

Optimizing Immigration Services Through Capacity Building: An Analysis of Implementation and Its Impact on Public Service Performance in Indonesia (Case Study: Class II Non-TPI Immigration Office in Blitar, 2025)

Indras Riana Nur Lukman

Fakultas Ilmu Sosial dan Politik, Universitas Islam Balitar, JL. Imam Bonjol No. 16, Jl. Majapahit No.2-4, Sananwetan, Kec. Sananwetan, Kota Blitar, Jawa Timur

E-mail: Ind6131@gmail.com

* Corresponding Author

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ABSTRACT

Penelitian ini mengkaji pengembangan kapasitas untuk meningkatkan kinerja layanan imigrasi di Kantor Imigrasi Blitar Kelas II Non-TPI yang berperan strategis dalam keamanan nasional, pariwisata, dan mobilitas penduduk. Tantangan berupa keterbatasan SDM terampil, infrastruktur teknologi informasi yang belum optimal, dan kurangnya koordinasi antarlembaga diatasi melalui pelatihan berkelanjutan, digitalisasi sistem informasi, dan reformasi kelembagaan. Dengan pendekatan studi kasus kualitatif melalui wawancara, observasi, dan analisis dokumen, penelitian menunjukkan bahwa pengembangan kapasitas meningkatkan efisiensi, transparansi, dan akurasi pelayanan. Pelatihan SDM dan digitalisasi mempercepat verifikasi dokumen serta meminimalkan kesalahan administratif, sementara restrukturisasi kelembagaan mengoptimalkan alur kerja. Namun, kepadatan layanan pada jam sibuk dan resistensi sebagian pegawai terhadap sistem baru masih menjadi kendala. Sinergi peningkatan kompetensi, transformasi digital, dan reformasi struktural terbukti efektif dalam mengoptimalkan layanan imigrasi. Penelitian merekomendasikan penguatan infrastruktur digital dan strategi manajemen perubahan untuk mengurangi resistensi serta mendorong tata kelola yang akuntabel.

This study examines capacity building aimed at enhancing immigration service performance at the Class II Non-TPI Blitar Immigration Office, an entity playing a strategic role in national security, tourism, and population mobility. Challenges such as a shortage of skilled personnel, suboptimal information technology infrastructure, and a lack of inter-agency coordination were addressed through continuous training, the digitalization of information systems, and institutional reform. Employing a qualitative case study approach—utilizing interviews, observations, and document analysis—the research demonstrates that capacity building improves service efficiency, transparency, and accuracy. Human resource training and digitalization accelerated document verification and minimized administrative errors, while institutional restructuring optimized workflows. However, service congestion during peak hours and resistance among some staff members toward the new systems remain obstacles. The synergy of competency enhancement, digital transformation, and structural reform proved effective in optimizing immigration services. The study recommends strengthening digital infrastructure and implementing change management strategies to mitigate resistance and foster accountable governance.



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INTRODUCTION

Immigration services in Indonesia play a pivotal role in safeguarding national security, optimizing tourism potential, and managing the complex mobility of citizens and foreign nationals. In the contemporary era of globalization and rapid digital transformation, there is an escalating public demand for efficiency, transparency, and professionalism within public services (Dwiyanto, 2018; Mergel et al., 2019; Santoso, 2004). To navigate these evolving exigencies, capacity building, encompassing human resource development, the modernization of information systems, and the enhancement of institutional coordination, emerges as a strategic imperative to elevate service delivery performance (Andrews et al., 2017; Cordella & Paletti, 2018; Grindle & Hilderbrand, 1995).

Despite these macro-level advancements in public sector administration, policy implementation at the regional level frequently encounters significant localized constraints. The Class II Non-TPI (Non-Immigration Checkpoint) Immigration Office in Blitar, a regional service unit characterized by unique demographic and operational dynamics, currently faces several empirical bottlenecks. These challenges include suboptimal competencies among personnel, the urgent need for information technology infrastructure upgrades, and fragmented inter-agency coordination mechanisms. Such constraints directly impede the quality of public service delivery, affecting critical processes ranging from document verification to the dynamic management of immigration flows.

While existing literature on public sector innovation has extensively documented capacity-building efforts and digital transformation within central government agencies or major Immigration Checkpoints (TPI) (De Vries et al., 2016; Gil-García & Pardo, 2005; Twizeyimana & Andersson, 2019), there remains a conspicuous research gap regarding the dynamics of regional, Non-TPI offices. These regional units often operate with distinct resource constraints and localized mobility patterns that are rarely captured in mainstream studies. Therefore, addressing this empirical gap, this study aims to investigate the implementation of capacity building at the Class II Non-TPI Immigration Office in Blitar and evaluate its subsequent impact on immigration service performance.

Utilizing a case study approach, this research identifies the inhibiting and driving factors in capacity-building initiatives and evaluates the extent to which interventions, such as specialized training, system digitalization, and institutional reform, enhance service effectiveness. The findings are expected not only to provide a comprehensive overview of the empirical conditions but also to serve as a strategic reference for refining immigration service policies in analogous regional units nationwide. Ultimately, amidst evolving global challenges and internal dynamics, optimizing immigration services through targeted capacity building is an essential step toward cultivating a responsive, accountable, and sustainable public service ecosystem, thereby contributing significantly to the broader modernization of bureaucratic structures in Indonesia.

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Research Type and Approach

This research utilizes a case study approach with qualitative methods, aiming to explore in-depth the process and impact of capacity building interventions in improving the performance of immigration services at the Class II Non-TPI Immigration Office in Blitar. The qualitative approach was selected to gain a contextual and narrative understanding of the internal dynamics, challenges, and best practices implemented in the field.

Research Location and Time

This research was conducted at the Class II Non-TPI Immigration Office in Blitar during 2025. The selection of the research location was based on the implementation of various capacity-building initiatives aimed at improving immigration service performance through employee competency development, digital transformation, and organizational strengthening. The researcher is an employee of the institution and serves in the personnel management function, which provided direct access to organizational processes, employee development programs, and institutional documentation. To maintain research objectivity, data were verified through interviews, observations, and document analysis using triangulation techniques.

Data Sources

This study utilized both primary and secondary data sources. Primary data were obtained through in-depth interviews with ten informants who were directly involved in the implementation of immigration services and capacity-building programs. The informants consisted of one Head of Immigration Office, two Section Heads, four immigration officers, one personnel management officer, and two service users. Informants were selected purposively based on their roles, experiences, and involvement in organizational development activities.

Secondary data were obtained from official regulations, institutional reports, employee development records, performance accountability documents, service standards, internal administrative records, and relevant scientific literature related to immigration services, public administration, and capacity building.

Data Collection Techniques

There are three data collection techniques used in this study, including: First, Interview: Utilizing a semi-structured interview guide to ensure several main topics are covered, while still providing flexibility for informants to express their views in depth. Interviews were conducted face-to-face or through online platforms if necessary. Second, Observation: Conducted by recording the service processes, interactions among employees, and the use of information systems in daily activities. This observation assists in confirming the data obtained from the interviews. Third, Documentation: The collection of official documents, reports, and relevant literature was carried out to support empirical data and provide the historical and regulatory context governing immigration services. To ensure data credibility and trustworthiness, the study applied source triangulation and method triangulation by comparing information obtained from interviews, direct observations, and institutional documents. This approach was intended to minimize researcher bias and strengthen the validity of the research findings.

Data Analysis Techniques

There are two data analysis techniques carried out in this study, including: First Thematic Analysis Qualitative data obtained from interviews and observations were analyzed thematically to identify patterns, themes, and main issues related to the implementation of capacity building. Each theme was examined in depth to determine the relationship between capacity building interventions and the improvement of immigration service performance. Second, Document Analysis Official documents and literature collected were analyzed to understand the regulatory framework and policies underlying the implementation of capacity building within the Immigration Office environment.

RESULTS AND DISCUSSION

Case Study: The Implementation of Capacity Building at the Immigration Office

The case study at the Class II Non-TPI Immigration Office in Blitar provides a practical illustration of how capacity-building initiatives are implemented to improve immigration service performance. Based on interview findings, direct observations, and document analysis, three main dimensions of capacity building were identified: human resource development, digitalization of immigration services, and institutional strengthening.

Capacity Building Through Human Resource Development

The findings indicate that human resource development constitutes one of the primary components of capacity building within the Class II Non-TPI Immigration Office in Blitar. Various competency development activities, including technical training, regulatory updates, internal knowledge-sharing sessions, and digital literacy programs, have been implemented to improve employee performance.

Interview results revealed that training activities contributed to a better understanding of immigration regulations, service procedures, and the utilization of digital applications. Several informants stated that regular competency development programs increased their confidence in performing administrative and service-related duties while reducing procedural errors.

Informant 4 (Immigration Officer) explained that routine training programs improved understanding of immigration regulations and reduced mistakes in administrative processing. Similarly, Informant 8 (Personnel Management Officer) stated that competency development activities enhanced

employees' confidence and adaptability in responding to organizational changes and evolving service demands.

From the personnel management perspective, capacity-building activities also supported the development of employee professionalism and adaptability to organizational changes. These findings indicate that continuous investment in human resource development contributes positively to organizational effectiveness and service quality.

Digitalization of Immigration Services

Digital transformation has become a significant component of capacity-building implementation at the Class II Non-TPI Immigration Office in Blitar. The utilization of integrated information systems has facilitated faster access to service data, improved document verification processes, and strengthened administrative control mechanisms.

Observational findings demonstrated that digital systems reduced manual administrative processes and improved information accessibility for both employees and service users. Furthermore, the implementation of digital platforms enhanced service transparency by enabling more accurate monitoring and documentation of service activities.

Informant 9 (Service User) stated that digital service systems made information more accessible and reduced uncertainty during administrative procedures.

Several informants reported that the implementation of digital systems simplified document processing and facilitated access to service information. Service users also expressed positive perceptions regarding the availability of information and the efficiency of administrative procedures compared to previous manual practices.

Despite these positive outcomes, several challenges remain, particularly concerning the need for continuous infrastructure improvement and the adaptation of employees to technological changes.

Institutional Strengthening and Organizational Reform

Institutional strengthening was implemented through organizational restructuring, improved coordination mechanisms, and the refinement of standard operating procedures. The findings indicate that clearer division of responsibilities and improved communication among work units have contributed to more effective service delivery.

Nevertheless, organizational transformation was not entirely free from challenges. Some employees experienced difficulties adapting to new procedures and digital work systems. According to Informant 2 (Section Head), organizational restructuring improved coordination among work units and clarified responsibilities in service delivery. However, several employees acknowledged that adapting to new procedures and digital work systems required additional adjustment periods before becoming fully integrated into daily operations.

Supporting and Inhibiting Factors

The implementation of capacity-building initiatives was supported by several factors, including leadership commitment, employee participation in competency development programs, the availability of institutional support, and the increasing utilization of digital technology in public services. Informants consistently highlighted management commitment as a critical factor in facilitating organizational improvement and employee development.

However, the study also identified several obstacles, such as limited infrastructure capacity, varying levels of digital competency among employees, and resistance to organizational change. In addition, increasing service demands during peak periods occasionally affected operational efficiency. These findings indicate that capacity building should be implemented as a continuous and adaptive process rather than a one-time intervention.

Informant 1 (Head of Office) emphasized that leadership commitment was essential in encouraging employee participation in capacity-building programs and organizational reform initiatives.

The case study results indicate that capacity-building interventions directly contribute to improvements in immigration service quality, particularly in terms of efficiency, accuracy, transparency, and organizational responsiveness.

Document analysis of internal reports and employee development records indicated that capacity-building activities were implemented regularly through training programs, competency development

initiatives, and digital service improvement efforts. These documents corroborated information obtained from interviews and observations.

Discussion

The research conducted at the Class II Non-TPI Immigration Office in Blitar using a qualitative approach reveals that capacity building programs have had a positive impact on improving the performance of immigration services. Interview results with employees indicate an increase in technical and managerial competencies through continuous training. The employees stated that routine training assists them in understanding immigration regulations more deeply and implementing the correct work procedures, so that the document verification process can be carried out more quickly and accurately. In addition, the implementation of integrated digital information systems also facilitates real-time data access, which is perceived to reduce administrative errors based on interview findings and organizational documents and increases transparency in reporting (Wibowo et al., 2026).

These findings support the capacity-building framework proposed by Grindle and Hilderbrand (1995), which emphasizes that organizational performance improvement requires the simultaneous development of human resources, institutional capacity, and management systems. The findings demonstrate that competency development initiatives contribute not only to technical skill enhancement but also to employee adaptability and organizational effectiveness.

The effectiveness of these initiatives appears to be influenced by the integration of employee development programs with organizational reform efforts. Rather than implementing isolated training activities, the institution combined competency development with procedural improvements and digital transformation initiatives, creating a more comprehensive approach to organizational change.

Direct observation in the field confirms the findings from the interviews. The service process at the Immigration Office shows an increase in operational speed and efficiency. The use of digital systems enables employees to access and verify data quickly, although there are some obstacles such as long queues during peak hours. These findings indicate that although technological infrastructure has been upgraded, operational capacity needs to be continuously optimized so that technology can be utilized to its maximum potential. This supports e-government and digital transformation theories which emphasize that digitalization can increase the transparency and accountability of public services (Wibowo et al., 2026).

The findings are also consistent with digital transformation theories proposed by Mergel et al. (2019), which suggest that technology adoption can enhance transparency, accountability, and efficiency in public service delivery. The integration of digital systems within immigration services has facilitated faster information processing and improved administrative control mechanisms.

Despite these positive outcomes, the findings indicate that successful digital transformation requires continuous organizational adaptation. Differences in digital competencies among employees and resistance to procedural changes remain important challenges that may affect the sustainability of reform initiatives if not addressed through ongoing training and change-management strategies.

In the institutional aspect, efforts towards internal restructuring and increased inter-unit coordination have resulted in a more structured and efficient workflow. Nevertheless, there are challenges related to the adaptation of organizational culture, where some employees still show resistance to changes in new systems and procedures. This phenomenon underscores the importance of a comprehensive change management approach to accompany the transition towards a more modern and responsive system. Such an approach is in line with the bureaucratic reform theory which states that structural and cultural changes are key in improving the quality of public services.

The integration between regulations, such as Law Number 6 of 2011 concerning Immigration, and capacity building policies initiated by the Ministry of Administrative and Bureaucratic Reform, provides a strong foundation for the implementation of interventions in the field. The combination of HR training, digitalization of information systems, and institutional reform has resulted in a significant increase in operational efficiency and public trust in immigration services. Internal documents and agency performance reports show a decrease in the rate of administrative errors and an acceleration of the verification process, which serve as indicators of the success of these interventions.

Overall, the results of this research indicate that capacity building is an effective strategy to optimize immigration services. The improvement of HR competencies, supported by modern information technology and a more adaptive organizational structure, can enhance service quality as

well as support the creation of transparent and accountable governance. Although there are still some obstacles, particularly related to the adaptation of organizational culture and operational capacity during peak hours, the findings of this research provide strategic recommendations for the development of more intensive training, the improvement of digital infrastructure, and a more in-depth change management approach to overcome internal resistance.

CONCLUSION

Research at the Class II Non-TPI Immigration Office in Blitar reveals that the implementation of capacity building programs—through the enhancement of human resource (HR) competencies via continuous training, the digitalization of information systems, and institutional reform—has improved the efficiency and transparency of immigration services, where the use of integrated digital systems enables document verification to be conducted more quickly and accurately, as well as reduces administrative errors. However, there are significant challenges such as organizational culture resistance and operational constraints during peak hours, which demand the implementation of a more comprehensive change management approach to support the system transition. The integration between regulations, such as the Immigration Law, and capacity building policies from the Ministry of Administrative and Bureaucratic Reform provides a strong foundation for service transformation, thus it can be concluded that integrated investment in HR development, technological modernization, and institutional reform is the key to optimizing operational performance and increasing public trust in immigration agencies.

The findings suggest that digitalization and competency development were perceived by informants as the most prominent factors contributing to improvements in service efficiency, administrative accuracy, and organizational responsiveness.

This study contributes to the literature on public-sector capacity building by demonstrating how integrated human resource development, digital transformation, and institutional reform can improve service performance in regional immigration offices. The findings may serve as a reference for policymakers and public service institutions seeking to strengthen organizational capacity and enhance the quality of immigration services in similar operational contexts.

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