

## Research Article

# Public Service Transformation: A Lean Government Study of the Passport Management Process at the Indonesian Consulate in Darwin, Australia

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## Abstract.

This study aims to determine the performance of passport services at the Consulate of the Republic of Indonesia in Darwin, Australia for the satisfaction of Indonesian citizens in Darwin. More specifically, to determine the service process at the Consulate of the Republic of Indonesia in Darwin based on the principles of lean government, and to find out the supporting and inhibiting factors in the application of lean government principles in passport processing services. This research uses a descriptive method with a qualitative approach. The results showed that the application of Lean Government principles in passport processing services at the Consulate of the Republic of Indonesia in Darwin, Australia has great potential to improve efficiency and service quality. There are important lessons to be learned, when comparing the passport management system in Indonesia. In Indonesia, passport processing often faces challenges such as a lack of clear information and bureaucratic processes. Using an online registration system not only speeds up the process but also creates a more positive experience for applicants. The consulate were able to reduce time and resources, which is often a problem in Indonesia. Resistance to change and limited resources in consulates are similar to those in the country. It is therefore important for consulates to continually communicate the benefits of change, provide sufficient resources, and address existing regulatory barriers to optimize services.

**Keywords:** Darwin Consulate, Lean Government, passport

## 1. Introduction

Every year, Indonesia has experienced a decline in the prevalence of stunting. However, the current stunting prevalence rate is still far from the target of 14% which must be achieved by 2024 or as many as 5.33 million children under five are still stunted. In 2013, the stunting prevalence rate was 37.2%. In the following five years, this figure decreased to 30.8%. In 2019, stunting also decreased to 27.7%. Because there is no data collection, the stunting prevalence rate in Indonesia in 2020 is estimated to fall to 26.92%. This figure is predicted to decrease by 0.75% compared to 2019 (27.67%). In 2021, the stunting prevalence rate will be 24.4% (kemkes.go.id, 28 December 2021).

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Services have the main purpose of serving the community, where the government as a service provider is obliged to provide quality services, because people are increasingly disobedient to the government that has the authority to oversee public services [1]. People generally see bureaucracy as a trivial process that requires a lot of time and money, which in turn makes them think that bureaucracy is very difficult and inefficient [2] Arrogant mental attitudes and low work ethics among bureaucrats have often been a factor in improving the quality of public services in the past.

The implementation of services and in line with the requirements of development is one of the functions of the government, and it is imperative to improve the public services involved. Public services are one of the underdeveloped aspects of Indonesian society, and this issue is very strategic because it is a forum for communication between the government and its constituents [3] Passport services have a strong connection with public service, as one of the government's duties is to provide assistance to the public. One way to assess the quality of public services is to observe some of the best public services provided to the community.

Consulates are also ready to assist in the process of making new passports or renewing existing passports in accordance with the rules. In addition, the role of the consulate is also very important in protecting and assisting the people of a country who find themselves in difficult situations or legal problems outside their country. For example, if a person has an accident, is knocked out, dies or any other problem, the consulate should be seen as a liaison between the person concerned and local observers. In this case, the consulate will provide the necessary assistance, such as legal advice, transport regulations or co-ordination with law enforcement agencies [4].

Each consulate must comply with all applicable regulations, both those of the home country and those of the host country, which may enforce laws on documentation, administrative fees and security procedures. In addition, consulates should always be aware of many issues, such as the need for national cooperation and collaboration with various parties, including local and international organisations. International contexts are often complex and dynamic, requiring a high degree of flexibility and responsiveness to meet the diverse needs of nationals and to resolve problems as they arise and in an efficient manner. In fulfilling these roles and responsibilities, consulates make an important contribution to diplomacy and public service at the international level [5]

The Consulate of the Republic of Indonesia in Darwin, Australia, as a diplomatic mission, has an important responsibility in providing administrative services, including

passport services, to Indonesian citizens residing in its territory. To improve the efficiency and quality of these services, the consulate can apply the principles of lean government. Lean government in the context of passport services is an approach that uses lean management principles to improve the efficiency and effectiveness of administrative processes related to the issuance of passports [6]

In lean government, the key principles are to eliminate non-value-added activities, speed up workflows and ensure that each step in the public service process contributes directly to the desired outcome [7] This approach involves process mapping, identifying and eliminating waste, and implementing solutions based on feedback and data. Lean government practices emphasise the importance of collaboration between different units and stakeholders, as well as developing a culture of continuous improvement within government organisations. This includes empowering staff to innovate and suggest improvements, and using technology to support operational efficiency [8].

By applying lean principles, the government aims to improve the performance of public services, reduce operating costs and deliver greater value to society. The approach also focuses on creating systems that are more responsive and adaptable to the changing needs of society, thereby increasing transparency and accountability in service delivery. Lean government is an adaptation of lean principles derived from management methods developed in the industrial sector, in particular the Toyota Production System. The main aim of Lean Government is to improve the efficiency and effectiveness of public service delivery by reducing waste, speeding up processes and improving quality and public satisfaction.

The general purpose of this study is to determine the performance of passport services at the Consulate of the Republic of Indonesia in Darwin, Australia for the satisfaction of Indonesian citizens in Darwin. More specifically, to determine the service process at the Consulate of the Republic of Indonesia in Darwin based on lean government principles and to find out the supporting and inhibiting factors in the application of lean government principles in passport processing services.

## 2. Methods

According to Sugiyono [9], qualitative research is a post-positivism philosophy because it is useful for research on natural objects, (as opposed to experiments) researchers contribute as key instruments, sampling, data sources are carried out by purposive

sampling, collection techniques with triangulation (combined), data analysis is inductive or qualitative, and qualitative research results emphasize meaning rather than generalisation. The data collection technique for this research is triangulation (combined observation, interview, documentation), the data obtained tends to be qualitative data, data analysis is inductive or qualitative, and qualitative research findings are to understand meaning, understand uniqueness, construct phenomena [10]

This research aims to understand the phenomenon of what is experienced by the participants such as behaviour, perception, motivation, action and others. Thus, the data collected in this study is qualitative data with data collection instruments in the form of questionnaires and interview guides. The data analysis technique used in this research is a systematic data collection process to facilitate researchers in reaching conclusions in the form of inductive qualitative data analysis, namely analysis based on the data obtained. The analysis consists of three streams of activities that occur simultaneously, namely: data reduction, data presentation, verification and drawing conclusions.

### 3. Results and Discussion

#### 3.1. Transformation of Indonesian Bureaucracy

In every implementation of an activity there are always obstacles in its implementation. To achieve a desired desire in carrying out activities is not easy even if all these matters are carried out optimally. Achieving satisfactory results cannot be separated from obstacles and obstacles caused by several factors. The following are various things or factors that inhibit stunting sufferers from decreasing:

The Consulate of the Republic of Indonesia in Darwin, Australia is located in the northern region of Australia known as the Northern Territory. The city faces the Timor Sea and is surrounded by beaches and many small islands. Darwin's economy is based on tourism, agriculture and the oil and gas industry. These activities attract a diverse workforce. The region is an important focal point for bilateral relations between Indonesia and Australia, both socially, culturally and economically. Passport processing at the Consulate of the Republic of Indonesia in Darwin, Australia, is an important part of the consular services aimed at meeting the needs of Indonesians living abroad.

Lean Government is a management approach that adapts lean principles, originally developed in an industrial context, to improve effectiveness and efficiency in the public sector. The concept focuses on reducing waste, improving service quality and increasing

public satisfaction through continuous process improvement. The key principles of Lean Government are to eliminate non-value-added activities, speed up operations and ensure that each step in the public service process contributes directly to the desired outcome. This approach involves mapping processes, identifying and eliminating waste, and implementing solutions based on feedback and data. Lean government practices emphasise the importance of collaboration between different units and stakeholders, as well as developing a culture of continuous improvement within government organisations. This includes empowering staff to innovate and suggest improvements, and using technology to support operational efficiency [11].

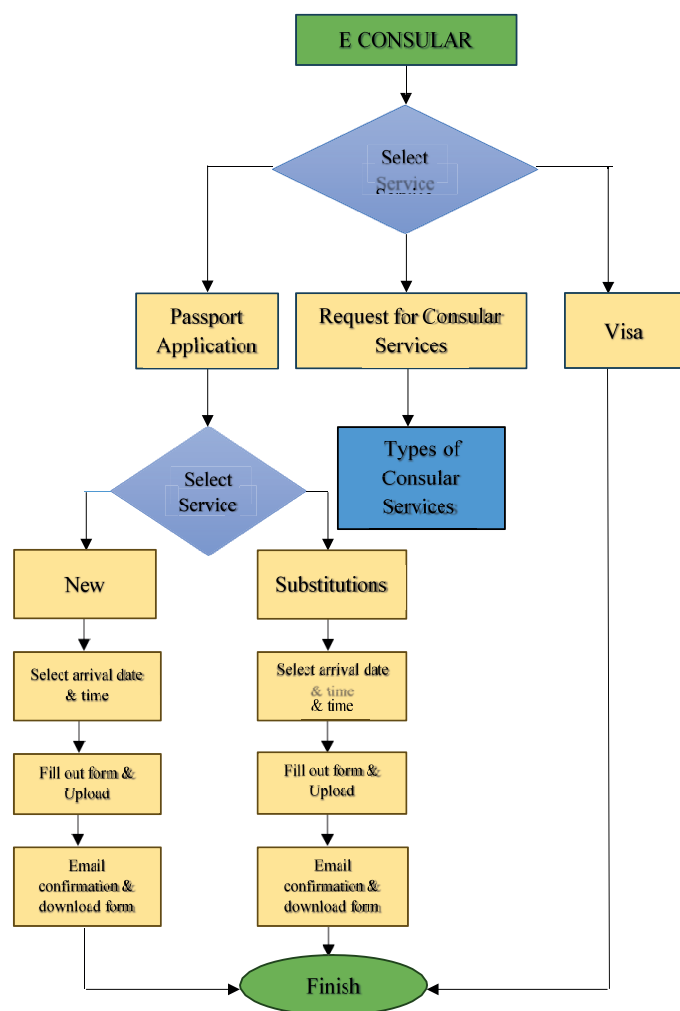
This research explores the application of Lean Government principles to the passport process, with a focus on increasing efficiency, reducing waste and improving the applicant experience. By identifying the steps in the process from registration to passport issuance, the research found that many steps could be optimised to speed up the service. One of the key findings was the importance of providing clear and accessible information. By using digital platforms such as websites and social media, consulates can provide comprehensive guidance on the passport application process, as shown below:

The study also shows that the process of receiving files can be improved by implementing a more efficient document verification system. By using digital checklists, consulates can ensure that all required documents are complete before the applicant leaves the office, reducing the need for time-consuming revisions and resubmissions. Another aspect that has received attention is the taking of photographs and fingerprints. By providing a biometric space. The use of digital payment systems also facilitates transactions, reduces queues and speeds up the passport issuance process.

Overall, the findings show that applying lean government principles to passport processing at the Indonesian Consulate in Darwin can create more responsive, efficient and effective services. By focusing on the needs of applicants and reducing waste, the consulate can strengthen the bilateral relationship between Indonesia and Australia and increase the satisfaction of Indonesians overseas. The implementation of lean government principles in passport processing services at the Consulate of the Republic of Indonesia in Darwin, Australia, faces various supporting and inhibiting factors.

Supporting factors:

1. Management commitment:



**Figure 1:** Passport Application Process.

- a. Full support from the Consulate’s management to implement Lean Government principles facilitated the necessary organisational culture change.
- b. Policies that support innovation and efficiency encourage staff to participate in the improvement process.
- 2. Use of technology:
  - a. The introduction of digital systems for form filling, payment and document verification improved efficiency and reduced processing time.
  - b. Automated photo and fingerprint booths provide a faster experience for applicants.
- 3. Staff training and development:
  - a. Appropriate staff training on lean principles and the use of new technologies ensures that all employees have the necessary skills to support the changes.
  - b. Awareness of the importance of efficient customer service can improve staff motivation and performance.

Inhibiting factors:

1. Resistance to change:

a. Staff or applicants who are used to old procedures may resist the implementation of new procedures.

b. Limited acceptance of new technology may hinder the expected efficiency.

2. Limited resources:

a. Limited budgets for training and technology may hinder the consulate's ability to fully implement lean solutions.

b. Limited staffing levels may lead to work overload, which may reduce service quality.

3. Regulatory constraints:

a. Inflexible government policies or regulations can hinder the implementation of desired changes in service processes.

b. Complicated procedures or excessive paperwork requirements can lead to wasted time and resources.

## 4. Conclusion

The application of Lean Government principles to passport processing at the Indonesian Consulate in Darwin, Australia, shows great potential for improving efficiency and service quality. A comparison with the passport processing system in Indonesia provides important lessons. In Indonesia, passport processing often faces challenges such as a lack of clear information and bureaucratic processes. This leads to applicant frustration and low service satisfaction. Meanwhile, at the Indonesian consulate in Darwin, supporting factors such as strong management commitment, the use of digital technology and adequate staff training contributed to the successful implementation of lean principles. The use of an online registration system not only speeds up the process, but also creates a more positive experience for applicants. As a result, the consulate was able to reduce the waste of time and resources, which is often a problem in Indonesia.

But challenges remain. Resistance to change and resource constraints, similar to those in-country, exist at the consulate. To optimise services, it is therefore important for the Indonesian consulate in Darwin to continually communicate the benefits of change, provide sufficient resources and address existing regulatory barriers. By learning from the Indonesian experience, the consulate can continue to improve the passport process, creating a system that is more efficient and responsive to the needs of the community.

This will not only increase applicant satisfaction, but also strengthen the bilateral relationship between Indonesia and Australia, and inspire improvements in the domestic service system.

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