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Implementation Of The MOLINA System On The Performance Of Foreign Resident Consulting Services

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ABSTRACT

Digital transformation in public administration has become essential for improving service efficiency and transparency. This study examines the implementation of the Foreigners Traffic Module (MOLINA) system by Indonesia's Directorate General of Immigration and its impact on organizational performance, particularly in foreign resident consulting services. Using a descriptive qualitative research approach, data were collected through in-depth interviews, observations, and documentation from five informants with direct experience using MOLINA since its launch in 2023. The findings reveal that MOLINA implementation significantly enhances operational workflow efficiency, data verification speed, and service transparency. However, the system faces technical constraints, including server stability issues, inadequate data synchronization, and limited document size capacity, that require organizational adaptation. The study contributes to understanding how digital systems influence organizational performance and service quality in collaborative public-private settings. This research offers practical insights for both immigration authorities and consulting service providers in managing digital transformation initiatives, emphasizing the importance of technical improvements and user training programs.

Keywords : MOLINA; Consultation; Foreign Nationals.

Introduction

Indonesia has become a destination for foreign nationals to live, work, and travel due to its strategic geographical location (Getar Awan, 2025). Along with the development of transportation technology and the openness of national relations have attracted many foreign nationals to invest and work (Mulyawan et al., 2023). Gradually, the movement of citizens between countries has become easier and has increased global mobility, thus requiring optimal supervision (Setiawan et al., 2025).

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In an era of increasing global mobility within a country, immigration is a fundamental aspect of maintaining security and sovereignty (Prima, J., Dewi, C. I. D. L., & Tungga, 2025). In this case, immigration has a role to monitor, control, and take action in all forms of violations that threaten social order and national security (Afifah, 2021). However, public administration procedures that tend to be manual, complicated, and slow have been the immigration service system used for years (Baghitz Hanan et al., 2025).

In order to improve the efficiency and effectiveness of immigration and population management, it is necessary to digitize migration administration (Familiawati et al., 2025). A faster, more transparent, and more accessible process is in line with the principles of good governance (Kole, H., Saidin., Sudirman., 2025). One of the innovations created to support immigration control functions launched by the Directorate General of Immigration in 2023 is the Foreigners Traffic Module System (MOLINA). This system is expected to facilitate the use of online applications, data verification, and advance payment of state revenue by the public and foreign nationals, thereby accelerating the processing of foreign nationals at immigration (Daffa Raihan Arya Mas'adi, 2024).

The Foreigners Traffic Module (MOLINA) is part of the information technology infrastructure that supports immigration control by monitoring real-time reports on foreigner activities that impact national interests. The data generated through MOLINA serves as the basis for optimizing public services and strengthening surveillance at border crossings. The implementation of MOLINA not only reflects progress but also safeguards the sovereignty of the state (Riyani, 2021).

The innovations implemented by the Directorate General of Immigration are highly innovative, but there are challenges in the process of digitizing immigration administration (Ryanindityo et al., 2025). These challenges include system updates that cause a lot of data that was previously processed manually to be unreadable on the digital system, the minimum size limit for uploaded application documents being too small, and system maintenance issues that affect the estimated completion time for documents, which cannot be determined (Kusuma, 2025).

With these changes and challenges, companies in the field of foreign resident consulting services need to adapt quickly, both in internal operations and external services to clients (Amir Mutaqin et al., 2025). Therefore, this study aims to determine how the implementation of the MOLINA system affects the performance of foreign citizen consultation in terms of effectiveness, timeliness, and quality of service provided, as well as to identify the obstacles still faced in the process of changing this system (Saputra & Prabawati, 2025). This study provides theoretical

updates related to the development of studies on the digitization of immigration services through the creation of a system by the Directorate General of Immigration for the community, especially for users of the MOLINA system, such as companies that employ foreign nationals and foreign resident consultation services. In addition, the results of this study are expected to serve as a reference for future researchers in the study of digital transformation in the public service sector.

The MOLINA system represents a significant technological shift from manual to digital operations, requiring organizations particularly foreign resident consulting services to adapt their operational models. These consulting firms act as intermediaries between individual foreign nationals and immigration authorities, making them critical stakeholders in the system's success. Understanding how MOLINA impacts their organizational performance and service delivery is essential for evaluating the effectiveness of this digital transformation initiative.

Methods

In writing this scientific article, the researcher used a descriptive qualitative research method that aimed to understand the meaning and describe in depth the implementation of the MOLINA system on the performance of foreign resident consultation. This approach was chosen because it was in line with the characteristics of research that focused on process analysis in public services.

Data was collected using several main techniques such as observation, interviews, and documentation. Observations of the implemented MOLINA system were also conducted to understand the effectiveness, challenges, and impact of digitization in immigration administration. In addition to, interviews and documentation were conducted with five informants who had experience using the MOLINA system since its launch in 2023. As sources for data collection through interviews and documentation, the informants are as follows:

Tabel 1: Informant Data

NO	INFORMANT	NAME	COMPANY
1	Foreign Resident Consulting Services	Winda	PT OC
2		Milfa	PT NJI
3		Nisa	PT WC
4	Company Management	Windy	PT DFK
5		Nurul	PT ZGI

Source: The interviews were conducted in 2025

Data analysis was conducted using interactive analysis methods such as data simplification, data presentation, and conclusion drawing. Data accuracy was ensured through a multi-method

approach, which involved comparing data from various information collection methods to obtain accurate and complete conclusions.

Results And Discussion

A. User Perceptions of Initial Use of the MOLINA System

The Foreigners Traffic Module System (MOLINA) is a system that plays an important role in the implementation, supervision, and management of foreign nationals entering and leaving Indonesia. This system is designed to integrate various immigration service processes, particularly visa applications, residence permits, and the administrative management of foreign nationals into a single integrated system. MOLINA is one of the services provided to the international community visiting, working, studying, and residing in Indonesia in the era of digitalization, which is expected to provide with transparent, accurate, and fast information, despite facing a number of challenges in its initial implementation.

In early 2023, when the system was launched, MOLINA was not yet operating stably, causing discomfort for most users. The main obstacles included system downtime, errors, system maintenance, and even foreign data that was not fully synchronized. Winda, a user informant from a foreign resident consulting service, stated that,

"When the Molina system was first launched, its appearance and services were not yet optimal because a lot of foreigner data had not been synchronized. In addition, some services were not yet available on the system, so it was still necessary to submit manual applications by coming directly to immigration. Furthermore, ease of access was also gradual because the Molina system often underwent repairs or was down."

Figure 1: Interview with foreign resident consulting services

Despite obstacles related to difficulties in the early stages of use, some informants believed that MOLINA had a simple and easy-to-understand interface. Informant Nisa, from a consulting service, said that,

"The initial experience of using the MOLINA system was quite good. The system interface is simple and easy to understand, and it is also easy to access when the network and server are stable."

In general, user perceptions at the beginning of using the MOLINA system indicate that technical constraints are the main problem. However, the simple system design and ease of use provide great opportunities for improvement. MOLINA is expected to operate more efficiently and be widely accepted by all stakeholders with improved server stability, data synchronization, and user training.

B. Effectiveness of the MOLINA System in Providing Services to Foreign Residents

In its implementation, MOLINA has brought about significant changes to the operational workflow for both corporate and consulting service users. The process, which previously required users to submit original documents manually, has now shifted to a digital system that requires users to understand the new service workflow, master technological capabilities, and adapt to changes in the process. As a result, the user workflow has become easier, more organized, and allows for real-time monitoring of service status. In the author's view, the implementation of the MOLINA system has led to an increase in the effectiveness and efficiency of user performance, although it still requires readiness for changes in workflow and systems.

This is reinforced by the response from company informant Windy Liana, who said that MOLINA provides flexibility compared to the manual system: "*Applications do not need to be submitted in hard copy to the Immigration office, but can simply be uploaded to the MOLINA system*."

Figure 2: Company Management Interview

In addition, Milfa Nur Annisa, an informant from a foreign citizen consulting service, stated that the MOLINA system provides a more structured administrative process. "*All changes have had*

a significant impact on completion time, client satisfaction, and data accuracy because all data is linked from both the Ministry of Manpower and the Directorate General of Immigration systems."

C. Evaluation of the Success of the MOLINA System Implementation

Evaluation of the implementation of the MOLINA system is very important to determine the achievements of the digital system and the extent to which it has been accepted by users in the field. Overall, the MOLINA system has been successful in improving the quality of administrative services for foreign nationals, although there are still a number of technical obstacles that need to be addressed. In the author's view, the successful implementation of the MOLINA system is influenced by network server stability, users ability to adapt to digital systems, and process flow flexibility.

This was reinforced by a response from informant Nurul Qoriah from the company, who explained that maintenance system issues affect document completion estimates: "*When the system is undergoing maintenance, the impact is enormous because it can affect document completion estimates, which cannot be determined*."

Although there were several obstacles at the beginning of the MOLINA system launch, several informants explained that the overall implementation of the MOLINA system was running well and smoothly. This opinion was reinforced by the response of Nisa Alifah Rasyid from a consulting service, "*although there were many obstacles at the beginning, now MOLINA is much more structured and efficient, but there is still a need for improvement in server stability*."

Conclusion

Based on the results of research and reviews conducted by researchers regarding the implementation of the Foreign Traffic Module System (MOLINA) created by the Directorate General of Immigration in response to technological developments and increased global mobility, it can be concluded that the launch of this system has had a significant impact on the digitization of immigration services. MOLINA provides more efficient, transparent, and accessible services with excellent digital services for users, both for companies and foreign resident consulting services that handle foreign resident administration. Based on the results of interviews and observations, it has been proven that MOLINA is capable of providing a more organized service workflow, speeding up the data verification process, and facilitating document uploads compared to manual systems. In addition, its simple and easy-to-understand interface adds value to the MOLINA system.

However, this study shows that the implementation of the MOLINA system also has various obstacles related to technical constraints that need to be adapted by employees and require improvement strategies to support the service process. The main obstacles are system downtime, errors, system maintenance, foreigner data that is not fully synchronized, and the minimum size limit for uploaded application documents being too small. This requires users to be able to adapt in order to complete the foreign citizen administrative service application process without errors. Nevertheless, users have begun to experience an increase in the stability and effectiveness of MOLINA in assisting the immigration service process with system improvements and updates.

The development of a more targeted system with the aim of improving system performance is necessary based on the challenges and successes encountered during the research process regarding the implementation of the MOLINA system. In order to avoid disruptions to the service process, improving server stability and more regular maintenance scheduling must be a top priority. To accelerate the verification process, data synchronization between institutions such as the Population and Civil Registration Agency, the Ministry of Manpower, and the Immigration Office must be strengthened. In addition, a self-correction feature must be provided so that users can correct errors without waiting for assistance from officers. Furthermore, in order for users to overcome technical obstacles more quickly and easily, clearer usage guidelines, regular socialization, and better helpdesk responses are needed.

Overall, MOLINA has become a strong foundation for the digitization of immigration services. MOLINA has the potential to become an increasingly reliable, efficient system that meets the needs of foreign nationals in the digital age through technical improvements and enhanced user support. Therefore, the implementation of this system will contribute to the digital transformation of Indonesia's immigration sector as well as improve service quality.

In the author's opinion, this study suggests that the development process of the MOLINA system should be carried out consistently and should take into account feedback and complaints from the public, especially from users of the MOLINA system in their daily activities. In improving the MOLINA system, I also support the Directorate General of Immigration expanding its outreach and training activities for companies, foreign consulting services, and the general public who use the MOLINA system. Additionally, in my opinion, to reduce the technical obstacles that have arisen so far, regular evaluations of system performance are needed to ensure that updates are truly aimed at field requirements. With this, I believe MOLINA can develop into a more mature, stable, and responsive digital system for changes in immigration services.

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