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Strategy for Improving Passport Service Quality Through Interpersonal Communication and Information Technology Utilization at South Jakarta Special Class I Non-Checkpoint Immigration Office

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Abstract: This study aims to analyze the simultaneous and partial influence of Officer Interpersonal Communication and Information Technology Utilization on the Quality of Passport Services at South Jakarta Special Class I Non-Checkpoint Immigration Office. The quality of public services in the digital age demands synergy between technological efficiency and the humanism of interaction, which is the background that prompted this research. The method used is a mixed methods approach with data collected from 284 respondents. The regression test results show that both variables positively and significantly influence Service Quality, with a contribution of 87.7%. Partially, the Utilization of Information Technology is proven to be the more dominant factor in determining applicant satisfaction. Nevertheless, descriptive analysis and qualitative findings identified Interpersonal Communication, particularly the aspect of Empathy, as a major weakness most frequently cited by applicants, necessitating specific communication adaptation training. In conclusion, to achieve excellent service, the necessary strategy is a balanced one that leverages technological dominance for efficiency while also investing in improving staff empathy to create supportive and accountable interactions.

Keyword: Strategy, Passport Service Quality, Interpersonal Communication, Information Technology Utilization.

INTRODUCTION

Public service is the basis that shows how well an organization is doing and how dedicated it is to meeting the needs and wants of the community. Service quality demonstrates the professionalism and accountability of the government as a service provider and directly impacts customer satisfaction (Kurniawan, 2016). Amidst the digital age, the provision of public services must be able to reach the public more widely, clearly, and effectively thru various media channels. This is no longer limited to face-to-face interactions (Laudon &

Laudon, 2018). Because of how quickly information technology is growing, the government often uses social media to talk to people and show off their services.

Table 1. Public Assessment of Access to Public Information Provided by Government Agencies

Statement	Strongly disagree	disagree	agree	I completely agree
Access to public information thru government communication media (e.g., government-owned websites/bulletins) is very adequate.	0.33	8.79	82.21	8.68
Accessing public information thru government communication channels (e.g., public performances/official government social media accounts) is easy.	0.43	8.13	82.21	9.22
The availability of government communication media can increase participation in the public policymaking process.	0.22	7.27	84.82	7.7
Government communication channels can channel aspirations, particularly in the public policy-making process.	0.76	8.57	82.86	7.81

Source: Public Information and Communication Management Index 2024

According to the report "Public Information and Communication Management Index (PIKP) 2024," 82.21% of respondents said "Agree" and 9.22% said "Strongly Agree" that it is easy and effective to get public information through government communication channels, such as official social media accounts. 91.43% of those who answered gave an overall positive response. This shows that to meet public expectations effectively and efficiently, modern public services need both traditional communication skills and the use of new technology.

Direct communication between officers and the public remains important for high-quality service, even as the digitalization of services continues to evolve. Effective interpersonal communication is crucial for ensuring a smooth process and client satisfaction. Staff who can communicate well have the ability to create a comfortable atmosphere, reduce the likelihood of anxiety, and clarify procedures (Afriyadi, 2015). Ultimately, this results in a clearer and more effective service process. People's trust in the services they get depends a lot on how well this communication is done. This is in line with earlier studies that showed that good communication between people in public service has a big effect on how happy customers are with the service they get (Lusiawati, 2019). At South Jakarta Special Class I Non-Checkpoint Immigration Office, this is very clear. During the passport application interview process, immigration officers can talk to people in a friendly, clear, and very responsive way. The South Jakarta Immigration Office has made the best use of information technology to make the passport service process clear, quick, and responsive. The use of technology like electronic queuing systems and the M-Paspor online application are important new ideas that make it easier for people to get services. Zakaria and Leiwakabessy (2020) say that using information technology has been shown to make service processes more organized and efficient. Additionally, the use of this technology has a significant effect on the performance and quality of the services provided. People have even used social media on purpose to talk to each other, getting the most up-to-date information about rules and policies quickly and clearly. The South Jakarta Immigration Office is using this technology to make services better, cut down on complicated red tape, and meet the needs of the public more quickly, which is in line with the trend of modernizing public services.

Although information technology has simplified administrative processes, the overall quality of passport services heavily relies on direct human interaction between officers and applicants. The friendliness, clarity, and responsiveness of the staff are hallmarks of effective interpersonal communication that foster visitor satisfaction and enhance public trust. Technology can help speed up and simplify processes, but it cannot replace communication

that can build good relationships and trust. Therefore, it is believed that the combination of information technology and officers' interpersonal communication skills will improve the passport application process and visitor satisfaction (Risty & Winarno, 2025; Ruffiah & Muhsin, 2018). Based on this need for synergy, this research aims to analyze the influence of interpersonal communication and the use of information technology on the quality of passport services at the South Jakarta Special Class I Non-Checkpoint Immigration Office, both partially and simultaneously, and to determine strategies for improving the quality of passport services thru interpersonal communication and the use of information technology.

Theoretically, this research is based on three mutually supportive main concepts about how to create excellent public services. First, the quality of public service is measured by the extent to which public expectations of the services provided are met. This is usually measured using the five dimensions of SERVQUAL, which consist of tangibility, reliability, responsiveness, assurance, and empathy (Nurdin, 2019). Second, direct interaction between officers and applicants is known as interpersonal communication. The effectiveness of this interaction is highly determined by the officer's ability to communicate nonverbally, openly, responsively, empathetically, and clearly (Anggraini & Mihardja, 2022). The quality of this communication is crucial for building relationships and trust, which directly influences how applicants perceive the aspects of assurance and empathy in service quality. Third, the utilization of information technology (IT) encompasses the integration of digital systems to enhance service efficiency and transparency, as demonstrated by their ability to ensure accessibility, process speed, transparency, and service accountability (Laudon & Laudon, 2018). Therefore, the research framework of this study emphasizes that humanistic elements (interpersonal communication) and technological elements (IT utilization) must work together as an integrated strategy to achieve excellent public service quality. Here, the administrative process is accelerated by technology, and friendliness and accountability are ensured by interpersonal communication.

METHOD

The Mixed Method is used in this study. This method was chosen to provide a comprehensive understanding because it collects and analyzes quantitative and qualitative data simultaneously, and then integrates the results (Sugiyono, 2019). Qualitative data (open-ended surveys) were used to test the hypothesis of a causal relationship between variables, while quantitative data (closed-ended surveys) were used to develop strategies for improving service quality. The focus of this research is the South Jakarta Special Class I Non-Checkpoint Immigration Office, which was chosen for its relevance to the research objectives. This study involved all passport applicants present at the office; the sample consisted of 284 respondents, selected over a two-week field data collection period.

There are three main variables in this study: two independent variables and one dependent variable. Passport Service Quality (Y) is the dependent variable, measured thru the five SERVQUAL dimensions: Reliability, Responsiveness, Assurance, Empathy, and Physical Evidence. The first independent variable is Immigration Officers' Interpersonal Communication (X_1), which is measured thru the indicators of Message Clarity, Responsiveness, Empathy, Openness, and Non-Verbal Interaction. The second independent variable is the Utilization of Information Technology (X_2).

The study was carried out in multiple organized phases. A literature review and hypothesis formulation are essential for establishing a robust conceptual framework in the initial stages. The next step is to design the research instrument, which means making a combined questionnaire. This tool uses both closed questions (Likert scale) and open-ended questions to get qualitative data from respondents about their approaches and suggestions for improvement. Collecting data in the field is an important step. This was done by sending questionnaires to 284 passport applicants at the research site.

The type of data collected determines how the data analysis is conducted. To process quantitative data, the SPSS Ver 23 program is used. Quantitative analysis techniques begin with testing instrument validity and reliability to ensure data consistency. After that, the analysis prerequisites (normality, heteroscedasticity, and multicollinearity) were tested, and the respondent data were presented using descriptive statistical analysis. Multiple Linear Regression analysis is the core of quantitative analysis. This is used to evaluate the influence of variables partially (t-test) and simultaneously (F-test), and then concludes with the Coefficient of Determination Test (R2) to determine the total contribution of the independent variables. For now, thematic coding techniques are used to process the qualitative data from open-ended questionnaires. These quantitative results will be combined with the quantitative results in the discussion section to make suggestions for improving service quality.

RESULTS AND DISCUSSION

Here is the demographic profile of the 284 passport applicants surveyed at South Jakarta Special Class I Non-Checkpoint Immigration Office. This feature is important for describing the sample representation in the study. Based on gender, the majority of respondents were male, accounting for 70.42% of the 200 people surveyed, while women numbered 84, or 29.58%. This indicates that the majority of people using passport services at the surveyed immigration office are male. The majority of passport applicants are of productive age based on their age composition. The highest concentration of respondents is in the 17 to 45 age group (approximately 88.38% of the total), with 39.08% (111 people), followed by the 26 to 35 age group at 29.23% (83 people), and the 36 to 45 age group at 20.07% (57 people). This indicates that young people and the active workforce frequently use passport services. The majority of respondents have secondary and higher education. The largest percentage of respondents came from high school/vocational school/equivalent, at 49.3% (140 people), followed by Bachelor's degree (S1) graduates, at 35.56% (101 people), and the total number of respondents with a minimum education of S1 to S2/S3 reached 41.08%. This indicates that passport service applicants typically have sufficient knowledge of procedures and technology usage. The majority of applicants come from various regions. Students make up the largest percentage, 26.41%, of the total 75 people. Private employes account for 21.83% (62 people), and civil servants, military personnel, and police officers represent 25% (71 people). According to his proposition, passport services are very important for mobility among academics, private sector workers, and civil servants. Non-work purposes are the primary reason for applying for a passport. The majority of respondents, 65.49% (186 people), applied for passports for Tourism/Vacation, followed by Umrah/Hajj at 13.73% (39 people), indicating that passport services at the immigration office are largely focused on the personal and religious needs of the community. New passport applicants had the highest percentage at 55.63% (158 people), while replacement applicants (due to expiration) had the highest percentage at 43.66% (124 people). These figures indicate that the service is focused on new users and the process of updating old users' documents.

Validity testing is conducted to ensure that the instrument used truly measures the idea it is intended to measure. This test compares the calculated correlation value (rhitung) of each question item with the critical r value (0.3). Based on the test results for each variable of Interpersonal Communication (X1), Information Technology Utilization (X2), and Service Quality (Y), it was found that each question item showed an rhitung value greater than the critical r value (0.3) and had a significance value <0.05. This indicates that all question items (indi

Reliability testing is conducted to determine how consistent and stable an instrument is in measuring a construct. If the Cronbach's Alpha (α) value is greater than 0.60, the questionnaire is considered reliable.

Table 2. Reliability Test Results

Variable	α Cronbach's	Law of Reliability	Description
Interpersonal Communication (X_1)	0,956	>0,60	Reliable
Information Technology Utilization (X_2)	0,969	>0,60	Reliable
Service Quality (Y)	0,979	>0,60	Reliable

Source: Research result

The test results show that each variable has a Cronbach's alpha value far above the threshold of 0.60, indicating that the instrument has a high level of internal consistency.

The average (mean) perception score of respondents for all questionnaire items ranged between 4.574 and 4.782, with a maximum scale of 5; these values consistently indicate that the level of satisfaction and assessment of respondents is very high, approaching the value of "Strongly Agree."

Table 3. Descriptive Analysis Results

Variable	Statement	Mean
Interpersonal Communication	I can access passport application services anytime thru the app	4.782
	The passport issuance process was completed according to the promised schedule	4.778
	The information provided by the officer about passport requirements was clear	4.775
	Queueing facilities such as waiting rooms and air conditioning are adequate	4.768
	The officer conveyed the information in clear and unambiguous language	4.761
	The officers showed friendly facial expressions while interacting	4.761
	I feel that my personal data is safe during the passport application process	4.757
	Special mechanisms are available for applicants with disabilities	4.757
	The officer provided an opportunity for follow-up questions	4.754
	The officer used concrete examples to explain the procedure	4.75
Information Technology Utilization	Officers actively explain the reasons behind policies or procedures	4.746
	The officer provided a specific solution to the problem I raised	4.746
	The officer responded to my question in a reasonable amount of time	4.736
	The officer provides concrete solutions when administrative errors occur	4.732
	The service process became faster after using the digital system	4.729
	I obtained all the information about the services of South Jakarta Special Class I Non-Checkpoint Immigration Office thru social media	4.725
	The officer demonstrated technical competence in explaining passport procedures	4.725
	The M-Passport application is easy to use for everyone, including people with disabilities	4.722
	The passport service counter is equipped with clear and easy-to-understand information signs	4.722
	I can inquire about immigration services thru the official Instagram social media account "kanimjaksel"	4.722
Service Quality	Information regarding service policies and procedures is openly available on the website	4.718
	I don't need to reenter the data because the system saves the information automatically.	4.708
	The officer maintained eye contact throughout the conversation	4.697
	The officer adjusts the communication language according to the applicant's background	4.697
	Officers adjust physical distance based on comfort level	4.697
	I can monitor the application status in real-time thru the system	4.69
	Every stage of the service process is digitally recorded and can be tracked	4.683
	Complaints regarding passport services are addressed within less than 24 hours	4.662
	I receive official notifications for every change in application status	4.651
	The officer adjusted their tone of voice according to my emotional state	4.574

Source: Research result

Overall, the Interpersonal Communication variable has a very high value, well above average. The statement "I can access passport application services anytime thru the app" received the highest score with a mean score of 4.782. However, statements about direct interaction with officers, such as "Officers adjust the language of communication according to the applicant's background" and "Officers adjust their physical appearance according to the comfort level," received the lowest average scores in this variable, at 4.697. The high perception (mean: 4.778) indicates that respondents highly value the efforts of immigration officers to provide clear and accurate information (mean: 4.757), and that they feel safe with their personal information during the passport application process. However, there was a slight decrease in the value of items related to language adjustment and physical comfort of the officers, suggesting that the aspect of adapting interpersonal interactions to the diversity of applicants needs improvement.

Additionally, the information technology utilization variable indicates that people highly enjoy and are satisfied with it. The statement "The service process became faster after using the digital system" received the highest mean score in this variable, with a score of 4.729, indicating that technological advancements have successfully met expectations for process speed. The mean value is also high for the ease of obtaining information thru social media (mean: 4.725) and the availability of information on websites (mean: 4.718). However, the item titled "The system does not need to repeat data because the system automatically stores information" received the lowest score from the mean value of this variable, which is 4.708. Although this position is still considered high, the lowest position indicates that respondents still have little hope or are experiencing imperfections regarding seamless data storage integration and automation. This indicates that the information technology back-end system still needs improvement.

Overall, the Passport Service Quality factor is in the excellent class. "I can access passport application services anytime thru the app" has the highest mean value (mean: 4.782), which is a combined indicator of service quality and information technology. Item "Each stage of the service process is digitally recorded and can be tracked" received a high score of 4.683, while item "The officer adjusts their tone of voice according to my emotional condition" received the lowest score with a mean value of 4.574. Among all the items surveyed, this lowest position is the worst signal, although this score is still very high overall. This indicates that the service element most in need of improvement strategies is the aspect of empathy and the ability of officers to adapt to the emotional conditions or special needs of applicants. Overall, passport services are rated very positively in terms of process speed and ease of obtaining digital data. Strategic improvements, however, should focus on enhancing the quality of human interaction, particularly in the officers' ability to convey empathy, adapt to applicants' personal conditions, and change language.

This subsection aims to ensure that the classical assumptions have been met by the multiple linear regression model used in this study. For the regression estimation results to be the Best Linear Unbiased Estimator (BLUE), you must meet these assumptions.

Normality testing is performed to determine whether the residual values of the regression model are normally distributed. According to the visualization of the two standardized residual regression plots, the histogram shows a curve resembling a bell shape, indicating that the residual distribution is close to normal. On the other hand, the normal P-P plot shows that the residual data points are scattered around and follow the diagonal line. Both images show that the regression model meets the normality assumption, which means the residual data is normally distributed.

The purpose of the multicollinearity test is to identify the presence of a high correlation between the independent variables in the model (X1 and X2). If the Tolerance value is greater than 0.10 and the Variance Inflation Factor (VIF) value is less than 10, the model is considered free from multicollinearity. The Tolerance value for both variables is 0.179, which is much

greater than 0.10, while the VIF value for both variables is 5.584, which is well below the threshold of 10. Therefore, it can be concluded that this regression model does not exhibit multicollinearity issues.

Heteroskedasticity testing is conducted to determine if there are differences in variance between residual observations and other observations. In a good model, heteroskedasticity, or homoskedasticity, is absent and the residual variance is constant. Scatterplots are used to verify this test. The scatterplot image shows that the data is randomly scattered above and below the zero line (Y-axis), without forming a specific pattern such as clustering or spreading. This indicates that the residual variance is constant. Therefore, this regression model is stated without the problem of heteroskedasticity.

The results of the normality, multicollinearity, and heteroskedasticity tests indicate that the multiple linear regression model used in this study meets all classical assumptions. Therefore, this model is declared feasible (Best Linear Unbiased Estimator - BLUE), and the results of subsequent regression analysis can be statistically trusted for testing research hypotheses.

$$\mathbf{Y = 1{,}661 + 0{,}250.X_1 + 0{,}719.X_2}$$

If the variables of Interpersonal Communication (X_1) and Information Technology Utilization (X_2) have no value, then the Quality of Passport Services (Y) will remain at 1.661, according to the constant value of 1.661. Assuming Information Technology Utilization is constant, the regression coefficient value of Interpersonal Communication (b_1) is 0.250, indicating a positive relationship, which means that every unit increase in Interpersonal Communication will increase the Quality of Passport Services by 0.250. The regression coefficient value of Information Technology Utilization (b2) is 0.719, indicating a positive relationship, which means that every unit increase in Information Technology Utilization will increase the Quality of Passport Services by 0.719.

The results show that there are highly significant results both partially and simultaneously, according to the results of multiple linear regression analysis. Both the Interpersonal Communication (X_1) and Information Technology Utilization (X_2) variables show a positive and significant influence on Passport Service Quality (Y) with t-values of 4.953 (Sig. 0.000) and 14.361 (Sig. 0.000) respectively. Simultaneously (F-test), these two variables show a positive and significant influence on Y with a much more dominant F-value of 1004.211 (Sig. 0.000). Furthermore, the coefficient of determination is 0.877, indicating that the regression model can account for 87.7% of the variation in passport service quality, which is caused by the utilization of information and communication technology and interpersonal communication. Other factors outside the regression model influence 12.3% of this variation.

The influence of Interpersonal Communication on Passport Service Quality

The t-test results clearly show that Officer Interpersonal Communication (X_1) has a positive and significant impact on Passport Service Quality (Y). This result substantially confirms that, even amidst the dominance of digital systems, the humanware interaction of officers remains an important factor in officer satisfaction in public service. To make applicants feel at ease and safe, communication must be clear, quick, understanding, and honest. This is in line with what Anggraini & Mihardja (2022) say, which is that personal interaction is very important for the quality of service at the Immigration Office, and what Ruffiah & Muhsin (2018) say, which is that communication and service performance are closely linked.

Fulfilling the service quality dimension SERVQUAL indicates the value of interpersonal communication. When officers conveyed information in clear language (average score 4.775) and answered follow-up questions (average score 4.754), applicants felt confident that the

service would be completed correctly and with the necessary competence, which fulfills the assurance dimension.

Additionally, the aspect of empathy is influenced by interpersonal communication. The Empathy Indicator ("The officer adjusts their tone of voice according to my emotional state") received the lowest mean score across the entire survey (mean=4.574), but this is precisely a strategic point. The ability of officers to adapt emotional intelligence and communication remains a major weakness, according to the lowest score in the Empathy aspect. The results of the qualitative research confirm this deficiency: respondents requested greater action and attention toward applicants with special needs.

This research supports the conclusion of Risty & Winarno (2025) that service quality is positively and significantly influenced by interpersonal communication. This research establishes communication skills as the key to service success across all sectors. Additionally, research conducted by Zakaria & Leiwakabessy (2020) primarily focused on employe performance in the banking industry, but the theory that communication skills are key to performance and service also supports these findings. The expected professional qualification of applicants lies in their ability to clearly explain the passport administration process. The consistent positive influence of X_1 and Y indicates that technology investment is not the only way to improve quality. To turn the weakness of Empathy into an advantage in the working relationships of the Immigration Office, investment must be shifted toward human training. This will make face-to-face interaction an irreplaceable added value that technology cannot replicate.

The Influence of Information Technology Utilization on Passport Service Quality

The use of Information Technology (X_2) has a positive and significant impact on Passport Service Quality (Y). This result supports the theory of Laudon & Laudon (2018), which states that digital system integration is crucial for improving organizational effectiveness and efficiency in the modern era. In today's digital age, the M-Passport application and queuing system's accessibility, processing speed, and transparency have been the main reasons why applicants are happy. The coefficient values and the calculated t-statistic for X_2 being more dominant than X_1 (as shown by the highest standardized beta coefficient of 0.709) show this. Respondents view technology as a significant element in the passport service process due to their high regard for the speed and convenience of IT. IT as the Main Determinant of Satisfaction Dominance X_2 shows how people's views of government services have changed, now expecting maximum efficiency. Digital technology effectively addresses the Reliability and Responsiveness dimensions of the SERVQUAL model. The research findings indicate that the shift to the online system (M-Passport) enhances the speed, practicality, and efficiency of the process. It is easier to find out about services, requirements, and fees, especially on social media, which is the best way to communicate.

The results of this study are in line with global trends and previous research on e-service quality. Support for E-Service Quality: These findings are consistent with research conducted by Zakaria & Leiwakabessy (2020), which states that user satisfaction with services is highly influenced by IT. In this case, IT helps applicants reduce time and effort costs. The qualitative research findings suggest that while IT is predominantly regarded positively, there are concerns regarding system stability (including errors and network issues) and a demand for real-time status monitoring functionalities. This result supports the findings of Risty & Winarno (2025), which stress the need to make digital accountability more important. People who apply not only want things to happen quickly, but they also want to know that their information is safe and that the process is easy to follow. Overall, X_2's dominance shows that new technologies are no longer just extras; they are now a must-have for meeting high standards for passport service quality. However, in order for the dominance of X_2 to be maintained, weaknesses in accountability and system stability must be addressed immediately.

The influence of interpersonal communication and the use of information technology on the quality of passport services

The results of the F-test (simultaneous) clearly show that the use of IT and interpersonal communication simultaneously affects the quality of passport services (Y). The results support the argument that synergy between human elements (humanware) and technology (technoware) can achieve excellent service. This robust regression model can explain 87.7% of the variation in service quality. This indicates that when both components are optimized simultaneously, they become a key factor in client satisfaction.

Comparison with previous research reinforces the need for this synergy. This result aligns with and supports research conducted by Risty & Winarno (2025) and Ruffiah & Muhsin (2018), both of whom found a combined influence of communication and technology components on service quality. The speed of the process (driven by X 2) and the friendliness and clarity of the interaction (supported by X 1) ensure optimal synergy. Technology like M-Passport shortens waiting times, while Empati, an interpersonal communication platform, manages applicants' emotions and experiences during the remaining face-to-face interactions. This research was conducted in the context of South Jakarta Special Class I Non-Checkpoint Immigration Office, where the dominance of IT influence (with the highest X 2 score) was combined with strong demands for the aspect of empathy (with the lowest X 1 score). This shows how important a balanced strategy is. To meet the aspects of Reliability and Responsiveness, which demand speed, information technology must be the basis of efficiency. And efforts to improve quality must not neglect humanware, which is a determining factor in dimensions of weak trust and empathy.

The best synergy is using IT to eliminate administrative barriers, giving officers psychological space and time to provide more personal and empathetic service, as suggested by the results of qualitative research. With this balanced approach, you will receive exceptional service that is not only fast but also friendly and accountable.

The research results show that the quality of passport service (Y) is rated as very good overall (approaching 5.0), but there is still a gap between actual performance and applicant expectations. South Jakarta Special Class I Non-Checkpoint Immigration Office is using these quantitative and qualitative findings to determine which areas need improvement and to create the most effective strategies.

Strategy for Improving Passport Service Quality Thru Interpersonal Communication and Information Technology Utilization

The analysis coefficient results show that Information Technology Utilization (X_2) has a greater contribution to the model, with a standardized beta coefficient value of 0.709, far exceeding Interpersonal Communication (X_1) with a beta coefficient of 0.245. This dominance is consistent with the fact that the efficiency generated by information technology is key to satisfaction in the modern era. But the biggest qualitative problem felt by applicants is the humanistic factor (X_1), which has the lowest mean score. This conclusion should be read in conjunction with the descriptive analysis. As a result, to compensate for the weakness of X_1 (empathy deficit), the improvement strategy must leverage the strength of X_2 (efficiency dominance) to cover the weakness of X_1. This will be a strong foundation for building a Communication-Technology Synergy Strategy.

Table 4. Variable Gap Indicator

Variable	Gap Indicator (Lowest Score)	Mean Value	Key Gaps
Service Quality (Y)	The officer adjusted their tone of voice according to my emotional state	4,574	Humanism & Empathy

Variable	Gap Indicator (Lowest Score)	Mean Value	Key Gaps
Interpersonal Communication (X1)	The officer adjusts the communication language based on the applicant's background	4,697	Communication Adaptation
Information Technology Utilization (X2)	The system doesn't need to repeat data because it stores information automatically	4,708	Data System Integration (Backend)

The empathy dimension shows the greatest difference in Service Quality (Y), particularly in terms of emotional adjustment and the officer's speaking style. This indicates that the human aspect (X_1) is a crucial factor in determining the highest or lowest level of satisfaction, even tho technology (X_2) dominates in creating efficiency.

The qualitative data from the open-ended questionnaire is very consistent with the quantitative results. They also provide context for why there are differences and offer ideas for solutions.

Table 5. Thematic Coding of Variables

Variable	Strengths (What's Already Good)	Issue (Main Weaknesses & Constraints)	Hopes/Suggestions for Improvement
Interpersonal Communication (X1)	*The majority appreciate the friendliness, smiles, and non-verbal cues of the officers, creating a sense of comfort. *The officers are considered quick, responsive, and competent in providing specific solutions to administrative issues.	*There are weaknesses in the initiative and sensitivity (Empathy) toward applicants with special needs (elderly, disabled). *Applicants demand more detailed, simpler explanations with concrete examples. *Applicants find it difficult or are hesitant to express complaints/criticism directly.	*Officers need to be given special training to increase their sensitivity and initiative toward vulnerable applicants. *There needs to be standardization of information delivery that is simpler and more effective.
Information Technology Utilization (X2)	*The transition to the online system (M-Passport) successfully created a faster, more practical, and time-efficient process. *Social media was identified as the easiest communication channel for accessing the latest information.	*The main problems are system/application instability, technical errors, and network issues that disrupt smooth access and data entry.	*The digital system needs to be improved to include real-time status monitoring features and official notifications for any changes in passport status. *There is a request for information (requirements, fees, stages) on digital services to be more transparent, up-to-date, and detailed.
Service Quality (Y)	*Document and identity checks are currently generally considered efficient and uncomplicated.	*Three urgent facilities that need improvement are Toilet Cleanliness, AC Temperature (not cold enough), and Waiting Room Comfort. *The issue of passport printing delays requires improvement in proactively informing applicants about the reasons for the postponement.	*Urgent repairs to the air conditioning system and toilet facilities. *The need for clearer signage, information boards, and wayfinding at service locations.

Exploring Qualitative Strategies

Interpersonal Communication Enhancement Strategies

To address the empathy gap that has been identified, it is important to use an approach centered on improving interpersonal communication. Qualitative analysis often shows that applicants generally acknowledge that officers have good basic natures. However, qualitative analysis often reveals underlying complaints about insensitivity to nervous or uncomprehending applicants. This inconsistency suggests that the officers have succeeded in general politeness, but are lacking in the emotional intelligence and interactional adaptability necessary for excellent service.

Therefore, one suggested approach is to implement Humanistic Communication Training based on Case Studies. This training is intended to address the lack of empathy, and the most frequent suggestion from respondents is for officers to understand and respond to the body language and emotional condition of applicants rather than simply answering procedural questions. This training will focus on teaching officers to use calmer and more empathetic language to adapt to anxious or vulnerable applicants. And create a communication guide that explains file rejections or deficiencies in a supportive tone, without sounding instructive or judgmental. By implementing this strategy, the aspects of service trust and empathy will be strengthened, negative experiences such as file rejection will be transformed into better ones, and direct interaction with officers will become a more human source of value.

Information Technology Utilization Improvement Strategy

Although the utilization of Information Technology (X_2) at South Jakarta Special Class I Non-Checkpoint Immigration Office is praised for increasing accessibility and process speed, which is confirmed by the dominant t-count results, qualitative analysis shows that applicants complain about significant constraints in the backend and real-time phases. This inconsistency threatens the system's credibility and accountability. Therefore, the development strategy must shift from frontend development to improving the core system architecture. Some suggested strategic steps include improving the backend of the immigration system and implementing a Zero Data Entry strategy. The main strategy is to improve the backend of the system to realize the idea of an integrated data system. This directly correlates with the lowest mean value for X_2, indicating the applicant's distrust of data storage automation. This specifically serves to ensure that applicant data uploaded to the M-Passport application does not need to be manually verified at the counter. Additionally, internal technical issues such as slow servers during peak hours, which often cause lag or errors in the digital service process, must be actively addressed. Applicants suggest making a more accurate real-time notification system for changes in passport status, which would make things more accountable and open. This step will help the applicant feel more sure about the process and make sure that the administration is handled and overseen professionally. The Immigration Office can turn complaints about system stability into a service advantage by focusing on investing in strengthening the backend. Thus, X_2's dominance over applicant satisfaction can be maintained by ensuring optimal speed, accountability, and data reliability.

Formulating Tactical Strategies

Case-Based Interpersonal Empathy Enhancement Strategy

Empathy factors, especially the ability of officers to adjust their tone of voice and act according to the emotional state of the applicant, were the biggest shortcomings found thru descriptive analysis. His average score is 4.574, which is the lowest score. Although services are evaluated quickly and clearly, the humanistic nature is the most determining factor in how satisfied applicants are. Therefore, service quality improvement strategies must focus on enhancing the humanware skills of the officers.

Humanistic Communication Training Based on Case Studies is a recommended strategic step. This training not only covers easy-to-understand procedures but also trains officers to use emotional intelligence when providing services. Officers are trained to speak more calmly and understand others, such as new applicants or vulnerable groups. The goal is to ensure that officers are capable. Improving Non-Verbal Communication: The dimensions proposed by Anggraini & Mihardja (2022) emphasize eye contact, friendly facial expressions, and supportive body language. Quantitative data clearly shows that empathy is an area that needs improvement. However, the results of the qualitative research confirm that the applicant requires special attention and changes in interaction, which can only be addressed thru a case study. South Jakarta Special Class I Non-Checkpoint Immigration Office can use this strategy to transform its biggest weakness into a strength, ensuring that technological efficiency is accompanied by friendly, professional, and truly human interpersonal service.

Digital Accountability Strengthening Strategy

The gap analysis identified specific weaknesses in the accountability and data integration indicators of the system, although the use of information technology (X_2) proved to be a major factor in improving the quality of passport services (Y). The Information Technology variable has the lowest value for the indicator "The system does not need to repeat data because the system stores information automatically," with an average score of 4.708. This indicates that the applicant has doubts or prior experience with the data repetition process.

Improving the backend of the immigration system to achieve the Zero Data Entry concept and increase data accountability is a strategic action that must be prioritized. The focus needs to shift from making an already good front-end interface to building the system architecture behind it. ensuring that applicant data uploaded thru the M-Passport application is seamlessly integrated into the counter system without the need for repeated verification or manual input. Regular server maintenance and capacity upgrades to handle technical error complaints and network issues during peak hours, which were consistently discussed in the qualitative findings. A quantitative increase in X_2 can be the best if data integration issues are resolved. Qualitatively, the applicant clearly demonstrated that the biggest obstacle lies in the system's instability and a strong belief in the actual time efficiency of a fast and efficient document checking process. The Immigration Office can enhance the contribution of X_2 as the most superior predictor of service quality by addressing these differences in the backend. This will ensure that the digital accessibility already achieved is accompanied by optimal data reliability and accountability.

Targeted Communication Technology Synergy Strategy

Test results show that the use of Information Technology (X_2) is dominant, followed by Interpersonal Communication (X_1). To leverage the relative strength of X_2 to support the relative weakness of X_1, the recommended strategic action is to optimize digital channels, such as social media and the M-Passport app, for procedural education before physical service. The effectiveness of resource allocation provides a reason. Quantitative data shows that applicants value speed and ease of obtaining digital information; the highly dominant X_2 t-statistic findings support this. The applicant, however, received a low score on the empathy aspect (Y). The Immigration Office can save time by explaining basic procedures and document deficiencies thru this targeted synergy. As a result, when applicants arrive at the counter, officers can redirect their attention and energy to providing more personal, empathetic, and adaptive service (meeting the demands of empathy) rather than spending time on administrative interactions. This strategy ensures that IT efficiency is used to improve the quality of humanistic interactions, making passport services fast, transparent, humanistic, and professional.

CONCLUSION

Interpersonal communication and the use of information technology have been proven to have a positive and significant impact on the quality of passport services at South Jakarta Special Class I Non-Checkpoint Immigration Office, both partially and simultaneously. These two variables are able to explain 87.7% of the variation in service quality, according to a regression model that shows strong predictive power. The results show that to achieve excellent service, human and technological elements must work together.

However, the dominance and quality are very different. With the highest Standardized Beta Coefficient (0.709), information technology (such as digital systems and M-Passports) is the most dominant factor in applicant satisfaction. However, the humanistic aspect is the biggest weakness of the service. The empathy indicator in interpersonal communication received the lowest mean score (mean=4.574). The research findings confirm the disparities by emphasizing that tone of voice must be adjusted, sensitivity to vulnerable applicants is needed, and improvements are required in tangible components such as air conditioning and toilet cleanliness.

Thus, three main focuses must be prioritized to sustain the quality of passport services. The first is to implement humanistic communication training based on case studies to address the empathy deficit. The second is to improve digital accountability by enhancing the backend of the immigration system to create network stability and Zero Data Entry. The third is to implement a communication-technology synergy strategy that combines digital channels.

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