

Evaluating the Effectiveness and Service Quality of the Online Passport System (M-Paspor) in the Era of Digital Adaptation at the Class I TPI Tanjung Priok Immigration Office

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Abstract

Digital transformation in Indonesia's immigration sector materialized through the launch of M-Paspor, an online passport application service, in late 2021. However, service expectations did not always match implementation reality, as technical and administrative obstacles were still frequently reported by users. This study evaluated M-Paspor's system effectiveness and service quality at the Class I TPI Tanjung Priok Immigration Office and identified the factors influencing its current maturity. A descriptive qualitative approach was applied through literature review and digital content analysis of nationwide secondary data and Tanjung Priok-specific digital traces, including performance reports, Google Play Store and App Store reviews, official social media (@ImigrasiPriok), and prior publications, analyzed using the DeLone and McLean Information Systems Success Model. Findings showed that nationally, server instability and system failure during high-traffic periods remained the dominant complaints through 2025–2026, while at Tanjung Priok, positive outreach innovations coexisted with gaps in the currency of official digital information. M-Paspor's effectiveness in the impact and partnership dimensions was relatively optimal, whereas system sustainability and local information consistency still required strengthening. The study recommended additional cloud-based server capacity, interface refinement, a dedicated WhatsApp-based digital helpdesk, and standard operating procedures for mitigating system disruptions.

Keywords: *Effectiveness, E-Government, M-Paspor, System Quality, Immigration Service.*



A. INTRODUCTION

Bureaucratic reform and the acceleration of digital transformation have become an explicit national policy direction since the enactment of Presidential Regulation Number 95 of 2018 on the Electronic-Based Government System (SPBE), reinforced by Presidential Regulation Number 82 of 2023 on the Acceleration of Digital Transformation. In line with this policy direction, the immigration sector, which operates under Law Number 6 of 2011 on Immigration, has also driven the digitalization of its public services, one of which was the launch of the online passport application service named M-Paspor at the end of December 2021. The application was designed to allow the public to apply for passports, upload documents, schedule appointments, and make payments without having to queue physically at immigration offices.

However, the implementation of large-scale technological innovation in public services often creates a gap between expectations of convenience and operational

reality in the field. Since its launch, M-Paspor has drawn widespread complaints from the public, including very low application ratings on the Google Play Store and App Store, as well as review columns filled with complaints about the payment process, OTP codes, and system failures (Radar Banten, 2023). Nationwide disruptions have even rendered the service inaccessible, forcing applicants who had come directly to immigration offices to leave unserved because the system was malfunctioning (detikTravel, 2023). A similar pattern has continued to be reported in subsequent years, including a reported application disruption in early 2025 (Suara Merdeka Diorama, 2025), indicating that the system reliability issue is persistent and has not been fully resolved despite several application updates, including the addition of a feature allowing applicants to select an alternative immigration office when the quota at their initial location has been filled (Kantor Imigrasi Kelas I TPI Yogyakarta, 2023).

Institutional change has also shaped this dynamic. Through Presidential Regulation Number 157 of 2024, the Directorate General of Immigration, which was previously under the Ministry of Law and Human Rights, is now under the newly established Ministry of Immigration and Corrections (Kemenimipas). The Government Agency Performance Report (LKjIP) of the Directorate General of Immigration for 2024 recorded Non-Tax State Revenue (PNBP) of IDR 9.009 trillion, or 150 percent of the set target (Kemenimipas, 2025), indicating a high volume of immigration service applications, including passports. This high volume directly increases the access load on the M-Paspor system, making an evaluation of the system's maturity and reliability increasingly urgent.

At the local level, a study by Noviyanti & Ahmad (2023) titled "Public Service Innovation Based on Electronic Government Through the Online Passport Application Service (M-Paspor) at the Class I TPI Tanjung Priok Immigration Office" serves as the primary reference and temporal comparison for this research. Using the impact, partnership, and sustainability indicators from the United Nations best-practice theory, that study concluded that M-Paspor's impact and partnership dimensions were generally optimal, while the sustainability dimension was still constrained by network and system disruptions frequently caused by high simultaneous access volumes.

More recent studies indicate that the system reliability issue remains relatively ongoing at the national scale. A Quality in Use-based study of 3,193 M-Paspor user reviews on the Google Play Store between March 2024 and March 2025 found that negative sentiment still dominates the effectiveness and satisfaction aspects, primarily related to system instability and application function failures (Jurnal Pengembangan Teknologi Informasi dan Ilmu Komputer, 2026). This finding is consistent with research by Az-Zahra (2026), which analyzed M-Paspor's system reliability using an NVivo-based approach and concluded that the system's reliability remains relatively low, marked by recurring disruptions and maintenance processes that are not transparently scheduled for users. In line with this, Naive Bayes algorithm-based sentiment classification research conducted by Martanto (2023) on M-Paspor reviews also confirmed the dominance of negative sentiment among user reviews, as similarly

found in other sentiment classification research comparing the performance of Naive Bayes and Support Vector Machine algorithms on thousands of application reviews (Maheri et al., 2025).

The three studies above, as with the Directorate General of Immigration's LKjIP, are macro or nationwide in scope and do not detail conditions at specific immigration offices. This research therefore fills that gap by tracing digital traces that can be specifically attributed to Kanim Tanjung Priok, namely the content of its official website (tanjungpriok.imigrasi.go.id) and the activity of its official social media channel @ImigrasiPriok, thereby producing a more specific picture at the technical implementation unit level, complementing the national picture from the studies above and updating the local findings of Noviyanti and Ahmad (2023), which are now more than two years old.

This study aims to analyze the effectiveness of the system and the quality of M-Paspor service delivery in the current period based on the dimensions of system quality, information quality, and service quality, by combining nationwide data with Kanim Tanjung Priok-specific digital traces, and identify the supporting and inhibiting factors that influence the effectiveness and sustainability of M-Paspor implementation at the Class I TPI Tanjung Priok Immigration Office.

B. LITERATURE REVIEW

1. Concept of E-Government and Digital Public Service

Electronic government (e-government) refers to the use of information and communication technology by government agencies to improve the quality and accessibility of public services. In Indonesia, the general provision of public services is regulated under Law Number 25 of 2009 on Public Services and the Decree of the Minister for the Empowerment of State Apparatus Number 63/KEP/M.PAN/7/2003 on General Guidelines for the Implementation of Public Services, which emphasizes the principles of simplicity, clarity, timeliness, accuracy, security, and ease of access.

The transition from manual to digital services is directed to maintain, and even improve, these quality standards, in line with the enactment of Presidential Regulation Number 95 of 2018 on the Electronic-Based Government System. In this context, M-Paspor represents one concrete manifestation of the transition of immigration services from a manual or semi-manual model (such as the APAPO online queuing system) toward a service that is fully integrated within a single mobile application.

2. Information Systems Evaluation Theory (DeLone & McLean Model)

The evaluation of information system success in this study uses the Information Systems Success Model framework first developed by DeLone and McLean (1992). In the 2003 update of the model, DeLone and McLean added the service quality variable, merged individual and organizational impact into net benefits, and added the element of intention to use as part of the system use variable (DeLone & McLean, 2003). The three quality dimensions that are the focus of analysis in this study are as follows.

- a. System Quality: measures server reliability, application stability, ease of interface (UI/UX), and the system's tendency to avoid errors or downtime.
- b. Information Quality: measures data accuracy, clarity of usage instructions, and the currency of information related to quotas, schedules, and payment procedures, including the currency of information on the local immigration office's official digital channels.
- c. Service Quality: measures the responsiveness of officers and the helpdesk, including empathy toward vulnerable groups such as the elderly and persons with disabilities.

These three dimensions theoretically influence the level of system use and user satisfaction, which ultimately affects the net benefits felt by both individual passport applicants and the service-providing organization (DeLone & McLean, 2003).

C. METHOD

This study uses a descriptive qualitative approach through literature review and digital content analysis. This approach was chosen because the research was not conducted through direct interviews with informants, but rather through tracing, documenting, and interpreting secondary data that is already publicly available in the digital sphere as well as in official agency documents, across two layers of analysis: the national scale and the Kanim Tanjung Priok-specific scale. Secondary data in this study were collected from four categories of sources, as follows.

- a. Agency Performance Data: the latest Government Agency Performance Report (LKjIP) of the Directorate General of Immigration (2024–2025), which contains performance achievements, including PNBP realization and the development of national immigration service digital transformation.
- b. User Digital Traces (User Reviews): public reviews and ratings on the Google Play Store and Apple App Store for the M-Paspor application, including previous research results that have collected and analyzed thousands of user reviews from 2023 to 2026, with an emphasis on reviews containing the keywords "error," "login," "gagal" (failed), and "bayar" (pay) as markers of technical complaints.
- c. Social-Media, Public Reviews, and Kanim-Level Official Websites: public reviews on the Google Maps page "Kantor Imigrasi Kelas I Tanjung Priok" along with official replies from the office; content from the official social media channels X (@ImigrasiPriok) and Instagram (@imigrasi_priok); and the official website tanjungpriok.imigrasi.go.id. The search was conducted from January 2024 to September 2026, to capture patterns of user reviews, official office responses, complaint/hotline channels, service innovation activities, and the currency of information published specifically by Kanim Tanjung Priok.
- d. News Articles and Scholarly Publications: national and local mass media coverage (including reports from ANTARA News and InfoPublik on Kanim Tanjung Priok activities) regarding M-Paspor server reliability, as well as comparative scholarly journals, including information systems evaluation

research based on the DeLone and McLean model in other e-government services in Indonesia.

Data collection was carried out through documentation and digital archive tracing. Sampling of application reviews on the Play Store and App Store was limited to previous studies that collected data between March 2024 and March 2025, updated with media reports from January 2025 to March 2026, focusing on reviews containing technical keywords such as "error," "login," "timeout," and "bayar." Meanwhile, public reviews on the Google Maps page of the official "Kantor Imigrasi Kelas I Tanjung Priok" listing were traced directly by observing the ten most recently dated reviews within the last four years (2022–2026) along with the office's official replies, to capture patterns of complaints or appreciation that specifically mention M-Paspor. The search of the official social media channels X (@ImigrasiPriok) and Instagram (@imigrasi_priok) as well as the website tanjungpriok.imigrasi.go.id was conducted by reviewing posts, highlights, and public information pages accessible during the period January 2024 to September 2026, which were then systematically compiled based on source category and time period.

Data analysis was conducted using content analysis techniques, by reducing user complaints and findings into specific problem categories, such as system/server disruption, application interface, and clarity of quota or payment information. These categories were then mapped onto the three dimensions of the DeLone and McLean model (system quality, information quality, and service quality), explicitly distinguishing between findings sourced from national data and findings sourced from Kanim Tanjung Priok-specific digital traces, to then be synthesized to answer the two research problem statements.

D. RESULTS AND DISCUSSION

1. Evaluation of M-Paspor's Operational Effectiveness

a. System Quality — National Scale

At the time of its initial launch, the M-Paspor application received very low public ratings, around 1.7 on the Google Play Store and 1.3 on the App Store, with dominant complaints regarding billing process failures, delayed payment codes, OTP code issues, and slow or timed-out application processes (Radar Banten, 2023). Disruptions even expanded to a nationwide scale, as reported by the media, such that applicants who had come directly to immigration offices could not be served because the system was not functioning (detikTravel, 2023).

A follow-up study analyzing 3,193 user reviews between March 2024 and March 2025 found that negative sentiment still dominates the effectiveness and satisfaction aspects, with similar root causes, namely system instability and application function failures (Jurnal Pengembangan Teknologi Informasi dan Ilmu Komputer, 2026). This finding is reinforced by an NVivo-based system reliability study, which concluded that M-Paspor's reliability remains relatively low due to recurring disruptions and maintenance processes that are not transparently scheduled (Az-Zahra, 2026). Media reports in early 2025 further confirmed a period of

application disruption that caused users to fail to log in or have their data entry process interrupted due to high simultaneous access congestion (Suara Merdeka Diorama, 2025). Thus, compared with the findings of Noviyanti and Ahmad (2023) at Kanim Tanjung Priok, it can be concluded that the network and system constraints identified in 2023 have not been fully resolved through the 2025–2026 period at the national level, although the frequency and scale of disruptions appear more manageable compared to the initial launch period.

b. Information and Service Quality — National Scale

In terms of information quality, the Directorate General of Immigration has made a number of relevant application updates, including the addition of a feature allowing the selection of an alternative immigration office when the quota at the initial location has been filled, as officially announced in the September 2023 version update (Kantor Imigrasi Kelas I TPI Yogyakarta, 2023). This feature improves the transparency of information regarding daily quota availability, which was previously one of the main sources of user complaints, particularly in major cities such as Jakarta where demand far exceeds daily service capacity.

In terms of service quality, the Directorate General of Immigration's 2024 LKjIP recorded PNBP achievement of IDR 9.009 trillion, or 150 percent of the target, alongside the institutional transformation into part of the Ministry of Immigration and Corrections (Kemenimip, 2025). This achievement was accompanied by the expansion of digital service innovation in the broader immigration sector, such as e-visa and digital residence permit services. However, this performance report is macro in nature and needs to be complemented by specific data at the level of particular immigration offices, as presented in the following subsections.

c. Information and Service Quality in the Specific Context of Kanim Tanjung Priok

To bridge the gap between national data and the local context, a search was conducted of digital traces that can be specifically attributed to the Class I TPI Tanjung Priok Immigration Office, covering its official website (tanjungpriok.imigrasi.go.id) and official social media channels, both on X (@ImigrasiPriok) and Instagram (@imigrasi_priok).

In terms of the service quality and partnership dimension, a number of proactive service innovations were found that demonstrate responsiveness and an outreach-oriented approach. Kanim Tanjung Priok is recorded as having held the Passport Car Free Day (PASPORIA) program, providing passport services on weekends at locations easily accessible to the public (ANTARA News, 2026a). In addition, the office also inaugurated an Immigration Corner in the Tanjung Priok Port area in collaboration with the Tanjung Priok Main Port Authority and Harbor Master's Office (KSOP), to facilitate immigration document processing for seafarers without having to queue at the office (ANTARA News, 2026b). A similar outreach innovation was also carried out earlier in the form of on-ship passport-making services for residents of the Thousand Islands (Kepulauan Seribu) (InfoPublik, 2022). On its official X social media channel @ImigrasiPriok, the office has also published a service

hotline channel as an information and complaint channel for the public, and has posted documentation of an internal meeting on passport service evaluation led directly by an immigration division official (Kantor Imigrasi Kelas I TPI Tanjung Priok [@ImigrasiPriok], 2024). These findings reinforce the conclusion of Noviyanti and Ahmad (2023) that the impact and partnership dimensions at the Kanim Tanjung Priok level are relatively optimal, even showing indications of continued strengthening through various outreach innovations during the 2022–2026 period.

However, in terms of the information quality dimension, a fairly significant gap was found. A search of the official website tanjungpriok.imigrasi.go.id shows that a number of public information pages, including the "Office History" and "Contact Us" pages, still display generic template content that has not been customized, such as a placeholder address ("Jalan Raya XXXXXXXXXXXXXXXXXXXX") and a history description that actually contains the profile of a different immigration office. Several entries on the site's "Main News" page also still display placeholder text ("Lorem Ipsum") instead of actual news content. This finding indicates that although face-to-face service innovation in the field is running fairly well, the currency and consistency of digital information quality management on the branch office's official channels still require attention, as one element of information quality in the DeLone and McLean (2003) framework that has not been fully met at the technical implementation unit level.

d. Analysis of Google Maps Reviews and Kanim Tanjung Priok's Official Social Media

To strengthen the picture of service quality at the individual level, a search was conducted of public reviews on the official Google Maps page "Kantor Imigrasi Kelas I Tanjung Priok." The first notable finding is a fairly responsive review management pattern: almost all reviews, whether appreciative or complaint-based, received an official reply from the page owner's account within a relatively short time, indicating institutional commitment to the service quality dimension within the DeLone and McLean (2003) framework.

In one complaint-based review (one star), a case was identified of an applicant who had come directly to the office but found that the daily quota on the M-Paspor application had been filled after the on-site registration process had taken place, resulting in a gap between the applicant's expectations and the real-time quota data update in the system. The office responded to the review with an apology and directed the applicant to continue communication through the official WhatsApp service channel. This finding shows that a WhatsApp-based complaint escalation channel does in fact exist, but it remains reactive and is delivered on a case-by-case basis through review reply columns, rather than being proactively published as an official assistance channel that is easily found by other prospective applicants before they encounter problems.

In contrast, the majority of other reviews found were positive (five stars) and consistently rated the passport application process through M-Paspor at Kanim Tanjung Priok as fast and uncomplicated, including for special applicant groups such

as seafarers and umrah pilgrims. Some reviewers even voluntarily wrote step-by-step guides on using the application for other prospective applicants, an indication of user trust in the M-Paspor channel when used according to procedure and with complete documents. One review even explicitly questioned other negative reviews that contrasted with the reviewer's own positive experience, indicating that variation in user experience is likely influenced by situational factors such as arrival time and daily quota availability, rather than solely by the overall reliability of the application system. Other, more concise reviews also showed a similar pattern of appreciation from several years earlier, indicating consistency of positive experience over time for applicants who did not encounter quota constraints.

On the official Instagram channel @imigrasi_priok, the account was recorded as active with more than three thousand posts and nearly seven thousand followers at the time of the search, and has dedicated highlights titled "Paspor," "Capaian Kinerja" (Performance Achievements), "Eazy Passport," and "IKM IPK" (Community Satisfaction Index), indicating open publication of performance achievements and satisfaction indices to the public. However, the most prominent content observed on the timeline focused more on anti-gratification campaigns and strengthening service integrity, compared to technical guidance on using M-Paspor or direct responses to application problems experienced by users.

Overall, these findings on Google Maps and Instagram complement the picture obtained from the official website in the previous subsection. On more interactive channels such as Google Maps, Kanim Tanjung Priok shows responsive service quality on an individual, per-review basis, including the availability of a WhatsApp-based escalation channel. However, its reactive nature and the fact that it has not been proactively published as an official assistance channel—combined with the gap in content currency on its official website—indicate that Kanim Tanjung Priok's digital service quality already has a good foundation, but can still be strengthened through the institutionalization of a more widely publicized assistance channel.

2. Current Supporting and Inhibiting Factors

The implementation of M-Paspor is supported by a combination of regulatory, technological, institutional, and service-level factors. These supporting factors provide an important foundation for the continuity and development of digital passport services, both at the national and local levels. At the regulatory level, the government has established policies that encourage digital transformation and the implementation of electronic-based government services. At the technological level, continuous application development and system improvements indicate efforts to enhance service performance and user convenience. Meanwhile, at the institutional level, service innovations, expanded access points, and the achievement of organizational performance targets demonstrate the capacity of immigration authorities to support the implementation of digital services. Based on the findings, the supporting factors can be identified as follows:

- a. National-level regulatory support through Presidential Regulation Number 95 of 2018 on SPBE and Presidential Regulation Number 82 of 2023 on the Acceleration of Digital Transformation, which provides a policy umbrella for strengthening government information technology infrastructure.
- b. Ongoing application updates, including bug fixes, performance optimization, and payment method interface adjustments, as recorded in the application's update history on the App Store.
- c. A cross-office flexibility policy that allows applicants to choose an alternative location if the quota at their initially chosen immigration office has been filled (Kantor Imigrasi Kelas I TPI Yogyakarta, 2023).
- d. Outreach initiatives and expanded service points independently carried out by Kanim Tanjung Priok, such as the PASPORIA program, the Immigration Corner for seafarers, and mobile services to the Thousand Islands, which strengthen the partnership and impact dimensions of service at the local level (ANTARA News, 2026a, 2026b; InfoPublik, 2022).
- e. The Directorate General of Immigration's 2024 financial and institutional performance achievements exceeding targets, indicating relatively strong institutional capacity to support further investment in digital infrastructure (Kemenimipas, 2025).

Despite the various supporting factors, the implementation of M-Paspor still encounters several obstacles that affect the consistency, accessibility, and reliability of digital passport services. These obstacles are not limited to technical aspects but also involve payment mechanisms, information management, and the digital capabilities of service users. The findings indicate that fluctuations in system performance, recurring technical disruptions, and difficulties experienced by applicants during the payment and verification processes can interrupt the service process. In addition, weaknesses in the management of digital information and differences in users' levels of digital literacy remain challenges that need to be addressed to ensure that digital transformation is accompanied by improvements in service quality. The inhibiting factors are described as follows:

- a. Server capacity that has not fully kept pace with the surge in application volume, causing daily quotas in major cities to often run out shortly after opening.
- b. Recurring technical disruptions from year to year, including a nationwide disruption reported by the media in 2023 and again reported in early 2025 (detikTravel, 2023; Suara Merdeka Diorama, 2025).
- c. Payment process complaints, such as billing codes expiring before payment could be made, as well as OTP code delivery issues hindering account verification (Radar Banten, 2023).
- d. Weak currency and consistency of content management on the branch office's official website, as found on Kanim Tanjung Priok's official site, which risks lowering public trust in the quality of digital information provided by the agency.

- e. Varying levels of public digital literacy, as also identified in research on M-Paspor service quality at other immigration offices, which affects the smoothness of some applicants' interaction with the application system (Wulandari, Ismail, & Prasetijowati, 2023).

E. CONCLUSION

Based on the evaluation of nationwide secondary data and Kanim Tanjung Priok-specific digital traces, it can be concluded that M-Paspor's effectiveness in the impact and partnership dimensions is relatively optimal. At the national level, this is marked by certainty of cost, time, and service information transparency; while at the Kanim Tanjung Priok level, this finding is reinforced by a number of active outreach innovations and expanded service points throughout 2022–2026, as well as a fairly active pattern of response to public reviews on Google Maps. Dominant weak point at the national scale, evidenced by the persistence of user complaints regarding server instability and application function failures recurring from the initial launch in 2022 through the 2025–2026 period. At the Kanim Tanjung Priok level specifically, additional challenges were also found in the digital information quality dimension, namely the incomplete currency of some content on the office's official website and the lack of proactive publication of the WhatsApp assistance channel, even though the channel is already available reactively. Thus, the overall maturity of M-Paspor implementation is not yet fully stable, both in terms of the reliability of the central application system and in terms of the management of digital information and assistance channels at the technical implementation unit level.

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