

Implementation of the Eazy Passport Service Policy in Improving the Quality of Passport Issuance Services

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ABSTRACT

This study evaluates the Eazy Passport policy as a mobile, collective application innovation that reorients Indonesian immigration services from a government centred to a citizen centred model to expand equitable access during and after the COVID-19 period. Using a systematic literature review of policy documents, operational circulars, and field reports from 2020 - 2025, the analysis employs the SERVQUAL framework to synthesise evidence across tangibility, reliability, responsiveness, assurance, and empathy in community based delivery contexts. Findings indicate consistent gains in tangibility, responsiveness, assurance, and empathy enabled by on site biometric capture, transparent SOPs, and proximity to applicant communities which reduce office queues, lower travel costs, and target a four working day turnaround after payment. Reliability gaps persist where ICT connectivity is unstable and applicant document readiness is uneven, producing variability in completion times and occasional rework at service points. The study recommends standardising a minimum facility package for all mobile units, building connectivity redundancy and offline contingencies, providing concise pre service education (checklists and micro videos) tailored to vulnerable groups, and upskilling staff in technical and communication competencies to close residual quality gaps. Overall, Eazy Passport demonstrates measurable service quality improvements aligned with public service reform goals, with further scalability contingent on targeted infrastructure and capability strengthening across diverse locales.

Keywords: Eazy Passport, SERVQUAL, immigration services, public service quality.

1. INTRODUCTION

The implementation of quality public service policies is one of the main indicators in achieving good governance in the current era of bureaucratic reform. The Directorate General of Immigration, as the institution responsible for travel document services for Indonesian citizens, has implemented various innovations to improve service quality, one of which is through the implementation of the Eazy Passport policy launched in 2020. This policy is a breakthrough in collective passport services carried out outside the immigration office by visiting the applicant's location, presenting a new paradigm in immigration services that are more responsive to the needs of the community. The Eazy Passport service was introduced as a response to the challenges of public services during the COVID-19 pandemic. More than that, this policy reflects a bureaucratic

transformation toward more customer-oriented and efficient services. This program targets various communities, including government offices, the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri), state-owned enterprises (BUMN) and regionally-owned enterprises (BUMD), educational institutions, community organizations, and housing complexes, with a minimum of 50 applicants per activity. This innovation not only provides easier access for the public but also has the potential to increase Non-Tax State Revenue (PNBP) in the immigration sector.

In the context of public administration theory, service quality is an important parameter in measuring the performance of government organizations. Parasuraman, Zeithaml, and Berry in the SERVQUAL model identified five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. This model has become an international standard in measuring service quality and is relevant for application in evaluating the implementation of the Eazy Passport policy. These five SERVQUAL dimensions provide a comprehensive framework for assessing whether the Eazy Passport service innovation has succeeded in improving the quality of passport issuance services compared to conventional service models. The transformation of the public service paradigm has also attracted the attention of David Osborne and Ted Gaebler through the concept of Reinventing Government, which emphasizes entrepreneurial government. These two experts proposed ten principles for realizing a more effective government, including a government that functions more as a guide than a driver, empowers the community, encourages competition, is mission-oriented, results-oriented, customer-oriented, anticipatory, decentralized, and market-oriented. This concept of reinventing government is highly relevant to the implementation of Eazy Passport, which demonstrates the immigration bureaucracy's efforts to be more responsive, customer-oriented, and innovative in providing services to the public.

Meanwhile, Robert Denhardt and Janet Denhardt, through their New Public Service theory, offer an alternative paradigm that emphasizes serving rather than steering, where public administrators should focus more on serving citizens rather than merely controlling or directing them. This theory prioritizes the public interest, broader accountability, valuing citizens beyond mere customers, strategic thinking, and democratic action. In the context of Eazy Passport, the New Public Service approach is reflected in immigration efforts to reach out to the community and provide more accessible services, demonstrating a commitment to better serving the public interest. Ratminto and Winarsih also put forward a public service quality perspective, adapting the SERVQUAL model to the context of public services in Indonesia. They emphasized the importance of five indicators of public service quality tailored to the characteristics of Indonesian bureaucracy: tangibles, reliability, responsiveness, assurance, and empathy. This model has been used in various public service evaluation studies in Indonesia and has proven effective in measuring government service performance, including in the context of immigration services.

The implementation of the Eazy Passport policy demonstrates a paradigm shift in immigration services, shifting from the traditional model requiring applicants to visit immigration offices to a proactive model where immigration officers visit applicants. This transformation not only shifts the service mechanism but also the service philosophy, shifting from government-centered to citizen-centered. This paradigm shift aligns with demands for bureaucratic reform, which requires state officials to be more responsive, transparent, and accountable in providing services to the public. Previous studies have shown that the quality of passport issuance services still faces various challenges, such as technological system disruptions, limited human resources, and procedural complexity, which impact public satisfaction. Research by Sukmawati, Rijal, and Hermanu Iriawan indicates that reliability is the most problematic dimension in passport issuance services, particularly related to system and network disruptions. Meanwhile, other research

identifies the importance of service innovation in improving the quality of immigration services, with Eazy Passport being one innovative solution that can overcome various limitations of conventional services.

In the context of this research, the implementation of the Eazy Passport policy requires a comprehensive review to understand the extent to which this policy has succeeded in improving the quality of passport issuance services. A literature review is a relevant method for analyzing various aspects of this policy's implementation, from service effectiveness, public satisfaction, process efficiency, to its impact on achieving good governance in immigration services. An in-depth study of the Eazy Passport implementation is expected to contribute to the development of public service theory and practice, particularly in the context of immigration service innovation in Indonesia. Research on the implementation of the Eazy Passport service policy in improving the quality of passport issuance services is important to conduct considering that this policy is the latest innovation in immigration services that has great potential for wider implementation. Through a literature review approach, this study will examine various aspects of the implementation of the Eazy Passport policy using a comprehensive theoretical framework from leading public service experts, so as to provide a deep understanding of the effectiveness and impact of this policy in improving the quality of passport issuance services in Indonesia.

2. LITERATURE REVIEW

Conceptual Background

Eazy Passport shifts the service model from government-centred to citizen-centred by dispatching fully equipped immigration teams to workplaces, campuses, and residential compounds with at least 50 applicants. The programme embodies the reinventing government principle of entrepreneurial public administration advanced by Osborne and Gaebler, emphasising responsiveness, competition, and mission focus. Denhardt and Denhardt's New Public Service paradigm also underpins the policy by prioritising "serve rather than steer" and viewing citizens as partners, not mere clients. Service quality is analytically framed with Parasuraman, Zeithaml, and Berry's SERVQUAL model—tangibles, reliability, responsiveness, assurance, and empathy—to gauge whether the outreach approach outperforms conventional counter-based processing.

Synthesis of Prior Studies

Documented evaluations note that mobile biometric kits, on-site fee collection, and four-day completion targets enhance the tangibles, responsiveness, and assurance dimensions of SERVQUAL. Field reports cite user convenience, shorter queues, and reduced travel costs as key benefits, signalling higher perceived reliability and empathy among community groups that previously faced distance or time barriers. Policy circular IMI-1060.GR.01.01/2020 supplies legal clarity and operational SOPs, while inter-agency coordination with local governments and state postal services streamlines document delivery. Nevertheless, recurring IT disruptions in rural venues and limited digital literacy occasionally erode reliability scores and prolong turnaround times.

Critical Appraisal

Existing literature tends to rely on descriptive case reports rather than rigorous mixed-method designs, leaving the magnitude of satisfaction gains and cost efficiencies under-quantified. Most studies foreground efficiency indicators but give scant attention to equity metrics such as outreach frequency in remote districts or inclusion of persons with disabilities. Comparative analyses between Eazy Passport and other post-pandemic innovations (e.g., drive-thru pick-up, M-Paspor upgrades) remain sparse, constraining broader policy learning.

Research Gaps and Agenda

Future work should employ quasi-experimental designs to measure causal effects on SERVQUAL gaps relative to counter services across diverse provinces.eazy.docx

Longitudinal tracking of non-tax revenue (PNBP) trends could clarify the scheme's fiscal sustainability and its alignment with good-governance objectives.eazy.docx

Incorporating digital-inclusion metrics and stakeholder-participation indices would deepen understanding of how far Eazy Passport realises New Public Service ideals for vulnerable groups.

3. RESEARCH METHOD

This study uses a literature review approach to examine the implementation of the Eazy Passport service policy in improving the quality of passport issuance services. The literature review method was chosen because of its ability to systematically integrate, analyze, and synthesize various previous research findings to build a comprehensive understanding of the phenomenon under study. According to Cooper in Creswell, the literature review has several objectives, namely informing readers of the results of other studies closely related to the research conducted at that time, connecting the research with existing literature, and filling gaps in previous studies. This approach is highly relevant to studying the implementation of the Eazy Passport policy because it allows for an in-depth analysis of various aspects of the policy from theoretical and practical perspectives that have been developed in previous literature.

The methodology used in this research refers to the framework Webster & Watson (2002) which provides a systematic structure for conducting a theoretical literature review. Webster & Watson recommends a literature search process that begins with identifying leading journals in the fields of public administration and immigration services, followed by backward and forward searches to ensure comprehensiveness of literature sources. The matrix concept developed by Webster & Watson is also applied to group studies based on theoretical concepts such as service quality, public service innovation, policy implementation, and public satisfaction. This approach allows for the identification of patterns, research gaps, and theoretical contributions that can be generated from the literature analysis on Eazy Passport.

This research also integrates elements from systematic literature review methodology Kitchenham which emphasizes the importance of clearly defining research questions, determining appropriate keywords, and specifying the databases to be used. Kitchenham suggests stages that include formulating research questions, extensive literature searches, screening for inclusion, assessing the quality of primary studies, data extraction, and data analysis. The databases used in this study include national and international journals in the field of public administration, official government news portals, and institutional publications related to immigration policy to ensure the validity and reliability of the literature sources. The inclusion criteria set include the relevance of the topic to Eazy Passport, the methodological quality of the publications, and contributions to the understanding of public service policy implementation.

The data analysis process follows the framework developed by Templier & Paré which identifies six generic steps in conducting a literature review: formulating research questions and objectives, searching for extensive literature, screening for inclusion, assessing the quality of primary studies, extracting data, and analyzing data. The analysis was conducted thematically by organizing the literature based on key themes such as the SERVQUAL service quality dimensions, the theory of reinventing government, New Public Service, and good governance in the context of immigration services. The validity of the findings was strengthened through source triangulation using a combination of academic journals, official news, and government publications that discussed the implementation of Eazy Passport from various perspectives. The results of the

analysis were then presented in the form of a narrative synthesis that describes conceptual developments, empirical findings, and research gaps related to the implementation of the Eazy Passport policy in improving the quality of passport issuance services.

4. RESULTS AND ANALYSIS

Understanding and Explanation of Eazy Passport

Eazy Passport is an immigration service innovation launched by the Directorate General of Immigration on June 30, 2020, in response to the challenges of public service during the COVID-19 pandemic. This service allows people to apply for passports collectively outside of immigration offices, with immigration officers visiting applicants' locations directly, such as offices, educational institutions, communities, and housing complexes. The application process, interviews, and biometric data collection are conducted at the location, eliminating the need for applicants to come to the immigration office. Completed passports can be collected collectively or delivered to homes via PT Pos Indonesia.

The Eazy Passport program aims to improve the accessibility and efficiency of passport issuance services, while simultaneously reducing the spread of COVID-19 by reducing crowds at immigration offices. This service targets community groups with a minimum of 50 applicants per activity, allowing for a more efficient and collaborative application process.

According to Edwinarta (2022), Eazy Passport is a service innovation that provides convenience for the public, especially those who have difficulty visiting immigration offices due to distance or time constraints. This service also supports the government's efforts to achieve good governance through more responsive and adaptive public services to community needs.

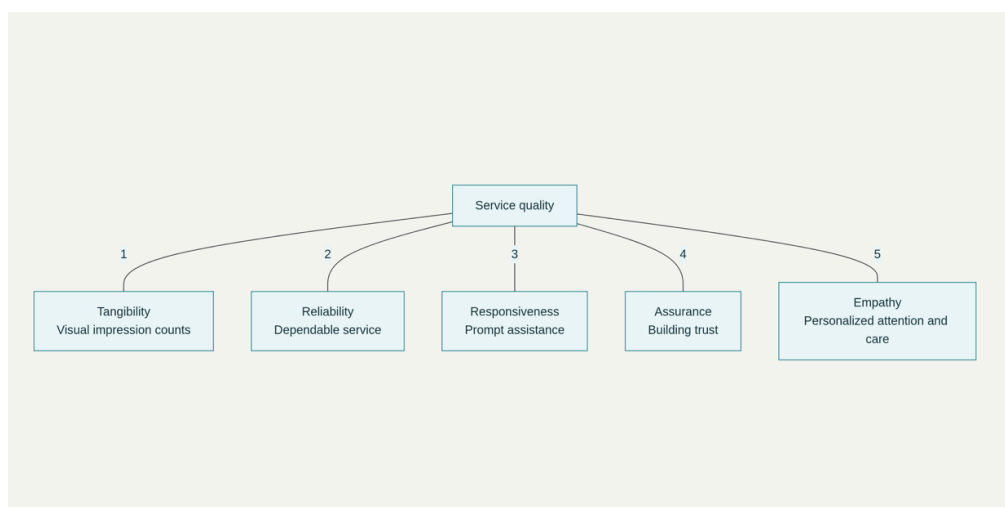
SERVQUAL analysis of Eazy Passport

Analysis of Eazy Passport's service quality can use the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry, which consists of five dimensions: tangibles, reliability, responsiveness, assurance, and empathy.

- **Tangibles (Physical Evidence):** Eazy Passport provides off-site service facilities with equipment equivalent to immigration offices, such as mobile service cars and biometric devices, so that applicants still get a professional and comfortable service experience. The tangibility dimension of Eazy Passport is reflected in the use of portable biometric devices, collective forms, and mobile service units that come directly to the community's location, reducing costs and access distance for passport applicants. This strengthening of physical evidence elements is evident in field studies that found officers' equipment and display standards improved the perception of service professionalism, although the consistency of supporting facilities in some locations still needs to be standardized. Within the SERVQUAL framework, these findings align with the literature emphasizing the importance of physical evidence and adequate facilities as prerequisites for a good service experience in passport services.
- **Reliability:** This service is considered reliable due to its timely and procedural delivery, with passport processing within four business days of non-tax state revenue (PNBP) payment. However, several technical issues, such as system disruptions and a lack of public understanding of the procedures, have been encountered. The dimension of reliability is reflected in the average completion target of four working days after payment of non-tax state revenue (PNBP) and the consistency of fulfilling collective SOPs, which is considered effective for areas with a wide distribution of demand like Bengkulu. An evaluation study at the Bengkulu Immigration Office concluded that the implementation of Eazy Passport was "in accordance with policy and gradually overcoming obstacles," although reliability was still impacted by technical disruptions and resource limitations in some implementations. Previous literature on passport service quality also showed that reliability often decreases when

networks and back-office operations are not stable, leading to quality gaps in some dimensions.

- **Responsiveness:** Immigration officers are responsive to community needs by visiting applicants and providing clear information regarding service procedures and requirements. Public awareness and education are key to optimal utilization of this service. The responsiveness dimension significantly increased because the shuttle model cut down office queues and sped up the front-end flow, which was directly felt by the beneficiary community. However, a study on Sebatik Island found that some applicants still did not understand the process for collective applications (application letters and requirements), so the responsiveness of the team in the field was still "held back" by incomplete administrative documents from the applicants. This pattern is common in passport services, where the officer's quick response doesn't automatically close the gap if the applicant's understanding of procedures and document completeness is insufficient.
- **Assurance:** The staff involved in the Eazy Passport service are trained and guarantee security and legal certainty during the passport issuance process. Health protocols are also strictly enforced throughout the service. The assurance dimension is relatively strong because the officers' credentials, clear SOPs, and the certainty of the collection process foster a sense of security for applicants at non-office locations. Evaluations at the Bengkulu Immigration Office show that clear roles and procedures reduce ambiguity during mass services, contributing to applicants' trust in the final document outcome. Immigration literature confirms that assurance is influenced by officer training, SOP compliance, and information clarity, making continuous competence improvement a determinant of service certainty perception..
- **Empathy (Empathy):** This service demonstrates empathy by providing easy access for community groups who have difficulty coming to immigration offices, such as communities in remote areas or educational institutions. The dimension of empathy is strengthened because the scheme targets specific communities such as offices, educational institutions, and residential areas—giving personal attention to the mobility and time constraints of the target community. Field research found applicants felt "helped" by the presence of services near their homes, although certain vulnerable groups still required additional support such as more inclusive socialization materials. Previous passport service quality studies also assessed empathy related to the availability of active assistance and individual attention at service points, especially for first-time applicants.



Pictures 1 : SERVQUAL Model

According to Zeithaml, Berry, and Parasuraman, these five dimensions are very important to ensure public satisfaction with public services, and Eazy Passport has strived to fulfill these five aspects in its implementation.

Supporting and Inhibiting Factors of Eazy Passport

The main supporting factors for the implementation of Eazy Passport are government policy support through clear regulations, the commitment of immigration officers, and public enthusiasm for public service innovation. According to Osborne and Gaebler (1992), innovation in public services is strongly influenced by visionary leadership and the drive to make changes towards more efficient and effective services. Furthermore, other supporting factors include the use of information technology in administrative and coordination processes, as well as cross-sector synergy between immigration, local governments, and community groups. This aligns with Denhardt & Denhardt (2003) who emphasized the importance of collaboration and a focus on public service in the New Public Service.

However, there are several inhibiting factors in the implementation of Eazy Passport. One of these is limited human resources and infrastructure, especially in areas far from the city center or with limited transportation access. According to Ratminto and Winarsih (2010), challenges in public services in Indonesia are often related to limited bureaucratic capacity and infrastructure. Other inhibiting factors include technical challenges such as information technology system disruptions and a lack of public understanding of these new collective service procedures. Furthermore, the COVID-19 pandemic poses a unique challenge, as mobility restrictions and strict health protocols can impact the smooth operation of services in the field.

Public awareness and education are crucial to ensure they understand the procedures and requirements of the Eazy Passport service. Immigration offices need to conduct comprehensive campaigns to raise public awareness of the benefits of this service. Regular evaluation and policy adjustments are also necessary to ensure Eazy Passport services continue to adapt to the needs and desires of the public. With continuous improvement and optimization, this program has the potential to further enhance the quality of passport services in the future and positively impact Indonesian society at large.

5. CONCLUSION

The implementation of Eazy Passport successfully shifted the paradigm of immigration services from government-centered to citizen-centered thru a mobile service scheme that expanded access, reduced queues at offices, and lowered transaction costs and time for collective passport applicants in various target communities. Applying the SERVQUAL framework shows a strengthening of the tangibility, responsiveness, assurance, and empathy dimensions thru mobile service units, portable biometric devices, clear SOPs, and service proximity to the community, although reliability is still occasionally eroded by network disruptions and variations in infrastructure readiness at different locations. Conceptually, this policy is consistent with Reinventing Government and New Public Service because it emphasizes user orientation, multi-stakeholder collaboration, and proactive service, thus aligning with the agenda for bureaucratic reform and improving the performance of immigration public services.

On the other hand, some challenges that need to be addressed include the ICT gap outside the office, limited trained human resources, and uneven literacy among applicants regarding procedures, which impacts delays and document returns, particularly in terms of reliability and responsiveness. Key recommendations include standardizing minimum facility packages for all mobile units, strengthening network continuity and offline work plans, improving officers' technical-communicative training, and providing concise and inclusive pre-service socialization for vulnerable groups so that quality gaps can be consistently reduced across all implementation sites.

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