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"I De Bisa Tu" as a Public Service Innovation: An Analysis of Passport Service Accessibility Based on Sinambela's Six Principles

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Abstract

This study analyzes the implementation and accessibility of the I De Bisa Tu (*Imigrasi Denpasar Bikin Paspor Hari Sabtu* or Denpasar Immigration Saturday Passport Service) at the Class I Immigration Office TPI Denpasar, Bali. The service represents a public service innovation designed to provide an alternative opportunity for passport applicants to access services outside regular working days, particularly on Saturdays. This study employs a qualitative field-research approach and uses Sinambela's public service principles transparency, accountability, conditionality, participation, equality of rights, and balance between rights and obligations as the analytical framework. Data were collected through interviews, observations, and documentation and analyzed through data reduction, data display, and conclusion drawing. Triangulation and informant review were employed to strengthen the validity of the findings. The findings indicate that I De Bisa Tu expands the temporal avaibility and flexibility of passport service by providing an additional service schedule on Saturday, particularly for applicants who experience difficulties accessing services during regular working hours. Saturday services provide an alternative service schedule while maintaining the same passport requirements, procedures, and administrative standards applied during regular services. However, expanded service hours do not automatically eliminate barriers to accessibility. Limited service quotas, human resources, operational capacity, and the requirement for applicants to complete registration through the M-Paspor application remain important constraints. The study indicates that the extension of service hours provides citizens with additional time to access passport services on Saturdays, while highlighting the operational conditions that influence the delivery of these services, but its effectiveness depends on the interaction between service schedules, institutional capacity, service quotas, and digital registration mechanisms.

KEYWORDS
denpasar; i de bisa tu; passport; public service.

Introduction

Public service is one of the fundamental functions of government because it represents the government's responsibility toward its citizens (Akbar & Tjenreng, 2025; Nurhayati et al., 2024). The quality of public service is reflected not only in the availability of services but also in the extent to which citizens can access them and in their ability to accommodate citizens' needs. However, empirical data and facts indicate that the delivery of public services in Indonesia continues to face various challenges. Therefore, the government's commitment to realizing social welfare for all Indonesian people must

be accompanied by continuous efforts to meet public expectations regarding the quality of public services. In the context of this study, accessibility is important because regular services provided during standard working hours may not be able to reach all members of the public, particularly considering that citizens have different work-related activities and responsibilities. Therefore, alternative service hours are needed to provide greater opportunities for citizens to access public services.

Public service is a substantial aspect of government administration (Supredi et al., 2023). Public satisfaction is one of the benchmarks for assessing the government's success in organizing and delivering public services. This process begins with the formulation of public service policies and continues through their direct implementation for the community (Fahturrahman, 2016). Public services encompass all forms of services, whether goods or services, that fall under the responsibility of the government and are delivered by government institutions to meet community needs in accordance with applicable laws and regulations (Taufiqurokhman & Satispi, 2018).

Public services should be based on the principles of justice and equality in their implementation (Acheson & Collins, 2021). Service delivery must be free from discrimination against members of the public. By establishing fairness in the delivery of public services, public trust can be strengthened, thereby contributing to the realization of good governance characterized by accountability, transparency, effectiveness, and efficiency (Jinarat & Quang, 2003).

One of the government institutions responsible for providing public services in the immigration sector is the Class I Immigration Office TPI Denpasar through the delivery of high-quality public services. One of its efforts is to provide passport services outside regular working days, particularly on Saturdays, for passport applications and related services.

One such innovation is "*Imigrasi Denpasar Bikin Paspor Hari Sabtu*" (I De Bisa Tu), or the Denpasar Immigration Saturday Passport Service. This service innovation allows members of the public to process their passport applications without being restricted to regular working days from Monday to Friday. Applicants can submit passport applications and complete fingerprint procedures at the immigration office or designated service outlets. thus, a total of 25 service slots are provided. The available service records indicate that these slots are partially allocated for Saturday services. However, during the observation period, the researcher could not determine whether the allocated slots were consistently fully utilized. Applicants can prepare the required documents before visiting the Class I Immigration Office TPI Denpasar and obtain a queue number through the M-Paspor application beforehand (Saraswati et al., 2025). In addition, the implementation of I De Bisa Tu is supported by competent and responsive officers (4-5 people) who are available to respond to questions and provide information to applicants.

The Class I Immigration Office TPI Denpasar has provided the I De Bisa Tu service to the public since 2024. The program also reflects the principle of "Immigration for the People" by ensuring the presence and accessibility of immigration services even outside regular working days. This service provides greater convenience and flexibility for the public in accessing passport services. In addition, an information counter is available to provide information regarding passport applications and other immigration-related matters. The service is expected to improve the quality and accessibility of public services throughout the jurisdiction of the Class I Immigration Office TPI Denpasar.

Furthermore, this service is consistent with Law Number 25 of 2009 Concerning Public Services, particularly Article 15 letters e and f, which emphasizes that services should be delivered in accordance with established service standards and with appropriate quality. Therefore, this study examines the factors underlying the I De Bisa Tu service innovation.

Nevertheless, despite the introduction of this innovation, the extension of service hours does not necessarily guarantee broader accessibility, as service delivery remains highly dependent on applicant quotas, immigration service officers, operational capacity, and registration procedures. This raises an important question regarding the extent to which this innovation can reach all citizens who require passport services. The presence of public services, such as I De Bisa Tu, is a fundamental aspect of government administration because it represents one of the tangible forms of the presence of the state in serving the public (Ibrahim, 2025; Jabar & Shiddiq, 2025; Shittu, 2016). The quality of government administration is reflected not only in policy aspects but also in the provision of services that are fast, accessible, fair, responsive, and aligned with the needs of the public (Holidin & Handini, 2014; Sahabuddin et al., 2019). In this context, public service becomes an arena for interaction between society and government in building public trust in state institutions. The importance of public service is also associated with increasingly dynamic changes in public demands (Herman, 2025; Jarmai & Vogel-Pöschl, 2020; Nuriyanto, 2016). Technological developments, access to information, and increasing public awareness of their rights encourage the government to undertake various innovations in public service delivery. In this regard, the public not only demands the availability of services but also expects certainty in the delivery of public services (Hartley et al., 2023; Tomaževič et al., 2023).

Several previous studies have examined immigration services in Indonesia. According to Ridho (2020), in review about a study entitled "Review of the Immigration Goes to Village Program Innovation in Passport Services at the Class I Immigration Office TPI Cirebon," examined a different research setting using perspectives on innovation and evaluation. Then, Yuaningsih et al., (2020) employed Zeithaml's service quality theory for immigration service analysis in their study conducted at the Bandung Immigration Office. Meanwhile, Rosmawiah (2017) research about public service applied Dwiyanto's public service theory in research focusing on the Class I Immigration Office Palangka Raya.

Other studies have specifically examined services at the Class I Immigration Office TPI Denpasar. Research from Darmaputra et al., (2025) employed an *electronic government (e-government)* perspective to analyze the implementation of the M-Paspor application. Their study found that the service had generally incorporated service quality considerations, although continuous improvement in human resource capacity and service optimization remained necessary. At the same research location, Putri & Krisnayuni (2025) analyzed service quality by emphasizing the 5S service culture: *senyum* (smile), *sapa* (greeting), *salam* (salutation), *sopan* (politeness), and *santun* (courtesy). Their findings indicated that the 5S principles had been implemented responsibly by the Class I Immigration Office TPI Denpasar. Meanwhile, Putri & Nugrah (2024) adopted a policy analysis perspective focusing on security aspects, in which the Class I Immigration Office TPI Denpasar prioritized the implementation of policies related to security risks and national

stability. Their findings demonstrated that the institution implemented preventive measures, supervision, and enforcement against violations.

Previous studies have mainly discussed service quality, the digitalization of M-Paspor, service culture, as well as policy and security aspects. Meanwhile, knowledge regarding the extension of service hours in relation to service accessibility for the public remains limited, particularly concerning how additional service schedules interact with service quotas, human resources, operational capacity, and service procedures provided to passport applicants in accessing passport services. This is important because extending service operating hours does not automatically guarantee increased access if there are still quota restrictions, a limited number of staff members, digital registration requirements, and differences in public understanding of how to access these services.

Considering these previous studies, the present research applies Sinambela's public service theory to analyze the I De Bisa Tu service. This provides a distinct analytical perspective because previous studies have not specifically employed Sinambela's framework, but rather in using the framework to reveal how transparency, accountability, conditionality, participation, equality of rights, and the balance between rights and obligations are reflected in the Saturday service examined in this study, particularly in relation to applicant quotas, registration procedures, human resources, and other relevant factors. The selection of this framework is not based on differences in the operationalization of theories, but rather on its suitability with the characteristics selected by the researchers in this study. In this context, the research problem does not lie in whether or not Saturday services are available, but rather in whether the service responds to public needs, whether it is appropriate to the conditions of the community, and whether its implementation can be held accountable. Sinambela's framework provides six principles of public service, namely transparency, accountability, conditionality, participation, equality of rights, and balance between rights and obligations. Broadly, transparency is related to the analysis of openness and citizens' access to services. Accountability is used to examine the responsibility of service providers, while conditionality is used to assess whether the relationship between public needs and service delivery provides benefits to citizens. Participation is used to understand citizens' needs, experiences, input, and responses. Furthermore, equality of rights is used to analyze opportunities to obtain services and the consistency of service provision without discrimination. Finally, the balance between rights and obligations is used to examine the relationship between applicants' rights to receive services and their obligations to comply with applicable requirements. Therefore, Sinambela's framework is used by the researchers as an analytical lens in this study. Accordingly, the contribution of this study does not lie in the use of Sinambela's framework as a theory that differs from those employed in previous studies, but rather in the application of its principles to generate a broader understanding of innovation in immigration services.

In this context, the I De Bisa Tu service is directed toward substantive aspects, not only assessing whether the service has been implemented, but also understanding the exploration of perceptions and service conditions regarding the I De Bisa Tu innovation at the Class I Immigration Office TPI Denpasar. This study specifically examines how services provided outside regular working hours have an impact on the public as an alternative means of access to services. Thus, the research gap in this study lies in the limited knowledge regarding the mechanisms and implications of extended service hours for the accessibility of passport services, rather than merely in the differences in the theories used. Based on this gap, the novelty of this study lies in its context-specific analysis of the I De Bisa Tu innovation as an alternative passport service provided outside regular working hours. By applying Sinambela's six principles of public service, this study provides insights into how service accessibility, operational arrangements, responsiveness to public needs, and accountability are reflected in the implementation of Saturday passport services at the Class I Immigration Office TPI Denpasar. However, this does not necessarily guarantee broader access, as its effectiveness remains influenced by limited service quotas, registration requirements, human resource capacity, and operational conditions. The I De Bisa Tu service in Denpasar represents a public service innovation that needs to be analyzed in terms of its ability to expand opportunities for the public to obtain services, as well as the various conditions that may limit such access.

Thus, in the context of this study, I De Bisa Tu, as an innovation in public services, cannot be viewed merely as an administrative activity, but rather as a government instrument for improving public welfare, ensuring the fulfillment of the rights of every citizen, promoting public welfare, and strengthening public trust. Therefore, it serves as an indicator of the success of the state in carrying out its functions and responsibilities toward society through strong legitimacy and public trust.

Therefore, this study aims to explore how the I De Bisa Tu innovation on Saturdays provides temporal opportunities for access to passport services, while also examining how service provision and registration requirements shape such access. This study contributes to the development of public service studies by highlighting that service accessibility is not merely determined by the extension of operating hours but also by how service implementation responds to public needs and is supported by appropriate operational arrangements, including applicant quotas, registration procedures, and human resource availability. Through the application of Sinambela's six principles of public service, this study provides a contextual understanding of how transparency, accountability, conditionality, participation, equality of rights, and the balance between rights and obligations are reflected in the implementation of the I De Bisa Tu innovation at the Class I Immigration Office TPI Denpasar. This study provides an understanding, through the application of Sinambela's framework, of how service providers deliver public services outside regular service hours. From a practical perspective, this study is expected to contribute to efforts to improve and maintain accessible and high-quality public services, particularly those provided outside regular operating hours.

Methods

This study employs a qualitative case study design and is based on field research (Raco, 2018). In conducting the field research, at the Class I Immigration Office TPI Denpasar. The research case is limited to the implementation of the I De Bisa Tu service on Saturdays, with the I De Bisa Tu service process serving as the unit of analysis.Observations were carried out on Saturday, 13 and 20 September 2025, focusing on operational procedures, service delivery stages, interactions between service officers and applicants, and the operational conditions of the I De Bisa Tu service. Observation notes were systematically recorded to document the implementation of the

service innovation. The observations focused on service procedures, including the stages and operational processes involved in delivering the Saturday passport service. This boundary allows the study to examine how the extension of service hours provides additional temporal opportunities for passport applicants to access passport services, as well as how such access is influenced by service capacity and registration requirements. A qualitative method was selected because this approach treats participants as research subjects rather than merely as objects of investigation (Sugiyono, 2020). This method was also selected to obtain an in-depth understanding of the I De Bisa Tu service at the Class I Immigration Office TPI Denpasar. This approach allows the researchers to explore in depth the implementation of the service on Saturdays. Thus, the selection of this method is based on the need to understand the processes, experiences, and context surrounding the implementation of this service innovation. This approach allows participants to express their experiences and perspectives more openly while enabling researchers to interpret their responses within the context in which they occur (Raco, 2018). This study focuses on the implementation process of the I De Bisa Tu service rather than on the overall level of accessibility among applicants. Therefore, the findings are intended to explain the operational conditions and mechanisms of the service, rather than to establish a general measure of equitable access among applicants. Qualitative research places greater emphasis on processes and outcomes, including patterns of human interaction within organizations, work processes, and phenomena that emerge and develop throughout the research process. Therefore, as previously explained, a qualitative approach is appropriate for examining problems within their natural settings. This approach enables information and data to be obtained directly from the field and interpreted according to the actual conditions in which the phenomena occur.

Primary data were obtained through direct interaction at the research site, namely the Class I Immigration Office TPI Denpasar, Bali Province. This location was selected purposively because this study specifically focuses on the implementation of I De Bisa Tu. The scope of the research is limited to the implementation of this particular initiative. Field observations were conducted at the Class I Immigration Office TPI Denpasar on Saturday, 13 and 20 September 2025, focusing on the service procedures and operational processes involved in the implementation of I De Bisa Tu, which is implemented outside regular operating hours. This study specifically limits the scope of the case to the service delivery process and the existing service standards.

Data collection was conducted through observations on Saturday, 13 and 20 September 2025, observations focused on operational procedures, the sequence of service stages, and interactions between service officers and applicants during service delivery. The purpose of these observations was to document the implementation of the I De Bisa Tu service. Observation notes were recorded to document service activities, procedural sequences, and the operational conditions encountered during each session and involved in the implementation of the I De Bisa Tu service innovation and interviews in November until December 2025, with 4 informants. The informants were selected purposively based on their roles, knowledge, and involvement in the service. Four informants were included in the study. Informant 1 was an officer from the Immigration Information and Communication Technology Division, responsible for immigration information and communication technology. Informants 2, 3, and 4 were passport service officers involved in the implementation of I De Bisa Tu. The selection of informants was based on their relevance to the research questions and their ability to provide information about the service. The use of anonymised codes was intended to protect the informants' identities and distinguish their respective roles and contributions to the study. The interview data were used to complement and clarify the findings obtained from the observations. Secondary data consist of various regulations relevant to the research topic, theoretical and conceptual literature related to public administration and public services, academic books, research reports, and other documents relevant to the study. Relevant information was also obtained from official institutional websites and other credible sources. Secondary data were also obtained from scholarly journals, official websites, and expert opinions relevant to the research topic. All secondary sources used in the study are documented in the reference list. All documents obtained and cited in this study are clearly listed in the reference list.

To ensure the validity and credibility of the findings, this study employs source triangulation by comparing information obtained from different data sources the interview findings were cross-checked by comparing statements from immigration officials and officers with the observed practices of information delivery. This comparison aimed to identify consistencies and discrepancies between the procedures described by the informants and the actual conditions observed. Where the available evidence was insufficient to verify a particular statement, the interpretation was limited and the statement was not treated as a confirmed finding. The data are analyzed using the interactive analysis model proposed by Miles et al. (2014). The analytical process consists of interconnected stages, including data collection, data condensation, data display, and conclusion drawing and verification. Data condensation was conducted by selecting, focusing on, and grouping information relevant to the I De Bisa Tu passport service. The researchers selected data by considering service procedures, service schedules, service quotas, registration requirements, human resource capacity, operational conditions, and interactions with applicants. The selected data were then focused and grouped according to the research objectives and Sinambela's six public service principles. Interview data were analyzed using a theory-informed coding approach guided by Sinambela's six principles of public service. Transparency was assessed in terms of information availability, service clarity, service schedules, and the communication channels used. Accountability encompassed responsibility for service delivery, the procedures implemented, and explanations of service operations. Conditionality concerned the alignment of service delivery with applicable regulations, applicant requirements, and the conditions necessary for service provision. Participation referred to applicants' opportunities to access information, communicate their needs, and provide feedback. Equality of rights concerned the consistent application of service requirements to applicants. The balance between rights and obligations concerned the fair provision of information and services to applicants while taking into account their obligations to fulfil the applicable requirements. Sinambela's six principles were used as analytical categories to guide the coding and interpretation of the data, rather than as predetermined conclusions. In the final stage of conclusion drawing, patterns and relationships identified within each analytical category were examined to explain the implementation of the I De Bisa Tu innovation, as well as the conditions that support or constrain the delivery of this service. In this study, when discrepancies were identified in the

information obtained, the researchers re-examined the data and the context of the information before drawing conclusions. Research ethics were addressed by adhering to established ethical principles. Informants were provided with an explanation of the purpose of the study and the use of the information obtained for academic purposes. Participation was voluntary, and the information provided was used solely for the purposes of the research. The identities of the informants and any personal information were kept confidential in the presentation of the research findings.

Results and Discussion

This study employed a qualitative approach through field research involving the direct collection of data at the Class I Immigration Office TPI Denpasar. Accordingly, the implementation of the I De Bisa Tu service is analyzed from the perspective of public service theory to provide a more comprehensive understanding of its operational mechanisms, responsiveness to public needs, and benefits for citizens.

One concept within public service theory that is particularly relevant to this study is applicant orientation. The I De Bisa Tu service prioritizes the needs and interests of applicants as the primary recipients of public services. In this context, service delivery is directed toward understanding applicants' needs and ensuring their satisfaction (Mahsyar, 2011). Such an orientation is expected to foster a positive relationship between government institutions and the public, in which the government acts as a responsive service provider capable of addressing citizens' needs.

Furthermore, referring to Sinambela (2006) principles of public service, the implementation of I De Bisa Tu can be examined through six indicators. These indicators provide an analytical framework for assessing not only how the service is delivered but also the extent to which its implementation reflects the fundamental principles of responsive, equitable, and citizen-oriented public service.

The following sections present an analysis of the I De Bisa Tu service at the Class I Immigration Office TPI Denpasar based on Sinambela's public service framework.

Transparency

The findings indicate that transparency in the delivery of the I De Bisa Tu service at the Class I Immigration Office of TPI Denpasar is reflected in the provision of services in accordance with established guidelines and the availability of relevant service information. Based on an interview with an informant from the information technology division, information concerning the service is disseminated through the official communication channels of the Class I Immigration Office of TPI Denpasar. The he explained that:

"Information regarding the I De Bisa Tu service is officially provided to the general public, particularly concerning passport services available on Saturdays. This includes information on procedures, service quotas, and the requirements that passport applicants must bring." (Interview with Informant 1)

The statement above indicates that the dissemination of information is intended not only to introduce the innovation in passport services but also to serve as an operational information channel that is essential for the public in completing passport administrative procedures. This finding was further confirmed by another informant directly involved in the implementation of the I De Bisa Tu service. As a point of comparison, the informant explained that passport services provided on Saturdays continue to follow the standardized procedures established by the Ministry. The main difference lies only in the time at which the service is provided.

"In the I De Bisa Tu service, the procedures and mechanisms are essentially the same as those applied during regular operating hours. The public can obtain the necessary information and complete the required procedures by registering through the M-Paspor application." (Interview with Informant 2)

These interview findings were further supported by the researcher's observations during the study. The observations demonstrated consistency between the information provided and the actual implementation of the I De Bisa Tu service. Nevertheless, the findings also indicate certain limitations in assessing transparency within the scope of this sub-section. Although the implementation of the service demonstrates relatively strong information dissemination, there is not yet sufficient evidence to establish whether the information reaches all segments of society or whether the information provided is fully understood by the public. Therefore, transparency in the I De Bisa Tu service can be demonstrated primarily through the availability and openness of information, as well as its dissemination by the service provider.

In Sinambela Framework Transparency refers to a form of openness that enables the public to easily access relevant information concerning various government activities and public services (Ahmad, 2018; Dwiyanto, 2021; Schmidt, 2021; Scupola & Mergel, 2022). According to Dwiyanto (2014), transparency refers to the provision of government information to the public and the assurance that such information is accurate, adequate, and accessible. Similarly, Putri (2018) argues that transparency in public service delivery should encompass all aspects of the service process, including requirements, costs, processing times, and the rights and obligations of service recipients. Such information should be openly communicated by service providers to facilitate public access and understanding. Therefore, a high degree of transparency in service delivery can contribute positively to improving the overall performance and credibility of public services.

Based on the theoretical understanding of public service, public services can be interpreted as services oriented toward the public interest and provided by the government in the form of goods and/or services to meet citizens' needs and expectations and ultimately achieve public satisfaction. Within this context, transparency in the I De Bisa Tu service at the Class I Immigration Office TPI Denpasar is reflected in the provision of clear information concerning the service itself. "I De Bisa Tu", which refers to *Imigrasi Denpasar Bikin Paspor Hari Sabtu* (Denpasar Immigration Saturday Passport Service), is designed to provide greater convenience and flexibility for members of the public who need to apply for passports outside regular working days.

The service provides an alternative service schedule, particularly for individuals who may experience difficulties accessing passport services during normal working hours. This arrangement also complements priority services provided to vulnerable groups, including older persons, pregnant women, children, and persons with disabilities, particularly those requiring passports for medical treatment or other urgent purposes.

Information regarding the service is disseminated through printed media and social media platforms managed by the Immigration Information and Communication Technology Section. Through these communication channels, applicants can obtain information and adjust their schedules according to

the available service timetable. Effective dissemination of information is particularly important because transparency does not merely involve making information available; it also requires ensuring that information can be understood and accessed by its intended users.

The information provided is not limited to Indonesian citizens. Foreign nationals seeking relevant immigration information may also access information provided by the office. This reflects the broader principle of transparency in public service, in which relevant information should be accessible without unjustified discrimination.

The findings indicate that accountability in the I De Bisa Tu service is not limited to the provision of services on Saturdays but also concerns the service provider's ability to maintain established passport service standards and procedures even when services are delivered outside regular working days. Saturday services continue to follow the same passport service requirements and standards as those applied during regular service hours. The official responsible for service delivery explained:

"Although the I De Bisa Tu service is provided outside regular working days, the same service standards continue to apply. We must ensure that the service is delivered in an accountable manner and that the entire process remains in compliance with immigration regulations. Extending the service schedule must not compromise passport service standards." (Interview with Informant 3)

This statement was confirmed by a service officer:

"We provide services in accordance with the established procedures. Applicants are still required to fulfill the necessary requirements and complete each stage of the service process. For officers, Saturday service represents an extension of service availability, but the responsibilities and standards applied remain the same as those for regular services." (Interview with Informant 2)

These findings demonstrate that accountability in the I De Bisa Tu service is reflected in the consistency between the innovation of extending service availability and the maintenance of established service standards. Providing services outside regular working days does not alter the institution's obligation to ensure that document verification, interviews, photography, biometric data collection, and other stages of the service process are conducted in accordance with applicable regulations and procedures. Therefore, accountability in the I De Bisa Tu service should be understood not merely as administrative accountability but also as the institution's capacity to provide alternative service hours without compromising established standards and procedures.

Accountability in public service means that the implementation and outcomes of public services must be capable of being justified and accounted for Cingolani (2021), both to the general public and to supervisors or leaders within government service institutions. Accountability encompasses responsibility for how services are delivered, the costs imposed on service recipients, and the outputs or products generated through the service process (Denhardt & Denhardt, 2000; Dwiyanto, 2002).

. One of the most significant benefits is greater flexibility in accessing passport services, particularly for individuals who have limited time during regular working days. By providing services on Saturdays, I De Bisa Tu offers an alternative for applicants who may otherwise have to take leave from work or rearrange their daily activities to access immigration services.

From the perspective of service users, accessibility may also have economic implications. when accessing services. In addition, visiting the Immigration Office during regular working hours may result in lost productive or working time. Providing an alternative service schedule can therefore help reduce some of these opportunity costs, particularly for applicants whose employment or other responsibilities limit their availability during weekdays.

Accordingly, accountability within I De Bisa Tu should not be understood merely as administrative responsibility. It can also be examined in terms of whether the service responds effectively to actual public needs and whether the resources allocated to the innovation generate meaningful benefits for service recipients. In this sense, the service demonstrates an effort to make immigration services more accessible and responsive to the circumstances faced by the community.

The accountability practices implemented by the Class I Immigration Office TPI Denpasar form part of a broader process of accountable government service delivery. This is consistent with Haikal & Mauliana (2022), who argue that accountability constitutes an important measure in realizing good governance, particularly because public expectations increasingly require government institutions to demonstrate responsibility for the services they provide.

The I De Bisa Tu innovation can therefore be interpreted as an institutional response to existing challenges in passport service delivery (Jabar & Shiddiq, 2025). This is also consistent with Law Number 30 of 2014 Concerning Government Administration, which establishes principles of good governance, including legal certainty, public benefit, impartiality, non-abuse of authority, transparency, public interest, and good service. These principles provide an important normative foundation for government institutions, including the Class I Immigration Office TPI Denpasar, in developing and implementing public service innovations.

The findings indicate that the I De Bisa Tu service represents an adjustment in service delivery in response to the high demand for passport services and the limited availability of some members of the public to access these services during regular working days. This adjustment is implemented through the provision of passport services on Saturdays.

The official responsible for service delivery explained:

"The I De Bisa Tu service represents one form of service adjustment in response to community needs. The demand for passport services is relatively high, while not all members of the public are able to access the service on regular working days. Therefore, Saturday service provides an alternative option. However, its implementation must still be adjusted to the number of available officers and the existing service capacity." (Interview with Informant 3)

This statement is consistent with service data indicating that approximately 4,597 passports are issued per month, with a regular service quota of 60 applicants per day. Institutional data also indicate that 127 officers were assigned to immigration traffic services in 2024. These figures illustrate the substantial service workload that must be managed by the Class I Immigration Office of TPI Denpasar.

A service officer also explained the capacity constraints affecting the implementation of Saturday services:

"The main constraint is service capacity. We cannot accept an unlimited number of applicants because each application must still undergo document verification, an interview, photography, and biometric data collection. Therefore, the number of applicants served must be adjusted to the number of

available officers and the service capacity on that particular day." (Interview with Informant 4)

These findings demonstrate that extending service hours does not automatically result in unlimited access to services. Service delivery remains influenced by applicant quotas, the number of available officers, and operational capacity. Therefore, the *conditional* dimension in this study is more appropriately understood in terms of service adaptability, referring to the institution's capacity to adjust its service delivery mechanisms in response to community needs while simultaneously taking into account its available internal capacity.

Conditionality represents an important aspect of the implementation of I De Bisa Tu. In this study, conditionality is understood as the adaptability of service delivery, referring to the ability of service providers to adjust service arrangements to community needs and institutional capacity while maintaining established service standards and procedures. In the context of I De Bisa Tu, this adaptability is reflected primarily in the provision of passport services on Saturdays as an alternative to services provided during regular working days.

The implementation of this service, however, operates within specific capacity constraints. Resulting in a total capacity of 25 applicants per service day. This limitation demonstrates that extending service hours does not necessarily result in unlimited service capacity. Rather, the expansion of access through additional service hours must be balanced with the institutional capacity required to maintain established passport service procedures and standards.

This condition highlights an important distinction between the adaptation of service arrangements and the modification of service standards. In I De Bisa Tu, adaptation occurs primarily through the extension of service availability to Saturdays, whereas the substantive requirements and procedures for passport applications remain unchanged. Applicants are still required to comply with the established administrative requirements and undergo the required stages of passport processing. Therefore, the adaptive character of I De Bisa Tu lies in the modification of the service schedule rather than in the relaxation of existing passport service standards.

From this perspective, the limited Saturday quota also illustrates the boundaries of institutional adaptability. The Immigration Office can respond to community needs by providing an additional service schedule, but such adaptation remains dependent on available operational capacity. Consequently, adaptability in public service delivery requires a balance between responsiveness to citizens' needs and the institutional capacity to deliver services consistently within established procedures.

Government services designed to facilitate public access should therefore be accompanied by an institutional capacity to respond to operational challenges and changing community needs (Krisnawati et al., 2023; Rafi et al., 2023; Wahyudianto, 2015).

Overall, the conditionality dimension of I De Bisa Tu encompasses the institution's capacity to respond to high public demand, time constraints, service quotas, and available resources. Although several operational constraints remain, the implementation of I De Bisa Tu demonstrates an effort to adapt passport services to conditions encountered in the field. This is consistent with Pasolong (2010) argument that conditionality in public service refers to the ability of public officials to adapt service processes to the circumstances and needs of society.

Thus, conditionality should not simply be interpreted as a constraint on service delivery. Rather, it represents the adaptive capacity of a public institution to recognize changing circumstances and modify its service mechanisms accordingly. In the case of I De Bisa Tu, Saturday service represents an institutional adaptation intended to reconcile increasing public demand with the operational capacity of the Immigration Office.

The findings indicate that the participation dimension in the I De Bisa Tu service is primarily reflected in the extent to which community needs and responses are taken into consideration in providing an alternative passport service on Saturdays. In this context, participation is understood not merely in terms of the number of service users, but also through the institution's recognition of the needs of individuals who face difficulties in accessing passport services on regular working days.

The official responsible for service delivery explained:

"Community needs are one of the considerations in providing this service. We recognize that not all applicants are able to access passport services on regular working days. Therefore, the responses and needs of the community are taken into consideration in the implementation of the I De Bisa Tu service." (Interview with Informant 3)

An officer from the Immigration Information and Communication Technology Division further explained:

"In addition to disseminating information, communication channels also provide a means for the public to obtain further clarification regarding the service. Questions or responses from the public concerning service information can provide an indication of which aspects of the information still require further clarification." (Interview with Informant 1)

These findings should, however, be interpreted with caution. A high level of service utilization does not, in itself, demonstrate substantive participation. More meaningful participation requires evidence that the public's experiences, aspirations, complaints, or feedback are actually received and incorporated into the evaluation or further development of the I De Bisa Tu service. Therefore, the findings demonstrate institutional responsiveness to community needs, while evidence of direct public involvement in service-related decision-making remains limited.

Participation in the implementation of I De Bisa Tu should be distinguished from the level of public demand or the number of applicants using the service. High service uptake may indicate that Saturday passport services respond to an existing public need; however, the use of a service does not in itself constitute participation. In this study, participation is understood more specifically as the opportunity for citizens to communicate their needs, experiences, complaints, suggestions, and expectations regarding service delivery, as well as the extent to which such input is considered in the evaluation and improvement of the service.

From this perspective, the participation dimension of I De Bisa Tu concerns the mechanisms through which applicants can provide feedback on passport services. Such mechanisms may include complaint and suggestion channels, community satisfaction surveys, direct communication with service officers, and other institutional channels through which citizens can communicate their experiences and expectations. These mechanisms are important because participation in public service extends beyond citizens acting as service recipients and includes opportunities for them to contribute information that may support service evaluation and improvement.

The distinction between service use and participation is also important from the perspective of co-production. In public

service literature, co-production emphasizes a more active relationship between public organizations and citizens, in which citizens may contribute to the design, delivery, evaluation, or improvement of public services. Accordingly, applicants who use I De Bisa Tu should primarily be understood as service users rather than automatically being considered participants in service governance. Participation becomes more substantive when their experiences, complaints, suggestions, or evaluations are communicated to the service provider and subsequently considered in decisions concerning service improvement.

In the context of I De Bisa Tu, public demand for Saturday passport services can therefore be treated as evidence of the need for an alternative service schedule, but not as direct evidence of participation. The participation dimension instead depends on whether the Immigration Office provides functioning mechanisms for collecting citizen feedback and whether the information obtained through these mechanisms is used in evaluating or adjusting the Saturday service. This distinction is important because the existence of a service that responds to public needs does not necessarily demonstrate that citizens were directly involved in its design or subsequent modification.

This phenomenon demonstrates the importance of institutional adaptation and the ability of public organizations to identify citizens' needs. The implementation of I De Bisa Tu as a public service innovation brings passport services closer to the community and facilitates public access to government services. Such responsiveness reflects an effort to adapt service delivery mechanisms to changing community needs (Hayuningtyas et al., 2023; Irfan & Anirwan, 2023).

Nevertheless, participation in public service should not be interpreted solely in terms of the number of people using a service. A broader understanding of participation also concerns the extent to which citizens' aspirations, needs, experiences, and expectations are recognized in the design and improvement of public services. From this perspective, public demand for Saturday passport services can be regarded as an important source of information for the Immigration Office in assessing whether existing service mechanisms correspond to the actual circumstances of service users.

It is therefore important to understand that I De Bisa Tu seeks to encourage public involvement in service delivery by paying attention to citizens' aspirations, needs, and expectations. As a public service innovation, the program is intended to provide accessible and responsive services despite various operational constraints. The I De Bisa Tu service can consequently be viewed as an effort to meet public needs more efficiently and responsively while recognizing public participation as an important component of continuous service improvement.

The findings indicate that equality of rights in the I De Bisa Tu service is reflected in the application of the same passport service requirements and procedures to all applicants. The main difference between the I De Bisa Tu service and regular passport services lies in the service schedule rather than in applicants' rights or the administrative standards applied.

The official responsible for service delivery explained:

"The I De Bisa Tu service differs only in terms of its service schedule. Applicants' rights, requirements, and service procedures remain subject to the same provisions. We do not differentiate among applicants based on their particular backgrounds when providing services." (Interview with Informant 3)

Another informant be explain, a service officer provided a more operational explanation:

"All applicants are required to fulfill the same requirements. The procedures for photographs, biometric data collection, document verification, and interviews are still carried out. The provision of services on Saturdays does not mean that applicants receive different administrative treatment from that provided during regular passport service days." (Interview with Informant 1)

These interview statements are consistent with the research findings, which show that applicants are still required to undergo the established procedures for photographs, biometric data collection, interviews, and other applicable administrative requirements. Therefore, equality of rights in the I De Bisa Tu service is demonstrated through the consistent application of the same requirements and procedures to all applicants. This service innovation expands applicants' options regarding when they can access passport services without creating differences in the substantive standards governing passport service delivery.

Equality of rights within the I De Bisa Tu service refers to the principle that all applicants are subject to the same legal requirements, administrative procedures, and service standards without discrimination. The provision of passport services on Saturdays does not create different substantive rights or requirements for I De Bisa Tu applicants. Rather, the innovation modifies the timing of service delivery while maintaining the legal and administrative requirements applicable to passport services.

The findings indicate that applicants using I De Bisa Tu are required to fulfill the same passport requirements and complete the same procedural stages as applicants using regular passport services. These stages include document verification, interviews, photography, and biometric data collection. Thus, equality in I De Bisa Tu is primarily reflected in the consistent application of requirements and procedures rather than in differences in the substantive treatment of applicants. This indicates a form of procedural equality, in which applicants are subject to the same administrative standards regardless of whether the service is accessed during regular working days or through the Saturday service.

Equality of rights in I De Bisa Tu is also reflected in the opportunity for applicants to provide suggestions or feedback, access services according to the queue recorded through M-Paspor and the available quota, and obtain adequate facilities while waiting for the service process (Oktavianti et al., 2023). The distinguishing feature of I De Bisa Tu is therefore not a difference in substantive rights or requirements but rather the mechanism and timing through which the service is made accessible to applicants.

According to the interview findings, all applicants are required to comply with the same passport requirements and undergo the procedures established by the Immigration authority. These procedures include photography and biometric data collection, which are implemented consistently for all applicants. Similarly, the interview process remains subject to the same requirements, regardless of the service mechanism used. Necessary facilities are provided at designated service locations to ensure that applicants can complete the required procedures appropriately and comfortably.

This finding is consistent with a fundamental principle of public service: government services should be delivered without discrimination. According to Law Number 39 of 1999 Concerning Human Rights establishes non-discrimination and equal treatment as fundamental principles to which citizens are entitled. Accordingly, equal, fair, and non-discriminatory

treatment constitutes an important obligation for public service institutions, including the Class I Immigration Office TPI Denpasar.

The Saturday service provides a total quota of 25 applicants, consisting of 10 slots for regular passports and 15 slots for electronic passports. Consequently, although applicants who obtain a service slot are subject to the same procedures, the opportunity to access the Saturday service remains dependent on the availability of these limited slots. This demonstrates that procedural equality does not necessarily mean that all potential applicants have an equal opportunity to obtain a Saturday service slot.

The digital registration mechanism also requires consideration from an equity perspective. The use of M-Paspor provides a standardized mechanism for registration and queue management; however, reliance on digital registration means that access to the service also depends on applicants' ability to use the required digital mechanism. Therefore, the existence of a uniform digital registration procedure should not automatically be interpreted as evidence of equitable access. Applicants may differ in their digital access, literacy, or ability to navigate the registration process.

The present study, however, does not provide sufficient empirical evidence to determine the extent to which applicants with limited digital access or digital literacy are disadvantaged by this mechanism. Similarly, the available data do not allow the study to identify conclusively which socioeconomic or demographic groups benefit most from I De Bisa Tu or which groups remain underserved. Therefore, the findings support a conclusion regarding procedural equality, but claims regarding equity of access should be interpreted more cautiously.

Overall, I De Bisa Tu demonstrates equality of rights through the consistent application of passport requirements and procedures to applicants using the Saturday service. At the same time, the limited service quota and reliance on digital registration reveal an important distinction between equal treatment and equitable access. The innovation expands the temporal opportunity to obtain passport services without changing applicants' substantive rights or administrative obligations, but the extent to which this expanded opportunity is equitably accessible across different groups requires further empirical examination.

Equality in this context does not necessarily mean that every applicant must receive an identical form of service under every circumstance. Rather, equality requires that differences in service arrangements, including services intended to improve accessibility for particular groups, do not undermine equal rights, procedural fairness, and consistent application of legal requirements. Therefore, the I De Bisa Tu innovation can expand accessibility while maintaining the principle that all applicants are treated according to the same legal and administrative standards.

The findings indicate that the implementation of the I De Bisa Tu service involves a reciprocal relationship between applicants' rights to receive services and their obligations to fulfill the required service requirements. At the same time, officers are responsible for providing services in accordance with established standards once applicants have fulfilled the required conditions.

The official responsible for service delivery explained:

"Members of the public have the right to receive proper services, but applicants also have an obligation to fulfill the requirements and comply with the applicable procedures. Conversely, once applicants have fulfilled the required conditions, officers have an obligation to provide services in accordance with the established standards." (Interview with Informant 3)

A service officer further explained the obligations of applicants:

"Applicants are required to complete the necessary documents, register through the M-Paspor application, follow each stage of the service process, and make the required payment in accordance with the applicable regulations. Once these requirements have been fulfilled, it becomes the responsibility of the officers to provide services in accordance with the established procedures and to ensure that the application process proceeds properly." (Interview with Informant 4)

These statements are consistent with the research findings, which indicate that applicants must first register through the M-Paspor application before accessing the service. Once these administrative obligations have been fulfilled, officers are responsible for providing services in accordance with the applicable procedures. The findings demonstrate that service quality depends not only on the performance of service officers but also on applicants' compliance with the established requirements and procedures. Therefore, the balance between rights and obligations within the I De Bisa Tu service is manifested through the reciprocal relationship between applicants' fulfillment of administrative obligations and officers' fulfillment of their service responsibilities.

During the implementation of I De Bisa Tu, service users naturally expect to receive optimal, efficient, and timely services from responsible immigration officers. However, public service involves not only the rights of service recipients but also the obligations that must be fulfilled by both service providers and applicants. According to Pasolong (2010), the balance between rights and obligations in public service implies that service providers and citizens should each fulfill their respective responsibilities while simultaneously receiving the rights to which they are entitled.

Based on the interview findings, members of the public, as service users, have the right to receive appropriate and high-quality services. At the same time, they have obligations to comply with applicable requirements and pay the official fees stipulated under existing regulations. The I De Bisa Tu service therefore seeks to establish an appropriate balance between the rights and obligations of service users and service providers.

Public service officers at the Class I Immigration Office TPI Denpasar are expected to prioritize the public interest over personal interests in carrying out their responsibilities. Based on the interviews and observations conducted in this study, the relationship between the rights and obligations of applicants and immigration officers generally demonstrates a functional balance. Applicants using I De Bisa Tu are required to submit the necessary documents and satisfy the administrative requirements for passport applications.

In addition, applicants are expected to have completed the registration process through the M-Paspor application before receiving the relevant service. Once these obligations have been fulfilled, I De Bisa Tu officers are responsible for providing applicants with their corresponding rights, including appropriate, efficient, and timely passport services.

The balance between rights and obligations is important because the quality of public service cannot be produced solely by government officials. Effective service delivery also depends on the compliance and cooperation of service users with established procedures. When officers perform their

responsibilities professionally and applicants fulfill the necessary administrative requirements, the service process can operate more efficiently and predictably.

Taken together, the six dimensions of transparency, accountability, conditionality, participation, equality of rights, and balance between rights and obligations demonstrate that the implementation of I De Bisa Tu can be examined not merely as an extension of passport service hours but as a form of public service innovation designed to respond to the practical needs of service users. Particularly given the limited service quota and registration requirements, particularly for applicants who encounter difficulties accessing passport services during regular working hours. At the same time, limitations related to service quotas, human resources, and operational capacity remain important considerations in ensuring the sustainability and effectiveness of the program. Therefore, continuous evaluation of public demand, service capacity, user feedback, and institutional resources is necessary to ensure that I De Bisa Tu remains responsive, accountable, equitable, and consistent with the principles of citizen-oriented public service.

Conclusion

This study examined the implementation of I De Bisa Tu through six public service dimensions: transparency, accountability, adaptability of service delivery, participation, equality of rights, and balance between rights and obligations. Rather than demonstrating that the service performs well across all six dimensions, the findings reveal different levels of empirical support across these dimensions. The clearest feature of I De Bisa Tu is its adaptation of the temporal arrangement of passport services by providing an additional service opportunity on Saturdays while maintaining established passport requirements and procedures. Transparency is reflected in the provision of operational service information, while accountability is associated with maintaining applicable service standards and procedures outside regular working days. The evidence also supports procedural equality because applicants using the Saturday service remain subject to the same administrative requirements and passport-processing procedures. By contrast, broader claims concerning substantive participation, equitable access, applicant satisfaction, and the long-term balance of responsibilities between service users and officers require more cautious interpretation because the available evidence on these aspects remains limited.

The principal constraint identified in the implementation of I De Bisa Tu concerns the relationship between extended service hours and institutional capacity. Saturday service provides an additional opportunity to access passport services, but its capacity is limited to 25 applicants per service day, consisting of 10 regular passport and 15 electronic passport slots. This demonstrates that extending service hours does not automatically result in universal or equitable access. Access remains dependent on service capacity, the registration mechanism, and available organisational resources. Similarly, the use of the same requirements and procedures supports procedural equality but does not by itself establish equity of access, particularly for applicants who may experience difficulties with digital registration. Participation should also be distinguished from service uptake: the use of Saturday services indicates demand for an alternative schedule, whereas substantive participation requires evidence that citizens' complaints, suggestions, experiences, or satisfaction assessments are incorporated into service evaluation and improvement.

The case therefore suggests that extended service hours are more appropriately understood as a form of temporal accessibility rather than as evidence of comprehensive improvement in service performance. The practical value of the innovation lies in creating an additional time-based opportunity for citizens to obtain passport services, while its broader accessibility depends on how institutional capacity, service quotas, digital registration, citizen feedback, and staffing arrangements are managed. Consequently, the findings do not establish that I De Bisa Tu increases applicant satisfaction or performs better than regular passport services, because this study did not employ a comparator, a before-and-after design, or a direct measure of applicant satisfaction.

The research findings distinguish three dimensions: temporal availability, procedural equality, and participation. Temporal availability refers to the provision of services on Saturdays, outside regular working hours. This finding is supported by officers' accounts of the service arrangements. Procedural equality concerns the application of established service requirements and procedures. Participation refers to the opportunities available for applicants to obtain information and communicate with service officers. Given that the informants were immigration officers, this dimension reflects the opportunities provided through service arrangements rather than direct evidence of applicants' experiences or perceptions of participation.

The evidence was interpreted by comparing information with the accounts provided by the informants. The contextual insights from this study may be relevant to other public service organisations that provide services outside regular working hours, particularly where service delivery remains subject to established procedures. The findings provide an analytical account of how the provision of additional service hours may coexist with procedural consistency and certain opportunities for participation. The findings suggest that temporal adaptation can occur without altering substantive service standards: the service schedule can be modified while administrative requirements and procedures remain consistent. However, the case also demonstrates that adaptability and procedural equality do not necessarily produce equitable accessibility. Limited service capacity and digital registration mechanisms can continue to shape who is able to obtain access even when additional service hours are provided. Similarly, citizen demand for a service should not be treated as evidence of participation; participation requires mechanisms through which citizen input can contribute to service evaluation or modification. The findings of this study provide a more specific understanding of how citizen-oriented public service principles are reflected in the implementation of the I De Bisa Tu passport service, while highlighting the operational conditions that may influence opportunities to access the service, in the context of street-level immigration administration by demonstrating that extended service hours involve interactions between temporal accessibility, institutional capacity, administrative requirements, and citizen involvement.

From a practical perspective, the Class I Immigration Office TPI Denpasar should periodically evaluate the Saturday quota using documented information on quota utilisation, the time required for available slots to be filled, and, where measurable, the number of potential applicants who are unable to obtain a slot. The institution should also maintain a clearly documented Saturday staffing arrangement covering the number of officers assigned, workload distribution, rotation, and applicable

compensation or compensatory leave. Because access involves digital registration, appropriate assistance should also be considered for applicants who experience difficulties accessing or navigating the digital mechanism. Finally, feedback and satisfaction mechanisms should be used systematically to evaluate the Saturday service so that decisions concerning schedules, quotas, registration procedures, and other service arrangements can be informed by documented applicant experiences rather than service uptake alone.

This study has several limitations. As a qualitative case study conducted at a single immigration office, its findings are context-specific and should not be assumed to represent weekend passport services at other immigration offices with different levels of demand, staffing capacity, and organisational arrangements. The study does not employ a before-and-after comparison or directly measure applicant satisfaction. The available evidence is also insufficient to establish the volume of unmet demand, the extent to which digital registration affects applicants with different levels of digital access or literacy, or the long-term effects of Saturday services on officer workload and organisational sustainability. In addition, the composition of the informant group limits the extent to which the experiences of different categories of passport applicants can be represented.

These limitations provide specific directions for future research. Survey-based research could measure applicant satisfaction and compare the experiences of Saturday-service users with those accessing regular weekday services. Comparative research across immigration offices operating weekend or extended-hours passport services could examine how differences in quotas, registration mechanisms, staffing arrangements, and local demand influence accessibility. Longitudinal studies could track quota utilisation, the time required for quotas to be exhausted, unmet demand, staffing patterns, workload, and compensation arrangements over an extended period to assess organisational sustainability. Further research should also examine the experiences of applicants with different levels of digital access and literacy to determine whether digital registration mechanisms generate unequal administrative burdens and whether extended service hours produce equitable as well as temporal accessibility.

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Declarations

Author Contributions

Author 1 conceptualized the study, collected the data, developed the methodology, conducted the formal analysis, and prepared the original draft; Author 2 supervised the research, validated the findings, reviewed and edited the manuscript, and approved the final version. Author 3:supervised formal analysis, validation, and review manuscript. Author 4: Edited and refined the English-language version of the manuscript to improve its grammatical accuracy, clarity, readability, and consistency with academic writing conventions.

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Conflict of Interest

The authors declare no conflict of interest.

Generative Artificial Intelligence Use Statement

No Generative AI or Large Language Model was used to generate the scientific content, research data, analysis, interpretation, or conclusions of this manuscript.

Data Availability Statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request. Due to ethical considerations and the confidentiality of information obtained from research participants, interview data containing personally identifiable or sensitive information are not publicly available.

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