E-Government in Passport Services at Class I Immigration Office Central Jakarta City

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ABSTRACT

This study examines the impact of increasing applicants on passport services at the Class I Central Jakarta Immigration Office, particularly during peak hours, when long queues often occur, leading to delays and decreased public satisfaction. High pressure on officers during these periods can reduce service quality and increase the risk of administrative errors. The research employs a qualitative descriptive approach, utilizing Indrajit's (2006) *e-government* theory, with primary data collected from interviews, observations, and documentation involving 17 informants, as well as secondary data sources. Data analysis was conducted using techniques such as data reduction, data presentation, and conclusion drawing. The findings reveal that *e-government* services at the Immigration Office are supported by adequate telecommunication infrastructure, including high-speed internet and modern hardware/software. The use of online service applications facilitates real-time, transparent passport applications, thereby improving public access and enabling effective monitoring. Human resources in the office demonstrate strong readiness for digital transformation, supported by routine training and *digital literacy* programs. Budget management is efficient, supporting infrastructure procurement, application development, and employee training. Legal frameworks, including laws, government regulations, and internal *Standard Operating Procedures* (SOPs), provide comprehensive guidance for *e-government* services, ensuring personal data protection and procedural accountability. Additionally, the shift from conventional to digital workflows has been gradual, fostering an adaptive and innovative work culture focused on public satisfaction and service accessibility. The study suggests that enhancing *e-government* infrastructure and employee training is key to improving service quality and public satisfaction in the public service context.

Keywords: e-government, Digitalization of Services, Passport Services.

INTRODUCTION

In the 20th century, rapid developments in information and communication technology dramatically revolutionized human life, making it easier to carry out daily activities. The Internet and other technologies have changed the way information is managed, communicated, and how decisions are made. These changes have influenced people's mindsets and responses to the implementation of public services, characterized

by the use of information technology for decision-making and web-based data presentation that meets the information needs of the community. The quality of public services has become a major concern, with the government now required to provide high-quality services as a benchmark for the effectiveness of government institutions. Law Number 25 of 2009 concerning Public Services emphasizes the importance of building public trust in public services, aligning with citizens' expectations and demands for service improvement.

The Indonesian government is currently facing public demands to provide fast, effective, and efficient services through rapidly developing technology in the era of globalization, making *e-government* essential in public service delivery. The transformation from paper-based administration to electronic-based government is a prominent policy issue, aiming to realize *good governance*. With the support of information technology, especially the Internet, the government can provide accurate and integrated public services through *Electronic Service Delivery* (ESD), which has evolved into *e-government*. The definition of *e-government* includes the use of information technology to improve relations between citizens, businesses, and the government, with the goal of increasing efficiency and transparency. Presidential Instruction of the Republic of Indonesia Number 3 of 2003 emphasizes the importance of technology use in government to enhance accountability and service quality. Furthermore, *e-government* must meet public demands for reliable and interactive services, as well as facilitate public participation in policy formulation. Presidential Regulation of the Republic of Indonesia Number 132 of 2022 explains that the *Electronic-Based Government System* (*Sistem Pemerintahan Berbasis Elektronik* or *SPBE*) utilizes technology and communication to provide integrated services, outlining the basic framework for the integration of business processes and security in government administration.

The government's use of technology through electronic-based services, such as websites and personal document creation applications, aims to improve the efficiency of the government system, particularly in the field of immigration at the Central Jakarta Class I Immigration Office. With the increasing flow of globalization and population mobility, passport applications have surged significantly, resulting in long queues, extended waiting times, and operational capacity challenges. To address these issues, the Immigration Office implemented a *One Stop Service* system that allows applicants to register online; however, obstacles remain, such as information confusion and manual document completion, which reduce efficiency. Although technology is expected to simplify the process, in practice, applicants are still required to bring physical documents, leading to public dissatisfaction.

The aspect of service convenience through the implementation of the *Biometric Matching System* (BMS) in passport services at the Central Jakarta Class I Immigration Office enables the public to process passports without regional restrictions. However, challenges such as slow system speed and suboptimal device performance persist. From a security perspective, this system aims to minimize passport forgery by storing applicant data in a centralized database, making it easier to detect duplicate passports. Nevertheless,

data integration and process automation remain significant challenges, as data mismatches between manual and digital systems cause service delays. The implementation of the online queue system is intended to improve service quality and regulate applicant quotas to prevent congestion.

This study aims to identify and analyze the implementation of *e-government* in passport services and its inhibiting factors, as well as the efforts made to overcome these barriers, with the hope of contributing to the development of public administration studies and providing input for the Central Jakarta Immigration Office to enhance *e-government* implementation.

Sugianto and Nugroho (2018), in their research on *e-government* implementation in Indonesia, emphasize the improvement of public service quality through the application of information and communication technology. While their study provides an overview of the challenges and potential of *e-government*, it does not delve into specific operational factors that hinder the process, such as data integration issues and lack of infrastructure within government agencies. Their research mainly discusses policies and general theories without focusing on the direct impact of technology implementation in the context of passport services at immigration offices. Conversely, Widodo and Pratama (2020) examined the use of online queuing systems to improve public service efficiency, focusing on how the system reduces long queues and enhances the user experience. Although the online queuing system effectively reduces waiting times, their study does not sufficiently identify the technical barriers faced by government agencies in implementing the system, such as system speed issues and the misalignment between manual and digital systems, which is the main focus of this research.

The objective of this research is to analyze the implementation of *e-government* in passport services at the Class I Central Jakarta Immigration Office, identify factors hindering its implementation, and explore efforts made to overcome these obstacles. The benefit of this research is to contribute to the development of public administration studies and provide practical recommendations for the Central Jakarta Immigration Office to improve the effectiveness and efficiency of passport services through the application of information technology.

RESEARCH METHOD

In this study, the researcher used a qualitative research design with a descriptive method. This approach enables an in-depth exploration of subjective experiences and social phenomena, particularly regarding the implementation of *e-government* in passport services at the Class I Immigration Office of Central Jakarta City. Qualitative research emphasizes natural observation, detailed description, and contextual understanding, allowing researchers to capture the complexity of human behavior and institutional processes.

The qualitative method involves asking questions, collecting data through interviews and observations, and analyzing responses to draw conclusions about individual and group perceptions. Data analysis in qualitative research generally includes

three main stages: data reduction (selecting, focusing, and simplifying data), data display (presenting data in the form of matrices, charts, or narratives), and conclusion drawing and verification (interpreting the meaning of the data and ensuring its validity).

The reason for choosing this approach is to reveal the social phenomena and challenges related to *e-government* in passport services, enabling the researcher to summarize current conditions, analyze difficulties, and formulate practical solutions. This method is suitable for understanding the complexities and contextual factors that influence public service delivery, especially in the context of digital transformation in government institutions.

RESULTS AND DISCUSSION

Implementation of E-Government in Passport Services at the Class I Immigration Office of Central Jakarta City

The implementation of e-Government in passport services at the Central Jakarta Non-TPI Class I Immigration Office has undergone a significant transformation through the implementation of the Mobile Passport (M-Paspor) application. The app allows people to apply for a new passport or replacement online, reducing the need to come directly to the immigration office.

Telecommunication Infrastructure

Along with the increasing need for technology, the existence of advanced technology has become very important in the implementation of e-Government. Presidential Instruction No. 3 of 2003 concerning National Policies and Strategies for the Development of e-Government provides positive encouragement for the government in the use of communication and information technology in the field of government. The government aims to organize an electronic-based government to improve the quality of public services effectively and efficiently, as an effort to fulfill the community's right to easy access to public services. One of the steps taken is to redesign the system and work processes in the government environment through optimizing the use of information technology, so that public services can be reached easily and at affordable costs by all people in Indonesia.

Telecommunication infrastructure is the most vital element in the implementation of e-Government because it functions as a means or operational support facility. Some examples of telecommunication infrastructure include computers, CPUs, mice, keyboards, cameras, photo sets, shooting rooms, and network access such as Wi-Fi. All of these components are very important to support the operation of websites and the implementation of e-Government, especially in passport services.

Efforts to help the smooth implementation of e-Government in passport services, the Central Jakarta Class I Immigration Office is supported and provided with full facilities and infrastructure facilities by the Ministry of Law and Human Rights of the Republic of Indonesia. Based on research that has been conducted by researchers, the overall telecommunication infrastructure at the Central Jakarta Class I Immigration

Office has met the standards. In addition, specifically for the room in the data input, data processing and passport making (lantaskim) section, there are 12 units of computers divided into 6 units of complete computers and 6 units of camera tools for the interviewer and 6 units of complete computer for the input section along with 6 scanning tools for data processing. The Jakarta Class I Immigration Office serves passport applicants with a quota of approximately 300 per day. To implement the e-Governement system in passport services in accordance with the regulations implemented by the Directorate General of Immigration of the Ministry of Law and Human Rights of the Republic of Indonesia with IMI-GR.01.01-0047 of 2016 concerning the passport service queue of the Republic of Indonesia. The circular aims to regulate order and comfort in serving applicants in making passports by using an online queue system, the circular is given to all immigration offices in Indonesia, so with the issuance of the circular all Immigration Offices in Indonesia implement e-Governement.

The e-Governement program through the online queue system is a service system implemented at the Immigration Office in August 2017 because the Ministry of Law and Human Rights of the Republic of Indonesia needs time to prepare all needs and distribute these needs gradually so that the program runs according to expectations and can be accepted by the community.
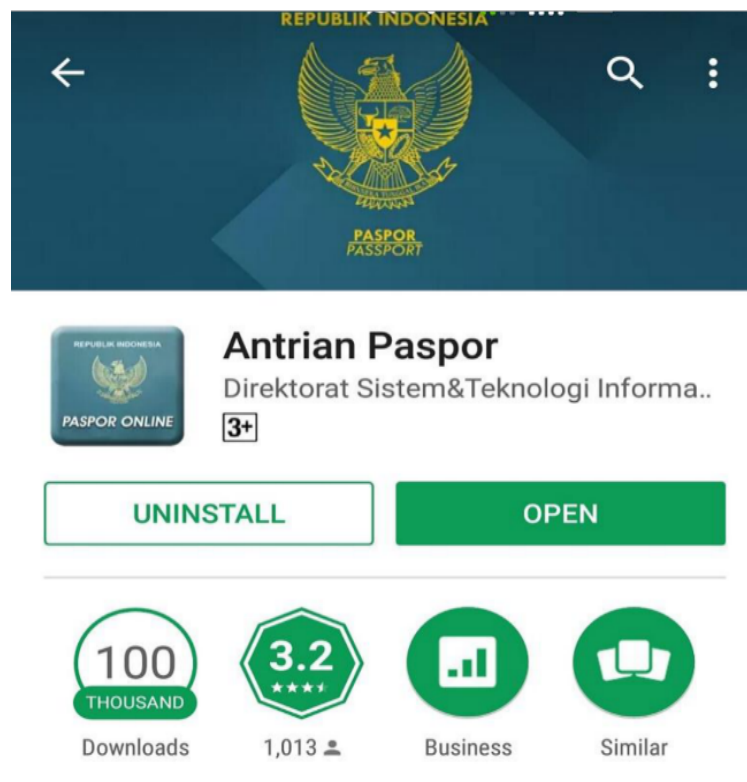

Figure 1. Online Queue Application View
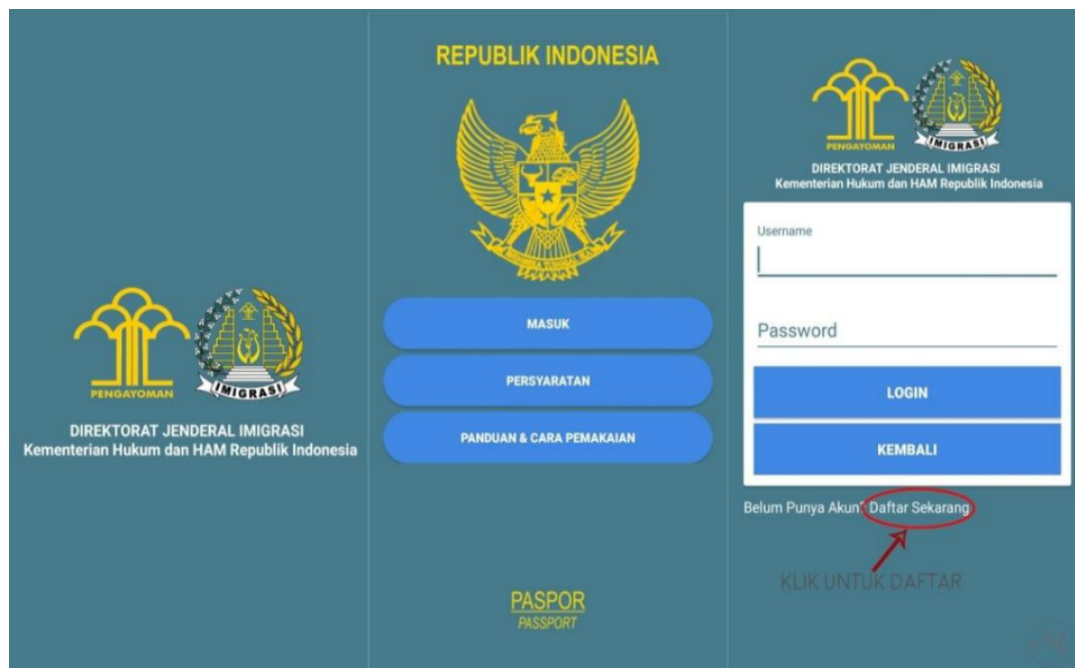Source: www. imigrasi.co.id, 2025

Figure 2. View on the Online Queue Registration Flow Application
Source: www. imigrasi.co.id, 2025

Level of Connectivity and Use of Information

The level of connectivity and use of information and technology is how widely people understand the use/utilization of information and technology that is developing today. Through the results of field surveys, the community level that understands and uses information and technology currently reaches 80% and 20% are people in rural areas far from internet access and elderly people.

The smooth flow of information to support the implementation of e-Government in passport services through the online queue system at the Central Jakarta Class I Immigration office which is applied in the immigration environment certainly requires the dissemination of information such as socialization, this is done to stimulate community participation in order to support the level of connectivity regarding information on the use of online-based queues using the latest technological sophistication so that services are maximized and made easier. Regarding the level of connectivity in the implementation of e-Government, the connectivity is fully supported by the central Immigration office in Jakarta, the server center, the internet connectivity at the immigration office is interconnected, if there is a disruption at the center, other immigration offices in Indonesia will also experience disruptions. Thus, the level of connectivity is always maintained to remain stable.

In addition, regarding the use of information at the immigration office using socialization methods through radio advertisements, www.imigrasijakartapusat.com, brochures, as well as banners and banners in accordance with the regulations that have been regulated in Presidential Instruction Number 3 of 2003 concerning policies and National Strategy for the Development of e-Government, it is a breath of fresh air for the application of communication and information technology in the field of government.

With the existence of socialization through radio, www.imigrasijakartapusat.com, brochures, and banners, the implementation of electronic government in passport services through the online queue system at the Central Jakarta Class I Immigration Office is carried out as part of the introduction of applications and the development of features related to the use of information technology in passport services. Not only through socialization, but the Immigration Office also provides customer care services that provide easy information with the flows provided listed on banners, webs, brochures and pamphlets. This is done with the aim of observing the extent to which the current government applies various information technologies and public services in helping daily activities will be seen the extent of readiness to implement electronic government at the Central Jakarta Class I Immigration office.

Figure 3. Advertising banners regarding passports
Source: Central Jakarta Non-TPI Class I Immigration Office, 2025

Human Resource Readiness

The readiness of human resources (HR) is one of the most important factors, where human resources are the main part that plays the role of developers, managers and users of electronic government as well as one of the factors that are a success factor in the implementation of e-Government. This is done to improve the capabilities/expertise of human resources in their structuring and utilization. Through good and mature planning according to the needs and at the time of its implementation it is done sequentially and continuously. To meet these criteria, what needs to be done is by following formal and non-formal education paths, as well as developing competency standards needed in the implementation of e-Governance.

In accordance with Presidential Instruction No. 3 of 2003 concerning National Policies and Strategies for the Development of e-Governance at point 17 strategy 5 concerning developing the capacity of human resources (HR), both in the government and in the region as well as autonomous regional governments, accompanied by increasing the e-literacy of the community. This can be interpreted as that human resource development efforts can be carried out both in the government and local governments and provide knowledge and information for the community. Things that need to be done to support e-Government include awareness about the utilization of information and technology, resource utilization, development of education improvement, change in mindset, and increased motivation through awards.

Based on this statement, it can be concluded that in the implementation of the e-Government program, human resources must be prepared carefully to support the e-Government program to be implemented properly. Based on research conducted by researchers, the readiness of human resources in supporting public services at the Central Jakarta Class I Immigration Office is still lacking, this is because the placement of employees is not appropriate, it can be seen from the ability of its employees in the input, processing and passport making sections, in that part it does require precision to register data filling, in addition to that the workflow is also gradual from filling in data, Scanning data, interviews and photos for passport books, in that part the ability to use electronic devices such as computers, scans, and cameras requires a high understanding, but in the research there are still some employees who are not capable, especially for old employees even though most of them are bachelor graduates but the expertise in the field of computers is still lacking, besides that the average old employee has an age of 40 years and above, maybe this is due to a lack of understanding in the use of technology or still in the process of adjusting the implementation of new programs.

Availability of Funds and Budget

The availability of funds and budget is the most important thing in realizing a new program that will determine whether the program will run as planned or not. Central and regional government institutions/agencies usually have prepared development strategy plans in their respective environments. The strategic plan is clearly arranged by describing the scope and objectives in the development to be achieved. This is seen from the current conditions, the strategy of the stages of the plan in achieving the specified goals, the needs and plans for human resource development and the necessary investment plans. To avoid wasting funds and budgets provided by the government, the preparation of investments must be accompanied by an analysis of the feasibility of investment in the social and economic benefits produced.

According to the Decree of the Minister of Finance Number 407/KMK/.02/2010 concerning the approval of the use of part of non-tax state revenue funds at the Directorate General of Immigration, Ministry of Law and Human Rights. Considering that based on the provisions of Article 5 of Government Regulation Number 37 of 1999 concerning Procedures for the Use of Non-Tax State Revenue Sourced from Certain Activities,

Agencies that have Non-Tax State Revenue may use part of the Non-Tax State Revenue funds concerned for certain activities after obtaining the approval of the Minister of Finance. So after conducting research on the request of the Minister of Law and Human Rights through a letter Number: M.HH. KU.03.01-09 dated October 13, 2009, it was concluded that the Directorate General of Immigration, Ministry of Law and Human Rights by referring to Government Regulation Number 38 of 2009 concerning Types and Tariffs on the type of Non-Tax State Submission applicable to the Ministry of Law and Human Rights.

Based on the regulations that have been regulated and implemented, all funds and budgets issued by the Immigration office are sourced from Non-Tax State Revenue Applicable to the Ministry of Law and Human Rights that all Immigration Offices in Indonesia are directly under the auspices of the Ministry of Law and Human Rights. According to the details of the service fee, it is also stated in the form of proof of payment in accordance with the applicable Service Operational Standards.

Thus, the Central Jakarta Class I Immigration Office also implements regulations where all funds and budgets required by the Central Jakarta Class I Immigration Office are sourced from the Ministry of Law and Human Rights by way of the Immigration Office preparing an activity plan clearly and according to needs by looking at the environmental conditions and then submitting an application to the Ministry of Law and Human Rights. If approved, funds and budgets will be obtained, and vice versa. In addition, the Central Jakarta Class I Immigration Office does not accept transactions directly at the Central Jakarta Immigration office, but all transactions are carried out through banks so that the money is received directly by the center. This can minimize the occurrence of corruption, collusion, nepotism (KKN) and gratuities at the Central Jakarta Class I Immigration office.

Legal Tools

A legal instrument is a regulation, law or guideline that regulates a matter so that it has legal force, so in the implementation of the e-Government program it is complemented by the legal rules contained in Presidential Instruction Number 3 of 2003 concerning policies and National Strategy for e-Government Development. The regulations are implemented in an integrated and systematic manner, the preparation of policies and regulations, standardization and the necessary guidelines must be consistent and mutually supportive. Therefore, the government has regulated the law that functions as a legal tool to protect e-Government programs related to the creation and distribution of data/information from one party to another party, regarding data and information security issues as well as intellectual property. This is done by the government to ensure the creation of a good, safe and conducive e-Government mechanism.

In implementing the e-Government program, the Central Jakarta Class I Immigration Office is equipped with legal tools. Legal regulations that have been regulated by the Presidential Instruction regarding e-Governent and are complemented by regulations made by the Ministry of Law and Human Rights. The Ministry of Law and

Human Rights has the authority to regulate its autonomous regions such as the Directorate General of Immigration so that Immigration offices throughout Indonesia are directly overseen by the Ministry of Law and Human Rights. Several e-Government programs include the Central Jakarta Class I Immigration Office which has legal tools, one of which is the online queue program, where an e-Government-based online queue has been created and equipped with legal tools by the Ministry of Law and Human Rights Mnausia for the Directorate General of Immigration through Circular Letter Number IMI-GR.01.01-0047 of 2016 concerning Passport Service Queue of the Republic of Indonesia. The circular is also based on Law Number 25 of 2009 concerning Public Services, Law Number 6 of 2011 concerning Immigration, and Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 8 of 2014 concerning Ordinary Passports and Travel Documents in Lieu of Passport (State Gazette of the Republic of Indonesia Number 649 of 2014).

Regulations that have been made based on the need to protect and strengthen regulations and pass regulations so that an official regulation is formed to encourage the formation of good governance. It is also similar to other regulations or regulations that are made as needed to regulate and then passed so that all regulations or regulations have legal force.

Paradigm Change

Paradigm change is a condition where there is a change in habits before or after a new program is established so that there will be a new change that will be caused by the program. In essence, the implementation of e-Government is a change in the field of government from manual methods to all-technology use. The arrangement of various aspects of the life of the nation and the state seems to occur in an increasingly open environment of life between nations, where universal values are in the field of technological sophistication. The changes that are being undergone occur at a time when the world is undergoing a transformation towards the era of information society. The rapid advancement of information technology and its potential for widespread use opens up opportunities for rapid access, management, and utilization of information.

This adjustment of circumstances also makes changes in the way people think so that it results in human awareness and desire to change the way they work, attitudes, behaviors and daily habits. The changes that have occurred make the community must be able to understand the benefits and uses of current technology. The community demands that public services that meet the interests of the wider community throughout the country are reliable and reliable, and easy to reach in an interactive way. This is one of the forms of a clean, transparent government that must be able to respond effectively to the demands of the community. In addition, the government also wants to provide easy services without being long-winded. Thus, the government must immediately adjust these changing circumstances, the government can optimize the use of information technology advances to help carry out daily activities.

This adjustment to the sophistication of technology is also applied to government agencies, one of which is the Central Jakarta Class I Immigration Office, where the government works in an integrated manner to simplify access to all information and public services that must be provided by the government to serve the community. Based on this, it has been regulated in Presidential Instruction Number 3 of 2003 concerning National Policies and Strategies for the Development of e-Government. Thus, all agencies begin to utilize government information and services optimally, for which strong leadership is needed in each government institution so that the transformation process towards e-Government can be carried out as well as possible.

Factors Inhibiting the Implementation of e-Government in Passport Services at the Class I Immigration Office of Central Jakarta City

Every activity carried out by the government certainly has opportunities and challenges that can affect the success or failure of a program. The Central Jakarta Class I Immigration Office currently has a program to implement e-Government in passport services. The program was created to make it easier for Immigration office employees to serve the community for passport issuance. In addition, the Immigration office has a large enough work area that causes many people to take care of passport documents and results in a buildup of applicants who want to make passport documents. Therefore, the government, especially the Directorate General of Immigration, has implemented a new program for passport services that aims to control the accumulation of queues in passport making. From these activities, several things will be found such as opportunities and challenges in the implementation of e-Government passport services. Below are the opportunities and challenges of implementing e-Governement at the Central Jakarta Class I Immigration office.

Cybercrime

The increasingly advanced era and the sophistication of technology that is developing rapidly and the ease of finding information and activities that can be accessed through the internet have been used in all aspects of life such as trade, education, health, government, service services and others. Various data and information owned by agencies, institutions or organizations are sources that can be used by others. This can be abused by irresponsible people. Stealing data and utilizing data or spreading issues or information that is not true is a crime (cybercrime), even though in Indonesia it has been regulated and protected by Law number 11 of 2008 or the ITE Law is a law that regulates information and electronic transactions, or information technology in general, but cybercrime must still be watched out. One of the government agencies that takes advantage of the sophistication of internet technology is the Central Jakarta Class I Immigration Office where all information and data of passport makers are inputted, processed, and directly connected to the server, the same applies to all Immigration Offices in Indonesia and the central server is located in Jakarta, so all data of passport makers in Indonesia is recorded by the central server. This is one of the challenges for the

Central Jakarta Class I Immigration Office which must remember that crimes can happen anywhere.

This is in accordance with what the Immigration Information and Communication Technology Section Staff of the Jakarta Class I Immigration Office said, who said:

... All programs and rules at the Immigration Office have been regulated, including the process of data input for the passport making community whose data is directly recorded by the central server, so we just need to learn, understand, apply and adjust the regulations of the center from the Directorate General of Immigration itself, so regarding data theft and others from the center have provided professional security that has been arranged from there so it is also guaranteed to be safe.

From the results of the interview, it can be seen that the entire process of entering data on passport makers in Indonesia is recorded by the Directorate General of Immigration through a centralized server and regarding cybercrime, the Directorate General of Immigration provides services in securing data in a professional way so that data security is maintained and cybercrime is avoided.

Public literacy about electronic government is uneven

It is undeniable that in an increasingly modern era and many advanced technological sophistications that have emerged, many people are increasingly aware of the latest news and information, especially among young people in today's era where all the latest news and information can be accessed anywhere and anytime. In addition, technological advances have made the system in life also change from traditional to modern. In the past, sending letters through the post office could now be via email or SMS, in the past, sending money through money orders, now direct interbank transfers, besides that any purchase can be easily accessed online, where all circumstances use electronic concepts, these are some examples of modernization by utilizing the sophistication of technology and information in addition to making it easier and profitable for some parties.

The sophistication of technology and information is not necessarily enjoyed by everyone, only some people follow and understand, so there are still many people who do not understand and understand. Some people who live in remote villages still feel a lack of understanding of technology and information. This is due to the state of location, inadequate economy, and traditional way of thinking. One of the things that causes these problems is the lack of equal attention from the government regarding socialization and information about technology. This makes the village community miss out on information, the most important thing is the government administration system which is the basis for the community to take care of identity documents where currently most government offices implement e-Government. One of the offices that takes care of identity information is the Immigration office that provides immigration services in the city and not every area exists, so people have to go to the city to take care of the identity letter regarding immigration needed. Traveling a short distance but arriving there is a lot of information that is not known so that some of the requirement's files are incomplete.

This makes the village community who are left behind in information feel troublesome and go back and forth to work twice.

In accordance with the Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning National Policies and Strategies for the Development of e-Government in point 14 concerning the Strategy for Organizing the System and Work Process of Autonomous Regional Government Holistically, the regulation has not been properly realized, because there are still many people who are missing information about e-Government. Some factors that are not supportive such as distance, circumstances, and ways of thinking, this is a challenge that must be overcome immediately, so the government should continue to provide information and socialization evenly to remote villages so that all people receive information well.

Based on the results of observations, some of the most dominant obstacles in the implementation of e-Government passport services in Central Jakarta are:

1) Technical and infrastructure constraints
   a. Internet connectivity is not fully stable at a few local server points, so when the central server performs maintenance, some immigration offices in other areas are also affected by the disruption.
   b. The capacity of the M-Paspor server and system is still limited in the face of a surge in applications, especially during the period of applying for a holiday passport or the homecoming season.
2) Limited human resource capacity
   a. The number of operators and technical officers who manage the M-Paspor application is relatively minimal, so technical complaints are often delayed in resolution.
   b. The level of digital literacy of some officers at the Immigration Office is not uniform, resulting in delays in handling requests for assistance and explaining procedures to the public
3) Suboptimal communication and coordination:
   a. The lack of a formal communication mechanism between the Directorate General of Immigration (Central) and the Central Jakarta Immigration Office regarding the update of features and policies on the use of M-Passport, caused confusion among officers and applicants.
   b. Uneven socialization in the community, especially the vulnerable user segment, causes a low understanding of how to use the application so that people still often come directly for the process that should be carried out online.

Efforts Made to Overcome Obstacles to the Implementation of e-Government Passport Services at the Class I Immigration Office of Central Jakarta City

The implementation of e-Government in passport services at the Central Jakarta Non-TPI Class I Immigration Office known as the Mobile Passport (M-Paspor) application aims to improve the efficiency, transparency, and accessibility of immigration services. Although it has brought conveniences such as online registration, file upload,

and schedule selection, its implementation still faces a number of obstacles that require strategic steps to optimize the implementation of e-Government.

The efforts made refer to three main dimensions in the e-Government optimization strategy, namely: Support, Capacity, and Value:

Support
Infrastructure and System Strengthening:
1) Server Capacity Increase: The Directorate General of Immigration is working with the central IT team to increase server capacity, including the migration of some workloads to cloud services (cloud computing) to make the handling of M-Passport user data more scalable and with minimal downtime.
2) Increased Connection Redundancy: Installation of alternative internet connection lines at the head office and the Central Jakarta Immigration Office to ensure that when one line fails, there is still a backup line that can be used.

Budget and technology facilities:
1) Hardware/Hardware Procurement: Addition of server computers, network devices (routers, switches, firewalls), and backup power supply (UPS) to reduce the risk of service interruptions due to power outages.
2) Regular Software Updates: Regular implementation of security patches and operating system updates on the M-Passport infrastructure, thereby minimizing vulnerabilities and bugs that can interfere with the passport application process.

Capacity
HR Training and Development
1) Technical Training for M-Passport Operators: Periodic workshops on system troubleshooting, database management, and server maintenance procedures for IT officers and front-end operators at regional immigration offices.
2) Digital Competency Certification: The granting of certificates (for example, Information Technology Competency Certification) as a eligibility requirement for officers in charge of managing public applications.

Increase in the number of officers
1) Special Recruitment and Placement: The recruitment process for additional officers who have IT competencies to support application uptime, including the placement of at least one special officer for handling M-Paspor complaints every day of service.
2) Workload Rescheduling: Redistribution of tasks between front-desk officers and IT operators, so that direct interaction with the public does not interfere with the handling of technical complaints in the back-office.

Value
Socialization and public education:

1) Digital and Offline Campaigns: The use of official social media (Facebook, Instagram, Twitter), imigrasi.go.id websites, as well as the installation of posters and brochures in the public areas of the immigration office to explain the steps to use the M-Passport.
2) Video Tutorials and Interactive FAQs: Creation of short video tutorials on YouTube and interactive FAQ pages on the official website, discussing in detail how to register, upload documents, verify, and online payment steps.

User Interface (UX) Development

1) Application Flow Simplification: The development team shortened the number of registration form views, reduced the number of clicks, and added a progress bar to help applicants understand the data entry stage.
2) Real-Time Helpdesk Menu: Added chat or chatbot features with automatic answers to common questions, so that requesters get an instant response before contacting the officer via phone or coming in person.

Efforts made to overcome obstacles to the implementation of e-Government passport services at the Class I Immigration Office of Central Jakarta City are holistic, including strengthening technological infrastructure (Support), increasing human resource capacity (Capacity), and adding service value through socialization and interface improvement (Value). In addition, improving coordination between agencies and a continuous monitoring system is the key so that the M-Passport application can be operated reliably, responsively, and satisfactorily for the prospective passport applicants.

CONCLUSION

Based on the research, the implementation of *e-government* in passport services at the Central Jakarta Class I Immigration Office is supported by adequate telecommunication infrastructure, integrated online systems, and prepared human resources through ongoing digital literacy training. The budget and legal frameworks are sufficient to ensure effective digital transformation and personal data protection, while a gradual shift to digital workflows fosters innovation and public satisfaction. However, challenges remain, including cybercrime risks, limited internet connectivity, server capacity constraints, delayed technical support, and uneven digital literacy among users. To address these issues, the office is strengthening infrastructure, enhancing human resource capacity, increasing public outreach, and improving inter-agency coordination, with continuous monitoring of the *M-Passport* application to ensure service reliability. For future research, it is suggested to explore user experience and satisfaction with digital passport services, as well as the impact of advanced technologies such as artificial intelligence and automation on public service quality and security.

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