

EFFECTIVENESS OF THE EAZY PASSPORT PROGRAM IN IMPROVING ACCESSIBILITY OF IMMIGRATION SERVICES IN SURABAYA

**Mokhammad Alfi Aldiansyah*, Sabrina Dea Fatmawati, Fauzia Salsabila Rahma &
Oktarizka Reviandani**

Universitas Pembangunan Nasional "Veteran" Jawa Timur

*Email: 23041010215@student.upnjatim.ac.id**

Article History

Received: 16 June 2026

Accepted: 18 July 2026

Published: 18 August 2026

Abstract

The Eazy Passport Program is a public service innovation developed by the Directorate General of Immigration to improve the accessibility of immigration services through a proactive service mechanism. This study aims to analyze the effectiveness of the Eazy Passport Program in improving the accessibility of immigration services in Surabaya, specifically at the Juanda Surabaya Class I Special Immigration Office. The research method used is a descriptive qualitative approach with data collection techniques through observation, interviews, documentation, and literature studies. The research analysis uses Campbell's effectiveness theory which includes indicators of program success, target success, satisfaction with the program, input and output levels, and overall goal achievement. The results show that the Eazy Passport Program has been running effectively in increasing the ease of access to passport services for the public. This program is able to provide more practical, fast, and efficient services through a collective service system at the applicant's location. In addition, the program has succeeded in reducing queues at immigration offices, expanding service coverage, and increasing public satisfaction with the quality of services provided. Although there are still several technical obstacles, such as limited internet networks and mobile biometric devices, these obstacles do not reduce the overall effectiveness of the program. Thus, the Eazy Passport Program can be declared effective in increasing the accessibility of immigration services and supporting improvements in the quality of public services in the immigration sector.

Keywords: Eazy Passport, Immigration Services, Program Effectiveness, Service Accessibility.

A. INTRODUCTION

Public service is essentially the fulfillment of citizens' basic rights by the state. In the provision of public services, the government is expected to deliver quality services to the public. Public demands for high-quality services, clear procedures, shorter service times, and affordable costs continue to increase over time (Prihartono, 2023). Public service serves as a state instrument in guaranteeing citizens' basic rights to goods and services directly related to social, economic, and administrative life. From the perspective of public administration, public service refers to activities carried out by government institutions to meet community needs based on the principles of certainty, accountability, and equality. Furthermore, public service should ideally not only be administratively efficient but also embody ethical values,

<http://jurnaldialektika.com/>

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia

P-ISSN: 1412-9736

E-ISSN: 2828-545X

transparency, and concern for citizens' needs (Mozin, 2025). One public service sector that plays an important role in meeting administrative needs is immigration services, particularly in the issuance of travel documents such as passports.

In the context of public services, the immigration sector in Indonesia plays a crucial role in managing population mobility for purposes such as tourism and education. Therefore, it has a significant responsibility to provide transparent and effective public services, as it is one of the institutions responsible for immigration management. The increasing mobility of people across countries has also led to a rise in passport applications. A passport is a mandatory travel document for every citizen intending to travel abroad; thus, increasing human mobility has resulted in a growing number of passport applications over time (Aryono et al., 2022).

Law Number 6 of 2011 concerning Immigration, Government Regulation Number 31 of 2013, and internal Immigration Office policies regulate the issuance of passports, visas, residence permits, and supervision of immigration violations. Immigration Offices are responsible for carrying out their duties in accordance with internal policies that serve as legal foundations and operational guidelines (Noviana, 2025). Passport services play an important role in supporting global mobility because passports are the primary documents required for international travel. Consequently, increased human mobility has also been accompanied by an increase in passport applications (Aryono et al., 2023).

In practice, passport services are not free from various challenges, particularly due to high public demand, which may result in long queues and reduced service quality. Problems in passport services are closely related to the large number of applicants, which can create service bottlenecks. These challenges became even more complex during the COVID-19 pandemic, when restrictions such as social distancing measures and lockdowns caused a decline in applicant numbers while simultaneously affecting the quality of public services (Junita et al., 2022). The pandemic also hindered the implementation of passport issuance policies because restrictions on the movement of people entering and leaving Indonesia required the government to adopt adaptive policies. The implementation of Large-Scale Social Restrictions (PSBB) even led to the temporary closure of activities at Indonesia's borders, except for urgent purposes, which further reduced public interest in applying for new passports or passport renewals. In response to this decline, the Directorate General of Immigration introduced a new policy through Circular Letter Number IMI-1060.GR.01.01 concerning the Eazy Passport Service, issued on June 30, 2020 (Edwinarta, 2022).

To address these issues, the Directorate General of Immigration introduced public service innovations aimed at providing professional immigration services based on the principles of being easy, fast, accurate, and uncomplicated, particularly in passport issuance. The Directorate General of Immigration has continued to innovate through various service policies, one of which is the Eazy Passport service launched on June 30, 2020. This service represents an innovation in providing travel document services for Indonesian citizens (WNI) while also serving as an effort to increase Non-Tax State Revenue (PNBP). According to Nugraha et al. (2022), the Eazy Passport service allows passport applications to be processed collectively outside Immigration Offices, utilizing an outreach approach as a relevant form of public service innovation. This service employs mobile passport service units or mobile Republic of Indonesia Travel Document (SPRI) units.

The Eazy Passport collective service is an outreach initiative introduced by the Directorate General of Immigration. It was designed to facilitate passport processing and bring services closer to the public during the COVID-19 pandemic. As a form of improved passport service, it is conducted outside Immigration Offices, with officers visiting applicants' locations using mobile passport service units or mobile SPRI units. The Eazy Passport service was introduced as an effort to increase the number of passport applicants and boost immigration-related PNPB. This innovation policy is expected to be implemented in accordance with institutional responsibilities while maintaining health protocols (Nugraha et al., 2022).

The Eazy Passport service aims to improve passport service quality while increasing non-tax state revenue. It provides the convenience of collective passport applications, with a maximum of fifty (50) applications processed per day. In practice, however, the requirement for a minimum number of applicants is considered burdensome by some institutions, particularly during the pandemic when work activities and public mobility were restricted. From a public policy perspective, Eazy Passport was introduced to address declining passport issuance and PNPB revenues at Immigration Offices. Policy evaluations have included reducing the minimum number of applicants to make the service more flexible, improve service efficiency, and encourage greater participation from institutions in utilizing the Eazy Passport service (Arsyandy et al., 2022).

The Eazy Passport program has been received very positively by applicants, who feel greatly assisted by the efficient and fast process of obtaining passports for international travel needs. Applicants' responses demonstrate how beneficial the program is in simplifying travel requirements for employees and their families. This initiative represents a significant step forward for Immigration Offices in providing citizen-friendly and effective public services. The Eazy Passport program is a tangible example of how effective collaboration between the public and private sectors can generate direct benefits for employees and society (Implementation of Eazy Passport, 2024).

The Class I Special Immigration Office TPI Juanda Surabaya is one of the Immigration Offices implementing the Eazy Passport service within its jurisdiction as an effort to improve public access to immigration services. Located in the Juanda area of Sidoarjo Regency, the office's jurisdiction covers Surabaya City and surrounding areas. Given its extensive service area, the Eazy Passport program has the potential to be implemented in government agencies, companies, educational institutions, and community organizations as an outreach service that brings passport services closer to the public. Through this service, immigration officers visit applicants' locations to conduct collective passport application processes, eliminating the need for individuals to visit Immigration Offices directly. Generally, the service is intended for groups or institutions capable of meeting the minimum requirement of approximately 50 applicants per service session. While this requirement is intended to improve program efficiency, it has become a challenge for some institutions that struggle to gather the required number of applicants. Nevertheless, the Eazy Passport program remains an innovative service that expands passport service coverage and facilitates public access to immigration services (Edwinarta, 2022).

This situation is also evident at the regional level, particularly in Surabaya, where improving access to immigration services is important due to high public mobility and limited

time available for accessing conventional services. Innovations such as Eazy Passport and service digitalization can expand service coverage, improve efficiency, and enhance public satisfaction and trust in immigration institutions. Therefore, strengthening accessibility both physically through outreach services and digitally through technology-based systems has become a key strategy in realizing effective and inclusive public services (Edwirnata, 2022).

Research on the effectiveness of the Eazy Passport program has been conducted by several scholars. Junita et al. (2022), for example, analyzed the effectiveness of the collective passport service innovation (Eazy Passport) during the COVID-19 pandemic at the Class I Immigration Office TPI Padang. The study discussed low public interest in the service, limited public understanding of service procedures, and suboptimal program implementation, as indicated by the small number of participating institutions. It also highlighted the need for increased socialization and evaluation of the minimum applicant requirement, which was considered burdensome. The findings showed that the effectiveness of the Eazy Passport program had not yet reached an optimal level, as it had not succeeded in achieving broad public participation.

Although numerous studies have examined public service innovations, particularly the Eazy Passport program in improving immigration service quality, research specifically analyzing the effectiveness of the Eazy Passport program in enhancing accessibility to immigration services remains limited. Most previous studies have focused on program implementation, public participation levels, and challenges encountered during service delivery in the COVID-19 pandemic, with outcomes measured primarily in terms of service utilization or general public satisfaction. Few studies have comprehensively analyzed the effectiveness of the Eazy Passport program using broad effectiveness indicators, particularly in assessing the extent to which the program improves immigration service accessibility in terms of convenience, coverage, time efficiency, and overall effectiveness

B. LITERATURE REVIEW

Qualitative research is a research method that uses narratives or words to explain and describe the meaning of various phenomena, symptoms, and social situations. In qualitative research, the researcher serves as the key instrument in understanding and interpreting these phenomena, symptoms, and social situations. Therefore, researchers need to master relevant theories in order to analyze the gaps that exist between theoretical concepts and actual facts (Waruwu, 2023)

Sharan B. Merriam states that *“a central characteristic of qualitative research is that individuals construct reality in interaction with their social world.”* The main characteristic of qualitative research is that individuals construct reality through their interactions with the social world being studied (Safarudin et al., 2023).

According to Moleong, as cited in Risnita (2024), there are eleven characteristics of the qualitative approach: it uses a natural setting; employs humans as the primary instrument; utilizes qualitative methods such as observation, interviews, or document studies to collect data; analyzes data inductively; develops theory from the ground up through grounded theory; analyzes data descriptively; places greater emphasis on process rather than outcomes; limits research problems based on a specific focus; uses particular criteria such as triangulation, peer checking, detailed descriptions, and others to validate data; applies a flexible and temporary

research design that can be adjusted to field realities; and ensures that research findings are discussed and agreed upon collectively by the individuals who serve as data sources.

Research focus is a structured formulation of problems that serves as the central point or main subject of discussion within a research topic. The existence of a research focus is intended to ensure that the study remains properly directed, enabling researchers to collect and analyze data in accordance with the research objectives (Sugiyono, 2023).

Based on the conceptual framework that has been developed, this study focuses on the effectiveness of the Eazy Passport service program in improving the quality of public services in the field of immigration. To examine this issue, the study adopts the organizational effectiveness approach proposed by Campbell J.P. (1970), as cited in Saputra and Nawangsari (2024), which emphasizes the achievement of organizational goals and overall organizational performance. Effectiveness can be assessed through several interrelated indicators, namely the extent to which an organization achieves its predetermined goals, its ability to adapt to the environment, the level of service user satisfaction, and efficiency in program implementation. The effectiveness indicators used in this study include:

- Program Success
- Target Achievement
- Satisfaction with the Program
- Input and Output Levels
- Overall Goal Attainment

C. RESEARCH METHODOLOGY

The selection of a qualitative research method for this study entitled “*The Effectiveness of the Eazy Passport Program in Enhancing the Accessibility of Immigration Services in Surabaya*” is based on the research objective of exploring and understanding public service phenomena in greater depth. This study does not merely focus on the outcomes or numerical indicators of program success, but also on the implementation process, community experiences, and the perceptions of service providers regarding the Eazy Passport program.

Through a qualitative approach, researchers can obtain more comprehensive information regarding how the program is implemented, the obstacles encountered, and its impact on improving public access to immigration services. Furthermore, this approach enables researchers to analyze the effectiveness of the program using Campbell’s (1989) effectiveness framework, which evaluates organizational or program success through various indicators such as goal attainment, integration, and adaptation to the environment. Therefore, the qualitative method is considered the most appropriate approach for exploring the social realities surrounding the implementation and effectiveness of the Eazy Passport program in improving the accessibility of immigration services in Surabaya.

The research locus refers to the place or location where the phenomenon under study occurs and serves as the area where researchers obtain the data and information required for the research process. In this study, the research locus is the Class I Special Immigration Office TPI Surabaya, located in the Juanda area, Sidoarjo Regency, East Java. This location was selected because the Surabaya Immigration Office is one of the institutions implementing the

Eazy Passport program as an innovation in immigration services aimed at facilitating public access to passport services.

Primary data constitute the main source of information collected directly by researchers during the research process. These data are obtained from original sources, namely respondents or informants who are directly related to the research variables. Primary data may take the form of observations, interviews, or data collected through questionnaires (Undari Sulung & Muspawi, 2024).

Secondary data are research data sources obtained indirectly through intermediary media. In other words, these data are not collected directly by the researcher but are derived from pre-existing sources such as documents, literature, or data previously collected by other parties (Undari Sulung & Muspawi, 2024).

D. RESULT AND DISCUSSION

This section presents research results obtained through observation, interviews, and documentation regarding the implementation of the Eazy Passport Program at the Juanda Surabaya Class I Special Immigration Office (TPI). The data obtained is used to analyze the program's effectiveness in increasing the accessibility of immigration services for the public. The research analysis refers to Campbell J.'s (1989) theory of effectiveness in Saputra & Nawangsari (2024), which consists of five indicators: program success, target success, program satisfaction, input and output levels, and overall goal achievement. Based on these indicators, this study examines the extent to which the Eazy Passport Program is able to provide convenience, efficiency, and expanded access to passport services for the public.

Table 1. Comparison of IKM 2024-2025

No	Month	2024				2025			
		Index100		Index17,5		Index 100		Index 4	
		IPK	IKM	IPK	IKM	SPAK	SPKP/SKM	SPAK	SPKP/SKM
1	January	100,00	100,00	17,50	17,50	99,89	99,93	-	-
2	February	99,68	99,93	17,44	17,49	98,41	98,48	3,94	3,94
3	March	99,91	99,93	17,48	17,49	97,08	98,58	3,88	3,94
4	April	99,60	99,66	17,43	17,44	98,50	97,83	3,94	3,91
5	May	98,44	98,98	17,23	17,32	99,83	99,90	3,99	4,00
6	June	99,12	99,98	17,35	17,48	99,00	98,78	3,96	3,95
7	July	99,50	99,64	17,41	17,44	99,50	99,58	3,98	3,98
8	August	99,84	99,91	17,47	17,48	99,40	99,50	3,98	3,98

ARTICLE

9	September	100,00	100,00	17,50	17,50	99,50	99,61	3,98	4,98
10	October	99,42	99,68	17,40	17,45	99,40	99,50	3,98	3,98
11	November	100,00	100,00	17,50	17,50	99,97	100,00	4,00	4,00
12	December	99,24	99,21	17,38	17,36	100,00	100,00	4,00	4,00
Average		99,56	99,74	17,42	17,45	99,21	99,31	3,97	3,97

Source: Immigration Documents, 2026

Based on the 2024–2025 Public Satisfaction Index (IKM) Recap data, it can be seen that the level of public satisfaction with the services provided is in the very good category and shows consistent performance. In 2024, the average IKM value reached 99.74 on a scale of 100 with a conversion value of 17.45 on a scale of 17.5. This value was relatively stable throughout the year with a range between 99.21 and 100.00, indicating that the quality of public services was able to be maintained at a high level. Meanwhile, in 2025, public satisfaction was measured using the SPAK and SPKP/SKM indicators with an average value of 3.97 on a scale of 4.00, respectively. (Directorate General of Immigration, 2026).

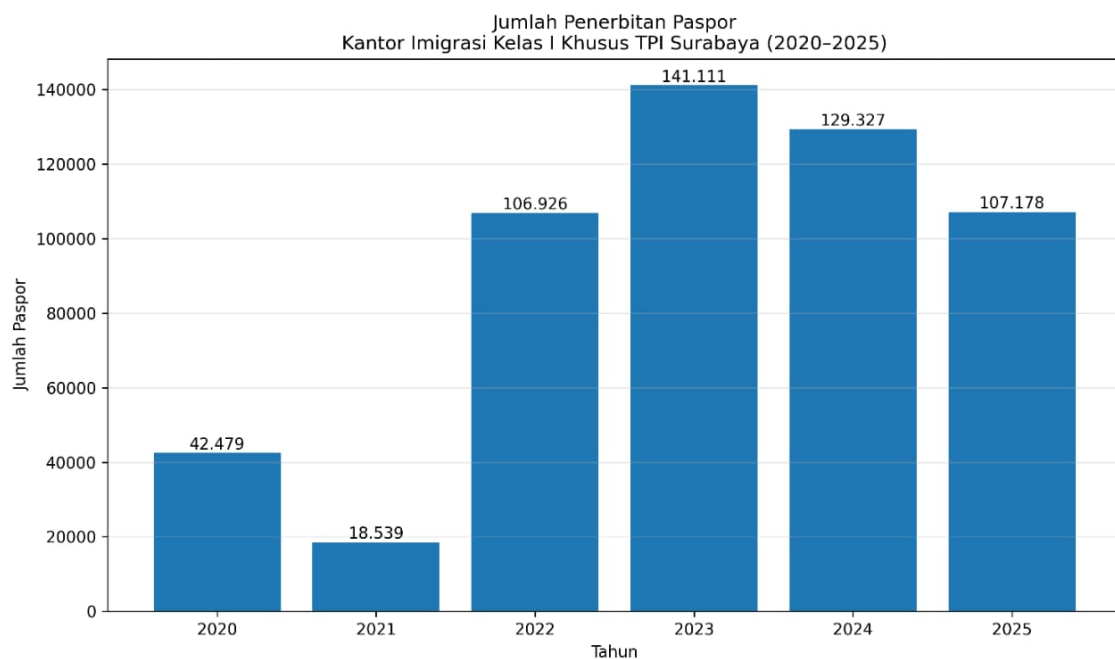


Figure 1. Report on Class 1 Special Passport Issuance for Juanda, Surabaya, 2020-2025
Source: Immigration Documents: Passport Issuance, Travel Documents and Residence
Permits Division, Class 1 Special Immigration Office, Juanda, Surabaya, 2020-2025
(Immigration Documents, 2026)

The data indicate an increasing trend in passport issuance after 2021. The number of passports issued rose from 18,539 documents in 2021 to 106,926 documents in 2022 and increased further to 141,111 documents in 2023. This condition reflects the high public demand for passport services, making the Eazy Passport Program one of the service alternatives capable of supporting improved accessibility to immigration services.

The effectiveness of the Eazy Passport Program is discussed using Campbell's organizational effectiveness theory, which consists of five indicators: program success, target achievement, satisfaction with the program, input and output levels, and overall goal attainment.

Program Success of the Eazy Passport Program

The Eazy Passport Program can be considered successful because it has provided easier and more efficient passport services to the public. The implementation of the program has been carried out in accordance with procedures established by the immigration authorities, from document verification to biometric data collection. In addition, the public has benefited from easier access to services without having to visit the immigration office directly. Although challenges such as limited internet connectivity and biometric equipment have been encountered, overall the program has achieved its intended service objectives. These findings indicate that the Eazy Passport Program fulfills the program success indicator according to Campbell's effectiveness theory (1989), as cited in Saputra and Nawangsari (2024).

Based on the research findings, the Eazy Passport Program implemented by the Class I Special Immigration Office TPI Juanda Surabaya demonstrates a high level of success in providing passport services to the public. The program has been conducted in accordance with established procedures, including document verification, service scheduling, and biometric data collection at applicants' locations. The collective service approach through an outreach system has provided convenience for the public, making the passport application process more practical, faster, and more efficient. Furthermore, the program is implemented regularly, demonstrating the institution's commitment to improving the quality of public services.

The success of the program is also reflected in the benefits experienced by the public, including time savings, easier access to services, and reduced queues at immigration offices. Although challenges such as limited internet connectivity and mobile biometric equipment remain, these obstacles have not significantly reduced the overall effectiveness of the program.

Achievement of Program Targets

Based on the research findings, the Eazy Passport Program implemented by the Class I Special Immigration Office TPI Juanda Surabaya has successfully achieved its intended targets in providing passport services to the public. The program has been carried out according to applicable procedures, from document verification and service scheduling to biometric data collection at applicants' locations. The collective service model through an outreach system has facilitated easier access for the public by making passport processing more practical, faster, and more efficient. In addition, the regular implementation of the program demonstrates the institution's commitment to enhancing the quality of public services.

The achievement of program targets is also evident in the benefits experienced by the public, such as time savings, easier service access, and reduced queues at immigration offices. Although limitations in internet connectivity and mobile biometric equipment still exist, these

challenges have not diminished the overall effectiveness of the program. The dissemination of information through various media channels has also contributed to expanding the program's reach. While quota limitations and budget constraints mean that not all applications can be accommodated, the program's targets have generally been achieved in accordance with its established objectives.

Satisfaction with the Program

The level of public satisfaction with the Eazy Passport Program is considered high. The public perceives the service as more practical, faster, and more convenient compared to regular services. In addition, officers are viewed as friendly, communicative, and capable of providing clear guidance throughout the service process. The simplicity of procedures and the fact that services are delivered directly at applicants' locations are also factors contributing to user satisfaction.

Although technical obstacles such as internet connectivity disruptions occasionally occur, the public is generally satisfied with the quality of service provided. Users consider the service to be more practical, faster, and more comfortable than conventional services at immigration offices. The ease of procedures, prompt service delivery, and the friendly and communicative attitude of officers are the primary factors influencing service user satisfaction.

Furthermore, assistance provided by officers and Persons in Charge (PICs) helps applicants better understand procedures and fulfill administrative requirements. Since services are delivered directly at applicants' locations, individuals do not need to wait in line at immigration offices. Therefore, the Eazy Passport Program is considered capable of providing a satisfying service experience for the public.

Input and Output Levels

The inputs utilized in the Eazy Passport Program include human resources, facilities and infrastructure, mobile biometric equipment, operational vehicles, budgets, and information technology. These resources are employed to support the implementation of collective passport services in various locations. Although limitations in biometric equipment and internet connectivity exist in certain areas, the available resources have been utilized optimally.

In terms of outputs, the program has successfully increased the number of people receiving passport services, expanded service coverage, and improved the efficiency of passport processing. The collective service model enables the public to access passport services more quickly and conveniently. Thus, the relationship between inputs and outputs indicates that the Eazy Passport Program has been implemented effectively.

Overall Goal Attainment

Overall, the Eazy Passport Program has successfully achieved its primary objective of improving accessibility to immigration services through passport services that are easier, faster, and more efficient. The outreach system allows the public to receive services directly at applicants' locations, thereby reducing barriers related to distance, time, and service queues. Therefore, based on Campbell's program effectiveness indicators, the Eazy Passport Program can be considered effective in enhancing the accessibility of immigration services in Surabaya.

In addition to providing convenience and time efficiency, the program has also improved the quality of public services through effective communication, intensive assistance, and greater responsiveness to community needs. Although several technical challenges remain, the

Eazy Passport Program has generally demonstrated strong effectiveness in achieving its intended service objectives.

E. CONCLUSION

Based on the theoretical review, previous studies, and the conceptual framework that have been developed, the Eazy Passport Program is one of the public service innovations introduced by the Directorate General of Immigration to improve the accessibility of immigration services through an outreach service mechanism. The program is designed to provide convenience for the public in obtaining passport services without having to visit an immigration office directly, thereby addressing barriers related to distance, time, and public mobility.

From the perspective of Campbell's effectiveness theory, the effectiveness of the Eazy Passport Program can be analyzed through several dimensions, namely program success, target achievement, satisfaction with the program, input and output levels, and overall goal attainment. The program has significant potential to enhance access to immigration services because it brings services closer to the public and expands the reach of public service delivery. Furthermore, the collective service approach is considered capable of improving service efficiency and providing an alternative for individuals who have limited time to access conventional immigration services.

However, the effectiveness of the program is not determined solely by the existence of service innovation. It is also influenced by the level of public participation, the intensity of program socialization and promotion, the readiness of human resources, and the availability of supporting facilities and infrastructure. Therefore, the success of the Eazy Passport Program in improving the accessibility of immigration services needs to be examined in depth through field research in order to determine the extent to which the program's objectives have been achieved and the benefits experienced by the public as service users.

From a theoretical perspective, this study is expected to strengthen the application of Campbell's effectiveness theory within the context of public service delivery, particularly in immigration service innovations. From a practical perspective, the findings of this study are expected to provide valuable input for the Class I Special Immigration Office TPI Juanda Surabaya in its efforts to improve the quality and accessibility of services provided to the public.

REFERENCES

- Arsyandy, H. A., Jannah, R. N., & Nursanto, G. A. (2022). Pelayanan Eazy Passport Dalam Mewujudkan Good Governance Pada Kantor Imigrasi Kelas I Tpi Bandar Lampung. *Journal of Administration and International Development*, 2(1), 37-58.
- Aryono, D. R., Wijaya, F. R., & Pratama, M. A. (2023). Kajian Kebijakan Keimigrasian dalam Upaya Peningkatan Pelayanan Paspor di Kantor Imigrasi. *JIIP-Jurnal Ilmiah Ilmu Pendidikan*, 6(1), 145-153.
- Direktorat Jenderal Imigrasi. (2024). Laporan kinerja Direktorat Jenderal Imigrasi tahun 2024. Kementerian Imigrasi dan Pemasarakatan Republik Indonesia
- Edwinarta, C. D. (2022). Dinamika Implementasi Kebijakan Layanan Eazy Passport Pada Kantor Imigrasi Tanjung Perak. *Governance, JKMP (Governance, Jurnal Kebijakan & Manajemen Publik)*, 12(1), 1-19.

<http://jurnaldialektika.com/>

- Junita, S., & Khaidir, A. (2022). Efektifitas Inovasi Pelayanan Pengurusan Paspor Secara Kolektif (Eazy Passport) pada Masa Pandemi Covid-19 di Kantor Imigrasi Kelas I TPI Padang. *Jurnal Teori dan Riset Administrasi Publik*, 6(1), 24-34.
- Mozin, S. Y., Kasim, F. N., & Djafar, K. (2025). Analisis indeks kepuasan masyarakat dalam peningkatan kualitas pelayanan publik Indonesia. *Journal Central Publisher*, 3(4), 3478-3486.
- Noviana, K. K. (2025). Strategi Komunikasi Publik dalam Implementasi Pelayanan Keimigrasian pada Kantor Imigrasi Kelas 1 TPI Jakarta Timur. *Jurnal Ilmu Komunikasi, Administrasi Publik Dan Kebijakan Negara*, 2(2), 48-64.
- Nugroho, I. A., & Laily, N. (2022). Pengaruh promosi dan kemudahan akses terhadap keputusan pembelian e-commerce Shopee dengan minat beli sebagai variabel intervening (studi pada mahasiswa STIESIA Surabaya). *Jurnal Ilmu Dan Riset Manajemen (JIRM)*, 11(7).
- Prihartono, D., & Tuti, R. W. D. (2023). Penerapan pelayanan publik berbasis e-governance pada era revolusi industri 4.0. *Kebijakan: Jurnal Ilmu Administrasi*, 14(2), 192–201.
- PT Freeport Indonesia. (2024, 20 Mei). Pelaksanaan Eazy Passport oleh Kantor Imigrasi Kelas I Jakarta Pusat. PT Freeport Indonesia. <https://ebk.ptfi.co.id/id/video/pelaksanaan-eazy-passport-oleh-kantor-imigrasi-kelas-i-jakarta-pusat>
- Risnita, R. (2024). Pendekatan penelitian kuantitatif dan kualitatif serta tahapan penelitian. *Jurnal Genta Mulia*, 15(1), 82-92.
- Safarudin, R., Zulfamanna, Z., Kustati, M., & Sepriyanti, N. (2023). Penelitian kualitatif. *Innovative: Journal Of Social Science Research*, 3(2), 9680-9694.
- Saputra, S., & Nawangsari, E. (2024). Efektivitas Program Kalimasada Melalui Pelayanan Sayang Warga Di Kelurahan Gebang Putih Kota Surabaya. *Jurnal Ilmiah Wahana Pendidikan*, 10(10), 788-799.
- Sugiono. (2023). *Pengertian, Isi, dan Contoh Fokus Penelitian* - Penerbit Deepublish. penerbit deepublis, 1(1), 1.
- Undari Sulung, & Mohamad Muspawi. (2024). MEMAHAMI SUMBER DATA PENELITIAN : PRIMER, SEKUNDER, DAN TERSIER. *EDU RESEARCH*, 5(3), 110-116.
- Waruwu, M. (2023). Pendekatan penelitian pendidikan: metode penelitian kualitatif, metode penelitian kuantitatif dan metode penelitian kombinasi (Mixed Method). *Jurnal pendidikan tambusai*, 7(1), 2896-2910.