

Analysis of The Implementation of The Autogate Policy at The Immigration Inspection Are of I Gusti Ngurah Rai International Airport, Bali

Yuditya Eka Mandala Putra, I Wayan Sutrisna, I Gde Surya Kurniawan

Universitas Mahendradatta, Indonesia

yudityaputra90@gmail.com, sutrisna76@yahoo.co.id, kurniawan.surya@gmail.com

ABSTRACT

The rapid growth of the tourism sector in Bali has increased the volume of passengers at I Gusti Ngurah Rai International Airport and put pressure on immigration services. As a solution, the Indonesian government has implemented a policy of using Autogate to speed up the inspection process and improve the quality of service. This study aims to analyze the implementation of the Autogate policy at Ngurah Rai Airport, identify factors that influence its success, and provide recommendations for improvement. This study uses a qualitative approach with a descriptive method. Data were collected through in-depth interviews with immigration officers, service users, and direct observations in the field. The results of the study indicate that the implementation of Autogate has succeeded in increasing efficiency and user satisfaction. However, there are still several challenges such as lack of socialization, technical errors, and user behavior that need to be addressed. This study concludes that the implementation of Autogate is the right step to improve the quality of immigration services at Ngurah Rai Airport. However, there needs to be ongoing efforts to improve socialization, improve the system, and change user behavior so that the benefits of this technology can be optimal.

Keywords: autogate, immigration, efficiency, service quality

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INTRODUCTION

Indonesia's tourism sector, particularly in Bali, is experiencing rapid growth, making I Gusti Ngurah Rai International Airport one of the busiest gateways in the country. The significant increase in the number of tourist arrivals has put considerable pressure on the immigration screening services at the airport (Fatharani, Meilina, & Yoga, 2021).

The implementation of Autogate at the Immigration Checkpoint at I Gusti Ngurah Rai International Airport is in line with the government's efforts to equalize immigration service standards with other international airports, such as Soekarno-Hatta International Airport (PRATAMA, 2023). The Director General of Immigration, Mr. Silmy Karim, has emphasized that with the existence of Autogate equipped with the latest biometric technology, Indonesia's Immigration position will be increasingly on par with other countries. Soekarno-Hatta International Airport has been equipped with Autogate facilities and has even launched the latest system that further speeds up the inspection process (Purba & Wiradinata, 2022).

To improve the efficiency and quality of services, the Directorate General of Immigration has implemented a policy of using Autogate in immigration checks at I Gusti Ngurah Rai International Airport Bali (Anugerah & Wiraputra, 2020). This policy is in line with the government's commitment to provide excellent public services, as stated in Law Number 25 of 2009 concerning Public Services and is also reflected in the service announcement issued by the Special Class I Immigration Office of TPI Ngurah Rai. The proclamation shows the

commitment of the immigration office to provide services in accordance with standards, make regular improvements, and prioritize vulnerable groups (Anugerah & Wiraputra, 2022).

The implementation of Autogate at Soekarno-Hatta International Airport and I Gusti Ngurah Rai Bali can be seen as an effort to realize this commitment through:

1. Increased efficiency
Autogate significantly reduces passenger waiting time.
2. Improved accuracy
The biometric technology used in Autogate improves the accuracy of the inspection.
3. Increased user satisfaction
A faster and easier inspection experience improves user satisfaction.
4. Improving Indonesia's tourism image
Showing the government's commitment to providing the best service.
5. Supporting economic growth
Facilitate tourist traffic and increase state revenue from the tourism sector.

Based on data from the Directorate General of Immigration in 2022, state revenue from Visa On Arrival at I Gusti Ngurah Rai Airport Bali has experienced a significant increase reaching 151% of the target. This increase in state revenue from immigration services was significantly influenced by the Visa on Arrival policy to 86 countries. Previously, state revenue from Immigration only met 74% of the target in 2020 and 54% in 2021 (Santoso & Wilonotomo, 2020).

Then in 2023 there was a surge in PNBPN receipts from Visa On Arrival as a result of the improvement in the situation after the Covid-19 pandemic to 1,454%. And entering 2024, Visa's revenue during the period January 1, 2024 - June 30, 2024 reached IDR 963.4 billion or already 56.6 percent of the target of IDR 1.5 trillion. This shows the great potential of the tourism sector in increasing state revenue (Chandra & Datang, 2024).

In an effort to improve the efficiency and quality of services, the Directorate General of Immigration has implemented a policy on the use of Autogate in immigration checks at I Gusti Ngurah Rai International Airport in Bali. This policy is expected to reduce waiting times, increase user satisfaction, and contribute to improving Indonesia's tourism image (Gibran, Prakita, Yusuf, & Riyadi, 2023).

The acceptance of new technologies such as Autogate by users is influenced by various factors, including ease of use and perceived usefulness (Davis, 1989). According to the TAM (Technology Adoption Theory) model, if immigration officers and users find that Autogate is easy to use and provides real benefits, then they will be more likely to use this technology regularly (Hakim, 2019).

According to the theory of Service Quality (SERVQUAL), High service quality is an important factor in improving customer satisfaction. The SERVQUAL model identifies five dimensions of service quality, which are as follows: tangibility, reliability, responsiveness, assurance, and empathy. The implementation of Autogate is expected to increase the reliability and responsiveness dimensions of immigration services, thereby increasing user satisfaction (Jayadita, Rabbani, Adinata, & Sihombing, 2023).

Before the Autogate system, the main problem that tourists often complained about was the length of the queue at the manual check-in counter. Long waiting times and relatively slow inspection processes not only cause inconvenience to passengers, but also have the potential to damage the image of Indonesian tourism. These long queues are caused by several factors, including: (Putra, 2019)

1. Increase in passenger numbers
Along with the growth of the tourism sector, the number of passengers coming and going through I Gusti Ngurah Rai Bali International Airport continues to increase significantly.
2. Limited human resources

The number of immigration officers on duty at the checkpoints is often disproportionate to the number of passengers, especially during peak hours.

3. Document complexity

The different types of travel documents used by passengers (passports, visas, etc.), as well as the different requirements, make the inspection process more complex and time-consuming.

To overcome these problems and improve service efficiency, the Director General of Immigration has made a decision regarding the use of Autogate in immigration inspections. That Autogate can be used by Indonesian Citizens and Foreign Citizens with certain criteria and procedures. On that basis, the Special Class I Immigration Office of TPI Ngurah Rai has made an innovation to install as many as 30 (thirty) additional Autogate units at I Gusti Ngurah Rai Airport to support the effectiveness of international traveler checks. This is expected to improve public services as well as smooth traffic and immigration checks for international travelers (Lusiyana, 2023).

Previously on March 6, 2024, Ngurah Rai Immigration had installed 30 (thirty) units of Autogates at the international arrival terminal of I Gusti Ngurah Rai Airport so that currently the total is 60 units. This has a positive impact on Foreign Citizens. With the automatic immigration facility, it can provide ease of service for Foreign Citizens (WNA) because they only need an Electronic Passport and have registered on the page: <https://evisa.imigrasi.go.id/> to get an Electronic Visa On Arrival. After passengers get an Electronic Visa On Arrival, passengers no longer need to go through long queues at the immigration check manual counter. Passengers can directly cross the Autogate (Janewa, 2021).

Based on Law Number 25 of 2009 concerning Public Services, government agencies are required to meet certain service standards. Several agencies, such as the Badung Regency Youth and Sports Office, have succeeded in fulfilling the mandatory components of public service standards, including the availability of clear information, a standard system of mechanisms and procedures, and a definite service period (Putra & Arifin, 2020).

The implementation of Autogate at I Gusti Ngurah Rai International Airport Bali can be seen as an effort to improve the quality of immigration services in accordance with the set standards. Some aspects of public service standards that are relevant to the implementation of Autogate include:

1. Requirement

Information regarding the requirements for using Autogate, including the types of documents required and the registration procedure, needs to be widely and clearly disseminated to users.

2. System of Mechanisms and Procedures

The procedure for using Autogate should be designed in a simple and easy-to-understand manner for users, so as to minimize errors and speed up the inspection process.

3. Service Term

The time required to pass the checks using Autogate must be published and consistently met.

4. Service Products

Immigration check services through Autogate are service products offered to users. The quality of these service products needs to be continuously improved through periodic evaluation and improvement.

5. Facilities and Infrastructure

Autogate facilities must be maintained in good and adequate condition to support the smooth immigration inspection process.

Since 2024, the Directorate General of Immigration has gradually increased the number of Autogates at I Gusti Ngurah Rai International Airport Bali. In February 2024, the Special

Class I Immigration Office of TPI Ngurah Rai already has 30 (thirty) Autogates. In March 2024, the Special Class I Immigration Office of TPI Ngurah Rai added the installation of 30 (thirty) Autogates to a total of 60 (sixty) until September 2024. Then in October 2024, the number of Autogates will be increased to 40 (forty) so that the total will be 90 (ninety) units, which significantly increases the immigration inspection capacity (Pramana, Nurkumalawati, & Arifin, 2022).

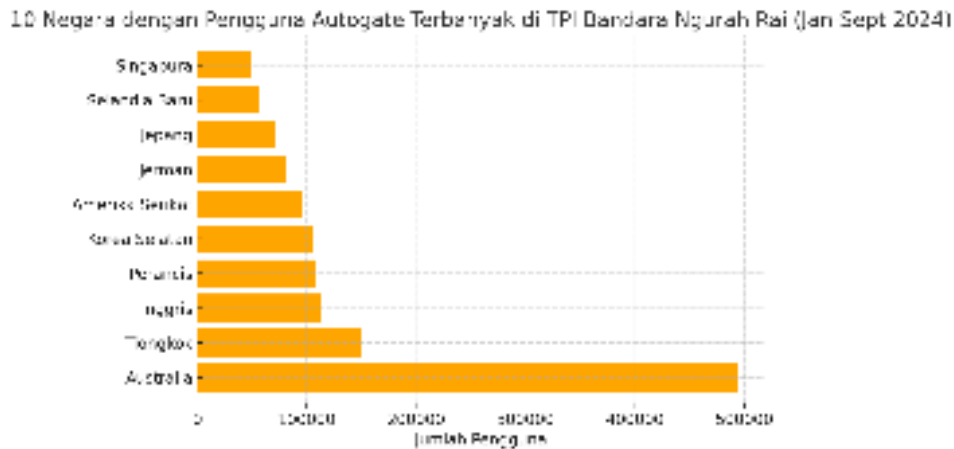


Figure 1
Top 10 countries with the most Autogate crossings at Ngurah Rai Airport

Source: <https://imigrasingurahrai.kemenkumham.go.id/web/silmy-karim-Autogate-bandara-i-gusti-ngurah-rai-bali-diresmikan-melintas-lebih-cepat-lebih-nyaman/>

The implementation of the Autogate policy has been proven to have a significant positive impact on the efficiency of immigration services. The examination process, which previously took time, can now be completed within 15-25 seconds per person. This not only increases user satisfaction but also contributes to improving Indonesia's tourism image. However, there are still several challenges that need to be overcome, such as socialization to users about how to use Autogate properly.

With the existence of Autogate at I Gusti Ngurah Rai International Airport, Bali has proven to have a very good impact in terms of service satisfaction. Satisfaction with these services includes:

1. Increase in community satisfaction index
Through a public satisfaction survey, it can be measured how much satisfaction has increased after the implementation of Autogate.
2. Decrease in the number of complaints
Reduction in the number of complaints related to queues and waiting times in the immigration inspection process.
3. Improving Indonesia's tourism image
Passenger satisfaction with more efficient immigration services can contribute to improving Indonesia's tourism image in the eyes of the world.

Although the implementation of the Autogate policy has been carried out, there have not been many studies that specifically analyze the impact of the application of this technology on the performance of immigration services at I Gusti Ngurah Rai International Airport Bali. This research aims to fill the gap by in-depth analysis of the implementation of Autogate, identifying the factors that affect its success, and providing recommendations for future improvements.

Although the implementation of Autogate's policy has had a positive impact, there are still several problems that need to be overcome, such as:

1. Less than optimal socialization
Many passengers do not understand how to use Autogate.
2. Technical errors
There are passengers who have met the requirements but cannot use Autogate.
3. User behavior
There are still passengers who go to the immigration check manual counter after passing through the Autogate.

Based on the results of the researcher's observation of the Autogate program that has been running until now, the researcher can identify several problems faced, including the following:

1. Many passengers already have an Electronic Visa On Arrival but do not understand the requirements to be able to go through Autogate and the mechanism for using Autogate , causing long queues at the immigration checkpoint;
2. There are passengers holding Electronic Visa On Arrival who are still unable to cross the Autogate and are directed to the immigration check manual counter;

There are still passengers who hold Electronic Visa On Arrival who have successfully passed through Autogate but instead go to the immigration check manual counter.

Several studies have explored the implementation of technology in immigration services, particularly regarding the use of Autogates. Anugerah and Wiraputra (2020) investigated the challenges and benefits of Autogates in improving immigration efficiency, noting the significant reduction in processing times. Similarly, Fatharani et al. (2021) highlighted the role of Autogate in enhancing passenger satisfaction and operational efficiency at major airports like Soekarno-Hatta. These studies emphasize the potential of automation in transforming immigration services and streamlining the passenger flow at busy international airports.

The urgency of this study arises from the increasing pressure on immigration services due to the rapid growth of the tourism sector in Bali. The introduction of the Autogate system at Ngurah Rai Airport aims to address inefficiencies in the immigration process, but the system's implementation is still facing challenges such as technical issues, user understanding, and accessibility concerns. These issues hinder the optimal functioning of the system, and addressing them is crucial for improving the overall quality of service, enhancing user experience, and meeting growing demands for faster and more accurate immigration checks.

While previous studies have highlighted the general effectiveness of Autogates in immigration services, few have specifically addressed the detailed challenges faced during the implementation of the Autogate system at I Gusti Ngurah Rai Airport. Additionally, most studies focus on the technical and operational aspects, with limited attention given to user behavior, accessibility issues, and the influence of socialization efforts. This study fills the gap by examining these overlooked factors and providing insights into how the Autogate system can be optimized for better service delivery at Ngurah Rai Airport.

This study introduces a unique perspective by focusing on the implementation of Autogates at I Gusti Ngurah Rai International Airport, particularly the challenges related to user behavior, technical malfunctions, and the adequacy of socialization efforts. The novelty lies in its comprehensive approach, combining technical, social, and user-related factors to evaluate the Autogate system's overall impact. By incorporating feedback from immigration officers, service users, and technical staff, this study offers a holistic view of how the system operates and where improvements can be made.

The purpose of this study is to analyze the implementation of the Autogate policy at Ngurah Rai Airport and identify factors influencing its success. The benefits of this research

include providing recommendations for improving the Autogate system, particularly in enhancing socialization efforts, addressing technical challenges, and ensuring better accessibility. This study will contribute to the ongoing improvement of immigration services, help streamline passenger processing, and improve the overall satisfaction of travelers at the airport. Ultimately, it will support the Indonesian government's efforts to improve public service quality in line with international standards.

METHOD

In this Research Method, the researcher uses a qualitative method with a descriptive approach. Qualitative research method is a research method used to research on the condition of natural objects, where the researcher is the key instrument, the data collection technique is carried out in triangulation (combined), data analysis is inductive, and the results emphasize meaning rather than generalization" Sugiyono (2004:8),

Qualitative research aims to describe, describe, explain, explain and answer in more detail the problems to be studied by studying as much as possible an individual, a group or an event. In qualitative research, humans are research instruments and the results of their writing are in the form of words or statements that are in accordance with the actual situation.

RESULTS AND DISCUSSION

The Autogate operational system at Ngurah Rai Airport has been designed to provide a fast and efficient inspection experience for passengers. The process begins with online registration through [the https://evisa.imigrasi.go.id](https://evisa.imigrasi.go.id) page. After that, passengers only need to scan their passports on Autogate devices. The system will automatically verify the passenger's identity and open the gate.

One of the main obstacles that arise in interviews with immigration officers is the lack of adequate training. An officer said, 'We were indeed given training, but I think it is still not in-depth, especially to overcome technical problems that often occur. This shows that the lack of technical competence of officers is one of the factors that hinders Autogate's performance.

The integration of the e-visa system with Autogate has provided significant convenience for foreign passengers visiting Indonesia. By scanning an electronic passport that has been linked to the e-visa data, passengers can automatically pass through the immigration process in a matter of seconds. This not only reduces the waiting time significantly, but also improves passenger comfort and satisfaction. In addition, the use of biometric technology in Autogate also improves the security of checks, as the system can accurately verify passengers' identities and prevent misuse of documents. Activities that can be carried out by foreigners who hold an e-visa, especially e-VOA in Indonesia, include:

1. Tour;
2. Government Duties;
3. Business Talks;
4. Purchase of goods;
5. Meeting; and
6. Transit.

The Autogate facility, which has been implemented at I Gusti Ngurah Rai International Airport Bali, aims to speed up the immigration inspection process and improve comfort for passengers. However, not all passengers can use this facility immediately. There are special requirements, especially for foreign nationals (WNA), in order to take advantage of Autogate, which are as follows: electronic passport holders, citizens from subject countries exempt from visit visas, electronic visa holders, limited residence permit holders, and permanent residence permit holders. The procedure for applying for an e-visa / e-VOA is as follows:

1. Make sure the foreigner's passport type is an electronic passport;

2. Open <https://evisa.imigrasi.go.id/> page;
3. Select the Visa menu according to the visa subject and the destination of the passenger entering Indonesia;
4. Make payments according to PNPB;
5. Passengers can download the visa that has been applied.

After passengers have an electronic visa, then passengers can pass through Autogate by following the steps below:

1. Place the passport biodata page on the Autogate scanner;
2. Once the entrance is open, stand at a predetermined point in the Autogate area;
3. Remove attributes (glasses, hats, etc.) that can cover the face area;
4. Perform biometric data recording; and
5. The verification process is complete and the Autogate door opens.

After passing through the Autogate, passengers will receive an email confirmation with the following information:

1. Information on the Immigration Checkpoint passed;
2. Data on when passengers enter; and
3. The validity period of the residence permit.

To find out the implementation of the Autogate policy at the Immigration Checkpoint at I Gusti Ngurah Rai International Airport Bali, the researcher has conducted interviews related to the planning of the Autogate program with several resource persons consisting of the Head of the Inspection Section IV of the Special Class I Immigration Office of TPI Ngurah Rai, the Supervisor of the Inspection Section IV, and the Assistant Supervisor of the Inspection Section IV. In the interview, the researcher has also adjusted to the theories used in this study, which are as follows Farida Yusuf Tayibnapis' theory, which consists of:

a) Program Planning

The purpose of the program planning is to analyze how to plan the immigration inspection process through the Autogate system at the Immigration Checkpoint of I Gusti Ngurah Rai International Airport Bali, as well as analyze the inputs received so that in the future implementation can be in accordance with the standards that have been set.

Based on an excerpt of an interview with Mr. Muhamad Irfan Al Fikri as the Head of the IV Inspection Section in the Field of the Immigration Inspection Site of the Special Class I Immigration Office of TPI Ngurah Rai regarding the Autogate policy is as follows:

Pertanyaan untuk Bapak Muhamad Irfan Al Fikri (Kepala Seksi Pemeriksaan IV)		Detail
Waktu		Senin, 04 November 2024
Tempat		Bandar Udara Internasional I Gusti Ngurah Rai Bali
No	Pertanyaan	Jawaban
1	Apa latar belakang diterapkannya sistem <i>Autogate</i> di Tempat Pemeriksaan Imigrasi (TPI) Bandar Udara Internasional I Gusti Ngurah Rai?	Sistem <i>Autogate</i> diterapkan untuk meningkatkan efisiensi dan kecepatan proses pemeriksaan keimigrasian, mengurangi antrian panjang di bandara, serta memanfaatkan teknologi untuk mendukung pelayanan berbasis digital sesuai dengan amanat Undang-Undang Nomor 25 Tahun 2009.
2	Bagaimana sistem <i>Autogate</i> dirancang untuk mendukung standar pelayanan publik?	<i>Autogate</i> dirancang untuk memenuhi indikator standar pelayanan publik, seperti transparansi, akurasi, kecepatan, dan kenyamanan pengguna layanan. Teknologi ini juga mencakup aksesibilitas bagi kelompok rentan, seperti lansia atau penyandang disabilitas.
3	Apakah ada analisis kebutuhan pengguna (penumpang) sebelum implementasi <i>Autogate</i> ?	Sebelum implementasi, dilakukan survei terhadap penumpang terkait waktu layanan yang diharapkan dan fitur apa yang mereka anggap penting. Studi banding juga dilakukan ke negara-negara yang sudah menerapkan sistem serupa.
4	Bagaimana keterlibatan stakeholder dalam perencanaan sistem <i>Autogate</i> ?	Stakeholder utama, seperti Direktorat Jenderal Imigrasi, operator bandara, dan penyedia teknologi, bekerja sama dalam mendesain dan mengimplementasikan <i>Autogate</i> untuk memastikan kelancaran integrasi sistem dan infrastruktur.

Data source: Researcher interview

Based on the results of the interview with Mr. Muhammad Irfan Al Fikri, Head of Inspection Section IV, it can be concluded that the planning for the implementation of the Autogate system at the Immigration Checkpoint (TPI) of I Gusti Ngurah Rai International Airport is based on five main reasons: (1) increasing efficiency and productivity by speeding up the inspection process and reducing queues; (2) improving the quality of public services through transparency, accuracy, speed, and passenger comfort; (3) supporting digital transformation in accordance with the mandate of Law Number 25 of 2009 concerning Public Services; (4) meet user expectations through comprehensive needs analysis; and (5) encourage collaboration between stakeholders, including the Directorate General of Immigration, airport operators, and technology providers.

The researcher also conducted an interview with Mr. Ida Bagus Yogi as the Supervisor of the IV Inspection Section in the Field of the Immigration Checkpoint of the Special Class I Immigration Office of TPI Ngurah Rai with several excerpts of the interview, including:

Pertanyaan untuk Bapak Ida Bagus Yogi (Penyelia Seksi Pemeriksaan IV)		Detail
Waktu	Selasa, 05 November 2024	
Tempat	Bandar Udara Internasional I Gusti Ngurah Rai Bali	
No	Pertanyaan	Jawaban
1	Apa saja persiapan teknis yang dilakukan sebelum penerapan <i>Autogate</i> ?	Persiapan meliputi pemasangan perangkat keras <i>Autogate</i> , integrasi sistem dengan database keimigrasian, dan pelatihan bagi petugas untuk menangani pengguna dan pemeliharaan teknis dasar.
2	Bagaimana kebijakan <i>Autogate</i> memperhitungkan kebutuhan penumpang berkebutuhan khusus atau rentan?	Sebelumnya kami telah mempertimbangkan itu, namun saat ini <i>Autogate</i> belum dapat menjangkau penumpang penyandang disabilitas (khususnya pengguna kursi roda). Namun <i>Autogate</i> dapat digunakan penumpang kategori lansia.

Data source: Researcher interview

Based on an interview with Mr. Ida Bagus Yogi as the supervisor of the IV Inspection Section of the Special Class I Immigration Office of TPI Ngurah Rai, it can be concluded that the implementation of the Autogate system at I Gusti Ngurah Rai International Airport is carried out through careful technical preparation, including hardware installation, system integration, and officer training. This system aims to improve the efficiency of the immigration inspection process by reducing passenger waiting time. However, limited accessibility for passengers with special needs, such as wheelchair users, is still a challenge. However, the Autogate system has great potential to be further developed to accommodate all users and improve the quality of service

This was also added by Mr. I Komang Adika Pranata and Mr. Bernard Budayanto as Assistant Supervisor of the IV Inspection Section in the Field of Immigration Checkpoints of the Class I Special Immigration Office of TPI Ngurah Rai. The interview excerpt is as follows:

Pertanyaan untuk Asisten Penyelia		Detail
Nama	1. Bapak I Komang Adika Pranata 2. Bapak Bernard Budayanto	
Waktu	Selasa, 05 November 2024	
Tempat	Bandar Udara Internasional I Gusti Ngurah Rai Bali	
Pertanyaan	Jawaban	
Apa masukan dari petugas kounter yang dipertimbangkan dalam perencanaan <i>Autogate</i> ?	Perlu adanya petunjuk yang lebih jelas dan mudah dipahami, baik dalam bentuk tulisan maupun visual, di setiap tahap penggunaan <i>Autogate</i> . (Jawaban Bapak I Komang Adika Pranata)	
	Petugas kounter meminta sistem yang lebih intuitif, mudah dipahami oleh penumpang internasional, serta meminimalkan gangguan teknis seperti kesalahan pembacaan paspor. (Jawaban Bapak Bernard Budayanto)	

Data source: Researcher Interview

Based on the results of interviews with Mr. I Komang Adika Pranata and Mr. Bernard Budayanto as Assistant Supervisor of the IV Inspection Section of the Special Class I

Immigration Office of TPI Ngurah Rai, it can be concluded that the counter officer emphasizes three important aspects in optimizing the Autogate system. First, there is a need for clear and easy-to-understand instructions for use, both written and visual, to help international passengers who are not fluent in Indonesian. Second, the Autogate system should be designed to be more intuitive so that it is easy to use without the help of an officer. Third, the system should be able to minimize technical glitches, such as passport reading errors, to improve user efficiency and convenience.

Based on the overall results of the above interviews related to the planning and implementation of programs in the Autogate system, it can be concluded that in the planning of the Autogate system at the Immigration Checkpoint of I Gusti Ngurah Rai International Airport Bali, there are several important points summarized from interviews with various parties.

The implementation of Autogate at the Immigration Checkpoint at I Gusti Ngurah Rai Bali International Airport has been planned by paying attention to aspects of efficiency, technology, and public services. However, there are challenges related to inclusivity and the needs of passengers with special needs. Input from counter staff and stakeholders indicates the need for further improvements to improve ease of use and minimize technical barriers, so that the Autogate system can be more optimal and inclusive.

b) Program Implementation

The purpose of the implementation of the program is to analyze whether the immigration inspection process through the Autogate system at the Immigration Checkpoint of I Gusti Ngurah Rai International Airport Bali has been running in accordance with the program plan, especially in terms of the work procedures of the Autogate system at TPI, whether or not it is in accordance with the public service standards regulated in the Regulation of the Minister of State Civil Apparatus and Reform Bureaucracy Number 15 of 2014, and the role and responsibility of immigration officers in supporting the implementation of the Autogate system.

In the implementation of this program, the researcher has conducted interviews with various speakers, namely the following Head of Examination Section IV, Supervisor of Examination Section IV, Assistant Supervisor of Examination Section IV, immigration inspection counter officers, and passengers.

Based on an interview excerpt from Mr. Muhamad Irfan Al Fikri as the Head of the IV Inspection Section in the Field of Immigration Checkpoints of the Special Class I Immigration Office of TPI Ngurah Rai, it is as follows:

Pertanyaan untuk Bapak Muhamad Irfan Al Fikri (Kepala Seksi Pemeriksaan IV)		Detail
Waktu		Senin, 04 November 2024
Tempat		Bandar Udara Internasional I Gusti Ngurah Rai Bali
No	Pertanyaan	Jawaban
1	Bagaimana prosedur kerja sistem <i>Autogate</i> di TPI?	Pesumpang menandai paspor di mesin <i>Autogate</i> , dilanjutkan dengan pengambilan data foto biometrik. Sistem secara otomatis memverifikasi data dengan database imigrasi. Jika sesuai, pintu gerbang terbuka tanpa intervensi petugas.
2	Apakah sistem <i>Autogate</i> telah berjalan sesuai dengan standar pelayanan publik yang diatur dalam Permenpan RB No. 15 Tahun 2014?	<i>Autogate</i> telah disesuaikan dengan prinsip transparansi, efisiensi, dan akuntabilitas. Namun, evaluasi rutin diperlukan untuk memastikan kualitas layanan tetap terjaga.
3	Bagaimana peran dan tanggung jawab petugas dalam mendukung pelaksanaan sistem <i>Autogate</i> ?	Petugas bertugas memberikan pendampingan kepada pengguna yang mengalami kesulitan teknis, memantau kelancaran sistem, dan menangani penumpang yang memerlukan pemeriksaan manual.

Data source: Researcher interview

Based on the results of the interview above, it can be concluded that the implementation of the Autogate system at the Immigration Checkpoint at I Gusti Ngurah Rai Bali International Airport is designed to improve the efficiency of immigration services through automated procedures. The system allows passengers to conduct immigration checks independently by utilizing passport scanning and biometric data capture that is automatically verified by the immigration database.

Autogate has fulfilled the principles of transparency, efficiency, and accountability as stipulated in Permenpan RB No. 15 of 2014. However, regular evaluations are needed to maintain and improve service standards. While most processes are automated, officers still play an important role in providing technical assistance, monitoring the smooth running of the system, and handling manual checks when needed.

The Autogate system provides convenience for immigration service users, but its relevance and effectiveness require continuous evaluation to ensure optimal service according to public service standards.

This was added by Mr. Ida Bagus Yogi as the Supervisor of the IV Examination Section in the Field of Immigration Checkpoints of the Special Class I Immigration Office of TPI Ngurah Rai, the excerpt of the interview with the person concerned is as follows:

Pertanyaan untuk Bapak Ida Bagus Yogi (Penyelia Seksi Pemeriksaan IV)		Detail
Waktu		Selasa, 05 November 2024
Tempat		Bandar Udara Internasional I Gusti Ngurah Rai Bali
No	Pertanyaan	Jawaban
1	Bagaimana petugas memastikan bahwa sistem <i>Autogate</i> berfungsi optimal setiap hari?	Pemeliharaan harian dilakukan untuk memeriksa kondisi perangkat keras dan konektivitas sistem. Laporan teknis disampaikan setiap hari kepada bagian terkait.
2	Apakah langkah-langkah yang diambil jika terjadi kendala teknis pada <i>Autogate</i> ?	Jika terjadi gangguan teknis, petugas segera mengalihkan penumpang ke jalur manual. Tim IT dipanggil untuk memperbaiki sistem secara cepat.
3	Bagaimana koordinasi antara petugas dan penyelia dalam pelaksanaan sistem <i>Autogate</i> ?	Penyelia memantau pelaksanaan operasional, memberikan arahan jika terjadi masalah, dan memastikan petugas bekerja sesuai standar.

Data source: Researcher interview

Based on the results of the interview above, it can be concluded that the implementation of the Autogate system at the Immigration Checkpoint of I Gusti Ngurah Rai Bali International Airport is carried out in a planned and systematic manner. Key measures include daily maintenance to ensure optimal hardware and connectivity, quick handling of technical issues by diverting passengers to manual lanes and involving IT teams, and good coordination between officers and supervisors to ensure operations are running according to procedures. This approach is the key to maintaining the smooth running of the system and the quality of public services.

This was also added by Mr. I Komang Adika Pranata and Mr. Bernard Budayanto as Assistant Supervisor of Examination Section IV in the Field of Immigration Checkpoints of the Special Class I Immigration Office of TPI Ngurah Rai. The excerpt of the interview with the person concerned is as follows:

Pertanyaan untuk Asisten Penyelia (Bapak Bernard Budayanto dan Bapak I Komang Adika Pranata)		Detail
Waktu		Selasa, 05 November 2024
Tempat		Bandar Udara Internasional I Gusti Ngurah Rai Bali
No	Pertanyaan	Jawaban
1	Bagaimana tanggung jawab Anda dalam memastikan sistem <i>Autogate</i> berjalan lancar? (Pertanyaan untuk Bapak I Komang Adika Pranata)	Memastikan setiap unit <i>Autogate</i> berfungsi dengan baik, melaporkan kendala kepada penyelia, dan memberikan arahan kepada petugas di komter.
2	Apa saja kendala teknis yang sering terjadi, dan bagaimana cara mengatasinya? (Pertanyaan untuk Bapak Bernard Budayanto)	Kendala umum meliputi kegagalan membaca paspor elektronik dan masalah konektivitas. Solusi sementara adalah menggunakan jalur manual sambil menunggu perbaikan.

Data source: Researcher interview

Based on the interview above, it can be concluded that the implementation of the *Autogate* system places the responsibility and solution of technical obstacles as the main focus of the Assistant Supervisor. The role of the Assistant Supervisor includes ensuring the optimal functioning of each *Autogate* unit through daily operational monitoring, reporting technical problems to the supervisor for follow-up, and providing directions to counter officers for smooth service. Common technical obstacles, such as failure to read electronic passports and connectivity issues, are overcome with a temporary solution, which is to direct passengers to the manual lane until repairs are made. With this strategic role, the Assistant Supervisor is the main liaison in maintaining the smooth operation of *Autogate* and ensuring that service remains optimal despite facing technical obstacles.

Based on interviews with Briyantama Kusumanegara and Danu Dwi Pamungkas, as immigration inspection counter officers of Section IV Immigration Checkpoints in the Field of Immigration Checkpoints of the Class I Special Immigration Office of TPI Ngurah Rai are as follows:

Pertanyaan untuk Petugas Pemeriksaan Keimigrasian		Detail	
Waktu		Senin, 11 November 2024	
Tempat		Bandar Udara Internasional I Gusti Ngurah Rai Bali	
No	Pertanyaan	Jawaban Briyantama Kusumanegara	Jawaban Danu Dwi Pamungkas
1	Bagaimana pengalaman Bapak dalam menggunakan <i>Autogate</i> sehari-hari?	Secara keseluruhan, <i>Autogate</i> sangat membantu mempercepat proses pemeriksaan. Namun, terkadang sistem agak lambat terhadap kualitas paspor, terutama yang sudah agak tua. Beberapa kali saya harus membantu penumpang arah memposisikan paspor dengan benar agar bisa terbaca dengan baik.	<i>Autogate</i> memang memudahkan pekerjaan, tapi saya seringkali harus menjelaskan kepada penumpang tentang cara pengoperasiannya yang benar. Banyak penumpang yang masih bingung, terutama yang baru pertama kali menggunakan.
2	Apa saja kendala teknis yang sering dialami dalam penggunaan <i>Autogate</i> ?	Selain masalah kualitas paspor, seringkali terjadi gangguan koneksi internet yang menyebabkan sistem menjadi lambat atau bahkan tidak berfungsi. Ini sangat mengganggu, terutama saat jam sibuk.	Selain masalah teknis, seringkali ada penumpang yang membawa barang bawaan yang terlalu banyak dan sulit untuk dilakukan di tempat yang sudah disediakan. Ini membuat proses pemeriksaan khususnya wajah menjadi terhambat dan pemeriksaan menjadi lebih lama.
3	Finis apa yang paling berguna dan kurang berguna dari sistem <i>Autogate</i> menurut Bapak?	Finis vertikal wajah sangat membantu dalam memudahkan pemeriksaan dengan cepat dan akurat. Namun, saya merasa sistem informasi terkait pemeriksaan masih kurang jelas, terutama untuk penumpang asing yang tidak terlalu memahami sistem karena mereka dari berbagai Indonesia dan budaya berbeda.	Finis yang paling berguna adalah verifikasi (jika ada penumpang yang masuk adalah kategori valid dan mana berlaku paspor yang kurang dari 6 bulan). Namun, saya merasa sistem belum terlalu tepat dalam hal profilnya dalam pemeriksaan. Kami sering mendapatkan penumpang dengan tingkat kecerdasan yang berbeda-beda, jadi kadang-kadang mereka kesulitan memahami <i>Autogate</i> .

Data source: Researcher interview

Based on the interview above, it can be concluded that the *Autogate* System at I Gusti Ngurah Rai International Airport Bali has made a significant contribution in accelerating the immigration inspection process and reducing the workload of officers. However, several challenges are still faced, such as technical issues related to internet connections, the sensitivity of the system to passport quality, and a lack of understanding of how new passengers use *Autogate*.

Features that are considered useful include face verification and notifications related to passengers with banned status or passports that are about to expire. On the other hand, information for non-Indonesian and English passengers as well as ineffective profiling systems are still weaknesses.

To increase efficiency and effectiveness, it is necessary to make improvements to technical stability, information clarity, and system intelligence in detecting anomalies. With this step, Autogate is expected to be able to provide a more optimal experience for users and immigration officers.

The researcher also conducted interviews on the implementation of the program on the Autogate system with 2 (two) foreign citizen passengers. Excerpts from the interviews that have been conducted are as follows:

Pertanyaan untuk Penumpang		Detail	
Waktu		Selasa, 12 November 2024	
Tempat		Bandar Udara Internasional I Gusti Ngurah Rai Bali	
No	Pertanyaan	Jawaban Mrs. Smith Patricia Ann (Warga Negara Amerika Serikat)	Jawaban Mrs. Shah Devanishi Bankim (Warga Negara India)
1	Bagaimana pengalaman Ibu menggunakan Autogate di Bandara Ngurah Rai?	Perjalanan saya menggunakan Autogate sangat positif! Prosesnya sangat cepat dan mudah. Saya hanya perlu memindai paspor dan melihat ke kamera. Tidak perlu lagi antri lama seperti dulu.	Saya merasa sedikit bingung pada awalnya karena ini adalah pertama kalinya saya menggunakan Autogate. Tapi setelah dibantu oleh petugas, saya bisa memahaminya. Prosesnya memang lebih cepat daripada pemeriksaan manual.
2	Apakah Ibu merasa proses pemeriksaan menjadi lebih cepat dan mudah dengan Autogate?	Tentu saja! Waktu tunggu saya berkurang drastis. Ini sangat membantu, terutama setelah pemeriksaan yang panjang.	Ya, prosesnya menjadi lebih cepat, tapi saya masih lebih suka diperiksa langsung oleh petugas. Saya merasa lebih aman jika ada interaksi langsung dengan petugas imigrasi.
3	Fitur apa yang Ibu sukai dan tidak sukai dari sistem Autogate?	Saya suka sekali dengan fitur animasinya. Namun, saya merasa perlu ada petunjuk suara untuk pengguna asing. Karena kami telah melalui perjalanan yang panjang dan akan sangat melelahkan jika harus membaca layar petunjuk penggunaannya.	Saya suka dengan tampilan layarnya yang modern. Namun, saya merasa tempat untuk meleakkan barang bawaan agak sempit. Kadang sulit untuk mengatur posisi barang saat berada di dalam Autogate sehingga saya sempat mengulang dari awal.

Data source: Researcher interview

Based on the interview above, it can be concluded that the Autogate System at I Gusti Ngurah Rai International Airport provides a positive experience for users by increasing the efficiency of immigration checks and ease of use. The advantages of this system include a faster process than manual checks, a modern screen display, and ease of operation, especially for users who are familiar with the technology.

However, there are several aspects that need to be improved, namely the provision of voice guidance in various languages to help foreign passengers, adjustments to the design of luggage compartments to make them wider and more practical, and the existence of human interaction as an additional option to provide a sense of security for some passengers.

Overall, the Autogate system contributes significantly to improving public services at the airport. To achieve optimal user satisfaction, improvements are needed in the aspects of information, physical design, and service flexibility.

Based on the overall results of the program planning interview, it can be concluded that the implementation of the Autogate policy at Ngurah Rai Airport has increased the efficiency and effectiveness of immigration checks. The Autogate system has contributed significantly to improving the quality of public services in the immigration sector. However, several aspects need to be improved to achieve optimal results. Continuous evaluation is needed so that this technology can become a model for public services in other sectors.

c) Program Evaluation

The purpose of the program evaluation in this study is to analyze the extent to which the program has succeeded in achieving the goals that have been set. It covers several aspects that

are in accordance with the theory used by the researcher such as implementation effectiveness, program efficiency, policy conformity, long-term impact, and recommendations for improvement.

In the evaluation of the program, the researcher has conducted interviews with various resource persons, namely the Head of the IV Inspection Section, the IV Supervisory Supervisor, the Assistant Supervisor of the IV Screening Section, the immigration inspection counter officer, and the passengers. Based on the excerpt of the interview with Mr. Muhamad Irfan Al Fikri as the Head of the IV Examination Section is as follows:

Pertanyaan untuk Bapak Muhamad Irfan Al Fikri (Kepala Seksi Pemeriksaan IV)		Detail
Waktu		Senin, 04 November 2024
Tempat		Bandar Udara Internasional I Gusti Ngurah Rai Bali
No	Pertanyaan	Jawaban
1	Bagaimana penerapan <i>Autogate</i> ini sesuai dengan kebijakan dan standar operasional yang telah ditetapkan?	Penerapan <i>Autogate</i> sudah mengacu pada Standar Operasional Prosedur (SOP) yang ditetapkan oleh Direktorat Jenderal Imigrasi. Sistem ini mendukung kebijakan pelayanan publik berbasis teknologi dengan prinsip efisiensi, akurasi, dan kenyamanan, sesuai amanat Undang-Undang Nomor 25 Tahun 2009 tentang Pelayanan Publik.
2	Bagaimana cara mengevaluasi keberhasilan penerapan <i>Autogate</i> ?	Kami melakukan evaluasi melalui survei kepuasan pengguna, analisis data operasional, dan observasi langsung petugas saat operasional <i>Autogate</i> .
3	Apakah indikator utama yang digunakan untuk menilai kinerja sistem <i>Autogate</i> ?	Kami menilai dari waktu proses, tingkat keberhasilan sistem, jumlah keluhan, dan penggunaan sistem.
4	Bagaimana tindak lanjut dari hasil evaluasi untuk meningkatkan kualitas layanan?	Kami melakukan perbaikan sistem, pelatihan petugas, sosialisasi kepada penumpang, dan evaluasi berkala.

Data source: Researcher interview

Based on the results of the interview above, it can be concluded that the implementation of the *Autogate* system at the Immigration Checkpoint at I Gusti Ngurah Rai Bali International Airport has been in accordance with public service standards as stipulated in Law Number 25 of 2009 and Permenpan RB No. 15 of 2014. The *Autogate* system also reflects compliance with aspects of efficiency, accuracy, transparency, accountability, and fairness, which are the main pillars of public service standards. This implementation has succeeded in increasing the speed, quality, and trust of users in immigration services.

Based on an excerpt of an interview with Mr. Ida Bagus Yogi as the Supervisor of the IV Inspection Section of the Special Class I Immigration Office of TPI Ngurah Rai regarding the evaluation of the program in the *Autogate* system is as follows:

Pertanyaan untuk Bapak Ida Bagus Yogi (Supervisor Seksi Pemeriksaan IV)		Detail
Waktu		Selasa, 05 November 2024
Tempat		Bandar Udara Internasional I Gusti Ngurah Rai Bali
No	Pertanyaan	Jawaban
1	Bagaimana Bapak memastikan bahwa pelaksanaan pemeriksaan keimigrasian kepada penumpang melalui <i>Autogate</i> sesuai dengan standar yang ditetapkan?	Kami memastikan pelaksanaan sesuai standar melalui pengawasan harian oleh petugas. Selain itu, kami menggunakan checklist operasional untuk memastikan semua fungsi <i>Autogate</i> berjalan dengan baik. Kami juga rutin memonitor laporan dari petugas di lapangan terkait kendala teknis maupun operasional.
2	Apakah ada masalah atau prosedur yang perlu diperbaiki untuk mendukung pelaksanaan <i>Autogate</i> dalam pemeriksaan keimigrasian?	Ya, ada beberapa regulasi yang perlu disesuaikan, terutama terkait penanganan penumpang yang tidak dapat menggunakan <i>Autogate</i> , seperti mereka yang memiliki paspor non elektronik atau memiliki kondisi fisik tertentu. Selain itu, diperlukan prosedur yang lebih terstruktur untuk memastikan layanan teknis secara cepat tanpa mengganggu operasional lainnya.
3	Seberapa besar tingkat pemahaman petugas imigrasi terhadap kebijakan penerapan <i>Autogate</i> ?	Secara umum, tingkat pemahaman petugas imigrasi cukup baik. Kami telah memberikan pelatihan secara berkala untuk memastikan semua petugas memahami Standar Operasional Prosedur (SOP) dan dapat mengatasi masalah yang mungkin timbul. Namun, kami akan terus melakukan evaluasi dan memberikan pelatihan tambahan jika diperlukan.
4	Apakah ada saran untuk meningkatkan efisiensi sistem <i>Autogate</i> dalam pemeriksaan keimigrasian di masa mendatang?	Saya menyarankan beberapa hal. Pertama, perlu adanya peningkatan kapasitas server untuk menangani jumlah penumpang yang semakin meningkat. Kedua, perlu dilakukan pembaruan sistem untuk dapat mengintegrasikan dengan sistem informasi lainnya, khususnya dengan Sistem Informasi Profiling Penumpang Ketiga, kami perlu melakukan sosialisasi yang lebih intensif kepada penumpang mengenai manfaat dan cara penggunaan <i>Autogate</i> .

Data source: Researcher interview

Based on the interview above, it can be concluded that the implementation of the Autogate system at Ngurah Rai Airport has contributed significantly to improving the quality of public services in the field of immigration, in accordance with Law Number 25 of 2009 concerning Public Services.

Based on the excerpt of the interview with Mr. Bernard Budayanto and Mr. I Komang Adika Pranata as Assistant Supervisor of the Examination Section IV of the Special Class I Immigration Office of TPI Ngurah Rai is as follows:

No	Pertanyaan	Jawaban Bapak Bernard Budayanto	Jawaban Bapak I Komang Adika Pranata
1	Apakah mekanisme untuk mengukur kepuasan pengguna Autogate?	Kami mengukur kepuasan pengguna melalui survei langsung yang dilakukan di area kedatangan dan keberangkatan. Penumpang diminta untuk memberikan penilaian melalui Indeks Kepuasan Masyarakat tentang kemudahan, kecepatan, dan kualitas layanan Autogate. Selain itu, kami juga menganalisis data dari laporan keluhan yang diterima oleh petugas di lapangan.	Salah satu mekanisme yang kami gunakan adalah dengan menyediakan perangkat survei elektronik berupa Indeks Kepuasan Masyarakat di dekat Autogate, sehingga penumpang bisa memberikan tanggapan segera setelah menggunakan sistem. Kami juga mengumpulkan feedback melalui media sosial dan website resmi bandara.
2	Apakah ada pelatihan rutin untuk meningkatkan keterampilan petugas dalam menangani Autogate?	Ya, pelatihan rutin diadakan setiap tiga bulan sekali. Pelatihan mencakup pemahaman teknis sistem Autogate, troubleshooting dasar, dan cara menangani penumpang dengan kebutuhan khusus. Selain itu, simulasi situasi darurat juga menjadi bagian dari pelatihan ini.	Ada pelatihan berkala yang dirancang khusus untuk meningkatkan keterampilan petugas. Pelatihan ini meliputi cara memberikan pendampingan kepada pengguna yang mengalami kesulitan, serta teknik komunikasi efektif untuk memastikan informasi disampaikan dengan jelas kepada penumpang.

Data source: Researcher interview

The TPI Ngurah Rai Special Class I Immigration Office has shown significant efforts in measuring user satisfaction and improving the quality of Autogate system services. The Autogate system has provided responsive, inclusive, and sustainable services, with room for further improvement.

Based on the excerpt of the interview with Briyantama Kusumanegara and Danu Dwi Pamungkas as immigration inspection counter officers at Section IV of the Special Class I Immigration Office of TPI Ngurah Rai are as follows:

Pertanyaan untuk Briyantama Kusumanegara dan Danu Dwi Pamungkas (Petugas Kounter Pemeriksaan Keimigrasian)		Detail	
Waktu		Senin, 11 November 2024	
Tempat		Bandar Udara Internasional I Gusti Ngurah Rai Bali	
No	Pertanyaan	Jawaban Briyantama Kusumanegara	Jawaban Danu Dwi Pamungkas
1	Apakah ada perubahan yang signifikan dalam pelayanan keimigrasian setelah implementasi Autogate?	Ya, perubahan sangat terasa, terutama dalam efisiensi waktu. Proses pemeriksaan menjadi lebih cepat dan mengurangi beban kerja petugas di kounter manual.	Penumpang antusias dengan Autogate karena pemeriksaan lebih cepat. Namun, untuk penumpang lansia atau yang kurang familiar dengan teknologi masih membutuhkan bantuan.
2	Bagaimana tanggapan penumpang terhadap penggunaan Autogate?	Sebagian besar penumpang memberikan tanggapan positif karena prosesnya cepat dan mudah. Namun, beberapa penumpang lansia atau pengguna baru merasa bingung dan perlu bantuan.	Tanggapan beragam. Penumpang muda atau yang terbiasa dengan teknologi puas, tetapi penumpang asing sering kesulitan memahami instruksi sistem.
3	Fitur apa yang paling berguna dan kurang berguna dari sistem Autogate?	Paling Berguna: Verifikasi biometrik wajah sangat efisien untuk memastikan identitas penumpang secara akurat. Kurang Berguna: Sistem informasi untuk penumpang, karena petunjuk visual tidak cukup membantu pengguna tertentu.	Paling Berguna: Notifikasi otomatis terkait status cekal atau masa berlaku paspor mempercepat proses pemeriksaan. Kurang Berguna: Area untuk barang bawaan terlalu sempit, menyulitkan penumpang dengan banyak barang.

Data source: Researcher interview

Based on the results of the interview above, it can be concluded that the implementation of the Autogate system at the Immigration Checkpoint at I Gusti Ngurah Rai Bali International Airport has had a significant impact on improving the quality of public services in the field of immigration, especially from the perspective of inspection counter officers.

Based on the excerpts of interviews with passengers using Autogate are as follows: Mrs. Smith Patricia Ann (United States Citizen) and Mrs. Shah Devanshi Bankim (Indian Citizen), are as follows:

Pertanyaan untuk Penumpang		Detail	
Waktu		Selasa, 12 November 2024	
Tempat		Bandar Udara Internasional I Gusti Ngurah Rai Bali	
No	Pertanyaan	Jawaban Mrs. Smith Patricia Ann	Jawaban Mrs. Shah Devaanshi Bankim
1	Apakah dengan sistem <i>Autogate</i> ini, Ibu merasa mendapatkan pelayanan yang baik dan profesional dalam pemeriksaan keimigrasian?	Ya, saya sangat puas dengan pelayanan yang diberikan melalui sistem <i>Autogate</i> . Prosesnya sangat cepat dan efisien. Teknologinya modern dan membuat pengalaman perjalanan saya lebih nyaman.	Pelayanannya cukup baik, terutama karena waktu tunggu yang lebih singkat dibandingkan jalur manual. Namun, sistem sedikit rumit untuk pengguna pertama kali. Petugas sangat ramah dalam membantu saya sehingga ini menjadi pengalaman yang menyenangkan.
2	Apakah Ibu memiliki saran untuk meningkatkan kualitas pelayanan <i>Autogate</i> migrasi di Bandara Ngurah Rai?	Akan lebih baik jika ada petunjuk suara multibahasa untuk mendukung penggunaan <i>Autogate</i> , terutama bagi penumpang asing yang tidak terbiasa membaca teks instruksi.	Disediakan area yang lebih luas untuk meletakkan barang bawaan saat menggunakan <i>Autogate</i> . Papan instruksi lebih jelas dengan berbagai bahasa dan diagram langkah-langkah akan sangat membantu.

Data source: Researcher interview

Based on the results of the interview above, it can be concluded that the evaluation of the *Autogate* system at the Immigration Checkpoint of I Gusti Ngurah Rai Bali International Airport shows results that are relevant to the Public Service Standards as regulated in Law Number 25 of 2009.

Based on the overall interviews conducted by the researcher with several speakers, it can be concluded that the implementation of the *Autogate* system at the Immigration Checkpoint at I Gusti Ngurah Rai International Airport Bali has shown significant progress in improving the quality of public services in the field of immigration.

CONCLUSION

The conclusion of the report highlights that *Autogate*'s operational system is effectively integrated with the immigration system, offering fast and accurate facial biometric verification, albeit facing challenges such as technical issues, lack of officer training, and accessibility concerns for certain passengers. To address these obstacles, ongoing maintenance, officer training, and passenger education are essential. The implementation of *Autogate* has notably improved public service standards by enhancing efficiency, transparency, and professionalism, while also revealing the need for increased accessibility. Recommendations for further improvement include enhancing technological infrastructure, routine maintenance, inclusive facility design, effective socialization of the system, officer service quality enhancement, strengthening supervision and evaluation, revising regulations for non-electronic passport holders, and fostering collaboration with stakeholders. Continuous development of the *Autogate* system holds significant potential as a model for technology-based public services in the immigration sector.

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