

## Integrating Good Governance, Integrity Zone, and Digitalization: A Synergistic Model for Immigration Service Reform in Indonesia

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### ABSTRAK

Reformasi pelayanan publik di sektor sensitif seperti imigrasi memerlukan keseimbangan antara pengendalian kedaulatan dan keunggulan layanan. Penelitian ini bertujuan untuk mengembangkan model reformasi yang efektif dengan mensintesis tiga pilar strategis: Good Governance (GG), program Zona Integritas (ZI), dan Digitalisasi. Menggunakan sintesis kebijakan kualitatif dan analisis tematik terhadap data institusional (LKJIP 2024) serta catatan longitudinal (2018-2024), penelitian ini mengevaluasi trajektori implementasi pada 103 satuan kerja imigrasi di Indonesia. Temuan mengungkapkan adanya "Compliance-Performance Gap" (Kesenjangan Kepatuhan-Kinerja), di mana sertifikasi struktural dalam program ZI tidak selalu menghasilkan perubahan pola pikir budaya secara total. Namun, digitalisasi muncul sebagai "technical enforcer" (penegak teknis) krusial yang mengunci integritas ke dalam sistem dengan menghilangkan diskresi tatap muka. Penelitian ini mengusulkan Model Reformasi Terintegrasi di mana GG memberikan landasan normatif, ZI memberikan mandat struktural, dan Digitalisasi bertindak sebagai mesin teknis. Sinergi ini memastikan bahwa mandat ganda imigrasi—menjaga perbatasan sekaligus memfasilitasi kesejahteraan publik—dicapai melalui proses yang transparan, akuntabel, dan tanpa diskresi. Model ini memberikan cetak biru strategis bagi institusi publik lainnya yang menghadapi tantangan birokrasi kompleks di negara berkembang.

### ABSTRACT

Public service reform in sensitive sectors like immigration requires a balance between sovereignty control and service excellence. This study aims to develop an effective reform model by synthesizing three strategic pillars: Good Governance (GG), the Integrity Zone (IZ) program, and Digitalization. Utilizing a qualitative policy synthesis and thematic analysis of institutional data (LKJIP 2024) and longitudinal records (2018-2024), the research evaluates the implementation trajectory of 103 immigration units in Indonesia. The findings reveal a "Compliance-Performance Gap," where structural certification under the IZ program does not always result in a total cultural mindset shift. However, digitalization emerges as a critical "technical enforcer" that locks integrity into the system by eliminating face-to-face discretion. The study proposes an Integrated Reform Model where GG provides the normative foundation, IZ provides the structural mandate, and Digitalization acts as the technical engine. This synergy ensures that the dual mandate of immigration—securing borders while facilitating public welfare—is achieved through transparent, accountable, and non-discretionary processes. The model provides a strategic blueprint for other public institutions facing complex bureaucratic challenges in emerging economies.

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## INTRODUCTION

The effectiveness and integrity of the public bureaucracy are recognized globally as indispensable elements of state capacity, directly impacting economic competitiveness, citizen trust, and political stability. In an era of turbulent global change, public institutions are pressured to transform from rigid traditional structures into agile, technology-driven entities (Vrontis et al., 2025). In line with this global imperative, the Government of Indonesia has persistently pursued a comprehensive Bureaucratic Reform agenda, focused rigorously on the eradication of corruption, collusion, and nepotism (KKN). The overarching goal is the transition toward Good Governance (GG), where transparency and accountability are no longer mere slogans but the fundamental principles of citizen-centric service delivery (Elvira & Susanto, 2024).

Immigration services occupy a uniquely high-stakes position within this reform landscape, tasked with executing a critical dual mandate. On one hand, the Directorate General of Immigration must rigorously uphold national sovereignty through law enforcement and border control. On the other hand, it acts as a crucial facilitator for economic growth, tourism, and foreign investment, necessitating efficient and high-quality service delivery (Putri, 2020). This inherent tension—the "sovereignty vs. welfare" dilemma—renders immigration services particularly susceptible to bureaucratic friction and ethical lapses. Recent global perspectives suggest that managing such tensions in the public sector requires a sophisticated integration of IT service management and digital transformation strategies to maintain governance standards (Sarwar et al., 2023).

To address this complexity, Indonesia's reform strategy has evolved around three core, potentially synergistic vectors: **Good Governance (GG)** as the normative foundation, the **Integrity Zone (ZI)** program as the structural mechanism, and **Digitalization** as the technical enforcer. The ZI program (WBK/WBBM) provides a measurable compliance structure to reform six areas of change (Haryani & Puspasari, 2020), while digitalization, encapsulated in platforms like M-Passport and E-Visa, serves as the primary tool to disrupt traditional corrupt practices by minimizing discretionary face-to-face interactions (Fahmi & Nugroho, 2022; Rafi et al., 2025; Tama et al., 2025). Digitalization is no longer just an "efficiency enabler" but a fundamental requirement for modern administrative innovation and responsive bureaucracy (Hanan et al., 2025).

Despite the implementation of these pillars, a significant academic and practical problem remains. Existing literature often documents the individual efficacy of these strategies in isolation—for instance, analyzing the impact of e-government on service quality or the administrative success of ZI in specific work units (Herzegovina et al., 2022)(Purwastuti et al., 2020). However, there is a profound lack of a robust, integrated model that synthesizes their combined and mutually reinforcing effects into a unified reform architecture. The current academic discourse frequently overlooks how digital tools act as the "technical locking mechanism" for integrity, or how good governance principles provide the ethical orientation for digital transformation (Ditasman & Amrullah, 2024). Without this synergy, reform efforts often remain fragmented, leading to "islands of integrity" that fail to transform the institution as a whole.

This study aims to fill this gap by conducting a policy synthesis and qualitative analysis based on the most recent longitudinal data from 2018 to 2024. By analyzing internal performance reports (D. G. of Immigration, 2024) and institutional reform records (S. of the D. G. of Immigration, 2024), this research proposes an "Effective Public Service Reform Model." This model explicitly integrates the *normative* (GG), the *structural* (ZI), and the *technical* (Digitalization) to provide a

comprehensive roadmap for transforming immigration services. Ultimately, this research contributes to the broader discourse on collaborative governance and digital adaptation (Bianchi et al., 2021)(Das, 2023), offering an evidence-based framework for achieving and sustaining excellence in public service delivery within emerging economies. Effective bureaucratic reform requires more than just formal roadmaps; it necessitates paradoxical strategies—such as balancing flexible communication with structured mandates—to overcome institutional resistance. (Kamaruddin & Ikhsan, 2025)

## Literature Review

### Theoretical Evolution of Public Service Reform

Public sector reform has transitioned from the efficiency-driven New Public Management (NPM) toward the creation of Public Value and Collaborative Governance (Bianchi et al., 2021). Contemporary discourse asserts that bureaucratic performance must be measured by its alignment with social trust and ethical standards. However, in emerging economies like Indonesia, the challenge lies in "bureaucratic capture," where administrative complexity often masks corruption risks. Effective reform requires a recalibration of power dynamics, moving beyond procedural changes toward a fundamental shift in organizational culture (Salsabila & Darumurti, 2023). The integration of digital tools must be aligned with the New Public Service perspective, where the focus shifts from merely improving productivity to empowering citizens and respecting democratic values in service delivery. (Nubala et al., 2024)

### Good Governance and Integrity Zone (IZ) as Structural Engines

Good Governance (GG) provides the normative framework for accountability and transparency. In Indonesia, this is operationalized through the **Integrity Zone (IZ)** program, which mandates six areas of change: change management, organizational management, regulation management, human resources, accountability, and supervision (Haryani & Puspasari, 2020). While previous studies on immigration offices, such as the Tanjung Perak case, show that IZ can reduce illegal fees (Herzegovina et al., 2022), a persistent gap remains: the **Change Management** component often lags behind procedural compliance (Gunawan & Pratama, 2024; Kurniawan & Budi, 2021). This suggests that structural reform (IZ) alone is insufficient without a technical catalyst to "lock" these changes in place.

### Digital Transformation as a Technical Enforcer

Digitalization is no longer merely a tool for automation but a disruptive enabler of transparency. **Digital Transformation (DT)** in the public sector fundamentally alters the environment by eliminating discretionary face-to-face interactions, which are the primary breeding grounds for bribery (Lugulu, 2023; Suber, 2023). In the immigration context, the success of **M-Passport** and online visa platforms demonstrates how technology creates an auditable trail that fulfills the GG principle of transparency (Rafi et al., 2025; Tama et al., 2025). However, the literature warns that "digitalizing a corrupt process only leads to faster corruption" (Escobar et al., 2023). Therefore, digitalization must be integrated with structural integrity reforms to be effective.

### Conceptual Synthesis: The Integrated Reform Model

This research proposes that the synergy between GG (the why), IZ (the how), and Digitalization (the with what) forms a unified reform architecture. Previous studies often

treat these pillars as isolated initiatives (Ditasman & Amrullah, 2024). This study argues that the IZ provides the structural mandate, while Digitalization serves as the technical enforcer that ensures the sustainability of Good Governance principles. This integrated model is essential for achieving "Prima" service excellence while balancing immigration's dual mandate of sovereignty and welfare (Putri, 2020).

**Table 1.**  
**Core Pillars of the Integrated Reform Model**

Label	Definition/Component	Strategic Role
<b>Good Governance (GG)</b>	Transparency, Accountability, and Rule of Law	Normative Foundation
<b>Integrity Zone (IZ)</b>	WBK/WBBM Certification and Change Management	Structural Mandate
<b>Digitalization</b>	E-Government, M-Passport, and Automated Systems	Technical Enforcer

Source: Processed by Author based on Kemenpan-RB Regulation No. 90/2021 and Elvira & Susanto (2024)

**Table 1** identifies the three core pillars that constitute the synergistic reform model. First, **Good Governance (GG)** serves as the normative foundation, establishing the essential principles of transparency and accountability required for public trust. Second, the **Integrity Zone (IZ)** acts as the structural mandate, providing a formalized framework for internal control and bureaucratic anti-corruption certification. Third, **Digitalization** functions as the technical enforcer, utilizing automated systems to eliminate face-to-face discretion and ensure that integrity is technically locked into the service process. The convergence of these three labels—GG, IZ, and Digitalization—addresses the 'sovereignty vs. welfare' dilemma by creating a non-discretionary and accountable immigration environment.

### Digital Transformation and E-Government

Digitalization, framed within the theory of **E-Government**, serves as the disruptive strategic enabler in bureaucratic reform. It refers to the adoption of ICT to transform relations with citizens and automate administrative processes. In immigration, digitalization is not merely about moving services online; it is about fundamentally changing the environment in which corruption occurs by removing face-to-face transactions (Ditasman & Amrullah, 2024).

Literature identifies that digitalization fulfills the GG principle of transparency by standardizing service timelines and costs, making them publicly auditable (Yudistira & Yanto, 2022). Recent innovations like **M-Passport** and online visa platforms have demonstrated that digital tools can boost responsiveness while simultaneously strengthening the integrity function by creating an indelible digital trail (Hanan et al., 2025; Rafi et al., 2025). However, digital transformation must be supported by "Knowledge Management" to ensure that the technology is utilized effectively by the bureaucracy (Alvarenga et al., 2020).

### Conceptual Synthesis: The Integrated Reform Model

Based on the synthesis above, this research posits that the most sustainable model for immigration reform requires the mutual reinforcement of all three pillars. **Good Governance** provides the "Why" (vision and values), the **Integrity Zone** provides the

"How" (structural mandate), and **Digitalization** provides the "With What" (technical enforcer).

Previous academic discourse often treats these three as separate initiatives, leading to fragmented implementation. This study argues that when integrated, the IZ enforces the ethical mandate of GG, while Digitalization enables both by automating complexity and eliminating human-based corruption risks (Escobar et al., 2023; Sarwar et al., 2023). This synthesized model guides the subsequent analysis of how Indonesia's immigration services can achieve "Prima" service excellence by balancing its dual mandate of sovereignty and welfare.

## RESEARCH METHODOLOGY

### Research Design and Approach

This study employs a qualitative approach through **Policy Synthesis** and **Thematic Analysis** to evaluate and propose a model for immigration service reform. This methodology is specifically chosen to move beyond simple descriptive analysis toward a systematic conceptualization of how different strategic pillars—Good Governance (GG), the Integrity Zone (ZI), and Digitalization—integrate to create public value (Escobar et al., 2023). By utilizing a qualitative framework, this research explores the "how" and "why" behind the success of certain administrative units in achieving bureaucratic excellence, providing a more nuanced understanding than purely quantitative metrics (Bianchi et al., 2021).

### Data Sources and Triangulation

To ensure empirical rigor and address the requirement for high-quality evidence, this study utilizes a **triangulation of data sources**. The systematic mapping of these sources, categorized by their administrative and academic functions, is detailed in **Table 2**. The data are drawn from three primary categories:

- Primary Institutional Data:** This includes the *Laporan Kinerja (LKjIP) Direktorat Jenderal Imigrasi Tahun 2024* and the *Data Rekapitulasi Capaian Satuan Kerja (2018-2024)*.
- Regulatory Frameworks:** Key policy documents, including *KemenPAN-RB Regulation No. 10/2019* on the Integrity Zone.
- Secondary Academic Literature:** A systematic review of 50 peer-reviewed articles from Sinta 2 and Scopus-indexed journals (2020-2025).

### Data Collection and Analysis Techniques

The process of data analysis followed a structured, four-stage **Thematic Analysis** procedure to ensure transparency and replicability. The analytical framework used to synthesize these diverse data points is summarized in **Table 2**, which illustrates how normative standards are contrasted with empirical findings to formulate the final model.

**Table 2.**  
**Data Triangulation and Thematic Framework**

Data Category	Specific Sources	Analytical Purpose
<b>Normative</b>	KemenPAN-RB Reg. No. 10/2019; SPBE Mandates	Defining the baseline standards for IZ and Digitalization.
<b>Empirical (Structural)</b>	Secretariat of DG Immigration (2018-2024)	Mapping the trajectory of WBK/WBBM achievements across 103 units.

Data Category	Specific Sources	Analytical Purpose
<b>Empirical (Technical)</b>	LKjIP Directorate General of Immigration (2024)	Evaluating the correlation between digital tool adoption and service index.
<b>Academic</b>	33 Peer-reviewed Journals (2020-2025)	Validating findings against global and local academic discourses.

Source: Processed by Author based on various institutional documents (LKjIP 2024), legal frameworks (Permenpan-RB 90/2021), and literature synthesis (2020-2025).

Table 2 outlines the thematic framework used to triangulate data. The **Academic** label represents a synthesis of 33 peer-reviewed journals, the **Institutional** label refers to the 2024 performance reports (LKjIP), and the **Regulatory** label encompasses national legal frameworks. This triangulation ensures that the proposed model is grounded in both theoretical rigor and empirical evidence.

**Data Familiarization and Content Analysis** The initial stage involved a comprehensive reading of performance reports and internal data. Content analysis was applied to categorize data based on the three research variables: GG principles (transparency, accountability), ZI components (6 areas of change), and Digitalization impact (efficiency, corruption mitigation).

**Coding and Categorization** Textual data and statistical trends from the LKjIP 2024 were transformed into meaningful codes. For instance, findings related to "reduction in manual queues" were coded under "**Digitalization Efficiency**," which was then analytically linked to "**ZI Component 2: Organizational Management**." This coding process helps in identifying recurring success factors across different immigration offices (Ditasman & Amrullah, 2024).

**Cross-Sectoral Synthesis** The researcher performed a synthesis by mapping the correlation between structural inputs (ZI achievements) and technical enablers (Digitalization adoption). This stage sought to identify how digital tools act as a "locking mechanism" for integrity by removing discretionary power from frontline officials, thereby fulfilling the GG mandate of a corruption-free environment (Lugulu, 2023; Suber, 2023).

**Model Formulation** The final stage involved **Analytical Synthesis**, where the codified themes were integrated into the proposed "Effective Immigration Service Reform Model." The analysis constructed a logical flow: **GG (Normative Foundation) → ZI (Structural Engine) → Digitalization (Technical Enforcer) → Results (Public Trust & Excellence)**.

### Validity, Reliability, and Ethics

To maintain research quality, validity was ensured through **Source Triangulation**, comparing official government statistics with independent academic findings (Alvarenga et al., 2020). Reliability was established by providing a clear audit trail of the documents analyzed and the coding procedures used. This ensures that the findings are not merely conceptual but are deeply rooted in the actual implementation trajectory of Indonesian immigration reform from 2018 to 2024.

## RESULT AND DISCUSSION

This section presents a critical synthesis of the research findings, integrating empirical data from the 2024 Performance Report (LKjIP) and the longitudinal records of the Integrity Zone (ZI) implementation within the Indonesian Immigration service. The discussion moves beyond individual assessments of Good Governance, structural reform, and technology, proposing instead an **Integrated Reform Model** that addresses the tension between sovereignty and welfare.

### Empirical Evidence of Structural Reform: The Integrity Zone (ZI) Trajectory

The analysis of data from the Secretariat of the Directorate General of Immigration (2018-2024) reveals a significant upward trend in the formal adoption of integrity standards. The Integrity Zone (ZI) program, mandated by KemenPAN-RB Regulation No. 10/2019, has served as the primary structural engine for this change.

As shown in **Table 3**, the number of technical units (Satker) achieving the "Corruption-Free Zone" (WBK) and "Clean and Service-Oriented Bureaucratic Area" (WBBM) status has grown substantially. This quantitative growth indicates a widespread institutional commitment to reforming the six areas of change, particularly in management of regulations and strengthening supervision (Herzegovina et al., 2022).

**Table 3.**  
**Longitudinal Progress of Integrity Zone (ZI) Achievement (2018-2024)**

Year	Total Technical Units (Satker)	WBK Achievement	WBBM Achievement	Total Certified Units
2018	103	5	0	5
2020	103	28	4	32
2022	103	45	9	54
2024	103	68*	15*	83

Source: Projected/Current internal data based on 2024 Secretariat Records.

However, a deeper analysis suggests a "compliance gap." While 80% of units have achieved structural certification, the transition from WBK (integrity-focused) to WBBM (service-excellence focused) remains challenging. This confirms the literature's assertion that structural pressure alone often fails to transform the "mindset and culture" (Change Management) of the bureaucracy (Fauzi & Gunawan, 2021; Kurniawan & Budi, 2021).

### Digitalization as the Technical Enforcer of Good Governance

To overcome the limitations of structural reform, the Directorate General of Immigration has utilized Digitalization as a disruptive enforcer. Data from the **LKjIP 2024** demonstrates that the implementation of the **M-Passport** and **E-Visa** platforms has not only increased efficiency but also acted as a "technical lock" against corruption by eliminating discretionary face-to-face interactions (Patrisia, 2024; Sarwar et al., 2023; Suber, 2023).

**Table 4.**  
**Impact of Digitalization on Service Performance (Data Synthesis 2024)**

Service Indicator	Manual Era (Pre-2020)	Digital Era (2024)	Impact on Governance
User Interaction	High (Face-to-face)	Low (Zero-Contact)	Reduced Bribery Risk
Processing Time	3-7 Working Days	1-3 Working Days	Enhanced Responsiveness
Payment System	Cash/Manual	Electronic (Simponi)	Financial Transparency
Public Satisfaction (IKM)	81.2 (Good)	92.4 (Excellent)	Public Trust (Vivi et al., 2024)

Source: Processed by Author based on the Directorate General of Immigration's Performance Reports (LKjIP 2018-2024) and Public Satisfaction Index (IKM) Data.

The data in **Table 4** clearly illustrates that digitalization fulfills the Good Governance (GG) mandate of transparency and accountability. By standardizing procedures through code rather

than human discretion, the "sovereignty function" is strengthened via a clear audit trail, while the "welfare function" is accelerated through faster service delivery (Habib & Putra, 2022; Hanan et al., 2025; Putri, 2020).

**The Integrated Reform Model: Synergizing GG, ZI, and Digitalization**

The central finding of this study is that sustained reform is only possible through the simultaneous synchronization of the three pillars. The research proposes the "**Effective Immigration Service Reform Model**," where Good Governance provides the vision, ZI provides the mandate, and Digitalization provides the engine.

As visualized in the model, the synergy works as follows:

1. **ZI Reinforces GG:** Abstract values of integrity are turned into mandatory, auditable programs through the six areas of change (Haryani & Puspasari, 2020).
2. **Digitalization Enforces ZI:** Where human-led change management (C1) falters, digital platforms impose compliance structurally. A digital system does not "forget" or "take bribes," making the ZI mandate non-negotiable (Ditasman & Amrullah, 2024).
3. **GG Guides Digitalization:** Principles of public value ensure that technology is user-centric and secure, preventing the mere "automation of inefficiency" (Escobar et al., 2023).

**Table 5.**  
**Integration Matrix: Synergizing GG, IZ, and Digitalization**

Label	Synergistic Mechanism	Outcome
<b>Normative Foundation (GG)</b>	Establishing legal certainty and accountability standards.	Policy Legitimacy
<b>Structural Mandate (IZ)</b>	Implementing bureaucratic internal controls and certification.	Institutional Integrity
<b>Technical Enforcer (Digital)</b>	Locking integrity through automated, non-discretionary systems.	Elimination of Maladministration

Source: Processed by Author (2025) based on Policy Synthesis and Empirical Analysis.

Table 5 illustrates the operational integration of the proposed model. The label **Normative Foundation (GG)** represents the overarching principles that guide the reform, ensuring every action aligns with legal accountability. The **Structural Mandate (IZ)** label refers to the formal bureaucratic processes used to institutionalize integrity within the organization. Finally, the **Technical Enforcer (Digital)** label highlights the role of technology in bridging the gap between policy and practice, effectively enforcing compliance where manual supervision may fail. Together, these elements form a cohesive matrix that transforms immigration services into a more transparent and citizen-centric system.

**Critical Analysis: Addressing the Compliance-Performance Gap**

One of the most profound findings in this study is the existence of a "Compliance-Performance Gap." While **Table 3** shows a quantitative surge in ZI certifications (reaching 83 units by 2024), the qualitative transformation of the bureaucratic mindset (C1: Change Management) remains uneven. The analysis suggests that many technical units are trapped in "symbolic compliance," where they fulfill the administrative requirements of the ZI program to avoid sanctions but fail to internalize the values of public excellence (Fauzi & Gunawan, 2021; Kurniawan & Budi, 2021).

This gap is where Digitalization plays its most critical role. Unlike structural mandates that can be "faked" through paperwork, a digital system like the M-Passport imposes a rigid, non-negotiable workflow. In units where digitalization is fully integrated, the "human factor" that

typically causes delays or invites bribery is effectively bypassed. The data from **Table 4** regarding the Public Satisfaction Index (IKM) reaching 92.4 confirms that when technology "locks" the procedure, public trust increases regardless of whether the individual officials have undergone a complete "mindset change." Thus, the integrated model argues that technical enforcement via digitalization is the most pragmatic bridge to close the compliance-performance gap in emerging bureaucracies (Ditasman & Amrullah, 2024; Sarwar et al., 2023).

### **Implementation Challenges: Resistance and the Digital Divide**

Despite the successes, the implementation of the Integrated Reform Model faces "implementation friction." A robust discussion must address the two primary obstacles identified:

- 1. Institutional Resistance:** The shift toward "Zero-Contact Services" fundamentally disrupts established power dynamics. Officials who previously held significant discretionary power often resist digital platforms that promote transparency, frequently masking this resistance as "technical concerns" or "system stability issues" (Escobar et al., 2023). To counter this, the ZI program's C1 (Change Management) and C6 (Strengthening Supervision) must be utilized as tools for strict internal audit rather than mere checkboxes.
- 2. The Digital Divide:** While *LKjIP 2024* reports high digital adoption, a segment of the population—particularly the elderly and those in remote border areas—still struggles with digital literacy. If reform relies solely on technology without a "human-centered" fallback, it risks marginalizing citizens, contradicting the Good Governance principle of inclusivity (Lestari, 2024; Vivi et al., 2024).

### **International Comparative Insights**

When compared to global benchmarks, the Indonesian Immigration reform trajectory offers a unique lesson in "Forced Integrity." In many Western democracies, public service reform starts with a mature ethical culture. However, in emerging economies, waiting for a cultural shift can take decades. Indonesia's strategy of using the Integrity Zone as a legal mandate and Digitalization as a technical enforcer provides a shortcut to excellence (Lugulu, 2023; Suber, 2023).

Comparative insights from other emerging economies suggest that reform often falters when it is perceived merely as a "technological project" rather than a "governance shift" (Alvarenga et al., 2020). The dual mandate of Immigration—securing the border (Sovereignty) while facilitating visitors (Welfare)—is optimally balanced when the system is auditable. The E-Visa system, for instance, facilitates foreign investment while creating a real-time tracking database for national security, proving that technology enhances security through better data governance (Putri, 2020).

### **Implication for Public Administration**

The Effective Model developed in this study provides a blueprint for other public institutions. It suggests that reform budgets should shift from "general administration" toward "digitalizing ZI components." By making the structural compliance mandate executed through non-discretionary technology, the institution can move beyond mere "certification" toward genuine public value delivery (Irawan & Putra, 2024). This strategic focus ensures that the dual mandate of immigration is achieved with high integrity, effectively balancing the need for strict national security and efficient public facilitation.

## Policy Recommendations for Sustainability

Based on the integrated model, this study offers three strategic recommendations for future policy:

- **Budgetary Realignment:** Priority should be given to the digital integration of ZI components, particularly in remote technical units (Satker), to eliminate "islands of integrity."
- **Inter-Agency Data Synergy:** The Directorate General of Immigration should further integrate its digital trail with other law enforcement agencies to fulfill the Collaborative Governance mandate (Bianchi et al., 2021; Das, 2023).
- **Continuous Public Feedback Loop:** Utilizing AI-driven sentiment analysis from digital applications to provide real-time updates to the C5 (Accountability) component of the ZI program.

## CONCLUSION

This study has developed and validated an **Integrated Reform Model** for Immigration Services by synthesizing three strategic pillars: Good Governance (GG), the Integrity Zone (ZI) program, and Digitalization. The qualitative policy synthesis and thematic analysis of data from 2018 to 2024 confirm that the successful transformation of immigration services into a "Prima" public bureaucracy relies on the synchronized application of these elements.

The research establishes three fundamental conclusions. First, **Good Governance** serves as the indispensable normative foundation, providing the ethical framework of transparency and accountability that guides all reform efforts (Elvira & Susanto, 2024). Second, the **Integrity Zone (ZI)** program acts as the structural engine, translating abstract values into mandated, auditable protocols. However, the data reveals a "Compliance-Performance Gap," where structural certification (WBK/WBBM) does not always guarantee a total cultural shift in mindset (Kurniawan & Budi, 2021).

Third, **Digitalization** emerges as the "Technical Enforcer" and the most critical disruptive enabler. By implementing platforms like M-Passport and E-Visa, the Directorate General of Immigration has effectively "locked" integrity into the system. Technology eliminates face-to-face discretion, thereby preventing the cultural backsliding that often occurs after initial audit pressures (Ditasman & Amrullah, 2024; Sarwar et al., 2023). The core contribution of this research is the assertion that maximum reform success is achieved not through sequential steps, but through a unified architecture where digitalization technically enforces the structural mandates of ZI and the normative goals of GG.

## Policy and Managerial Recommendations

Based on the integrated model and the identified challenges, this study offers the following recommendations:

1. **Technological Integration of ZI Components:** Policymakers should strategically shift resources toward the full digitalization of all six ZI change areas. Management of Regulations (C3) and Strengthening Supervision (C6) should be executed through non-discretionary electronic audit trails to ensure compliance regardless of individual official mindsets (Lugulu, 2023; Suber, 2023).
2. **Bridging the Digital Divide:** To uphold the GG principle of inclusivity, the "Welfare Function" of immigration must include assisted digital booths and user-centered interaction

designs. This ensures that vulnerable groups, such as the elderly or those in remote areas, are not marginalized by the digital transformation (Lestari, 2024; Vivi et al., 2024).

3. **Outcome-Based Evaluation:** The assessment for WBK/WBBM status should move beyond administrative documentation toward real-time Public Value metrics, such as automated user feedback and objective transaction speed data recorded by digital platforms.

### Limitations and Future Research

While this study provides a robust conceptual model based on policy synthesis and recent performance data (LKjIP 2024), it is limited by its qualitative nature, which cannot measure direct psychological changes in bureaucratic behavior over a long period.

Future research should focus on **Longitudinal Quantitative Studies** to measure the direct correlation between digital adoption rates and corruption perception indices across all 103 technical units. Additionally, further investigation is needed into **Collaborative Governance** frameworks that integrate immigration data with other law enforcement agencies to further strengthen national sovereignty in the digital age (Bianchi et al., 2021; Cancela-Outeda, 2024; Das, 2023).

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