

Uncertain Supply Chain Management

homepage: www.GrowingScience.com/uscm**Linking the role of supply chain service, collaborative governance and multiple stakeholder participation in the immigration services quality****Budy Mulyawan^{a*}, Koesmoyo Ponco Aji^b, Anna Erliyana^c, Wilonotomo^d, Sri Kuncoro Bawono^e, Mochamad Ryanindityo^e, Rita Kusuma Astuti^e and Arief Febrianto^e**^a*Immigration Administration Diploma Program, Immigration Polytechnic, Indonesia*^b*Immigration Law Study Program, Immigration Polytechnic, Indonesia*^c*Faculty of Law, Universitas Indonesia*^d*Management of Immigration Technology Study Program, Immigration Polytechnic, Indonesia*^e*Immigration Administration Diploma Program, Immigration Polytechnic, Indonesia***ABSTRACT***Article history:*

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In this digital era, collaborative management is needed to improve service quality and be supported by multiple stakeholder participation to provide optimal service. This research aims to investigate the role of collaborative governance in the quality of immigration services and the role of numerous stakeholder participation in the quality of immigration services. Investigate the correlation between supply chain service and service 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 567 senior employees of the immigration department in Indonesia who were determined using a simple random sampling method. Research data analysis uses the partial least squares (PLS) structural equation modelling (SEM) approach with data processing tools using SmartPLS 4.0 software. The variables in this research are the dependent variables, namely collaborative governance, and multiple stakeholder participation and the dependent variable is the quality of immigration services. The stages of data analysis are validity testing, reliability testing and significance testing of 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, multiple stakeholder participation has a positive and significant relationship to the quality of immigration services. Supply chain service has a positive and significant relationship with service quality. Implementing collaborative governance can encourage improvements in the quality of immigration services. Implementing multiple stakeholder participation can encourage improvements in the quality of immigration services.

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1. Introduction

In the digital era and increasingly rapid globalization, interactions between countries have become easier and also have an impact on the flow of traffic in and out of people from one country to another. This makes trade boundaries and communication boundaries between people in various parts of the world increasingly fade to fulfil human interests both in the fields of social culture, economic development, tourism, political systems, human physical welfare, and so on. This has become a concern

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for every country in the world to regulate the traffic of every person entering or leaving its sovereign territory, whether for the sole purpose of visiting to settle or staying temporarily (Alves et al., 2018). The Directorate General of Immigration which is under the auspices of the Ministry of Law and Human Rights of the Republic of Indonesia as a public organization has the task of serving the community or public services, especially in the field of traffic people entering or leaving the territory of Indonesia either for visits or staying for temporary stay, must simplify all community affairs, put the interests of the community first, and always provide satisfaction in service to the community. So, the motto of the Directorate General of Immigration, namely "Serve Sincerely", can be felt by all levels of society. Directly or indirectly, the increasing flow of traffic entering or leaving Indonesia's territory has caused the demand for supporting document services to increase both in terms of quantity and quality of public (Ansell et al., 2020). Public services are one aspect of the immigration function. The immigration function in question is a part of state government affairs in providing immigration services, law enforcement, state security, and facilitating community welfare development. There are various kinds of immigration services provided by the Directorate General of Immigration, one of which is in the form of providing passport services for Indonesian citizens. The Directorate General of Immigration has made various efforts to improve the quality of immigration services, especially passport services, to provide optimal quality of service to the public as well as possible. Efforts to provide the best service in passport services have been made through efforts to add hardware and software to the Directorate General of Immigration's servers. All of this is done by utilizing information technology to serve the public and make it easier to find information and process passport applications at offices and technical immigration implementation units. Apart from that, information is also presented in the form of posters to make it easier for the public to get information. However, there are still several complaints from the public and problems with passport services have reappeared in various media (Amirkhanyan et al., 2009).

Current technological sophistication is an opportunity for the government, Non-Governmental Organizations (NGOs) and all elements of society to advance their regions through the use of technology to innovate and create brilliant ideas for the success and progress of their cities (Leukel et al., 2011). With technological advances increasingly rapid and developing, to advance a region it is also very necessary to have collaborative governance or government collaboration. Collaboration in the process of implementing governance is something that is needed in current government practices. There are various reasons behind the collaboration between each institution or institution. Collaborative governance did not just appear but was caused by initiatives from various parties who encouraged cooperation and coordination in solving problems being faced by the public. The paradigm of collaborative governance was put forward by academics who explained that collaborative governance is a concept in government management as a process of facilitation and implementation by various institutions, both government, community and NGOs, which aims to solve problems together because if only one institution or government agency cannot solve them. Existing problems (Buckler et al., 2011). Collaborative governance is a process and structure in the management and formulation of public policy decisions that constructively involves actors from various levels, both at the level of government or public agencies, private institutions and civil society to achieve public goals that cannot be achieved if only implemented by one party (Maull et al., 2012).

Collaborative governance is closely related to various types of cooperation carried out between stakeholders in the administration of government and is also carried out as an effort and government response in activities to handle existing public problems. The term cooperation between stakeholders involving the government, private sector and society is defined as collaborative governance. Collaboration itself is interpreted as an effort to form cooperation, interaction and compromise between several elements, whether individuals and individuals, institutions and institutions or individuals and institutions who are then involved in the collaboration either directly or indirectly and will get consequences or benefits (Azadi et al., 2011). The explanation regarding collaboration above emphasizes that interactions or forms of cooperation between the government and all actors involved in the collaboration process will receive impacts, whether positive or negative, directly or indirectly. This impact can be optimized through planning. Several experts such as Innes and Booher, Healey, and Gunton and Day stated that collaborative planning has been successfully implemented in several countries, for example, to address environmental, security, water management cases involving many stakeholders, and across administrative areas. A collaborative government approach is used to address various public problems. As what is meant by public problems, according to researchers, it is an issue or condition that has an impact and attracts attention because it is closely related to the survival of many people so that government intervention and alertness are very necessary for responding to existing public problems (Maull et al., 2012). Supply chain management in service companies, or what can also be called supply chain management, is a coordinated system used in the process of moving a product or service from supplier to customer. The coordinated parts in this case include the organization or company and human resources as well as activities and many more. All of these are involved together to transfer products precisely from the supplier to the customer as previously described. This aims to maximize company profits. To understand more clearly about supply chain management, you can read the explanation below.

Supply chain management process: In service companies, customers are the first link in the concept of supply chain management in service companies (Cronin et al., 2004). Because the company will get input from customers. Even customer interest and desires for the product will always be important information for the company to launch the most appropriate product. After getting information from customers, the company will then carry out the planning process or what is also commonly called planning. Product planning must of course be done so that later the company can make or create and produce products that are needed by customers. In addition, the product can be as useful and satisfying as possible for customers. The next process that occurs in the company is the purchasing process. This is related to ordering raw materials or raw materials

and various supporting materials. All of these materials will be used to support the production of goods according to customer demand (Duan et al., 2020). This purchasing process usually includes the date of receipt of the product and its quantity. Inventory is also part of the supply chain management process in service companies. Inventory is the same as inventory related to raw materials and supporting materials received by the company. Then the quality of the raw materials and supporting materials is checked. After that, all materials that will be used for this production process are stored to meet production needs at any time. To facilitate the management of this, a generally used stock application that is proven to be more effective and efficient. The last process that is part of the supply chain management in a service company is the production process. This activity can be defined as an activity to produce services needed by customers. Supply chain management in a service company can be described as the management of all kinds of materials and sources for a company to increase its profit or benefits. Because the implementation of this supply chain management can encourage companies to better understand how to increase customer satisfaction (Wang et al., 2015). All things can even be managed well and appropriately. Surely the results will be by what has been expected together, so that not only customers will be satisfied with the company's services but also the company can benefit.

2. Literature Review

2.1. Collaborative Governance

Collaborative governance is one form of strategy for a new government. The new strategy is a form of governance that involves decision-making in a forum by various stakeholders simultaneously with government officials (Franciosi et al., 2021). This concept shows the importance of stakeholders to develop legal goods, rules and policy provisions that are appropriate for the environment or the general public, the parties must collaborate on certain methods and processes (Florini et al., 2018; Newig et al., 2018). This idea shows how the government and society involved in government are not something separate and function separately but work together for the common good. Collaboration is defined as collaboration between individuals, groups, or institutions to achieve a common goal that cannot be achieved or addressed separately. The expressions cooperation and collaboration are still used synonymously, and little effort has been made to highlight the differences and rich history of their definitions. Considering the definition given by professionals, collaborative governance refers to administration or government governance that involves cooperation between sectors. Collaborative governance is a set of arrangements in which one or more public institutions actively involve non-government stakeholders in a formal, consensus-driven decision-making process to establish or implement public policies or manage programs or assets (Huang et al., 2018). Collaborative governance to achieve public goals that will not be realized if only one party implements public policy decisions, collaborative governance is a process and structure that constructively integrates actors from various levels of government or public institutions, private organizations, and civil society. Based on the definitions of the experts above, there is a definition of collaborative governance which is contained in the same thinking. In addition, for collaboration in government to be effective, the individual interests of the various participants must be discussed and agreed upon through deliberation (Kim et al., 2023). The concept of collaborative governance extends to include various types of governance that cross international boundaries. It can be described as a nested framework dimension that includes the Collaborative Governance Regime (CGR), the larger system context, as well as internal collaborative dynamics and actions that have the potential to impact and adapt the system as a whole. This framework has identified and explored components of cross-border governance systems, ranging from location-based regional collaboration with non-governmental stakeholders to policy- or program-based intergovernmental collaboration to public-private partnerships (Baltacioglu et al., 2007).

2.2. Multi-stakeholder partnerships

Multi-stakeholder partnerships are a means by which interested actors can collaborate on a particular challenge or opportunity to achieve a greater impact or outcome than they could achieve alone. Multi-stakeholder involves organizations from various sectors of society, often more innovative, more sustainable, and more efficient with a more systematic approach (Manley et al., 2017). The strength of multi-stakeholder partnerships comes from their diverse approach, community-oriented technical, human, social or economic resources. Multi-stakeholder partnerships can be used wherever there is alignment of interests between different actors and where there is potential for activities to contribute to the SDGs while generating value for all parties, whether business, social or environmental. Multi-Stakeholder Partnership is defined as a formal arrangement in which organizations from various sectors (private, public, and non-profit) commit to working together in a mutually beneficial way to achieve their desired goals that cannot be achieved alone (Baltacioglu et al., 2007). Good partnerships and governance Collaboration certainly requires appropriate mechanisms. One of the keys to success in a multi-party partnership is the existence of an attitude and sense of mutual trust, respect and mutual understanding of the roles of each stakeholder. One example is a clear understanding of what each stakeholder brings to the table. So, it becomes very important for stakeholders to understand why they want to partner with each other. This can help facilitate good relationships between stakeholders, and also to ensure that stakeholders can provide and utilize the right resources in achieving organizational performance (Kim et al., 2023). Multi-party partnerships can be carried out based on the objectives to be achieved, namely: 1) specific partnerships, namely when stakeholders agree to carry out a partnership focused on addressing a narrow set of problems through one; 2) long-term strategic partnerships when stakeholders agree to partner to handle problems that are usually more complex and long-term (Malaver et al., 2024).

2.3. *Immigration Services Quality*

Service quality is a unique phenomenon, where the dimensions and indicators can differ among the people involved in the service. Service quality should indicate the level of service perfection in meeting the needs and demands of each consumer. Thus, what is meant by service quality is that it shows the level of service perfection in creating a sense of satisfaction in each consumer (Purwanto et al., 2022). The quality of service is still a lack of spontaneity among officers in resolving applicant problems and difficulties. Apart from that, there are also problems related to service quality, namely the lack of ability of officers to show friendliness, the ability to convince and gain consumer trust, as well as the lack of ability of officers to provide service quickly and accurately and responsively by customer wishes. Immigration is a series in providing services and law enforcement as well as securing the movement of people entering and exiting the territory of the Republic of Indonesia, as well as monitoring it to maintain the upholding of State sovereignty. Bureaucratic reform in the reform era has become an important part of realizing good governance (Mikwamba et al., 2021). The emphasis of Good governance is about improving quality public services, as well as the targeted eradication of corruption, systematic and integrated. Good governance is often interpreted as indicator of the realization of bureaucratic reform with its fulfilment principles, community participation, upholding the supremacy of law, transparency, concern for stakeholders, orientation towards consensus, equality, effectiveness and efficiency, accountability, and strategic vision (Liu et al., 2013).

Public service reform has become a major concern prominent in the process of developing good governance. That matter is based on public services as a realm of interaction between countries represented by governments and non-governmental institutions government (civil society and market mechanisms) and that various aspects of good governance can be easier in the realm of public services, as well as easier to assess its performance (Mukaromah et al., 2021). Therefore, the indicators of creation and one of the ways to develop good governance is the creation excellent service. These service quality dimensions can be used to measure the service quality of a service company. Measuring service quality means evaluating or comparing the performance of a service with a set of predetermined standards. The service scale is intended to measure customer expectations and perceptions, and the gaps that exist in the service quality model. Measurement can be carried out using a Likert Scale or Semantic Differential, and respondents just have to choose the degree of agreement or disagreement with questions regarding the delivery of service quality. If the perceived service is as expected then the quality of the service is perceived as good and satisfactory (Mutahara et al., 2020). If the service received exceeds consumer expectations, then the service quality is perceived as ideal quality. Conversely, if the service received is lower than expected, then the quality of the service is perceived as poor. Thus, whether the service quality is good or not depends on the service provider's ability to consistently meet consumer expectations.

2.4. *Supply chain service*

The concept of supply chain service in service companies, or supply chain management, basically arises due to technological developments, especially in the information sector (Mganga et al., 2023). This allows companies that produce or distribute products to know all customer desires and reviews so that companies can improve their product sales processes to be better and satisfy customers. So this supply chain management has a simple understanding as an activity carried out by a company to sell products to consumers as well as to recycle all products that have been used or used. Several types of activities that are part of this supply chain management include activities to collect materials and information from outside the company. In addition, activities related to the process from providing products to distributing products to consumers are also part of this (Ofei et al., 2018). The financial system is also part of this. For example, a credit system that can be given to customers. Regarding the components in this supply chain management, it is divided into three and the first is the upstream supply chain which is related to the product distribution system, then the second component is internal supply chain management which is related to the entry of goods into the warehouse. While the last is the downstream supply chain segment that involves product delivery.

One of the benefits of supply chain management in service companies is to satisfy customers. In this case, the company can produce products according to customer desires and demands. In other words, customers become the target for the company in carrying out its production activities until the best products can be produced for customers. In addition, supply chain management also functions to increase company profits so that revenue increases. This can certainly happen if all products from the company are in demand by consumers so that the products sell better on the market (Mganga et al., 2023). The popularity of this product is what increases the company's income. Another benefit of supply chain management is to reduce and suppress budget costs. A supply chain management concept involves technology as a source of information. In addition, the company also needs to use the services of employees to be able to work optimally to produce the best products and satisfy customers. In this case, without realizing it, the company has utilized all its assets to gain maximum profit. Another benefit of supply chain management is that it functions as a market mediation. So by implementing this concept, the company can identify products that are needed and in demand by consumers. The identification results can later be communicated to the product design or production side so that the products produced can be according to consumer desires. Finally, what is the benefit of supply chain management in service companies is that the company is expanding and getting bigger. It seems that this is the main goal of all companies until various methods are carried out including supply chain management methods. So

with this supply chain concept or method, the company can achieve its target, namely experiencing business expansion and greater profits (Ofei et al., 2018).

Supply chain management (SCM)

Supply chain management (SCM) is the integration of business processes from end users through initial suppliers that provide products, services, and information that add value to customers. Management (SCM) is the integration of activities in a supply chain with improved relationships, to achieve a sustainable competitive advantage. Supply chain management (SCM) includes the management of flows between levels in a supply chain to maximize total profit (Praditya, 2024). Supply chain management or Supply chain management SCM is a cross-functional inter-company system that uses information technology to help support and manage relationships between several of a company's key business processes and with suppliers, customers, and business (Sartas et al., 2021). Supply chain management is the management of the flow of goods and services and includes all processes that transform raw materials into finished products. Supply chain management is a total system approach to delivering products to end consumers using information technology to coordinate all elements of the supply chain from suppliers to retailers. Supply chain management (SCM) is a system to be able to apply a total approach to managing all flows of information, materials, and services from raw materials through factories and warehouses to end consumers. Supply chain management (SCM) is a process of managing the flow of information, products and services throughout the network, both customers, companies and suppliers. Supply Chain Management (SCM) is a strategic coordination of the supply chain to integrate supply and demand management. Supply chain management (SCM) is all activities or activities involved in delivering products from raw materials through customers including raw material sources and spare parts, manufacturing and assembly, warehousing and inventory tracking, incoming orders and order management, distribution across channels, shipping to customers, and also the information systems needed to monitor all activities Ulibarri et al., (2015). Supply chain management is an activity of managing various activities or activities to obtain raw materials into semi-finished goods and finished goods, then sending the product to consumers through the distribution system. Supply Chain Management is an approach used to achieve efficient integration of suppliers, manufacturers, distributors, retailers, and customers. This means that goods are produced in the right quantity, at the right time, and in the right place to achieve a minimum overall system cost and also achieve the desired service level. Supply Chain Management is a network of suppliers, manufacturing, assembly, distribution, and logistics facilities that form the function of purchasing materials, transforming materials into semi-finished goods or finished products, and the distribution process of these products to consumers (Sartas et al., 2021). Supply Chain Management is a holistic and strategic approach in terms of demand, operations, purchasing, and logistics process management.

2.4. Hypothesis Development

2.4.1. The Relationship between Collaborative Governance and the Quality of Immigration Services

Several previous studies (Ulibarri et al., 2015). stated that collaborative governance has a positive and significant relationship with the quality of immigration services, and 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 (Siddiki et al., 2015). 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 (Sartas et al., 2021). Based on this study, the following hypothesis is formulated

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

2.5.2. The Relationship between Multiple Stakeholder Participation and the Quality of Immigration Services

Several previous studies stated (Waligo et al., 2013) that multiple-stakeholder participation has a positive and significant relationship to the quality of immigration services, the application of multiple-stakeholder participation can encourage improvements in the quality of immigration services. Other research states that multiple-stakeholder participation has a positive and significant relationship to the performance and quality of immigration services (Wang & Ran, 2023). This result is supported by other research which states that the implementation of multiple stakeholder participation can encourage improvements in the quality of immigration services and satisfaction of immigration service users (Glenn et al., 2010). Based on this study, the following hypothesis is formulated

H₂: *Multiple stakeholder participation has a positive and significant relationship to the quality of immigration services*

2.5.3. Relationship between supply chain service and service quality

According to research, it was found that supply chain service has a positive and significant relationship with service quality. One of the benefits of supply chain management in service companies is to satisfy customers (Warner et al., 2006). In this

case, the company can produce products according to customer desires and demands. In addition, supply chain management also functions to increase company profits so that revenue increases. This can certainly happen if all products from the company are in demand by consumers so that the products sell better on the market. A supply chain management concept involves technology as a source of information. In addition, companies also need to use the services of employees to be able to work optimally to produce the best products and satisfy customers (Woldesenbet et al., 2018). In this case, without realizing it, the company has utilized all its assets to obtain maximum profit. Another benefit of supply chain management is that it functions as a market mediation. So by implementing this concept, the company can identify products that are needed and in demand by consumers (Xavier et al., 2020). The results of the identification can later be communicated to the product design party or the production party so that the products produced can be by consumer desires. The benefit of supply chain management in service companies is that the company is expanding and getting bigger. Based on this study, the following hypothesis is formulated:

H₃: *Supply chain service has a positive and significant relationship with service quality*

3. 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. Research data analysis uses the partial least squares (PLS) structural equation modelling (SEM) approach with data processing tools using SmartPLS 4.0 software. The variables in this research are the dependent variables, namely collaborative governance, and multiple stakeholder participation and the dependent variable is the quality of immigration services. The stages of data analysis are validity testing, reliability testing and significance testing of hypothesis testing.

4. Result and Discussion

4.1 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, and multiple stakeholder participation and the dependent variable is the quality of immigration services. The results of the research model are displayed in Fig. 1.

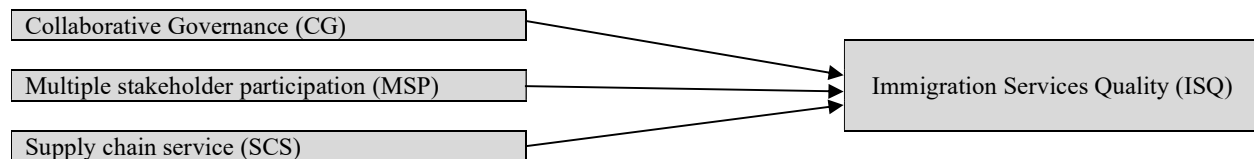


Fig. 1. Research Model

4.2. 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. Fig. 2 shows the results of processing data using SmartPLS 4. 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.

4.3. Reliability Test and AVE Value (Average Variance Extracted)

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.

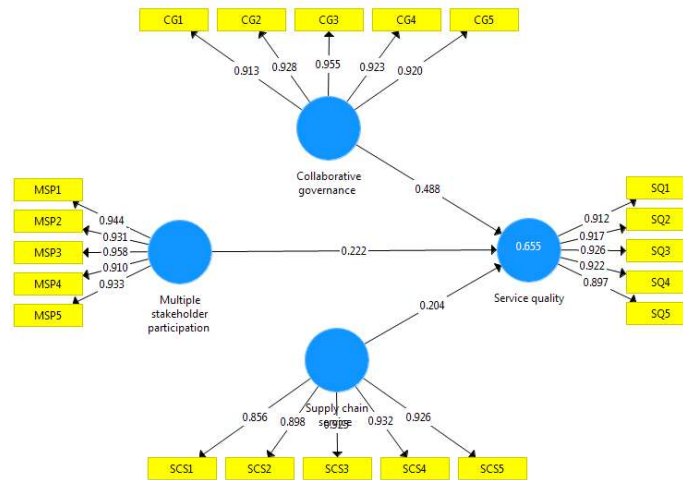


Fig. 2. Validity Testing

Table 1
Reliability Test Results and AVE Values

	Cronbach alpha	Composite Reliability	AVE
Collaborative Governance	0.853	0.824	0.782
Multiple stakeholder participation	0.812	0.892	0.792
Supply chain service	0.834	0.816	0.743
Immigration Service Quality	0.817	0.887	0.765

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.

4.4. 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.

4.5. R-Square (R2) 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 the 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.

Table 2
R-Square (R2) Testing

	R-Square	R-Square adjusted
Immigration Service Quality	0.429	0.409

Based on Table 2 above, it can be seen that the R-Square value of the Immigration Service Quality variable is 0.429. This means that the variability of the Immigration Service Quality construct which can be explained by the Collaborative Governance and Multiple Stakeholder Participation variables is 42.9%. This finding shows that the influence of the Collaborative Governance variable and Multiple stakeholder participation in Immigration Service Quality is classified as moderate.

4.6. 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 Fig. 3.

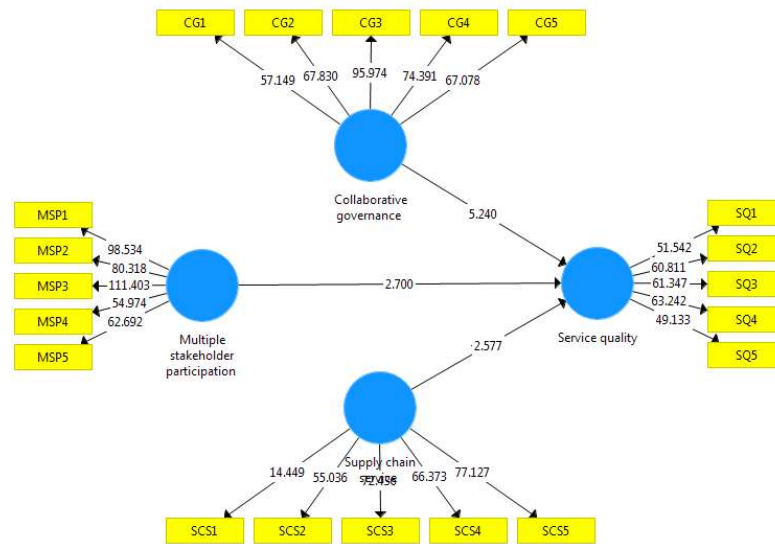


Fig. 3. Hypothesis Testing

Table 5

The summary of the path coefficient

Hypothesis	T Value	P Value	Result
H1: Collaborative Governance → Immigration Services Quality	5.240	0.000	Supported
H2: Multiple stakeholder participation → Immigration services quality	2.700	0.000	Supported
H3: Supply chain service → Immigration services quality	2.577	0.000	Supported

4.7. 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 by the rule of thumb that p-values < 0.05 and T-Statistic > 1.96 . It can be concluded that Collaborative Governance has a positive and significant effect on the Quality of Immigration Services. Several previous studies (Woldesenbet et al., 2018) 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 (Warner et al., 2006). 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 (Xavier et al., 2020).

Collaborative governance is conceptually a binding activity between related parties. These parties are partners and working partners to achieve a goal through mutually beneficial provisions and mutual agreements to produce goods and services (Alves et al., 2018). This concept is in line with the NPM or New Public Management concept which considers management in the private sector to be better than government management, which is why the government collaborates in various matters, one of which is in terms of immigration services (Ansell et al., 2020). Cooperation in carrying out work is a characteristic of Indonesian society, this is in line with the current concept in government, namely collaboration often known as the concept of collaborative governance. In concept, collaborative governance is an activity that binds related parties. These parties are partners and working partners to achieve a goal through mutually beneficial provisions and mutual agreements to produce goods and services (Arijanto et al., 2022). Collaborative Governance emphasizes six criteria, namely: (1) this forum is initiated by a public institution or institution; (2) participants in the forum include private actors; (3) participants are directly involved

in decision-making and not merely as service providers by public agencies; (4) organized; (5) the forum aims to make decisions by consensus and; (6) the focus of collaboration is on public policy and public management.

4.8. The Relationship between Multiple Stakeholder Participation 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 by the rule of thumb that p-values <0.05 and T-Statistic >1.96 . It can be said that Multiple Stakeholder Participation has a positive and significant effect on the Quality of Immigration Services. Several previous studies (Franciosi et al., 2021) stated that multiple-stakeholder participation has a positive and significant relationship to the quality of immigration services, the application of multiple-stakeholder participation can encourage improvements in the quality of immigration services. Other research states that multiple stakeholder participation has a positive and significant relationship to the performance and quality of immigration services (Franciosi et al., 2021). This result is supported by other research which states that the implementation of multiple stakeholder participation can encourage improvements in the quality of immigration services and satisfaction of immigration service users.

Relationship between supply chain service and service quality

Based on the results of data analysis, the p-value is $0.000 < 0.050$, so it is concluded that supply chain service has a positive and significant relationship with service quality. Supply chain management in service companies can be described as the management of all kinds of materials and sources for a company to increase its profits. Because the implementation of supply chain management can encourage companies to better understand how to increase customer satisfaction. All things can even be managed well and appropriately. Surely the results will be by what has been expected together, so that not only customers will be satisfied with the company's services but also the company can benefit. One of the benefits of supply chain management in service companies is to satisfy customers. In this case, the company can produce products according to customer desires and demands (Franciosi et al., 2021). In addition, supply chain management also functions to increase company profits so that income increases. This can certainly happen if all products from the company are in demand by consumers so that the products are increasingly in demand on the market. A supply chain management concept involves technology as a source of information. In addition, the company also needs to use the services of employees to be able to work optimally to produce the best products and satisfy customers. In this case, without realizing it, the company has utilized all its assets to obtain maximum profit. Another benefit of supply chain management is that it functions as a market mediator (Mganga et al., 2023). So by implementing this concept, the company can identify products that are needed and in demand by consumers. The results of the identification can later be communicated to the product design party or the production party so that the products produced can be according to consumer desires. Finally, what is the benefit of supply chain management in service companies is that the company is expanding and getting bigger. The implementation of supply chain management can reduce the effects of competition in the market because supply chain management can produce a competitive advantage for the company. Companies can achieve competitive advantage by carrying out supply chain management optimally and well.

4.9. Discussion

The low quality of public services is one of the highlights directed at the government bureaucracy in providing services to the community. A convoluted service procedure system, low professionalism of human resources, uncertainty over time and costs have resulted in service in Indonesia being synonymous with a high-cost economy. There are so many problems in public services provided by the government, that it is very necessary to make changes or reforms through improving public services (Permana et al., 2022). This is the basic framework that must be combined into procedures that are results-oriented and answer the basic needs of community members so that service renewal by utilizing the development of information technology. Collaborative governance continues to develop in government because of the complexity and interdependence between institutions and between non-institutions or the public where handling a public problem is very difficult to do by one government institution, so collaboration is very necessary so that public problems can be resolved better (Huang et al., 2018). Referring to the concept of collaborative governance, collaborative governance is an effort to combine all sectors, both government and non-government, to manage, organize and organize joint affairs to achieve more effective and efficient results. Based on the opinions of several informants, it can be concluded that collaborative governance in providing ease of service has been maximized because of the strong trust between stakeholders. Online-based services using applications are very helpful for the community considering that the high mobility of the community sometimes makes them lazy to go to the sub-district or sub-district office because the service is still manual and sometimes takes a long time. Now the service can be accessed only from an Android cellphone, making the community more comfortable. Easy to access the services needed.

The passport-making service is a service that requires special attention, this is because it is related to people's mobility when going abroad (Mganga et al., 2023). Apart from that, the public's need for convenience in processing foreign travel documents or passports is an absolute must in the service. The importance of studying passport services can be seen from the large number of requests for passport processing from the public every year, which reached thousands of passports in the previous year. Excellent service can be achieved if the quality of the service provided and delivered by the service provider exceeds the

expectations or hopes of the service user or service recipient. Building a culture of excellent service in the immigration sphere can begin by recognizing the characteristics of service users. Service providers must be able to recognize whether service users or the public are service users who are difficult to handle or service users who are easy to handle so that subsequent treatment will be right on target and service user satisfaction will increase (Ofei et al., 2018). Second, this excellent service culture can also be built by improving the supporting service system (Mganga et al., 2023). With high expectations from the public who want to be served immediately, it is necessary to have a supporting service system such as gradually improving the service system from initially using a manual system to using electronic services. The passport service uses an online queue system. This new system has eliminated the old system which required service users to take a queue number directly, which resulted in a buildup of passport applicants in the office. By improving the system to be electronic, the backlog of applicants can be handled well. So that both service providers and service users become more comfortable in providing and receiving passport services. All employees who run this system must continue to be monitored and supervised consistently and control of the system must be maintained.

Effective supply chain management minimizes costs, waste, and time in the production cycle. This has a direct impact on profitability and allows businesses to gain a competitive advantage in today's global marketplace. By having a well-managed supply chain, a company can provide better customer service, faster delivery times, and lower prices, all of which can attract and retain customers and differentiate the company from its competitors. A company can gain a competitive advantage through logistics by taking a leading position in an industry in terms of cost reduction, service diversity, flexibility and reliability, and satisfying and consistently exceeding customer expectations and requirements. The primary goal of SCM is to ensure that products or services are available on time to meet customer demand. This means keeping goods on the shelves when customers need them, avoiding disappointments that can damage the company's reputation. By managing the supply chain efficiently, companies can identify and eliminate inefficiencies and waste. This includes storage, shipping, and production costs that can be kept to a minimum without sacrificing quality. SCM aims to optimize every step in the production and distribution process. This includes better planning, proper inventory management, and efficient delivery, all to ensure operations run smoothly and effectively. SCM seeks to create added value at every stage of the supply chain. This means improving product quality, reducing lead times, and providing superior customer service. The result is better products and happier customers. In today's competitive business world, having a strong and efficient supply chain can be a competitive advantage. Good SCM allows companies to react quickly to market changes, offer high-quality, low-cost products, and ensure timely delivery. One of the goals of modern SCM is to support sustainable business practices. This includes reducing carbon footprints, using resources efficiently, and managing waste properly. In doing so, companies not only save money but also contribute to environmental sustainability. SCM aims to improve collaboration between all parties in the supply chain, including suppliers, manufacturers, and distributors. With the right technology, information can be shared in real-time, increasing transparency and coordination. Every supply chain has risks, from natural disasters to political issues. The goal of SCM is to identify these potential risks and develop strategies to mitigate them, ensuring that the company can continue to operate smoothly despite unexpected challenges.

5. 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, multiple stakeholder participation has a relationship positive and significant on the quality of immigration services. Supply chain service has a positive and significant relationship with service quality. Implementing collaborative governance can encourage improvements in the quality of immigration services. Implementing multiple stakeholder participation can encourage improvements in the quality of immigration services. Multiple stakeholder participation has a positive and significant relationship to the performance and quality of immigration services. Various factors such as organizational structure, institutional capabilities, and service systems are determinants of the quality of public services. These three factors cannot be separated and are interrelated with each other in determining the level and quality of services provided by an organization or agency. This is greatly influenced by organizational structure factors, service systems and employee capabilities so that the quality of public services will increase. The result will be quality public services. Public services aim to provide satisfaction to the community where the service can be by the wishes of the community. If public services are not accompanied by providing information openly 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. Supply Chain Management is very important to smooth the production process and marketing process to meet consumer needs. For supply chain control to be effective, a smooth flow of information and mutual trust between parties, be it suppliers, companies or consumers, are required.

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