its manifestation in passport services includes:

3.1.3.1 Clarity of Information: Requirements, official fees, and service procedures are clearly published on websites, social media, and notice boards in service areas.

3.1.3.2 Online Queuing System: The use of applications such as M-Paspor is a form of transparency in quota and schedule management, reducing the potential for queues to build up.

3.1.3.3 Openness of Application Status: Applicants can track the status of their passport applications online, providing clarity on completion times.

3.1.4 Responsiveness

A responsive immigration office is one that is able to quickly and accurately respond to questions, complaints, or obstacles faced by applicants. This is measured by the speed of officers in providing solutions, ease of access to information services *(customer service),* and the ability to adapt to changes in technology or policy.

3.1.5 *Consensus Orientation*

Although more relevant at the policy level, at the operational level this principle can be interpreted as solid coordination between sections within the immigration office (for example, between the immigration traffic section and the information and communication technology section) to ensure that services run smoothly without obstacles.

3.1.6 *Equity*

This principle requires that all applicants be served without discrimination. It is implemented by providing priority service lanes for vulnerable groups (the elderly, toddlers, pregnant women, and people with disabilities) in accordance with the mandate of applicable regulations.

***3*.1.7 Effectiveness and Efficiency**

Effectiveness means that the passports issued are accurate and valid. Efficiency means that the issuance process takes a reasonable amount of time and resources. The benchmarks are *the turnaround time*, from when the applicant arrives on schedule until the passport is completed, and the optimization of the data verification and interview process.

3.1.8 *Accountability*

Every immigration officer and official must be accountable for their performance to the public and their superiors. This accountability is manifested through performance reports, transparent complaint handling, and the existence of internal and external oversight mechanisms (e.g., from the Indonesian Ombudsman).

3.2 Challenges in Manifesting the Principles of *Good Governance* in Passport Services at the Bandung Immigration Office

In general, the concept *of good governance* has become an important paradigm in modern governance. Since being popularized by international institutions such as *the United Nations Development Programme* (UNDP) and the World Bank in the early 1990s, *good governance* has been seen as an absolute prerequisite for the realization of a democratic, transparent, accountable government that is capable of providing quality public services (Kharisma, 2014) . In Indonesia, this idea gained momentum after the 1998 reform, which marked a shift from a centralised bureaucracy to a more democratic, open, and participatory system. However, implementing the

principles of good governance is not easy. Various obstacles and challenges are still encountered in practice, whether structural, cultural, or institutional capacity-related.

One of the main challenges in implementing *good governance* is the issue of corruption and abuse of authority. Transparency International (2023) still ranks Indonesia at 34/100 on the Corruption Perceptions Index (CPI), indicating that corruption is still quite high compared to the global average.(Riwanto & Suryaningsih, 2024) Corruption weakens accountability and transparency because every public policy and service is vulnerable to manipulation for the benefit of certain individuals or groups. As a result, the principles of fairness and effectiveness in public services are not achieved. As stated by Dwiyanto (2008), a bureaucracy rife with corrupt practices will always be oriented towards the interests of the bureaucratic elite rather than the interests of the wider community. (Suwanda & Tjenreng, 2025)

In addition, another obstacle that is no less important is the patrimonial bureaucratic culture that is still deeply rooted. For decades, the Indonesian bureaucracy has been formed within the framework of patrimonialism, where the relationship between superiors and subordinates is based more on personal loyalty than professionalism and performance (Kristiadi, 2001). This makes it difficult to implement the principles of meritocracy, professionalism, and public service oriented towards public satisfaction. The patrimonial bureaucratic culture tends to perpetuate practices of nepotism and discrimination, as well as reducing the quality of governance.

From a structural perspective, challenges to the implementation of *good governance* also arise in the form of regulatory inconsistencies and weak institutional capacity. Although Indonesia has various regulations that support the principles *of good governance,* such as Law No. 28 of 1999 concerning Clean and Corruption-Free State Administration and Law No. 25 of 2009 concerning Public Services, implementation in the field is often inconsistent. State officials sometimes find it difficult to translate legal norms into simple, transparent, and responsive technical procedures. Weak institutional capacity is also evident in the lack of qualified human resources, limited information technology, and a lack of facilities and infrastructure to support public services (Sedarmayanti, 2012).

The next challenge is the low level of public participation in governance. The principle of participation requires the active involvement of the public in public decision-making, either directly or through representative mechanisms. However, in practice, public participation is still largely a formality. This is due to low political literacy, distrust of the government, and a lack of inclusive spaces for participation (Fukuyama, 2013). As a result, public policies often do not reflect the real needs of the community, but only accommodate the interests of certain groups.

In addition to internal factors, the implementation of *good governance* also faces external challenges in the form of globalization and international political dynamics. Globalization encourages the flow of information, economic mobility, and cultural exchange, which on the one hand requires the government to be more transparent and accountable. However, on the other hand, globalization also presents challenges in the form of economic dependence, political vulnerability, and external pressure from international donor agencies that are

often not in line with the local context (Pierre & Peters, 2000). Developing countries such as Indonesia are often caught in a dilemma between meeting international good governance standards and adapting to complex domestic needs.

In the context of passport services, despite their obvious urgency, the implementation of *good governance* principles in passport services faces a series of multidimensional challenges and obstacles. One of the main obstacles to good governance is cultural in nature, namely resistance from an entrenched bureaucratic culture. The mindset of officials who have not fully transformed from rulers to public servants often hinders the realization of responsive and participatory services, a phenomenon identified as bureaucratic pathology (Dwiyanto, 2018). The next obstacle is structural, including limited competent human resources, budget, and reliable technological infrastructure (Osborne & Gaebler, 1992). The limited capacity of the M-Paspor application server or the lack of ongoing training for officers on new service standards are clear examples of how resource scarcity can hinder the pace of reform. Externally, challenges arise from the digital literacy gap within society. Although digitization aims to increase transparency, not all segments of society have equal access and capabilities to utilize online services, creating the risk of digital exclusion and undermining the principle of fairness (van Dijk, 2020). Finally, the complexity of dynamic immigration regulations and the high volume of applications, especially in big cities such as Bandung, create significant operational pressure and have the potential to reduce the consistency of service quality (Pollitt & Bouckaert, 2017).

To summarize the manifestations and challenges of each principle, they can be presented in the following matrix:

Principle of *Good Governance*	**Manifestations in Passport Services at the Bandung Immigration Office**	**Potential Challenges**
Participation	Public Satisfaction Survey, Social Media	Feedback is not systematically followed up.
Law Enforcement	Procedures based on Government Regulations/Ministerial Regulations, official fees (non-tax state revenue).	Inconsistent application of rules, potential for excessive discretion.
Transparency	Information on the website/social media, M-Passport application,	Technical system disruptions *(server down*), information not *updated*.
Responsiveness	*Customer service*, quick response on digital channels	High volume of requests, limited human resources.

Fairness and Equality	Priority service channels, disability-friendly facilities.	Priority service implementation is not yet optimal, limited physical access.
Effectiveness and Efficiency	Measurable service completion time, clear verification process.	Long queues during peak hours, system frequently experiences errors.
Accountability	Performance reports, complaint mechanisms, oversight by the Ombudsman.	Slow complaint handling, non-transparent sanctions for violations.

Figure 1.1 Matrix of Good Governance Principles in Passport Services at the Bandung Immigration Office

Based on the above description, it can be concluded that the implementation of *good governance* in Indonesia faces multidimensional and interrelated challenges. Internal obstacles such as corruption, a patrimonial bureaucratic culture, and weak institutional capacity must be overcome through consistent bureaucratic reform, improved human resource quality, and a strengthened oversight system. Meanwhile, external obstacles such as globalization and international demands require adaptation strategies so that the principles *of good governance* can be implemented in accordance with local needs without losing global standards.

CONCLUSION

The manifestation of *good governance* principles in passport services at the Class I TPI Immigration Office in Bandung is a dynamic process that shows significant progress, but still faces real challenges. Progress is clearly visible through digitalization initiatives such as the M-Paspor application, which has increased transparency and efficiency. However, full success is still hampered by multidimensional issues, including bureaucratic cultural resistance, structural resource limitations, and the digital divide at the community level. Therefore, it can be concluded that service improvement cannot rely on a single solution. A sustained commitment is needed that integrates cultural reform through strong leadership, strategic investment in technology and human resources, and an inclusive service approach. Ultimately, achieving good governance in immigration services is not merely an administrative target, but an essential foundation for building public trust and strengthening the legitimacy of the state in the eyes of its citizens.

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