

Implementation of New Public Service in Passport Services at the Class I Immigration Office of TPI Denpasar

Komang Dinda Swari Saraswati

Study Program Public Administration, Faculty of Social Sciences and Humanities,
Universitas Pendidikan Nasional
dindaswari28@gmail.com

Ni Putu Bayu Widhi Antari

Study Program Public Administration, Faculty of Social Sciences and Humanities,
Universitas Pendidikan Nasional
bayuwidhiantari@undiknas.ac.id

Jonathan Jacob Paul Latupeirissa

Study Program Public Administration, Faculty of Social Sciences and Humanities,
Universitas Pendidikan Nasional
jonathanlatupeirissa@undiknas.ac.id

Abstract: This study aims to analyze the implementation of New Public Service (NPS) principles in improving the quality of passport services at the Denpasar Class I TPI Immigration Office. The primary concern is the low level of public satisfaction with passport processing services due to the suboptimal processes, long queues, and lack of attention to the rights of the community as community members. With a qualitative approach, this study employs observation methods, in-depth interviews, and documentation to collect data from officers and passport applicants at the research site. The results of the study indicate that the implementation of NPS principles, such as responsiveness, participation, fairness, and transparency, contributes positively to improving the quality of services and public satisfaction. Integrated technology systems and priority services for vulnerable groups have successfully accelerated the process and increased fairness in accessing services. However, there are obstacles such as high application volumes and system disruptions that need to be addressed in order for services to be more optimal. The existence of a more efficient information system and ongoing training for officers is expected to reduce existing problems. This study also highlights the importance of the active role of the community in providing feedback to improve the quality of services. Overall, this study concludes that the integration of NPS principles can strengthen the relationship of trust between the government and the community and produce higher quality and fairer immigration services. The implementation of these principles will not only have an impact on increasing efficiency, but also on increasing transparency and accountability in the public service system.

Keywords: New Public Service; Public Service; Immigration; Passport; Service Quality

INTRODUCTION

Public service has become the main objective in the administration of Indonesia, which covers various aspects of life. In its implementation, the government is required to provide effective services based on the principles of transparency and accountability in order to meet the interests of the community, ranging from regulatory services to other services in the fields of education, health, economy, and others (Asmarani, 2023). As stipulated in Law Number 25 of 2009, the principles of public service are based on good governance. In this case, good

governance is not only about providing services, but also about strengthening democracy, respecting human rights, and improving the quality of life of the community. Success in the delivery of public services is an important factor in increasing public trust and support for government performance (Rahmadana et al., 2020). Therefore, public services need to be delivered based on service standards that serve as guidelines for implementation and evaluation, in order to produce services that are effective, efficient, and in line with the needs of the community (Wiranti & Frinaldi, 2023).

Public demands and expectations for quality public services with clear procedures, fast delivery, and reasonable costs continue to emerge in line with developments in governance. Public awareness of their right to good service also drives expectations that the government will be able to fulfill its obligation to provide quality public services. Therefore, in order to realize the ideal of a modern welfare state, it is necessary to provide public services that have quality standards, transparency, and are oriented towards the interests of the community.

The province of Bali is one of the regions in Indonesia with a high level of population mobility, both due to local activities and movement from abroad. With a population density of 4,433,300, most of Bali's population is concentrated in the city of Denpasar, which has a population of 755,600 (BPS Provinsi Bali, 2024). In line with this, the high population density and economic growth in Bali Province have led to an improvement in the standard of living of the community, which has resulted in an increase in people's interest in traveling abroad, whether for vacation, umrah, pilgrimage, or seeking fortune abroad (Riduan et al., 2023). Based on data from the Bali Provincial Statistics Agency (2024), the most popular international destinations from I Gusti Ngurah Rai Airport are Australia, Singapore, and Malaysia.

Table 1. Number of International Flight Passengers January 2023 – January 2024

No	Destination Country	Number of	Passengers
		January (2023)	January (2024)
1	Australia	140.791	181.872
2	Singapura	86.638	98.762
3	Malaysia	47.715	55.132
4	Vietnam	16.281	18.480
5	Thailand	18.498	20.305
6	Tiongkok	210	21.195
7	Qatar	17.907	26.332
8	Philipina	11.562	11.534
9	Hongkong	5.972	15.240
10	Korea Selatan	11.808	12.370

Source: Bali Provincial Statistics Agency Website, 2024

This has increased the public's need for immigration administration services, namely passport processing, which is an important document for traveling abroad. The Denpasar Class I TPI Immigration Office plays a strategic role in providing immigration services for Indonesian citizens (WNI) and foreign nationals (WNA). In providing services, the Denpasar Class I Immigration Office is required to have competent staff who are committed to working in a service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative (berAKHLAK) manner, as well as being professional, accountable, synergistic, transparent,

and innovative (PASTI). As a government agency with a vital role, one of the main services provided is the creation, issuance, and collection of passports. The Republic of Indonesia passport is a document that must be possessed by every citizen who wishes to travel abroad (Aryono et al., 2023). This requirement is stipulated in Law Number 6 of 2011 concerning Immigration, which states that every person must have a passport when entering or leaving Indonesian territory. Based on data obtained from the official website of the Denpasar Class I Immigration Office, passport issuance is a service that is widely accessed by the public.

Table 2 Number of Passports Issued from 2021 to 2024

No	Tahun	Jumlah Penerbitan Paspor
1.	2021	16.134
2.	2022	41.060
3.	2023	56.219
4.	2024	69.327

Source: Website of the Denpasar Class I Immigration Office, 2024

With the increase in the number of passport applications, this requires the government to not only provide fast and efficient services, but also to be friendly and professional in helping people who need information (Iftitah et al., 2023). In line with the motto of the Denpasar Class I Immigration Office, "Serving Sincerely," this is not just a slogan, but reflects the commitment of employees to provide sincere, honest, and wholehearted service through interaction between the government and the public (Meylandari et al., 2024). This can be seen in the passport collection process, which is the final and important stage in passport processing. At this stage, the applicant's data is carefully checked again to ensure that all data is correct and accurate. If there are any errors, the officer can immediately report them to the printing officer so that the problem can be quickly handled.

Although passport collection services at the Denpasar Class I Immigration Office are currently running quite well, there are still several weaknesses that prevent the desired quality standards from being met, leading to public dissatisfaction. This dissatisfaction can have a negative impact on the relationship between the government and the public, creating distrust and dissatisfaction with the services provided (Akhyar, 2023). For example, there are disruptions to the passport printing system and the online queue number system, causing uncertainty in the service process and prolonging waiting times. In addition, the public is often disappointed because when they ask questions, they do not get clear answers and are instead directed to other officers. As these problems occur, the public tends to complain to the government through social media, which has the potential to damage the government's image (Supriyanto et al., 2024). This poses a challenge, considering that public satisfaction is the most important thing to pay attention to, so that the public can obtain their rights as they are entitled to all forms of service in the country (Marande, 2017).

In optimizing passport issuance, the Denpasar Class I Immigration Office, as a public service provider, is required to improve its public services in line with current developments. Good quality public services are very important to maintain public trust in the government and to ensure that every citizen can access the services they need efficiently and effectively (Brema Ginting et al., 2023). Therefore, in response to these demands, it is necessary to apply more

responsive and participatory service principles, as emphasized in the New Public Service (NPS) principle. This principle emphasizes the importance of listening to the needs of the community, fulfilling their rights to quality services, and making continuous improvements to the service system (Maypiyani et al., 2024). In other words, the government strives to serve its citizens by asking what they need, fulfilling their needs, and providing needs that they may not yet be aware of as their rights and entitlements (Ningtyas, 2017).

Several previous studies have examined the application of the New Public Service (NPS) principle in the context of public services, which generally shows the relevance of this paradigm to efforts to improve quality, accountability, and service orientation to citizens. Previous research published by (Soselisa & Puturuhu, 2021) shows that the application of New Public Service principles in vehicle registration services at the Samsat Office can improve responsiveness, accountability, and public satisfaction. In addition, previous research from (Aswar et al., 2020) shows that administrative procedures at the Investment and Integrated Services Office of Wajo Regency based on the New Public Service principles can be completed quickly and accurately in accordance with regulations, despite obstacles in service delivery such as human resource capabilities, increased budgets that can support the welfare of service officers, and improvements in service facilities and infrastructure. Although various previous studies have examined the application of New Public Service (NPS) principles in the public service sector, in the context of immigration services, particularly in the passport service process, which involves direct interaction between officers and the public as well as digital system support, the implementation of these principles is still relatively limited. Therefore, this study seeks to provide empirical contributions to strengthening NPS practices in immigration services.

Through the application of the New Public Service (NPS) principle, which emphasizes responsive, participatory, and community-oriented services, it is hoped that the quality of passport services at the Denpasar Class I Immigration Office can be further improved. This approach aims to encourage services that are not only fast and accurate, but also pay attention to the rights of the community as service users. In addition, the application of NPS principles is expected to improve the relationship between the government and the community by building trust through transparent and accountable services. By applying the principles of New Public Service in the services provided by the government to the community, the passport application process can be completed properly.

RESEARCH METHODOLOGY

This study uses a qualitative approach with a case study design that aims to gain an in-depth understanding of the implementation of New Public Service (NPS) in passport services at the Denpasar Class I Immigration Office. The qualitative approach was chosen because it is able to explain the meaning, process, and social phenomena through the perspective of participants, taking into account the natural conditions in which the phenomena occur (Suriandjo, 2024). Meanwhile, the case study design was chosen because it is able to provide an in-depth understanding of the context, process, and factors that influence the implementation of NPS principles in public services. Based on the theory of Janet V. Denhardt & Robert B. Denhardt in (Indrawati et al., 2025), there are seven principles of New Public Service that are

used, namely Serve citizens not customers, Seek the public interest, Value citizenship over entrepreneurship, Think strategically act democratically, Recognize that accountability isn't simple, Serve rather than steer, and Value people, not just productivity. This research was conducted at the Denpasar Class I Immigration Office, located at Jl. Panjaitan No.3, Sumerta Kelod, East Denpasar, Bali.

The location of this research was at the Denpasar Class I Immigration Office, located at Jl. Panjaitan No.3, Sumerta Kelod, East Denpasar, Bali. Informants were determined using purposive sampling to obtain valid data. This study involved informants based on certain criteria or considerations (Sugiyono, 2022), with direct involvement in passport services at the Denpasar Class I Immigration Office, both as implementers and recipients. The informants were divided into two groups, namely Denpasar Class I Immigration Office officers and the public, so that this study could describe the passport service process comprehensively, both from the perspective of the implementers and the recipients of the service. The informants in this study consisted of officers from the Immigration Traffic Section of the Denpasar Class I Immigration Office and members of the public who were passport service applicants.

Table 3. Informants in the study

No	Group	Position	Role in Research
1	Officer	Immigration Supervisor (SPV)	Responsible for supervising passport services
2	Officer	Passport Service Officer	Direct implementer of passport services
3	Community (Elderly)	Passport Applicant	Applicant for services who receives priority services
4	Community (Adults)	Passport Applicant	Represents the productive age group of passport service users
5	Community (Teenagers)	Passport Applicant	Applicant for services who submits a passport application through the M-Paspor application

The data in this study were collected through in-depth interviews, participatory observation, and document study. Interviews were conducted with supervisors, service officers, and passport applicants from three groups. Observations were conducted to understand the direct interaction between officers and passport applicants during the passport service process, from application, interview, issuance, to passport collection. Document studies were conducted by collecting documents in the form of data, images, and related literature sources.

In this study, the collected data were analyzed using Miles and Huberman's interactive model (Sugiyono, 2022), which consists of three main stages: data reduction, data presentation, and conclusion drawing. In the data reduction stage, the researcher sorted, focused, and simplified the data from the interviews, observations, and document studies. Next, in the data presentation stage, the researcher presented the research data in an easy-to-understand form, either through brief descriptions, charts, or similar means that showed the relationship with the phenomenon being studied. Finally, conclusions are drawn inductively by linking findings in the field with theories that have been discussed previously, especially regarding the principles of New Public Service. To ensure the validity of the data in this study, triangulation of sources

was used, namely cross-checking data by comparing facts obtained from one source with another, and triangulation of techniques, namely checking and confirming the accuracy of information from the same source using different techniques.

RESULTS AND DISCUSSION

Research Results

The Denpasar Class I Immigration Office continues to strive to implement integrated service innovations, simplify bureaucracy, and expand the reach of immigration services to the community. The services provided are based on the values established by the Ministry of Law and Human Rights, namely PASTI, which refers to Professionalism, Accountability, Synergy, Transparency, and Innovation (Kemenkumham Bali, 2023). In improving the quality of public services, the government no longer positions the community as passive customers, but as citizens who have the right to obtain quality, fair, and transparent services. This is in line with the concept of New Public Service (NPS), where the success of public services is measured not only in terms of procedural efficiency, but also in terms of the extent to which the interests and aspirations of the community are fairly met (Nurdin, 2019). This study examines the application of New Public Service in Improving the Quality of Passport Services at the Denpasar Class I Immigration Office using the NPS theory developed by Denhardt and Denhardt (2007).

Serving Citizens, not Customers

New Public Service views the public as citizens who have the same rights and obligations regardless of their ability to pay for services. However, the government focuses more on building relationships of trust and collaboration with the community. Officials at the Denpasar Class I Immigration Office always strive to provide fast and convenient services. Officers view the community as citizens who have the right to be served well and fairly, even if they have different backgrounds and needs. "We have always strived to provide fast and convenient passport services. We view the community as citizens who have the right to be served well and fairly, even though they have different backgrounds and needs, so we always try to be friendly, open, and provide comprehensive explanations."

This statement shows that the services provided by immigration officers are not only focused on the smooth running of administrative processes, but also on citizens who have rights and must be respected in the public service process. From the reality at the Denpasar Class I TPI Immigration Office, it appears that officers strive to understand the needs of each applicant in accordance with the Denpasar Class I TPI Immigration Office Standard Operating Procedures. A quick, polite, and communicative response is the basis for interaction between officers and the public. This reflects that the service is not only administrative but also humanistic. This commitment is in line with the motto "Serving Sincerely," which is not just a slogan but is evident in the attitudes and actions of the officers.

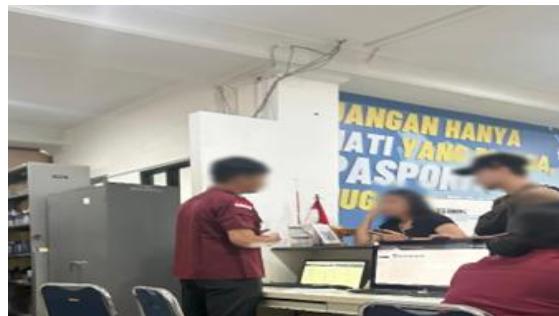


Figure 1: Officials serving applicants
Source: Author's documentation, 2025

Seek the Public Interest

New Public Service views that the government is not the main actor in governance, but that community involvement plays an important role in the public interest. In this regard, the Denpasar Class I Immigration Office strives to ensure that the services provided are impartial and accessible to all levels of society. The Denpasar Class I Immigration Office has implemented a queue number system for every passport application process, from the interview to the collection of the passport. The implementation of this queue system aims to create orderly and transparent services, so that each applicant receives services based on the order of arrival objectively and impartially. "To ensure that services remain fair, we adhere to the principles of transparency and equal treatment for all applicants. All processes follow established procedures, regardless of anyone's background. Systematically, we use queue numbers through machines at each stage, so that services run in an orderly manner and according to sequence." In reality, queue backlogs often occur due to system errors and high applicant volumes, especially during holidays or certain periods with high demand, causing a surge in visitor numbers that is not proportional to the available service capacity.



Figure 2 : Service Queue Situation When System Problems Occur
Source: Author's Documentation, 2025

Server Rather than Steer

This principle emphasizes that the role of the government in public service is as a servant and facilitator, not as a controller that imposes its will on the community. In this context, the Denpasar Class I Immigration Office has demonstrated the practical implementation of this principle through the application of technology-based innovations tailored to the needs of applicants, namely the PATRIOTS application. This application is a system with various features to help officers provide the best service to applicants, meeting

quality standards in line with applicant expectations and satisfaction. "Regarding queues, the Immigration Office has implemented an innovation, namely the PATRIOTS Application. This application makes it very easy for applicants because they only need to scan a barcode on the machine without having to take a manual queue number at customer service, where long queues usually occur. Additionally, after going through several steps related to passport issuance, PATRIOTS will automatically send an email regarding the passport pickup schedule or any issues that arise."

In the implementation of services at the Class I TPI Denpasar Immigration Office, the presence of the PATRIOTS application has had a positive impact on service delivery. Previously, the service process was still carried out manually, where applicants had to wait a long time at each stage and queues were often disorderly. However, since the PATRIOTS application began to be used, the service process has become more effective and efficient because the entire process has been centralized in one integrated system. This not only facilitates the work of officers but also increases convenience and certainty for passport applicants.

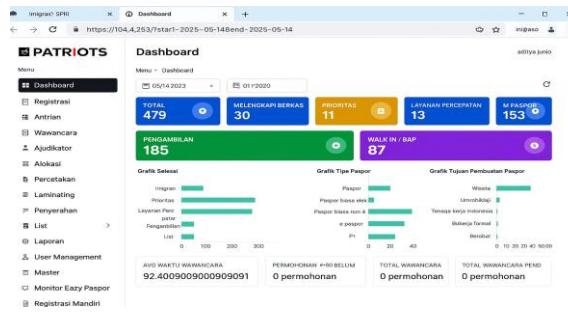


Figure 3 PATRIOTS Application
Source: Author's Documentation, 2025

Recognize that Accountability Isn't Simple

New Public Service views accountability in government as more than just how quickly services are delivered. Accountability is a complex responsibility that includes compliance with the law, respect for the values that exist within society, professionalism at work, and commitment to the interests of citizens. The Denpasar Class I TPI Immigration Office strives to provide maximum service to all members of society without exception. One of the services provided by the Denpasar Class I TPI Immigration Office is a priority service for people with urgent needs, such as the elderly, people with disabilities, pregnant women, and children. "Currently, applicants are required to register through the M-Paspor application, because we have introduced a human rights-friendly innovation. So applicants with urgent needs (priority service), such as people with disabilities, the elderly, pregnant women, and babies, can come directly to the office without having to register online." This priority service is expected to facilitate people who have urgent needs. "I happened to be invited by a work group to go to Vietnam, so I had to make a passport for the first time. When I came to the Immigration office, I was immediately assisted by an officer because I was not very tech-savvy. I was directed to the priority counter, where the process was quick, and I was helped by this service."

From observations made, passport service users are greatly helped by this service. This service provides easy access without having to go through the usual queuing procedure. Applicants such as the elderly and people with disabilities no longer have to stand in long queues or wait in uncomfortable conditions. Pregnant women who come to take care of their documents also receive special attention, such as waiting chairs provided near the service counter and direct assistance from officers. Children who previously had to wait a long time with their parents can now be directed to the fast service lane, reducing the potential for fussiness or fatigue. This ease of access without going through the regular queue not only increases efficiency but also reflects humanistic values in equitable public services.



Figure 4 Priority Services at the Denpasar Class I Immigration Office

Source: Author's documentation, 2025

Value People, not Just Productivity

In this case, New Public Service does not only focus on fulfilling citizens' rights in service, but the Denpasar Class I Immigration Office also pays great attention to improving the quality of human resources (HR) as the main foundation of quality service. Employee performance is not only an economic parameter but also values such as honesty, equality, empowerment, and so on. "We participate in training programs almost every year, such as risk management, IT training, and UKOM (Competency Test) tests, which are useful for measuring the ability of officers in carrying out their duties in the field of immigration." With these training programs, officers can improve their services. In addition, applicants also feel firsthand how immigration officers are becoming more professional and responsive in providing services.

Think Strategically, Act Democratically

Thinking strategically and acting democratically is one of the important ideas in New Public Service, which emphasizes that government policies and programs should be designed to truly respond to the needs of the community. This can only be achieved if the process is carried out collaboratively, involving various parties, especially citizens. Currently, the Denpasar Class I Immigration Office is very open to criticism and suggestions regarding the services it provides. The public can convey these directly to officers or through the platform provided. "I think it is very important to have a space to give suggestions. Sometimes we as users feel that there are things that can be improved, and if our voices are heard, it shows that the service really cares about the community. While at the collection point, I saw how officers

responded to criticism from an applicant, and the officers responded well to the criticism. In addition, I saw that many facilities were provided to make it easier for the public to submit their criticism and suggestions." This statement reinforces the view that good public services require public involvement as an important part of a sustainable feedback system. This serves as an incentive to continue innovating and better meeting the needs of the community.

Responding quickly to community suggestions can increase public confidence in the quality of services. It also shows that agencies truly care about and are responsive to the needs of the community. For example, when I was about to collect my documents, there was an elderly woman who looked confused when trying to scan the queue number barcode on the machine provided. Feeling overwhelmed, the elderly woman told the officer that it would be better to have an officer or security guard standing near the machine to help, especially for elderly people like herself. Although it seems simple, feedback like this can be an important consideration for improving the service system to make it more user-friendly and accessible to all groups, especially the elderly.

Recognize that Accountability Isn't Simple

New Public Service views accountability in government as more than just how quickly services are delivered. Accountability is a complex responsibility that includes compliance with the law, respect for the values that exist within society, professionalism at work, and commitment to the interests of citizens. "We have several platforms such as a direct complaint desk, as well as our official social media accounts such as Instagram @imigrasidenpasar. The public can submit complaints or feedback through these channels, and they will be immediately followed up by officers." The Denpasar Class I Immigration Office has realized this by providing a platform for the public to submit complaints, criticism, or feedback on the services provided. Service applicants can fill out a satisfaction survey immediately after receiving service, submit complaints through the complaint desk, or submit opinions through the official social media of the Denpasar Class I Immigration Office.



Figure 5 & 6 SocialMedia and Complaint Center

Source: Official Instagram of the Denpasar Class I Immigration Office, 2025

Discussion of Research

The results of this study show that the application of New Public Service (NPS) principles at the Denpasar Class I Immigration Office has been successful and reflects the transformation of public services from a bureaucratic and administrative model to one that is more participatory, humanistic, and citizen-oriented. This change can be seen in various aspects of service, ranging from interactions between officers and the community, the use of technological innovations, to openness to public participation. These findings show that the principles of New Public Service have been implemented in passport services at the Denpasar Class I Immigration Office.

Serve Citizens, Not Customers

The results of the study show that immigration officers view the community as citizens who are entitled to fair and dignified public services. The friendly, open, and communicative attitude of the officers is a tangible manifestation of the principle of Serve Citizens, Not Customers. They do not discriminate based on the background of the community and always try to provide polite and clear explanations about each service process. In Denhardt & Denhardt's (2003) theory, which emphasizes that public services must be oriented towards fulfilling the rights of citizens, not just organizational efficiency.

This finding is in line with previous research by (Umar et al., 2025) which shows that services that emphasize individual attention and understanding of community needs have been proven to strengthen public trust and satisfaction with the government.

Seek the Public Interest

Field findings show that the Denpasar Class I Immigration Office prioritizes the public interest through the implementation of a digital queuing system that guarantees fairness in service. Each applicant receives a queue number through the customer service counter or the self-service queue machine (Seamless Passport Registration) in order of arrival, and there is no special treatment. However, there are still obstacles such as technical disruptions and imbalances between the number of applicants and the capacity of the agency's resources. This condition shows that fulfilling the public interest does not only depend on technological innovation but also on the institution's readiness to manage resources sustainably.

This finding is in line with the view (Hasanah, 2019) that public services must place public interests above personal, group, and organizational interests. This is also emphasized by Roberts (2008) in (Herizal et al., 2020) in New Public Service, where citizenship and public interests are at the center.

Serve Rather than Steer

Through an innovation developed by the Denpasar Class I Immigration Office in the form of the PATRIOTS (Passport Application Tracking Information System) application, the Immigration Office acts as a service facilitator, not a controller that imposes its will. This application is a means of transforming public services that helps speed up the passport application process, reduce queues, and provide certainty of time to applicants.

This finding is in line with research (Prabowo et al., 2022) that public service providers need to accelerate and continuously improve services through innovations oriented towards meeting community needs.

Value Citizenship Over Entrepreneurship

Findings at the Denpasar Class I Immigration Office show that accountability is not only in the form of performance reports, but is also reflected in how officers behave and act in providing services. The existence of priority services for people with urgent needs, such as the elderly, people with disabilities, pregnant women, and children, is one of the clearest proofs of the moral responsibility of the apparatus towards citizens. This is in line with previous research by (Anissa et al., 2025) which found that priority services are expected to remove physical and administrative barriers that have the potential to discriminate against vulnerable groups in accessing their rights. This priority service policy reflects the application of citizenship values, namely the recognition that every citizen has the right to equal service, as well as special treatment for those in need. This proves that the services at the Denpasar Immigration Office are not only focused on efficiency, but also uphold the values of justice and humanity.

Value People, Not Just Productivity

Public service is not only measured by how quickly work is completed, but also by respect for human values and capacity building among civil servants. Findings in the field show that the Denpasar Class I Immigration Office pays great attention to improving the quality of human resources as the key to professional service. Officers routinely participate in various training programs that not only strengthen their technical abilities but also foster a responsive, honest, and empathetic attitude in serving the community. In line with this, (Saifullah & Syahriani, 2023) argue that improving employee competence plays an important role in creating more effective and efficient public services, while also increasing the pride and job satisfaction of civil servants. This is in line with the New Public Service view that good public services are born from civil servants who are honest, ethical, and have the moral awareness to serve the community sincerely.

Think Strategically, Act Democratically

Findings in the field show that the Denpasar Class I Immigration Office has reflected this principle by creating an open dialogue space for the community to convey criticism and suggestions directly, both through officers in the field and through the digital platforms provided. The quick response to community input shows an awareness that public service is the result of collaboration, not just the implementation of top-down procedures. This is in line with (Riyanto & Kovalenko, 2023) that active citizen involvement can influence the direction of government policy to be more responsive to the needs of the community, especially for groups that need state protection. The open dialogue space provided is not merely a formal administrative tool, but a democratic means that provides space for the community to be actively involved in improving service quality (Widyati & Erowati, 2025). The increasing complexity of public services necessitates the existence of transparent and responsive channels needed by the community.

Recognize That Accountability Isn't Simple

Accountability in government bureaucracy can strengthen public trust, reduce collusion, corruption, and nepotism, and encourage the creation of more effective public services (Asmarani, 2023). In the concept of New Public Service, Denhardt & Denhardt (2003) emphasize that true accountability is not only measured by work results, but also by the extent to which the government is able to maintain public trust through openness, transparency, and integrity in service delivery. Findings in the field show that the Denpasar Class I TPI Immigration Office has implemented this principle by establishing an open complaint and evaluation system for the public. The public can submit complaints, criticism, and input through various channels that have been provided, such as direct complaint counters, satisfaction surveys, and official social media. This shows that accountability at the Immigration Office is not one-way but open to public participation. Complaint management and satisfaction surveys are conducted transparently to ensure that all public input is used as material for evaluating service quality improvement.

These findings are in line with previous research by (Maisarah et al., 2025) that the quality of public services improves in line with the openness of information provided in real-time, so that the public can directly monitor the process and results of services. In addition, this broadens public participation and encourages the growth of positive perceptions of government performance.

CONCLUSION

This study was conducted to describe the application of New Public Service (NPS) principles in the implementation of passport services at the Denpasar Class I Immigration Office. Based on the results of the study, all New Public Service principles, which include service orientation to citizens, fulfillment of public interests, strengthening of citizenship values, strategic and democratic actions, implementation of multi-layered accountability, service orientation rather than control, and respect for people over productivity, have been pursued in the implementation of immigration service duties and functions.

The research findings show that NPS values are reflected in the speed and accuracy of officers in responding to applicants' needs, openness of public information, and the institution's willingness to involve the community in the service evaluation process. Fair, transparent, and adaptive services illustrate a paradigm shift in bureaucracy from mere control to participatory public service. However, the application of NPS principles still faces a number of challenges, particularly in terms of human resources that are not yet fully adaptive to the paradigm shift in service, as well as the high dependence on an unstable digital system. These limitations have the potential to hinder the consistent implementation of NPS values, thus requiring continuous efforts to improve the competence of the apparatus, strengthen the information technology system, and instill humanistic and integrity-based public service values in the organizational culture.

Theoretically, this study reinforces the relevance of NPS implementation in developing humanitarian and participatory public services. In practical terms, the results of this study serve as recommendations for the Immigration Office to improve the competence of its officials, foster a culture of service with integrity, and expand public participation in improving the

quality of public services. Further research is expected to examine the application of NPS principles in other immigration sectors or in different government agencies to obtain a more comprehensive picture of public service transformation in Indonesia from the perspective of New Public Service.

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