

INSTITUTIONAL GOVERNANCE IMMIGRATION TRANSFORMATION TOWARDS GOOD GOVERNANCE IN INDONESIA: SROI ANALYSIS

*TATA KELOLA KELEMBAGAAN IMIGRASI TRANSFORMASI MENUJU GOOD GOVERNANCE DI
INDONESIA: ANALISIS SROI*

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Abstract (In English). *Immigration institutional governance is very important in the development of an organization, especially towards good governance. This is also relevant in public services which require change and renewal of an organization as well as increasing state revenue. So this research will be very important by using SROI to see the impact on social, environmental and economic values for society and the impact on foreign investment in Indonesia. The research method used in this research is a literature review with emphasis on several scientific articles and relevant sources. The research results show that the social, environmental and economic values of immigration provide many benefits for the country and for organizations in their development that contribute to the country and society.*

Keywords: imigration; SROI; governance; transformation

Abstract (In Bahasa). *Tata kelola kelembagaan imigrasi menjadi sangat penting dalam perkembangan suatu organisasi terutama dalam menuju good governance. Hal ini juga relevan dalam pelayanan publik yang menghendaki adanya perubahan dan adanya pembaruan dari suatu organisasi serta meningkatkan pendapatan negara. Sehingga penelitian ini akan sangat penting dengan menggunakan SROI untuk melihat dampak atas nilai sosial, lingkungan dan ekonomi kepada masyarakat dan dampaknya terhadap investasi asing di Indonesia. Metode penelitian yang digunakan dalam penelitian ini adalah kajian pustaka dengan menitikberatkan beberapa artikel ilmiah dan sumber-sumber yang relevan. Hasil penelitian menunjukkan bahwa adanya nilai sosial, lingkungan dan ekonomi dari imigrasi memberikan banyak keuntungan bagi negara dan bagi organisasi dalam perkembangannya memberikan sumbangsih kepada negara dan masyarakat.*

Keywords: imigrasi; SROI; tata kelola; transformasi

1. Introductions

Governance is one of the instruments that influences the future and becomes a strategic part of a country to implement it better with strategic management (Potůček, 2004). The activity can be fulfilled in various ways and one of them is



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the fulfillment of legal and legitimate rules. For example, through which in this context related to immigration is by Government Regulation Number 40 of 2023 Concerning Immigration where there is a shift in strategic governance in granting limited stay visas or known as Golden Visas (Peraturan Pemerintah Republik Indonesia Nomor 40 Tahun 2023 Tentang Perubahan Keempat Atas Peraturan Pemerintah Nomor 31 Tahun 2013 Tentang Peraturan Pelaksanaan Undang - Undang Nomor 6 Tahun 2011 Tentang Keimigrasian). This scheme creates extraordinary hope to attract investors to come to Indonesia with attractive instruments, namely investment, government bonds, stocks and even the property sector that will be used (Sarsito & Fitriani, 2023).

Data shows that the population of Indonesia in 2023 will reach 270 million people and 50% will still be concentrated on the island of Java, this figure makes Indonesia rank first in terms of population in the Southeast Asia region (Worldometers., 2023). According to research results by The Last Supper (2023) shows problems in aspects of life, economy, employment, indications of social inequality and even tourism problems that are not managed well. The narrowness of productive economic land makes many citizens migrate abroad and look for more profitable productive businesses (Rheina et al., 2024).

Foreigners entering the territory of Indonesia must go through the procedures that have been set by the applicable regulations. Foreigners entering the territory of Indonesia must meet the requirements such as having valid and legal travel documents, must go through the Immigration Checkpoint (TPI), not be included in the Prevent and Deter list, and provide benefits to (Arifin & Nurkumalawati, 2020). The large contribution of immigration to state revenue can be seen from the data from the Public Relations of the Directorate General of Immigration which states that Non-Tax State Revenue (PNBP) has reached the most significant figure in the history of immigration, namely IDR 4.5 trillion. This figure is dominated by visa service revenue which reached IDR 2 trillion (Kemenkumham.go.id., 2022).

The implementation of immigration services is always in high dynamics because the function of immigration is directly related to the mobility of society that is always pursuing change. One of the main policies of the Directorate General of Immigration is to encourage the growth of the nation's economy. The Minister of Law and Human Rights of the Republic of Indonesia, Yasonna H. Laoly, said that a strategy of diversifying visa types that are in line with current trends can be carried out to accommodate this. However, this must be preceded by comprehensive research, including comparisons with other countries (Antaranews.com, 2023)

The rate of economic growth will be influenced by the main factors, namely production factors and increasingly developing technological progress. A cross-country study conducted by Eifert found that corporate investment levels in relatively poor countries increased by about 0.6 percent, and the economy grew about 0.4 percent faster in the year after the Doing Business regulatory reform (Eifert, 2009). Immigration has multidimensional elements that need to be considered before implementing strategic policies. There needs to be collaborative governance or actions by interconnected public bodies in formal, consensus-oriented decision-making.

Towards good governance by Immigration institutions is certainly the hope of all institutions in Indonesia. The existence of good governance is very important because it will have a significant impact on institutional performance. Good governance is a contextual issue of public administration management today. This is in line with the increase in public knowledge due to advances in science, insight, and technology as an impact of the ruling government towards good governance in a democratic country. One of the demands is to strengthen the performance of institutions so that their performance is accountable and transparent (Riwukore et al., 2022).

In view Ansell & Gash (2017), Collaborative governance is a governance strategy that integrates relevant stakeholders to gather in a forum and form a joint agreement in the form of public policy. Key factors in implementing public-private partnerships are increasing access to services, especially for marginalized communities, improving service quality, and satisfying the communities involved. The success of implementing a system will be determined based on the implementation of a culture of collaboration and solid commitment within a team.

This research will use SROI analysis, where SROI is a way to translate social and environmental impacts into real monetary values, helping many organizations and investors to see a broader and fuller picture of the benefits that flow from their investments of time, money and other (Lawlor et al., 2008). In addition, SROI can also be said to be the process of understanding, measuring and reporting the social, environmental and economic value created by an organization (Matoati et al., 2023)

In view Purwohedi (2016), SROI is a method that can be used to measure the impact of investment in social activities carried out by companies in terms of economy, social and environment. Meanwhile, by Nicholls et al., (2012), SROI can help facilitate strategic discussions and help understand and maximize the social value created by an activity, help prioritize the right resources in managing the expected outcomes, and ensure that the activity, if not achieved to the organization's expectations, is achieved by the stakeholders involved.

One of the previous studies on SROI is Septasawitri et al. (2023), regarding the economic and household resilience program which shows that the success of this program with the SROI method shows that there is significant benefit value because the sustainable aspect has been seen in the program, especially for the community. Then research by Hariadi (2023) where the SROI analysis is seen with the investment in micro activity units in the community or MSMEs which are developing very well and have an economic impact on small communities and help local businesses in developing their products.

This study has a novelty where this study uses SROI analysis in analyzing the institutional role of Immigration in Indonesia. Therefore, the formulation of the problem in this study is how the governance of Immigration in the context of good governance transformation. By reviewing from the side of social, environmental and economic values where these three aspects will greatly influence the organization (Costa, 2017). So that in the analysis later the mapping of stakeholders in the institutional governance of Immigration will be better when providing impacts from the three aspects and the organization will be much more developed and there will be a real transformation from the review of the three aspects.

2. Methods

This research method will use a literature review study of the SROI analysis. The SROI research will analyze 3 important points in the context of this research, namely social, environmental, and economic values. According to this method, Bowen (2009) namely qualitative research by conducting analysis, interpretation, and assessment of documents. Data analysis uses theoretical and conceptual analysis that can recommend a model or concept. Data triangulation by using a comparison of findings with other findings to obtain a more comprehensive analysis.

3. Research

Our result can be seen as follows:

3.1. SROI Analysis in organizations

Social Return on Investment (SROI) in social service organizations is an attempt to measure the financial value created by an organization through the provision of services to the community. Social Return on Investment (SROI) is a new approach to measuring and understanding the future financial impact of an organization. SROI analysis is designed to measure the accountability and comparable value of an organization whose results cannot always be easily measured in money. In the same way, a business plan contains more information than just financial projections. Social Return on Investment provides information about actual and planned changes, as well as qualitative, quantitative, and financial information on which to base decisions about the social service organization. SROI analysis can take many forms. It can encompass the social value generated by the entire organization or focus on just one particular aspect or the organization's work (The SROI Network, 2012).

What is done in calculating Social Return On Investment (SROI) is to identify who the stakeholders are, for example people who participate in a program, the community in which a program operates, program providers, program funders, taxpayers, other programs affected by the program's operations, self-assessors (Yates & Marra, 2017).

3.2. Key stakeholders

Stakeholder mapping (key stakeholders) will be carried out as summarized below:

Table 1. Stakeholder mapping

| No | Stakeholders | Reason |
|----|--------------|--|
| 1 | Immigration | Immigration plays an important role in carrying out monitoring and regulating the entry and exit of people into a country. |

| | | |
|---|--------|--|
| 2 | Police | The police play an important role in monitoring and enforcing regulations in Indonesia. |
| 3 | Public | plays an important role in social control and internal supervision efforts in its environment. |

Source: processed data (2024)

3.3. SROI Analysis in Immigration in Indonesia

Social Return on Investment (SROI) analysis on immigration is a complex and multidimensional process, as it involves many stakeholders and has diverse impacts. However, some general principles and steps can be applied to conduct an SROI analysis in the context of immigration. Here are some steps and considerations that need to be taken:

Stakeholder identification in immigration can include individual immigrants, their families, local communities, migration agencies, and governments. Stakeholder identification is essential to ensure that all important perspectives are taken into account and that impact measures are relevant to their needs and expectations.

A. Impact Evaluation

The impact evaluation method in SROI involves identification, mapping, and valuation. Scope Identification: Looking at the spread of impacts and who the related parties are that are affected. Impact Mapping: Create a map or list of impacts felt by stakeholders. Impact Valuation: Assigning monetary values to social and environmental impacts using appropriate valuation standards.

For example, if we want to evaluate an immigrant integration program, we should look at positive impacts such as increased cultural awareness, increased economic participation, and improved social balance.

B. Involving Stakeholders

The first principle of SROI is to involve stakeholders in the process. This means identifying and communicating with all parties affected by a program or investment, such as individual immigrants, their families, local communities, migration agencies, and governments.

C. Transparency and Verification

SROI emphasizes the importance of transparency in reporting results. This means showing the basis of the calculations, the impact achieved, and the methodology used in an honest and credible manner. Transparency helps build trust and ensures that the information presented is accountable. In addition, the verification process is key to ensuring the accuracy and objectivity of SROI results.

D. Communication of Results

The results of the SROI calculation must be disseminated to all stakeholders to ensure that they know and understand how they benefit and how much. Transparent and accurate communication is essential to build trust and ensure that the information presented is accountable. Thus, SROI analysis on immigration can help improve accountability, strengthen investment decisions, and support more effective communication of social impacts to stakeholders and the public.

3.4. The Importance of SROI in Immigration Policy

Assessing the impact of immigration through SROI is crucial because it allows policymakers to comprehensively understand the benefits derived from immigration policies. This involves not only economic aspects, but also various social aspects, such as cultural integration, quality of life, and access to public services. By using SROI, policymakers can make more informed and balanced decisions, and ensure that the policies implemented do provide maximum benefits to the community.

SROI measurement is carried out through several important steps: stakeholder identification, impact indicator determination, calculation of the financial value of social impact, and comparative analysis between the total social value and the costs incurred. This approach requires comprehensive and valid data and the involvement of various related parties to ensure accurate and sustainable results.

A. Economic Impact of Immigration

a. Immigrants' Contribution to the Labor Market

Immigrants often occupy important positions in the labor market, filling gaps that domestic workers cannot fill. They also play a role in sectors that require specialized skills and offer a diversity of skills and experiences that drive innovation and productivity (Dhiba, 2022). This, in turn, increases the economic competitiveness of the host country.

b. The Impact of Immigration on GDP

Studies show that immigration can make a positive contribution to Gross Domestic Product (GDP). When immigrants work and participate in the economy, they not only add directly to economic output but also increase demand for goods and services, which ultimately drives economic growth. Several studies have shown that countries with high levels of immigration tend to have more robust GDP growth.

c. Public Expenditure and Tax Revenue

Immigrants tend to contribute significant tax revenues while also utilizing public services. SROI allows for a balanced evaluation of how their tax contributions compare to the expenditures on education, health, and other social services they receive. This analysis is important for understanding whether immigration brings net added value to the host country.

B. Social Impact of Immigration

a. Social and Cultural Integration

Immigration has a profound impact on social and cultural integration. Immigrants bring their own culture, language and traditions, which can enrich the cultural life of the host country. This intercultural interaction can lead to better understanding between social groups and promote social cohesion. SROI measures in this area include how well cultural integration programs work and their impact on social acceptance among the local population.

b. Access to Health and Education Services

Access to health and education services for immigrants is an important factor in assessing the social impact of immigration. SROI can help assess the quality of this access and its impact on the health and education of immigrant communities. With good access, immigrants can be more productive and contribute more to the economy, while improving their own quality of life.

c. Quality of Life for Immigrants and Local Residents

Quality of life for immigrants and locals is also an important metric in SROI evaluations. This assessment covers elements such as housing, safety, and life satisfaction. By measuring and comparing quality of life, immigration policies can be adjusted to ensure that no group feels disadvantaged or neglected.

d. Economic Impact of Immigration

its impact on quality of life can be started with the context of globalization that accelerates the movement of people. This population shift often affects not only the individuals who move, but also the communities at both ends. Economic, social, and cultural factors become important determinants in detailing the impact of migration on quality of life, making this phenomenon an important concern in the context of global social and economic development (Azzahra, S. E. et al., 2023)

The complexity of the relationship between change of place and change in quality of life involves closely interrelated multidimensional factors. First, economic aspects play a key role, with migration being either a driver or an impact of regional or global economic change. In addition, social and cultural changes, such as adaptation to a new environment, also have a significant impact on quality of life. The importance of access to education and health services when moving adds to this complexity. Changes in the structure of employment and economic opportunities in the new place also impact well-being. Political factors, including immigration policies, also play an important role in shaping the relationship between migration and quality of life (Emir, 2024).

3.5. Small Business Growth in The Community

Immigration plays a significant role in the growth of small businesses in various regions. Newcomers often bring unique skills, ideas, and capital, which can trigger the emergence of new businesses. For example, immigrants with special culinary skills can open restaurants or food shops that specialize in their home countries. This not only enriches the local cultural and gastronomic diversity, but also adds variety and appeal to local culinary tourism destinations. A survey conducted by Visa, a payment technology company, showed that as many as 54 percent of small and

medium enterprises (SMEs) in Indonesia led by women experienced revenue growth since adopting digital payment systems. Not only SMEs owned by women, Visa also noted that 48 percent of micro businesses experienced an increase in revenue since using digital payments in their business operations.

As many as 83 percent of SMEs admit that managing their business has become easier thanks to digital payments. Digital wallets were chosen as the main digital payment provider for SMEs, especially those led by women (82 percent) surveyed in Indonesia. According to the survey, SMEs that accept digital payments in the form of cards experienced the most significant increase in turnover (74 percent). Digital payments enable instant transfers and cashless transactions to improve the transaction experience (Antaraneews.com., 2024)

Furthermore, immigrants often have a high entrepreneurial spirit. Because many of them come from challenging backgrounds, they tend to be more adaptive and innovative in creating business opportunities. A study in the United States highlighted that immigrants are more likely to start a business than natives. This suggests that immigration can be an important catalyst in increasing the number and diversity of small businesses in a region.

According to Ramadhano & Lie (2023), In conclusion, the arrival of foreign workers to Indonesia and working here is very important for our economy because it makes us grow into a more successful country. At the same time, the government must regulate the number of foreign workers entering the country because it reduces job opportunities for locals because employers prefer to hire foreigners. If the government does not take the necessary steps, our industry will be too dependent on foreign workers and this could be the downfall of the country.

In addition, the growth of small businesses founded by immigrants can also create new jobs for local residents. When immigrants start businesses, the need for local workers to fill various positions increases, which in turn can reduce unemployment rates and strengthen local economies. However, it is undeniable that there are challenges that immigrants face in starting small businesses, such as language barriers, complex regulations, and discrimination. However, many local governments have begun to provide special support such as training, access to financing, and the formation of business communities to facilitate the development of small businesses founded by immigrants (Welianto, 2024).

3.6. Foreign Investment in Local Sector

Immigration also affects the local economy through increased foreign investment. Immigrants from abroad often bring investment from their home countries to the host country. This investment can be in the form of opening a branch office, collaborating with local businesses, or investing in infrastructure and technology development.

The presence of immigrants in a region often attracts foreign investors looking to explore new markets. Immigrants serve as cultural and business bridges that can facilitate the process of adaptation and market penetration

for foreign companies. This can encourage the entry of more advanced technology, knowledge, and business practices, all of which are essential for the advancement of the local economy. In addition, immigrant-owned companies can pave the way for foreign capital flows through various collaborative projects. For example, immigrant-founded technology companies in Silicon Valley have attracted billions of dollars in investment from around the world, which are then used to strengthen the local technology ecosystem.

Furthermore, foreign investment mediated by immigrants is often focused on sectors that are less developed in the local area. This can include sectors such as green technology, education, and health. With the introduction of new capital and innovation, these sectors can experience significant growth that has a long-term impact on the well-being of the local economy.

The Investment Coordinating Board (BKPM) noted that the realization of foreign investment (Foreign Investment/PMA) reached IDR111.7 trillion in the first quarter of 2021. The amount is higher than the realization of local investment (Domestic Investment/PMDN) of IDR108 trillion. Based on the industrial sector, the flow of foreign investment mostly entered the basic metal industry, metal goods, non-machinery, and equipment reaching US\$1.7 billion or equivalent to 22.4 percent of the total PMA. Furthermore, it flowed into the food industry US\$1 billion or 12.7 percent, transportation, warehousing, and telecommunications US\$800 million or 11 percent, electricity, gas, and water US\$600 million or 7.8 percent, the motor vehicle and transportation equipment industry US\$600 million or 7.8 percent, and others. Based on location, PMA flooded West Java with US\$1.4 billion or 18.9 percent of total foreign investment in the first quarter of 2021. The rest was in DKI Jakarta with US\$1 billion or 13.1 percent, Central Sulawesi with US\$600 million or 7.5 percent, Riau with US\$600 million or 7.3 percent, Southeast Sulawesi with US\$500 million or 7.2 percent, and others (Cnnindonesia.com, 2021). Based on country of origin, foreign investment came from Singapore reaching US\$2.6 billion or 34 percent of the total. Then, from China US\$1.03 billion or 13.6 percent, South Korea US\$851.1 million or 11.1 percent, Hong Kong US\$822.1 million or 10.8 percent, Switzerland US\$466.2 million or 6.1 percent of the total, and others.

Based on the workforce, PMA absorbed 146,163 workers. Meanwhile, PMDN absorbed 165,630 workers, bringing the total to 311,793 workers in the first quarter of 2021. On the other hand, there is criticism that foreign investment can cause local economic instability due to inconsistent capital flows. In addition, the dominance of foreign companies can also reduce competition and threaten the existence of local small businesses that are unable to compete in terms of capital and technology. Therefore, it is important for local governments to ensure balanced regulations and adequate support to optimize the positive benefits of foreign investment while minimizing the negative impacts that may arise.

In conclusion, immigration has a complex but significant impact on local economies, particularly in the growth of small businesses and increasing foreign investment. With proper management and adequate policy support, immigration can be one of the main pillars of sustainable and inclusive economic development.

4. Conclusion

SROI analysis provides many advantages and positive advantages to the organization and progress of an organization including immigration. With the positive impacts that can be mapped and consensus from the community, of course, it will provide a satisfaction survey and provide an anomaly of public trust in Immigration. The existence of investment in Indonesia will also greatly benefit the community and the trust of foreigners to come to Indonesia by looking at the foundation and culture of the community that accepts the arrival of foreigners in Indonesia. Furthermore, Immigration can implement better organizational governance than before and consider aspects of public services to be provided to those in need.

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