

The role of collaborative governance and total quality management on immigration services quality

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Abstract: This research aims to investigate the role of collaborative governance on the quality of immigration services and the role of Total Quality Management on immigration services quality. This research method uses a quantitative method approach, research data was obtained by distributing online questionnaires via the Google Form platform. The questionnaire is designed to contain statement items on a Likert scale of 1 to 7. A 7-point Likert scale can minimize measurement errors and be more precise. The Likert scale used in this research is (1) strongly disagree, (2) disagree, (3) quite disagree, (4) Neutral, (5) quite agree, (6) agree, (7) Strongly agree. The respondents for this research were 378 senior employees of the immigration department in Indonesia who were determined using a simple random sampling method. Analysis of research data uses the partial least squares (PLS) structural equation modeling (SEM) approach with data processing tools using SmartPLS 4.0 software. The variables in this research are the dependent variables, namely collaborative governance, Total Quality Management and the dependent variable is the quality of immigration services. The stages of data analysis are validity testing, reliability testing and significance testing or hypothesis testing. Based on the results of the analysis and discussion that have been presented in this research, this research uses the Partial Least Square (PLS) method for data analysis, it can be concluded as follows, it is concluded that collaborative governance has a positive and significant relationship to the quality of immigration services, Total Quality Management has a positive and significant relationship to the quality of immigration services. Implementing collaborative governance can encourage improvements in the quality of immigration services. Implementing Total Quality Management can encourage improvements in immigration services quality.

Keywords: collaborative governance; total quality management; immigration service quality; immigration; Indonesia; PLS-SEM

1. Introduction

In the digital era, the use of information technology has become an inseparable part of society living in the modern era. This progress has raised significant demands on the government as a facilitator of public services to become more open, efficient and effective in running its government. Apart from that, the government must provide easier access to information, especially those related to government (Zaid et al., 2020). Thus, encouraging the government to implement efficient and quality government, which is known as good governance, the government is required to adapt to technological advances so as not to be left behind in creating good public services. The use of computer technology is a characteristic of this era of advances in communication and information technology. E-Government is the use of information

technology by the government to communicate with the public, business, government and related parties by providing services efficiently and accurately. Presidential Instruction Number 3 of 2003 has been issued by the government which stipulates the National Policy and Strategy for e-Government Development. This policy is designed to encourage the implementation of e-Government as an effort to improve public services, especially in the provision of information, as well as to create effective governance (Woldesenbet et al., 2018). The main goal of e-Government is to build a communication network that allows people to interact, transact and obtain services easily. Collaborative governance is a government management approach that involves stakeholders outside the government or state directly. In this case, it focuses on the use of agreement and deliberation in the joint decision-making process, with the aim of developing and implementing public service policies and programs. Collaboration largely relies on social network management (Wang et al., 2023).

All stakeholders must participate in discussions that represent their interests in a collaborative governance model (Waligo et al., 2013). Public policies and issues are the focus of government work. Public institutions are very focused on creating policies, goals and collaborative processes to achieve stakeholder agreement. Social justice is needed to carry out collaborative government to fulfill the public interest. Bovaird means that cooperative relations between the government and the private sector are regulated based on reciprocal agreements, which go beyond and overcome the provisions in any agreements between institutions in the public sector and institutions in the private or non-public sector (Asbari et al., 2020). A partnership cannot be defined simply as a cooperative contract, according to Bovaird. In the concept of partnership between the public and private sectors, cooperation refers to collaboration that includes all interested parties, outside of contractual agreements, in the contract implementation process. Cooperation between the government and the private sector has unique characteristics compared to other forms of cooperation, such as privatization, outsourcing and work contracts. This type of cooperation is more similar to public-private cooperation to solve problems for one party rather than solving problems for both parties. The government collaborates with institutions outside the government in several arenas, this includes collaboration between government institutions (internal), collaboration between government institutions and business institutions, and collaboration between government institutions and civil society institutions (Purwanto et al., 2022).

Public services are basically concerned with broad aspects of life. In state life, providing various public services needed by the community is one of the functions of the government. The public services in question start from services in the form of regulations or other services in order to fulfill community needs in the fields of utilities, education, health and others. Public services or public administration provided to the community and disclosure of information to the public are two things that cannot be separated. The state is obliged to serve every resident to fulfill their basic rights and needs through the public service system (Abbas, 2020a). Building public trust openly is an obligation and action that must be taken by public service providers in accordance with the assumptions and requests of service recipients. If public services are not accompanied by the provision of open information to the public, it will have an impact on the loss of individual or community trust in public administrators and the quality

of public services. Apart from that, it could lead to deviations from the authority of state officials who are supposed to provide services to the public (Acquah et al., 2023). The more open public administrators are regarding disclosing information to the public, the more responsible and professional the state organization will be. The characteristics of professional public services are accountable and responsive public services. focuses on achieving goals and objectives, straightforward which means an administrative method or system that is carried out effectively, quickly, precisely, simply, straightforwardly to be implemented by the public who request administration, clarity and certainty (transparent), work units or work units or officials who have The role as the person responsible for providing the service, the time period for fulfilling the service, details of rates and time as well as other matters relating to the service process must be communicated openly so that it is easily known and understood by the public. In terms of convenience, as displayed on notice boards, notification sheets and existing leaflets, immigration has provided very clear information and if it is not clear, applicants can also ask the Immigration officer directly. This is done in order to foster public trust and provide convenience to the public regarding services at the Immigration Office (Ulibarri et al., 2023).

Problems in Public Services Basically, the main debate in public services is closely tied to improving the quality of public services. Services that have good quality depend on various factors, including how they relate to support from existing human resources, how they are implemented or in terms of administration, as well as looking at institutional factors (Siddiki et al., 2015). If we examine the existing human resources, the problems that can occur are always related to employee ethics, professionalism, skills, capabilities, and morals and ethics. If the problem is viewed from an institutional perspective, the problem lies in agencies that lack coordination and are complicated. When examined from the form of implementation, public services have various obstacles and shortcomings, including: a) lack of information. Information that should be conveyed to the public quickly, does not reach the public at all or is delivered slowly. b) Less responsive. This situation occurs in most parts of the service, starting from service officers who have direct contact with service users up to the level of officials or people who are fully responsible for the agency. Lack of speed in responding to various existing complaints, hopes or aspirations from the community or often these complaints are ignored. c) Lack of coordination. Various interrelated service units lack coordination, resulting in policy conflicts between service agencies. d) Bureaucracy. In general, licensing services have a long process. This process must go through various stages so that this situation causes the service completion process to take a long time. e) Not efficient. the services provided are often insignificant with most of the qualifications required in licensing services. f) Lack of heeding complaints, suggestions and aspirations from the community. So, the impact of this arises, namely that services do not improve because there is no evaluation and improvement or change from one period to another

Total Quality Management (TQM) is an approach in improving quality systematically using many dimensions and has been widely applied by many companies with the aim of improving performance such as quality, productivity and profitability. Focus on customers is an important factor in Total Quality Management, this is because customer satisfaction is the main quality factor at that company.

Customers have a direct or indirect relationship with the company (Sigalla et al., 2021). As a service company, to produce the best quality service products, TQM is needed, which is a combination of all functions of a company into a holistic philosophy built on the concepts of quality, team work, productivity, and customer satisfaction. Total Quality Management (TQM) is a system that elevates quality as a business strategy and is oriented towards customer satisfaction involving all members of the organization (Sartas et al., 2019). Focusing on customers makes an organization or company oriented towards what customers need in providing maximum service. One of the strategies used to improve company performance is to make customers the main priority by always maintaining and implementing quality that is able to meet customer needs. The higher an organization's ability to focus on customers, the higher the performance of the organization or company itself. A number of research papers have shown that a customer-focused TQM approach has a positive and significant impact on strong performance. This research aims to investigate the role of collaborative governance on the quality of immigration services and the role of Total Quality Management on immigration services quality (Praditya, 2024). The main objective of this research is to analyze the relationship between the variables of collaborative governance and quality of immigration services, and analyze the relationship between the variables total quality management and quality of immigration services.

2. Literature review

2.1. Collaborative governance

Collaborative Governance Regime (CGR) theory provides an in-depth explanation of how collaborative processes are dynamic and cyclical. Before these processes have significant effects, they cause temporary actions and influences, and they require adaptation to these fleeting impacts. The theory of Emerson et al. (2015) was chosen by the author because it views broad components and can be applied to problem solving. The Collaborative Governance Process contains the collaboration procedures shown above (Ofei-Manu et al., 2018). This research explores the phenomenon of collaboration using various CGR components. The collaboration process consists of many different elements, such as the actions taken in the collaboration, the dynamics of the collaboration, and the impact and adaptation of the collaboration process. Collaboration dynamics have an important role in the collaboration process. Principles, shared motivation, and the ability to work as a group are what make teamwork effective. Collaborative dynamics are reflected in collaborative actions. If only one organization acts, collaborative action cannot be achieved. The results of collaborative actions are usually viewed as temporary effects that feed back into the dynamics of collaboration. The results arising from the collaboration process are impact and adaptation (Ochuba et al., 2024). Both expected and unexpected elements impact the collaboration process. Collaboration can then adapt to feedback from those impacts. What needs to be adjusted is how the collaboration reacts to input from each existing actor. Good adaptation is an adaptation that can be implemented by all collaborating actors, which means that organizational interests cannot have an impact on collaboration and hinder efforts to maximize the benefits of collaboration for actors as a whole. To continue the growth of collaboration,

adaptation must be based on what most needs to change in the collaboration (Albloushi et al., 2023).

2.2. Total quality management (TQM)

TQM is a concept used by organizations to maintain competitive advantage and ensure the company's operational effectiveness. Implementation of TQM is carried out as one of the company strategies in producing good service performance, so that its implementation is oriented towards customer satisfaction and involving all members of the company including employees (Ansell et al., 2020). From Here, it can be said that TQM practices are aimed at making continuous (continuous) improvements to products or services, human resources, processes and the environment, so that they can produce the best and superior quality in competition (Avoyan et al., 2024). Regarding employee performance, the implementation of TQM is carried out, systematically planned and directed, and it is hoped that it can help increase employee productivity and performance. Therefore, companies need to create a system appropriate performance measurement foreknow the characteristics and quality of performance and identify actions that can be taken in an effort to improve employee work productivity. More often a company carries out measurements' employee performance, the more company will improve employee performance, and this increase in performance will have an impact on improving the quality of the company (Azadi et al., 2011).

TQM is an integrated approach that aims to obtain and maintain output high quality, then focus on maintenance and continuous improvement and prevention of failure at all levels and functions company, in order to meet and/or exceed consumer expectations. TQM can be understood as a holistic management philosophy which encourages continuous improvement and development in all organizational functions, and can be achieved if the concept of total quality is used from the use of resources in customer after-sales service (Buckler et al., 2011). Based on the understanding of the experts above, Total Quality Management (TQM) can broadly be interpreted as a strategy and a management philosophy that tries to integrate all organizational functions involving all managers and employees work together to improve products, services, people, processes and the environment so as to optimize performance employees of the company (Duan et al., 2020).

2.3. Immigration services quality

Service quality in developing countries is a problem that often arises, generally the demand for services far exceeds the ability to fulfill it, so it is a problem that is often criticized by the public or service recipients. Quality is "a dynamic condition related to products, services, people, processes, and the environment that meets or exceeds society's expectations" (Florini et al., 2018). Of course, this image of good quality is not based on the point of view or perception of the service provider, but based on the point of view or perception of the community. With the rapid progress of science, information and communication technology, government is required to be reformed and adapted to the dynamics of society's demands, and judging from the low quality of service, it can be seen that the government in providing public services still

does not pay attention to public service standards (Emerson et al., 2015). The low quality of services provided has an impact on low public trust which results in people feeling dissatisfied with government performance and services. Service quality is centered on efforts to fulfill the needs and desires of the community as well as the accuracy of delivery to balance community expectations, namely the existence of conformity between expectations and management's perception, the existence of conformity between perceptions of community expectations and employee work standards, there is conformity between employee work standards and the services provided with the services promised and their existence (Franciosi et al., 2021).

“Conformity between the service received and what is expected by the community.” Service quality is a benchmark in determining whether or not a service user is satisfied with the community, because through service quality you will be able to assess performance and feel whether or not the community is satisfied with the services provided by the service provider (Hassan et al., 2021). Consumer satisfaction is the level of a person's feelings after comparing the performance (results) he feels compared to his expectations. If performance exceeds expectations, they will feel satisfied and conversely, if performance does not meet expectations, people will feel disappointed. Community satisfaction describes expectations regarding how good or bad the quality of services provided by the government to the community is. The advantage of assessing service quality for the government is that one of them is to assess the government's performance in providing public services and improve service quality. From the results of this assessment, it can be seen how well the government's performance and role in providing public services (Hussain et al., 2023). Meanwhile, for the public, this satisfaction assessment can improve the quality of services so that trust arises in the government as a public service provider

3. Hypothesis development

3.1. The relationship between collaborative governance and the quality of immigration services

Several previous studies (Hong et al., 2019) stated that collaborative governance has a positive and significant relationship to the quality of immigration services, the implementation of collaborative governance can encourage improvements in the quality of immigration services. Other research states that collaborative governance has a positive and significant relationship to the performance and quality of immigration services (Hong et al., 2019). This result is supported by other research which states that the implementation of collaborative governance can encourage improvements in the quality of immigration services and satisfaction of immigration service users (Liu et al., 2023). Based on this study, the following hypothesis is formulated,

H1: Collaborative Governance has a positive and significant relationship with the quality of immigration services.

3.2. The relationship between total quality management and the quality of immigration services

Several previous studies stated (Manley et al., 2017) that Total Quality Management has a positive and significant relationship to the quality of immigration services, the application of Total Quality Management can encourage improvements in the quality of immigration services. Other research states that Total Quality Management has a positive and significant relationship to the performance and quality of immigration services (Mikwamba et al., 2021). This result is supported by other research which states that the implementation of Total Quality Management can encourage improvements in the quality of immigration services and satisfaction of immigration service users (Manley et al., 2017). Based on this study, the following hypothesis is formulated,

H2: Total Quality Management has a positive and significant relationship to the quality of immigration services.

4. Method

This research method uses a quantitative method approach, research data is obtained by distributing online questionnaires via the Google Form platform. The questionnaire is designed to contain statement items on a Likert scale of 1 to 7. A 7-point Likert scale can minimize measurement errors and be more precise. The Likert scale used in this research is (1) strongly disagree, (2) disagree, (3) quite disagree, (4) Neutral, (5) quite agree, (6) agree, (7) Strongly agree. The respondents for this research were 567 senior employees of the immigration department in Indonesia who were determined using a simple random sampling method. Analysis of research data uses the partial least squares (PLS) structural equation modeling (SEM) approach with data processing tools using SmartPLS 4.0 software. The variables in this research are the dependent variables, namely collaborative governance, Total Quality Management and the dependent variable is the quality of immigration services. The stages of data analysis are validity testing, reliability testing and significance testing or hypothesis testing.

The hypotheses of this research are illustrated in **Figure 1**:

H1: Collaborative Governance has a positive and significant relationship with the quality of immigration services.

H2: Total Quality Management has a positive and significant relationship to the quality of immigration services.

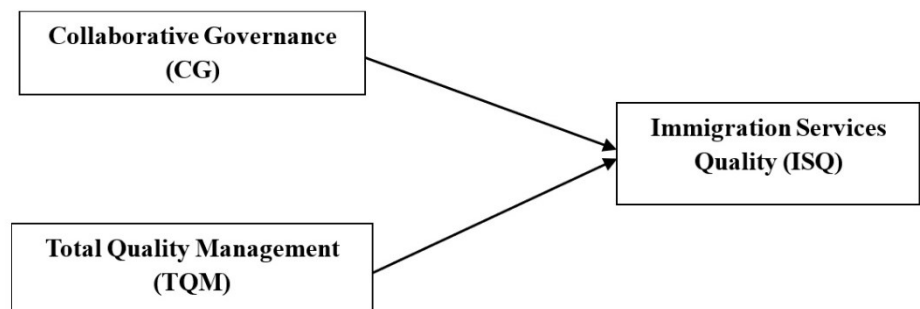


Figure 1. Research model.

In **Figure 1**, the nomenclature of the independent variable is collaborative governance (CG) and total quality management (TQM). The nomenclature of the dependent variable is immigration services quality (ISQ).

5. Result and discussion

5.1. Characterization of the sample of respondents

The characterization of the sample in this study is that the most common gender is male, a total of 67.15%. The majority of respondents were 30–35 years old, a total of 47.37%. The most common educational characteristic is a bachelor's degree at 49.78%. The work period of respondents dominated by 5–10 years is 49.35%.

5.2. Model of causal relationships between variables

The first stage of data analysis is creating a research model using SmartPLS 4.0 software. The variables in this research are the dependent variables, namely collaborative governance, multiple stakeholder participation and the dependent variable is the quality of immigration services. The results of the research model are displayed in **Figure 2**.

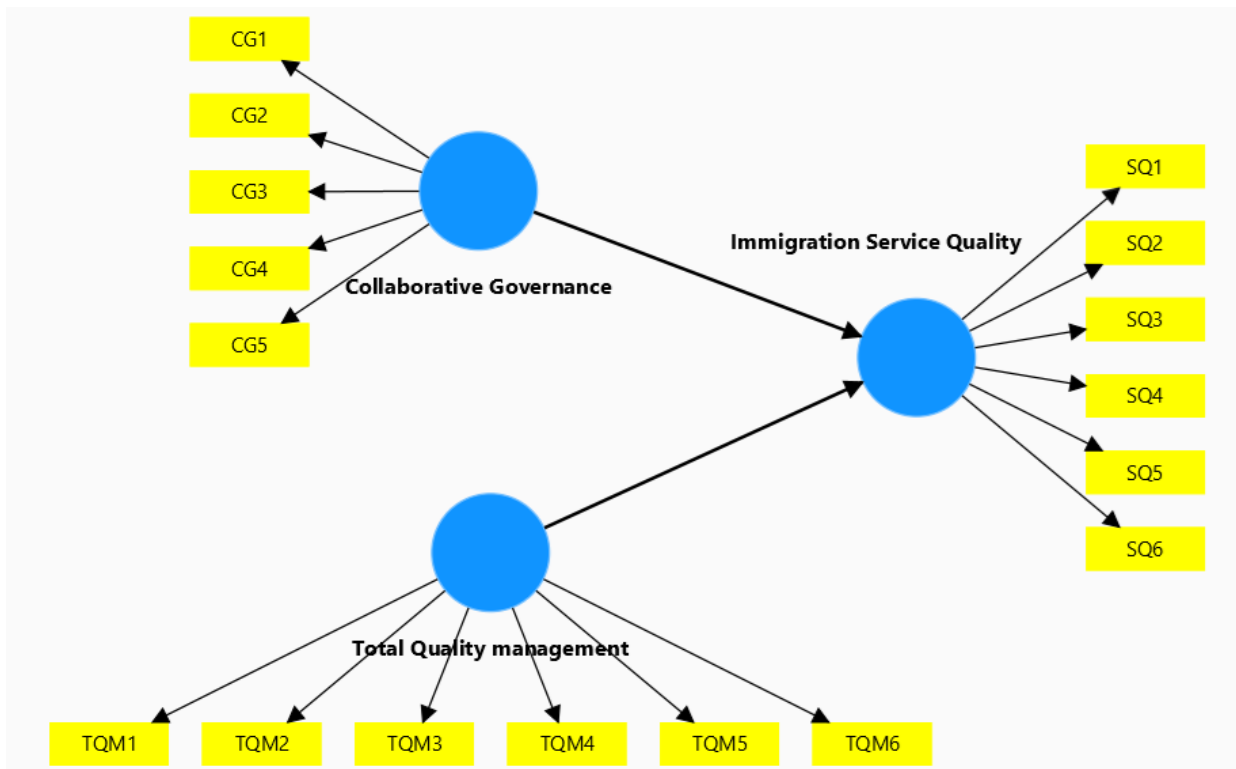


Figure 2. Model of causal relationships between variables.

5.3. Validity test

The validity test shows that the outer loading value of each indicator meets the requirements, namely with a minimum value of 0.70, which means that the measurement item is valid, reflecting the measurement of each variable in the research. **Figure 3** shows the results of processing data using SmartPLS 4.0. All values are

above 0.70, as seen from the value of the outer loading factor or correlation between constructs and variables. This states that there is a high relationship between the latent variables and the constructs and no constructs have been removed from the model. These indicators will then be evaluated to see whether they are appropriate or valid, and the study will proceed to the next validity testing stage.

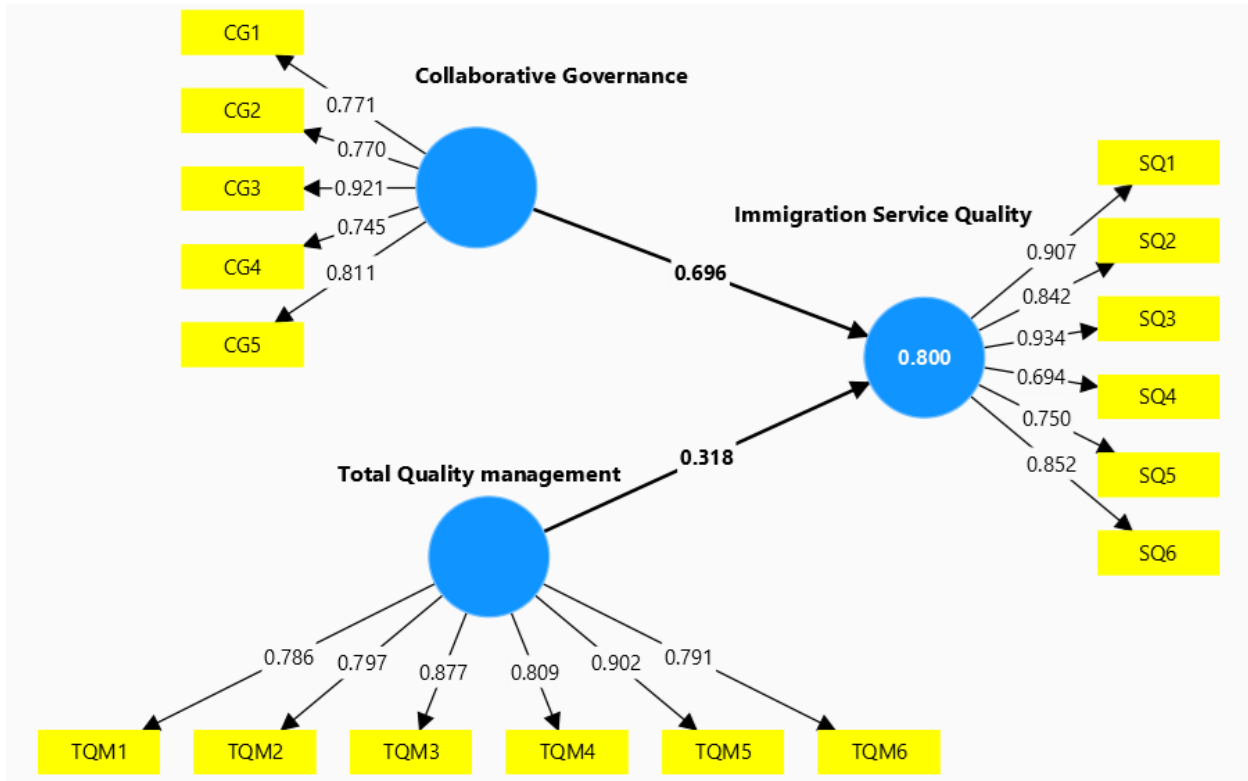


Figure 3. Validity testing.

5.4. Reliability test and AVE value (average variance extracted)

As shown in **Table 1**, the reliability test can be seen from the minimum composite reliability value of 0.70, Cronbach's Alpha minimum value of 0.70 and AVE (Average Variance Extracted) with a value of more than 0.50, which means that the measuring tool or instrument as a whole is consistent or reliable in measuring variables.

Table 1. Reliability test results and AVE values.

	Cronbach alpha	Composite Reliability	AVE	rho_A	R-Square
Collaborative Governance	0.851	0.854	0.798	0.743	-
Total Quality Management	0.824	0.812	0.712	0.734	-
Immigration Service Quality	0.815	0.814	0.716	0.784	0.800

The model has good discriminant validity if the cross-loading value of each indicator on a latent variable has a value greater than the cross-loading value of other variables. From the results obtained it can be said that the indicators used in this research have good discriminant validity. good where the indicator on that variable has a greater value than the indicators on other variables. The Cronbach's Alpha and Composite Reliability values obtained, obtained values for all variables above 0.70,

indicating good reliability. These results show how stable and consistent the research instrument is. So, all variables/constructs in this research are good, and each measurement statement for this variable has a high level of dependence.

5.5. Statistical collinearity test (VIF)

The statistical collinearity test can be seen from the VIF value which is < 5 , which means the measuring instrument meets the requirements and is reliable. Based on the results of the Collinearity Statistics (VIF) test, all indicators for each variable have a value < 5 . So, it can be concluded that all indicators meet the requirements and are reliable for use in this research.

5.6. R-Square (R^2) testing

R-square is also known as the coefficient of determination which explains how far dependent data can be explained by independent data. R-square has a value between 0–1 with the condition that closer to one means the better. The coefficient of determination is a statistical measure in a regression model that determines the proportion of variance in the dependent variable that can be explained by the independent variables. In other words, R-squared shows how well a data fits a regression model.

Based on **Table 2**, it can be seen that the R-Square value of the Immigration Service Quality variable is 0.800. This means that the variability of the Immigration Service Quality construct which can be explained by the Collaborative Governance and TQM variables is 80%. This finding shows that the influence of the Collaborative Governance variable and TQM on Immigration Service Quality is classified as high.

Table 2. R-Square (R^2) testing.

	R-Square	R-Square adjusted
Immigration Service Quality	0.800	0.789

5.7. Hypothesis testing

It will be determined whether there is a significant relationship between the independent and dependent variables in this hypothesis test (bootstrapping). Testing path coefficients, which represent coefficient parameters and significant t statistical values, is needed to test this hypothesis. Regarding the relationship between research variables, information will be provided by the significance of the parameters. The limit for accepting or rejecting the proposed hypothesis is Probability 0.05. Based on the results of data processing that has been carried out, we can answer the hypotheses in this research, namely by carrying out T -statistics tests and P -values. It can be said that the research hypothesis is accepted if the T -statistics value is > 1.96 and the P -values are < 0.05 . The results of hypothesis testing are shown in **Figure 4** and **Table 3**.

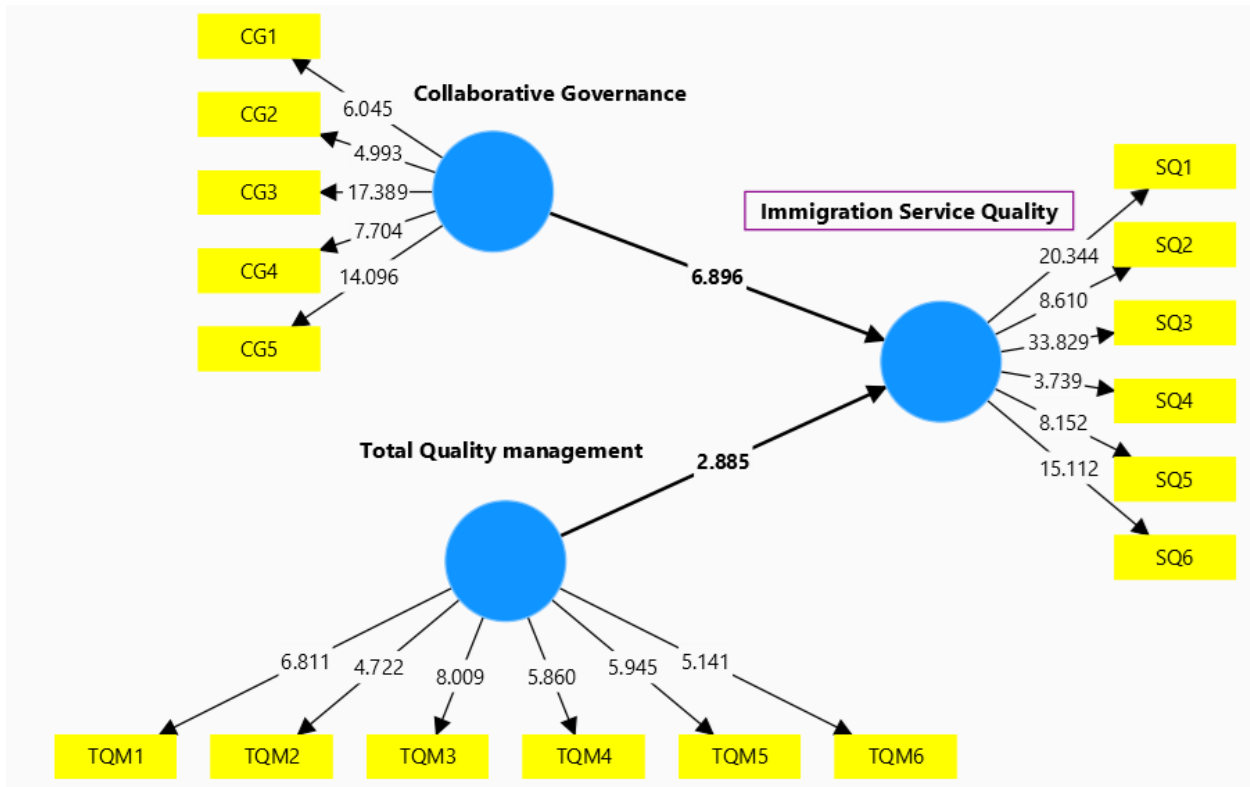


Figure 4. Hypothesis testing.

Table 3. Data result of path coefficient.

Hypothesis	T-Value	P-Value	Result
H1: Collaborative Governance → Immigration services Quality	6.898	0.000	Supported
H2: Total Quality Management → Immigration services quality	2.885	0.000	Supported

5.7.1. The relationship of collaborative governance and the quality of immigration services

From the results of hypothesis testing, it is known that the path coefficient is positive at 0.454, which means it has a positive influence. The *p*-values that form the influence of Collaborative Governance on the Quality of Immigration Services are 0.000 and the *T*-Statistics value is 5.356. This result is in accordance with the rule of thumb that *p*-values < 0.05 and *T*-Statistic > 1.96. The regression results were carried out with a confidence level of 95% or with a significance level of 5% ($\alpha = 0.05$). It can be concluded that Collaborative Governance has a positive and significant effect on the Quality of Immigration Services. Several previous studies (Mutahara et al., 2020) stated that collaborative governance has a positive and significant relationship to the quality of immigration services, the implementation of collaborative governance can encourage improvements in the quality of immigration services. Other research states that collaborative governance has a positive and significant relationship to the performance and quality of immigration services (Mganga et al., 2023). This result is supported by other research which states that the implementation of collaborative governance can encourage improvements in the quality of immigration services and satisfaction of immigration service users (Naini et al., 2022).

Researchers have recognized several key elements in the systems context that may differentiate or influence the nature and prospects of Collaborative Governance, including resource conditions that require improvement, enhancement, or constraints; policy and legal frameworks, including administrative, regulatory, or judicial; previous failure to address issues through conventional channels and authority; political dynamics and power relations in society and between/at levels of government; the level of connectivity within and throughout the existing network; the historic level of conflict between recognized interests and the resulting level of trust and impact on working relationships; and socio-economic and cultural health and diversity. The system context is represented in this framework, not as a set of initial conditions but as the surrounding three-dimensional space because external conditions (e.g., elections, economic downturns, or new regulations put in place) can influence the dynamics and performance of collaboration not only at the start. but at any time during the course of collaborative governance, it opens up possibilities.

5.7.2. The relationship between total quality management and the quality of immigration services

From the results of hypothesis testing, it is known that the path coefficient is positive at 0.454, which means it has a positive influence. The p -values that form the Total Quality Management on the Quality of Immigration Services are 0.000 and the T -Statistics value is 5.356. This result is in accordance with the rule of thumb that p -values < 0.05 and T -Statistic > 1.96 . The regression results were carried out with a confidence level of 95% or with a significance level of 5% ($\alpha = 0.05$). It can be said that Total Quality Management has a positive and significant effect on the Quality of Immigration Services. Several previous studies (Albloushi et al., 2023) stated that Total Quality Management has a positive and significant relationship to the quality of immigration services, the application of Total Quality Management can encourage improvements in the quality of immigration services. Other research states that Total Quality Management has a positive and significant relationship to the performance and quality of immigration services (Ansell et al., 2020). This result is supported by other research which states that the implementation of Total Quality Management can encourage improvements in the quality of immigration services and satisfaction of immigration service users.

Empirically, the results of studies regarding the impact of implementing TQM on immigration service quality were shown to find a strong positive relationship between the level of implementation of TQM practices and immigration service quality. Implementing TQM can improve immigration service quality which is reflected in efficiency and productivity. TQM does not have a positive and significant influence on employee performance (Avoyan et al., 2024). From the findings research, it is known that the application TQM can influence immigration service quality, although these influences may differ at each company. Apart from aiming to improve organizational performance through the performance of its employees, the effectiveness of implementing TQM can also encourage a person's affective feelings his job. In this case, TQM as oriented quality management system quality products and services, have a purpose The final goal is to achieve service quality. There is a

positive relationship strong relationship between customer satisfaction and immigration service quality.

6. Discussion

The results of the analysis show that collaborative governance has a positive and significant relationship with the quality of immigration services and total quality management has a positive and significant relationship to the quality of immigration services. Several previous studies (Albloushi et al., 2023) stated that Total Quality Management has a positive and significant relationship to the quality of immigration services, the application of Total Quality Management can encourage improvements in the quality of immigration services. Other research states that Total Quality Management has a positive and significant relationship to the performance and quality of immigration services (Ansell et al., 2020). Several previous studies (Mutahara et al., 2020) stated that collaborative governance has a positive and significant relationship to the quality of immigration services, the implementation of collaborative governance can encourage improvements in the quality of immigration services. Other research states that collaborative governance has a positive and significant relationship to the performance and quality of immigration services (Mganga et al., 2023). This result is supported by other research which states that the implementation of collaborative governance can encourage improvements in the quality of immigration services and satisfaction of immigration service users (Naini et al., 2022).

The quality of public services will always change, because society continues to face dynamics. Likewise, science and technology continue to develop very quickly. One form of actualization of government bureaucracy is in public services and public services are also the basis of government bureaucracy. Public services are a concrete and basic form of the existence of government authority. The impression of the government as a public service provider can be clearly illustrated from the actions and behavior of officials in providing services to its citizens. Changing the worldview mindset regarding services that are more focused on the people must become an innate moral inherent in an individual and reflected through the mentality and actions of officials in providing services to the public (Azadi et al., 2011). Service is an attitude, a performance or an energy and effort, which shows in an integrated manner how crucial it is for the recipient of the service to play a dynamic and active role in the delivery or production or procedure of the service itself. Meanwhile, quality is the solution to the desires and expectations of customers or clients which are then continuously improved. A conclusion can be drawn based on the theory regarding service and quality above that quality public service or what can be called excellent service is every effort to prepare or assist with all kinds of affairs carried out by state officials with the aim of meeting the needs and expectations of the community (customers). There are several structures that need to be focused on improving the quality of a service, namely, (1) Accuracy in service, (2) Timeliness of service, (3) Ethics and friendliness in providing services, (4) Responsibility, (5) Completeness, regarding the scope of services and availability of facilities (6) Ease of obtaining services, (7) Variations in service models, (8) Personal service, (9) Comfort, and (10) Other supporting attributes (Buckler et al., 2011). The procedures or behavior of

officers in providing services will greatly influence community satisfaction. Therefore, state officials should pay full attention to the dimensions above in order to achieve satisfaction from the community. This is of course not something that is simple to implement, because it takes time and a long process to renew habits that have influenced the actions and behavior of the bureaucracy so far. Transformation or changes in culture, attitudes and behavior by service providers must follow from this change in service paradigm. Service is not just a mere discussion, but wholeheartedly implemented every day in the act of serving the community (Duan et al., 2020). There are four benefits of service quality, namely: (1) correctly recognizing the needs and desires of the community or service recipients; (2) communicating the expectations of the community or service recipients to the designers of the service provider's products; (3) ensure that community service products or service recipients are completed correctly and on time; (4) remain in good contact with the community or service recipients after the services provided end to ensure satisfaction of the service recipients. Public service organizations have the characteristics of a public accountability system, where every citizen has the same right to provide comments and reviews on the quality of the services they have received. If the role of the community as service recipients is not taken into account, it will be difficult to measure service quality, which is an important factor for analyzing the quality of public service (Emerson et al., 2015). The second element in analyzing is how easy it is to identify services before or after the service is provided. The basis for assessing the quality of services is always changing and there are differences. Currently, what is considered service quality or as a benchmark for service quality, it is not impossible that it will be considered inferior at a later time. Therefore, it is difficult to agree on standards of quality. The difficulty or comfort of consumers or the public as recipients of public services and officials as service providers in assessing service quality is something that is of great concern.

Public demand over time for quality administration or public services will continue to increase. Therefore, trust in the government is largely controlled by the ability of the government itself to overcome the various problems that arise so that it can offer various types of public services that meet public satisfaction and are in accordance with its capabilities (Franciosi et al., 2021). Based on the above conditions, here are several steps and strategies that can be taken to improve the quality of passport services in immigration: a. Improving Employee Competence in Public Services Employee competency plays a very crucial role in an institution for the effective implementation of government and development tasks. Therefore, it is necessary to provide training or activities that support efforts to develop employee competencies needed in institutions, especially in the immigration sector, so that the bureaucracy can carry out its responsibilities and functions optimally in carrying out development and governance (Florini et al., 2018). Employees are required to be able to play an active role in presenting public services wholeheartedly and seriously to the public in order to create effective public services and be able to contribute to the institution. Development is an effort to improve the theoretical, conceptual, ethical, technical and moral abilities of employees that have been adapted to job needs through education and training. Training is an activity that aims to improve the technical skills of implementers to improve employee work, while education improves employee theoretical, conceptual and moral skills.

Based on the discussion of research results as described previously, it is known that the implementation of TQM practices. Basically, it can influence directly, both on job satisfaction and employee performance. This condition indicates that although job satisfaction can be a bridge the influence of TQM practices on performance employees, but when the company is successful make improvements to the implementation of TQM comprehensively and sustainably, then without any job satisfaction even though this is the case can improve employee performance directly (Hassan et al., 2021). As is known that in TQM implementation, teamwork is aspects that are considered quite important by employees in encouraging their performance achievements. From here, employees need a means to build teamwork effectiveness within implementation of each task or job. The facts show that the company focuses more on customers compared to the aspect of teamwork causing a gap in interests between the company and employees, so this could be a correction for the company within evaluate implementation TQM that has been implemented previously.

Theoretical and practical implications

The theoretical implications of this research include: 1) This research supports the concept of operational management theory used as a theoretical basis regarding the impact of TQM implementation on achieving company goals. 2) This research builds an integration model in looking at the impact of implementing TQM practices on immigration service quality. This indicates a new phenomenon, that even without job satisfaction, employee performance can be improved optimally through the implementation of effective and comprehensive TQM practices. The practical implications of this research provide confirmation of the importance of TQM practices implemented by a company, especially immigration, in encouraging immigration service quality and performance. Teamwork is the most important thing that employees consider and think about when compared to other aspects such as organizational culture, customer focus, organizational trust, and rewards. Therefore, company management, especially production managers, need to make deep efforts improve team collaboration in carrying out work, both for maintaining good relations between employees and improving the immigration service quality.

7. Conclusion

Based on the results of the analysis and discussion that have been presented in this research, this research uses the Partial Least Square (PLS) method for data analysis, it can be concluded as follows, collaborative governance has a positive and significant relationship to the quality of immigration services, Total Quality Management has a relationship positive and significant on the quality of immigration services. Implementing collaborative governance can encourage improvements in the quality of immigration services. Implementing Total Quality Management can encourage improvements in the quality of immigration services. The application of TQM variables in immigration which include customer focus, continuous improvement, teamwork, obsession with quality, and education and training is considered good. However, management should increase it more optimally by prioritizing continuous improvement because it has the strongest influence on

company performance among other TQM variables. Efforts to improve immigration service quality will be less if you maximize the level of implementation of continuous improvement, especially in improving the digitalization of technology in immigration products and services. Continuous improvement can be carried out by prioritizing communication, improving processes and services, actively and responsibly fixing existing problems, making improvements ongoing, continually documenting issues and developments, and exploring opportunities to leverage new tools and methods. Implementation of TQM that focuses on customers needs more attention to improve immigration service quality because it has the lowest impact among other TQM variables in this study. Immigration customers are key players in improving immigration performance. Future researchers who conduct similar research can develop the research model by adding samples and adding variables that are directly related to immigration service quality as a whole is outside this study. This research has limitations, namely that this research only contains three variables that influence the variables. The low coefficient of determination (*R*-Square) indicates that many other factors influence managerial performance variables besides total quality management, performance measurement systems, and reward systems in this research. The data or samples collected in this research are very limited. Researchers are constrained from meeting respondents directly, so it is possible that the questionnaires distributed by researchers are filled in by other people. The data analyzed is based on respondents' answers submitted in writing. The form of the questionnaire may affect the validity of the results. Respondents' written answers do not necessarily reflect the actual situation and will be different if the data was obtained by interview or direct observation. 3) In this research, there are other independent variables that are thought to influence service quality but have not been included in this research.

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