

# Implementation of Immigration Supervision Policy on Foreign Citizens' Residence Permits at the Class I TPI Padang Immigration Office

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## Abstract.

*The implementation of immigration supervision policies for foreign nationals (WNA) requires organizational capacity capable of integrating various resources to ensure the effectiveness of supervision. This study aims to analyze the implementation of immigration supervision policies for foreign nationals (WNA) at the Class I TPI Padang Immigration Office by identifying factors that support and hinder policy implementation. The study used a qualitative approach with descriptive methods. Data were obtained through interviews, observations, and documentation, then analyzed using the Miles, Huberman, and Saldana model with the George C. Edwards III policy implementation framework covering communication, resources, disposition, and bureaucratic structure. The study shows that policy implementation has been carried out through administrative supervision and field supervision. Supporting factors for implementation include inter-agency coordination through the Foreigner Supervision Team (TIMPORA), the implementation of Standard Operating Procedures (SOPs), the use of the Foreigner Reporting Application (APOA), operational support, and apparatus commitment. Meanwhile, the size of the work area, limited human resources, and limited budget are the main factors that hinder the implementation of supervision. This study confirms that the effectiveness of policy implementation is not only determined by the availability of resources, but also by the organization's ability to integrate various supporting factors and manage various limitations in implementing immigration supervision.*

**Keywords:** *policy implementation; immigration supervision; residence permits; foreign citizens and Immigration Policy.*

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## I. INTRODUCTION

The implementation of immigration oversight policies is a crucial instrument in safeguarding national sovereignty by controlling the presence and activities of foreign nationals (WNA). This oversight aims not only to ensure compliance with immigration regulations but also to prevent the misuse of residence permits that could potentially disrupt public order, national security, and economic and social interests. In practice, the effectiveness of policy implementation is determined not only by the existence of clear regulations but also by the ability of implementing organizations to integrate communication, resources, implementer dispositions, and bureaucratic structures to address the dynamics of oversight in the field.

Therefore, the success of policy implementation needs to be understood through factors that both strengthen and limit the organization's capacity to carry out its oversight function.

Supervision of foreign national residence permits is a complex process involving various actors, a broad work area, and the need for fast and accurate information. Implementing supervision requires cross-agency coordination, clear operational procedures, adequate human resources, information technology support, operational facilities, and a budget balanced with the characteristics of the supervised area. Furthermore, implementing organizations must also be able to respond to changing patterns of foreign national mobility, the development of violations, and the increasing demands for effective public services. These conditions demonstrate that the implementation of supervisory policies is not influenced by a single factor, but rather the result of the interaction of various interconnected organizational factors.

This situation is also evident in the implementation of supervision at the Class I TPI Padang Immigration Office. This organization has various supporting instruments, such as Standard Operating Procedures (SOPs), a Foreigner Monitoring Team (TIMPORA), a Foreigner Reporting Application (APOA), and operational facilities in the form of official vehicles. However, at the same time, the implementation of supervision faces various limitations, including a work area covering eleven districts and cities, a limited number of personnel, and a limited operational budget. These conditions require the organization to continuously adjust its strategy to ensure that supervision continues to run effectively.

The dynamics of this implementation are increasingly important when linked to changes in the characteristics of foreign national residence permits in the working area of the Class I TPI Padang Immigration Office. Data shows that the number of residence permits experienced a change in composition during the 2023–2025 period. In 2023, 878 residence permits were recorded, then decreased to 613 permits in 2024, and increased again to 832 permits in 2025. This change is particularly evident in the increase in limited residence permits and permanent residence permits, which require more intensive supervision, not only regarding the validity period of documents, but also regarding the suitability between the type of residence permit and the activities carried out by foreign nationals. These changes in the characteristics of residence permits indicate that the complexity of supervision is influenced not only by the number of foreign nationals, but also by the variety of forms of activity and the level of risk inherent in each type of residence permit.

This complexity is also reflected in the continued discovery of residence permit violations every year. During the 2023–2025 period, violations included not only *overstay*, but also abuse of residence permits which require different detection patterns. *Overstay* While misuse of stay permits is relatively easy to identify through administrative oversight of document validity, misuse of stay permits requires field verification of the foreign national's activities, location, sponsorship, and suitability for

their purpose. The increasing number of violations found in 2025 does not necessarily indicate a failure in policy implementation, but may also indicate an increase in the intensity of organizational oversight. Therefore, the effectiveness of policy implementation cannot be measured solely by the number of violations found; it must be analyzed through the relationship between organizational capacity and various factors influencing oversight.

Previous studies have shown that the implementation of immigration oversight is influenced by various organizational factors. Some studies emphasize the importance of inter-agency coordination as a prerequisite for effective oversight (Marpaung et al., 2025). Other studies have shown that the use of information systems can improve administrative compliance and the quality of monitoring of foreign nationals (Kindi et al., 2025). Meanwhile, research on immigration policy implementation has also identified limited personnel, scope of work, and budget constraints as key obstacles driving organizations to develop various adaptation strategies (Afifah, 2021; Liona & Sujianto, 2022; Suriadil et al., 2023; Mulyawan, 2025). These findings demonstrate that oversight effectiveness is determined not only by the presence of supporting factors but also by the organization's ability to manage the various limitations faced in policy implementation.

However, most previous research has addressed these factors in a fragmented manner. Coordination, information technology, human resources, and budget are generally analyzed as standalone variables. Consequently, there is limited research explaining how supporting and inhibiting factors work simultaneously to shape the capacity for implementing immigration oversight policies. However, in practice, these two groups of factors do not exist in isolation but interact to determine the reach, consistency, and effectiveness of oversight. This gap represents the potential contribution of this research.

This study uses George C. Edwards III's policy implementation theory because the framework allows for analysis of the relationship between communication, resources, disposition, and bureaucratic structure as factors that collectively influence policy implementation. Unlike previous studies that primarily used the framework to identify the existence of each variable, this study positions the four variables as a system that interacts with each other in shaping organizational capacity to implement immigration oversight of foreign national residence permits.

Based on the description, this study aims to analyze the implementation of immigration supervision policies on residence permits for foreign citizens at the Class I TPI Padang Immigration Office by explaining how organizational factors strengthen or limit the capacity of policy implementation in the implementation of supervision of foreign national residence permits.

## II. RESEARCH METHODS

study uses a qualitative approach with a descriptive approach to analyze the implementation of immigration oversight policies regarding residence permits for foreign nationals (WNA) at the Class I TPI Padang Immigration Office. The qualitative approach was chosen because it allows researchers to gain a deeper understanding of the factors that support and hinder policy implementation based on the experiences, perspectives, and practices of policy implementers.

The research was conducted at the Class I Immigration Office (TPI) in Padang, focusing on the implementation of oversight of foreign national residence permits. The location was selected based on the characteristics of the working area, which encompasses eleven districts and cities, the high mobility of foreign nationals, and the continued occurrence of residence permit violations during the study period. These conditions provide a relevant context for examining the implementation of immigration oversight policies.

Research informants were determined using techniques *purposive sampling*, namely based on the level of involvement, authority, experience, and knowledge regarding the implementation of immigration supervision. Informants consisted of the Head of the Immigration Intelligence and Enforcement Section, the Head of the Immigration Intelligence Subsection, Immigration Intelligence and Enforcement officers, representatives of agencies that are members of the Foreigner Supervision Team (TIMPORA), and Foreign Citizens as parties who experienced the supervision process. The composition of the research informants is presented in Table 1.

**Table 1. Composition of Research Informants**

| <b>Informant</b>                                             | <b>Amount</b> |
|--------------------------------------------------------------|---------------|
| Head of the Intelligence and Immigration Enforcement Section | 1             |
| Head of Immigration Intelligence Subsection                  | 1             |
| Immigration Intelligence and Enforcement Officer             | 2             |
| Representatives of TIMPORA member agencies                   | 1             |
| Foreign nationals                                            | 2             |
| <b>Amount</b>                                                | <b>7</b>      |

Source: Research data, 2026.

The research data consists of primary and secondary data. Primary data was obtained through in-depth interviews with informants, while secondary data was obtained from various documents, including Standard Operating Procedures (SOPs), foreign national residence permit data, immigration violation data, joint operations data, personnel data, regulatory documents, and supervisory implementation reports. Data collection was conducted through interviews, observation, and documentation to ensure the information obtained was complementary.

Data validity was tested using source triangulation, which involves comparing interview results between informants and matching them with relevant documents.

This technique was used to increase the credibility of research findings and minimize subjectivity in data interpretation.

analysis refers to the Miles, Huberman, and Saldana (2014) model, which includes data condensation, data presentation, and conclusion drawing. The obtained data were then categorized based on George C. Edwards III's policy implementation variables, namely communication, resources, disposition, and bureaucratic structure. Through this framework, the study analyzed how supporting and inhibiting factors influence the implementation of immigration control policies for foreign national residence permits at the Class I TPI Padang Immigration Office.

### **III. RESULTS AND DISCUSSION**

#### **A. Implementation of Immigration Supervision Policy on Foreign Citizens' Residence Permits**

The immigration oversight policy for foreign nationals' residence permits is part of the implementation of the immigration function in maintaining national sovereignty through monitoring the presence and activities of foreigners in Indonesian territory. This policy is based on Law Number 6 of 2011 concerning Immigration, which emphasizes that immigration oversight is carried out to ensure that every foreign national entering, staying, and carrying out activities is in accordance with their travel documents, visas, and residence permits. This provision was then emphasized through Regulation of the Minister of Immigration and Corrections Number 2 of 2025 concerning Immigration Supervision and Immigration Administrative Actions, which regulates the implementation of administrative supervision and field supervision as a single immigration oversight process.

The implementation of this policy places the Immigration Office as the implementing organization responsible for translating normative provisions into supervisory practices in the field. In practice, policy implementation is not only realized through the examination of immigration documents, but also through a series of information gathering activities, administrative oversight, field supervision, and administrative immigration actions if violations of foreign national residence permits are discovered. Thus, the implementation of immigration oversight policy is a process that connects policy objectives with the supervisory practices carried out by immigration officials.

The implementation of immigration supervision policies for foreign nationals (WNA) with residence permits at the Class I TPI Padang Immigration Office is carried out through administrative supervision and field supervision as stipulated in immigration regulations. Administrative supervision is carried out through examination of travel documents, visas, and residence permits held by foreign nationals, while field supervision is carried out to ensure compliance between immigration documents and the presence and activities of foreign nationals at the location being monitored. These two forms of supervision complement each other in supporting policy implementation

so that the supervision process is not only oriented towards administrative compliance, but also on the factual conditions in the field.

Implementation of field supervision is carried out through two approaches, namely open supervision (*overt surveillance*) and closed surveillance (*covert surveillance*). Open surveillance is carried out by visiting the foreign national's location directly to check their identity, passport, visa, residence permit, sponsor, and current activities. Conversely, closed surveillance is conducted through immigration intelligence activities, gathering information, monitoring, and identifying indications of violations before taking further action. The combination of these two approaches allows officers to obtain more comprehensive information before determining surveillance or enforcement measures.

This was conveyed by one of the following Immigration Intelligence and Enforcement officers.

"During open field surveillance, we check the documents, whereabouts, and activities of foreign nationals. We verify the legality of their immigration documents and then monitor whether their activities and whereabouts align with the permits granted." (First Immigration Analysis, June 3, 2026).

Research findings indicate that the determination of surveillance targets is not random, but begins with an analysis of information derived from administrative surveillance results, public reports, data from the Foreigner Reporting Application (APOA), and information obtained from the Foreigner Surveillance Team (TIMPORA). This information serves as the basis for determining the location, timing, and priority of surveillance, allowing field activities to be carried out in a more targeted and efficient manner.

The increase in the implementation of field supervision is also evident from the number of foreign nationals who were targeted for inspection during the research period.

**Table 2. Number of Foreign Nationals Supervised through Field Supervision in 2023–2025**

| Year         | Number of Foreign Nationals Under Surveillance |
|--------------|------------------------------------------------|
| 2023         | 4                                              |
| 2024         | 7                                              |
| 2025         | 35                                             |
| <b>Total</b> | <b>46</b>                                      |

Source: Archives of the Class I TPI Padang Immigration Office, 2026.

The table shows that the number of foreign nationals under surveillance increased during the study period. In 2023, surveillance was conducted on 4 foreign nationals, increasing to 7 foreign nationals in 2024, and reaching 35 foreign nationals in 2025. This increase indicates an intensification of field surveillance by the Padang Class I TPI Immigration Office in response to the dynamics of foreign national

mobility and the increasing need for surveillance of residence permits. The increase in the number of surveillance targets also indicates that the organization is striving to expand the scope of policy implementation despite various resource constraints.

Based on George C. Edwards III's policy implementation perspective, immigration oversight is influenced not only by the existence of regulations but also by the organization's ability to translate policies into planned operational actions. Policy implementation is realized through the process of information gathering, target determination, field inspections, and follow-up on monitoring results. Thus, policy implementation is not simply the execution of administrative procedures, but rather a series of activities that connect normative provisions with the reality of supervision in the field.

Overall, the research findings indicate that the implementation of immigration oversight policies for foreign nationals' stay permits at the Padang Class I Immigration Office (TPI) has been carried out through a systematic mechanism, ranging from administrative oversight and intelligence gathering to field supervision. However, the effectiveness of implementation is determined not only by established procedures but also by the organization's ability to optimize its various resources to address the dynamics of oversight. Therefore, to understand the success rate of policy implementation more comprehensively, it is necessary to analyze the factors that support and hinder the implementation of immigration oversight.

## **B. Supporting Factors for the Implementation of Immigration Supervision Policies**

The implementation of immigration oversight policies for foreign nationals' residence permits at the Class I TPI Padang Immigration Office is supported by various factors that enable effective oversight. Research shows that inter-agency coordination, clear operational procedures, the use of information technology, the availability of operational facilities, and officer commitment are the main factors strengthening oversight. These five factors do not operate in isolation but complement each other in supporting policy implementation in the field.

Inter-agency coordination is the most dominant supporting factor in the implementation of immigration supervision. The Padang Class I Immigration Office (TPI) establishes coordination through the Foreigner Surveillance Team (TIMPORA), the Regional Government Early Warning Team, and collaboration with the police, local governments, the National Unity and Policing Agency (Kesbangpol), sub-districts, villages, and the Public Order Agency (Satpol PP). This coordination allows for the exchange of information regarding the identity, location, activities, and suspected violations committed by foreign nationals, allowing for more precise targeting of supervision.

As stated by the Head of the Intelligence and Immigration Enforcement Section:

"Coordination with relevant agencies is a key supporting factor. We coordinate with various stakeholders within TIMPORA, such as local governments, the police, sub-districts, urban villages, the Public Order Agency (Satpol PP), and other relevant agencies."(June 8, 2026).

This coordination is realized not only through the exchange of information but also through the implementation of regular joint operations. During the 2023–2025 period, joint operations were consistently carried out four times annually. This demonstrates that coordination has become an institutionalized working mechanism in the implementation of immigration oversight.

**Table 3. Implementation of TIMPORA Joint Operations 2023–2025**

| Year | Number of Operations |
|------|----------------------|
| 2023 | 4                    |
| 2024 | 4                    |
| 2025 | 4                    |

*Source: Archives of the Class I TPI Padang Immigration Office, 2026.*

Apart from coordination, policy implementation is also supported by the existence of **Standard Operating Procedure (SOP)** which serves as a guideline for implementing supervision. SOPs regulate the stages of activities, from receiving information and conducting initial analysis, developing a supervision plan, issuing an order, conducting an inspection, and compiling a supervisory report. The clarity of these procedures ensures uniformity of action among officers and ensures that all supervisory activities are carried out in accordance with applicable regulations.

Another supporting factor is the utilization **Reporting Alien Application (APOA)** As an information system that provides initial data on the presence of foreign nationals in hotels and lodgings, this information facilitates officers in determining surveillance targets and verifying reports received. The use of APOA is also supported by the availability of official vehicles, such as patrol cars and motorcycles, to facilitate officer mobility in reaching surveillance locations.

**Table 4. Immigration Supervision Support Facilities**

| Means                              | Function                                                     |
|------------------------------------|--------------------------------------------------------------|
| Reporting Alien Application (APOA) | Providing initial data on the existence of foreign nationals |
| Patrol cars and motorcycles        | Support field surveillance mobility                          |
| SOP and order letter               | Ensure uniformity of implementation procedures               |

Source: Research results, 2026.

In addition to institutional support and operational facilities, officer commitment is also a crucial factor in policy implementation. Research results show that officers continue to analyze information, determine oversight priorities, conduct inspections, and compile reports in accordance with procedures despite facing various

limitations in the field. This commitment is evident in the officers' careful approach to gathering evidence, verifying information, and ensuring that all administrative actions are carried out in accordance with applicable regulations. This professional attitude is crucial for maintaining consistent immigration oversight.

Based on George C. Edwards III's policy implementation perspective, these supporting factors represent four key dimensions of policy implementation. Inter-agency coordination strengthens communication, standard operating procedures (SOPs) strengthen bureaucratic structures, APOAs (Authorization and Operational Facilities) and operational facilities support resources, and officer commitment reflects the disposition of policy implementers. These four dimensions complement each other, enabling immigration oversight to proceed in a more focused, systematic, and accountable manner.

Overall, the research results indicate that the successful implementation of immigration oversight policies is not determined by a single factor, but rather the result of a synergy between institutional coordination, clear work procedures, technological support and operational facilities, and the commitment of implementing officials. This combination of factors provides a crucial foundation that allows oversight policies to continue to operate effectively despite the organization's continued challenges. These limitations, in turn, require an understanding of the implementation of immigration oversight policies to gain a comprehensive picture.

### **C. Factors Inhibiting the Implementation of Immigration Supervision Policies**

Although the implementation of immigration oversight policies for foreign nationals' residence permits at the Class I TPI Padang Immigration Office is supported by various organizational factors, its implementation still faces several obstacles that affect its effectiveness. The study found that the size of the work area, limited human resources, and limited operational budget are the main factors hampering policy implementation. These three factors are interrelated and influence the scope, intensity, and speed of oversight in the field.

The vastness of the work area is a major challenge in implementing immigration supervision. The Padang Class I Immigration Office (TPI) operates a work area spanning eleven regencies and cities with varying geographic characteristics, including island regions requiring sea transportation. This situation results in varying time, costs, and access requirements to monitoring locations in each region. Consequently, monitoring cannot be conducted simultaneously across all work areas, requiring the organization to prioritize based on risk levels and initial information obtained from administrative monitoring and public reports.

**Table 5. Coverage of the Class I TPI Padang Immigration Office Work Area**

| Regency         | City   |
|-----------------|--------|
| Padang Pariaman | Padang |
| South Coast     | Solok  |

|                  |            |
|------------------|------------|
| Solok            | Sawahlunto |
| Mentawai Islands | Pariaman   |
| Sijunjung        |            |
| South Solok      |            |
| Dharmasraya      |            |

Source: Archives of the Class I TPI Padang Immigration Office, 2026.

In addition to the size of the area, limited human resources also pose a barrier to policy implementation. Research shows that oversight activities are carried out by 18 personnel, consisting of three structural officials and fifteen implementing officers. These personnel are responsible for handling routine oversight, following up on public reports, analyzing information, conducting field inspections, compiling oversight reports, and coordinating with various agencies. This workload necessitates that oversight must be carried out in stages according to the region's priority level and the level of risk of violations.

As stated by an Immigration Intelligence and Enforcement officer:

"One team has to cover multiple surveillance locations. When sudden reports come in from other areas, we have to adjust our schedule because we don't have enough personnel."(First Immigration Analysis, June 3, 2026).

**Table 6. Immigration Supervision Personnel**

| Personnel Type       | Amount    |
|----------------------|-----------|
| Structural officials | 3         |
| Implementing officer | 15        |
| <b>Total</b>         | <b>18</b> |

Source: Archives of the Class I TPI Padang Immigration Office, 2026.

Another limitation is the operational budget, which is not fully commensurate with the size of the work area and the monitoring needs. Field monitoring requires costs for transportation, travel, communications, and other operational support, which increase with the distance of the monitoring location. Therefore, the organization implements various efficiency strategies, such as combining multiple monitoring locations into one trip, developing more effective routes, and prioritizing areas with initial information regarding the presence or suspected violations of foreign nationals. As expressed by research informants, "...if the monitoring location is far away, transportation costs and operational needs increase. Because the budget must be used as efficiently as possible, we prioritize locations where we already have information or reports."(First Immigration Analysis, June 3, 2026).

This strategy demonstrates that budget constraints do not halt oversight implementation, but rather encourage organizations to prioritize oversight based on urgency and risk. However, this approach has the potential to reduce the frequency of preventive oversight in areas without reports or indications of violations, so increased budgetary support is still needed to ensure more equitable oversight coverage.

From the perspective of George C. Edwards III's policy implementation, these obstacles are primarily related to the resource dimension. The size of the work area increases personnel requirements and operational costs, while human resource and budget limitations limit the organization's ability to optimally reach all areas of supervision. These conditions indicate that successful policy implementation depends not only on policy clarity and the commitment of implementers, but also on the adequacy of organizational capacity to support the implementation of supervision. Overall, the research results indicate that the size of the work area, limited personnel, and budget are the main challenges in implementing immigration supervision policies at the Class I TPI Padang Immigration Office.

Although the organization has implemented various adaptation strategies through determining regional priorities, team allocation, inter-agency coordination, and efficiency in supervision implementation, these various obstacles still limit the scope and intensity of supervision. Therefore, the effectiveness of policy implementation is determined not only by the organization's ability to utilize supporting factors, but also by its ability to manage the various limitations faced in policy implementation.

#### **D. Dynamics of the Implementation of Immigration Supervision Policies for Foreign Citizens' Residence Permits**

The results of the study indicate that the implementation of immigration supervision policies for foreign nationals' residence permits at the Class I TPI Padang Immigration Office occurs through the interaction of supporting and inhibiting factors. Supporting factors provide the organization with the capacity to carry out supervision systematically, while inhibiting factors limit the scope and intensity of supervision. Thus, policy implementation cannot be understood solely from the existence of supporting or inhibiting factors separately, but must be seen as a process of organizational adaptation in managing various conditions encountered during policy implementation.

Inter-agency coordination through the Foreigner Monitoring Team (TIMPORA), the existence of Standard Operating Procedures (SOPs), the use of the Foreigner Reporting Application (APOA), operational support, and officer commitment are key assets in maintaining the continuity of policy implementation. These factors enable organizations to obtain information more quickly, determine monitoring priorities, carry out inspections according to procedures, and utilize available resources more effectively. At the same time, the size of the work area, limited personnel, and budget constraints present unavoidable challenges in implementing monitoring. These conditions mean that organizations are not always able to reach all work areas or carry out monitoring simultaneously.

To address these limitations, the Padang Class I Immigration Office (TPI) developed various adaptation strategies to ensure policy implementation continued. These strategies included dividing the monitoring team, establishing priority areas based on risk levels, utilizing information from TIMPORA and APOA, combining

multiple monitoring targets into a single activity, and establishing more efficient travel routes. These strategies demonstrate that the organization is not solely reliant on additional resources but is also striving to optimize existing resources to maintain effective monitoring.

Based on George C. Edwards III's policy implementation perspective, research findings show that successful implementation is not determined by a single, dominant variable, but rather by the interrelationships between communication, resources, disposition, and bureaucratic structure. Effective communication strengthens inter-agency coordination, bureaucratic structure provides procedural certainty through SOPs, disposition reflects the commitment of officials to carrying out their duties, while resources are a factor that determines the extent of policy implementation. These four variables influence each other so that weaknesses in one aspect can be mitigated by strengthening others, although not completely eliminating various organizational limitations.

These findings demonstrate that the implementation of immigration oversight policies is not simply a process of enforcing statutory provisions, but rather a process of managing organizational capacity to address the dynamics of the policy implementation environment. The organization's ability to build coordination, utilize information technology, optimize available resources, and maintain staff commitment are critical factors in enabling policies to be implemented despite various operational constraints.

The results of this study indicate that the implementation of immigration oversight policies at the Class I TPI Padang Immigration Office can still be carried out despite various limitations in implementing oversight. Various supporting factors within the organization are able to maintain the continuity of policy implementation, although they have not completely eliminated obstacles arising from the size of the work area, limited personnel, and operational budget. Thus, the effectiveness of policy implementation is determined more by the organization's ability to manage its various resources than solely by the size of those resources.

This study confirms that the implementation of immigration supervision policies for foreign nationals' residence permits at the Class I TPI Padang Immigration Office is a process shaped by the interaction of supporting and inhibiting factors in policy implementation. Inter-agency coordination, the implementation of Standard Operating Procedures (SOPs), the use of the Foreigner Reporting Application (APOA), operational support, and the commitment of the apparatus are the foundations that enable supervision to continue systematically. On the other hand, the vastness of the work area, limited human resources, and budgetary constraints still limit the reach and intensity of supervision in the field. These findings emphasize that the effectiveness of policy implementation is not solely determined by the availability of resources, but by the organization's ability to integrate communication, bureaucratic structure, resources, and disposition in maintaining the continuity of supervision implementation.

#### IV. CONCLUSION

The implementation of the immigration oversight policy for foreign nationals (WNA) at the Class I TPI Padang Immigration Office has been carried out through administrative supervision and field supervision as a unified immigration oversight mechanism. This policy implementation is supported by inter-agency coordination through the Foreigner Oversight Team (TIMPORA), the implementation of Standard Operating Procedures (SOPs), the use of the Foreigner Reporting Application (APOA), the availability of operational facilities, and the commitment of the apparatus in carrying out oversight duties. These factors enable the implementation of oversight to take place systematically and support the achievement of policy objectives.

On the other hand, policy implementation still faces various obstacles, including the vast working area spanning eleven districts and cities, limited human resources, and a limited operational budget. These conditions limit the scope and intensity of oversight, requiring the organization to implement adaptive strategies through establishing priority areas, assigning teams, utilizing information from TIMPORA and APOA, and streamlining oversight activities.

The results of this study indicate that the implementation of immigration oversight policies is influenced not only by the existence of supporting and inhibiting factors separately, but also by the organization's ability to manage both in an integrated manner. The effectiveness of policy implementation is reflected in the organization's ability to maintain oversight through optimizing coordination, work procedures, information technology, and staff commitment despite various resource limitations. Therefore, strengthening organizational capacity, particularly in the areas of human resources, operational budgets, and information system utilization, is a crucial step to improve the effectiveness of immigration oversight of foreign national residence permits in the future.

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