

Strategic Approaches to Increasing Refugee Satisfaction at the Makassar Immigration Detention Center

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ARTICLE INFO

Article

history:

Received

January

Accepted

March

Keywords

Service Quality,

Refugee

Satisfaction,

Rudenim

Makassar,

Servqual ,

Service

Strategies

ABSTRACT

This study aimed to analyze the strategic approaches implemented at the Immigration Detention Center (Rudenim) in Makassar to enhance service quality for refugees and to evaluate their satisfaction with the services provided. A descriptive qualitative design was employed, with data collected through in-depth interviews involving Rudenim leadership, staff, and refugees. The analysis was guided by the SERVQUAL model, focusing on five dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. The findings reveal that Rudenim Makassar has introduced several strategies to improve service delivery, including staff training programs to strengthen interpersonal and professional skills, partnerships with international organizations such as IOM and UNHCR to secure essential resources, and improvements to physical facilities to create a safer and more comfortable environment. These efforts have contributed to positive refugee experiences and enhanced overall satisfaction. Nevertheless, challenges remain, particularly regarding responsiveness and the provision of specialized facilities for vulnerable groups, such as children and the elderly. Refugees expressed concerns about delays in response times and the lack of private consultation spaces for sensitive discussions. Overall, the study underscores the importance of targeted service improvements to address existing gaps. By refining responsiveness and expanding facilities, Rudenim Makassar can ensure that all refugees receive optimal care and support. The findings provide practical insights for policymakers and contribute to the literature on refugee service management within detention settings.

1. Introduction

International migration has become an increasingly complex global issue, driven by the rising number of refugees due to conflicts, natural disasters, and economic instability worldwide. Indonesia, as a transit country for refugees en route to third countries, plays a crucial role in providing temporary protection. One of the key facilities managed by the Indonesian government to accommodate refugees is the Immigration Detention Center (Rudenim). In Makassar, the Immigration Detention Center not only serves as a temporary holding facility but also functions as a service center that must ensure refugees' basic needs are met in a dignified manner.

In recent years, various phenomena indicate growing dissatisfaction among refugees regarding the services provided at Rudenim. This situation has prompted the government and relevant institutions to re-evaluate strategic approaches to service management in these facilities. Refugee

satisfaction, although often overlooked, is a critical factor in creating humane living conditions and supporting their psychological recovery during the evacuation process. Therefore, understanding how strategic service approaches influence refugee satisfaction at the Makassar Immigration Detention Center is essential.

Rudenim Makassar, one of the primary facilities in South Sulawesi, accommodates hundreds of refugees from various conflict-affected countries, including Afghanistan, Somalia, and Iran. Refugees residing in these facilities often experience uncertainty about their future, as the resettlement process to a third country can take an indefinite amount of time. Consequently, numerous complaints have emerged regarding service quality, such as limited access to healthcare, inadequate food provisions, and a lack of recreational and educational facilities.

According to a 2023 report published by the United Nations High Commissioner for

Refugees (UNHCR), approximately 1,800 refugees were residing in 20 shelters across Makassar City. This number reflects a significant increase compared to previous years, exacerbating field conditions due to the limited resources available to accommodate their needs. Additionally, a survey conducted by a local public advocacy institution revealed that approximately 60% of the interviewed refugees expressed dissatisfaction with the services provided by management.

These conditions highlight the challenges faced by the government and managing institutions in improving service quality at Rudenim, particularly given budgetary and human resource constraints. Furthermore, refugee dissatisfaction can lead to social tensions and psychological distress among residents, ultimately worsening the security situation within the facility.

Theoretical Framework

In service management literature, the concept of customer satisfaction has been widely used to analyze how service quality affects perceptions and satisfaction levels among service recipients. One of the most commonly applied models is the SERVQUAL Model, developed by Parasuraman, Zeithaml, and Berry (1985). This model assesses service quality based on five key dimensions: reliability, responsiveness, assurance, empathy, and tangibility. Although initially designed for the commercial sector, its principles can be adapted to analyze public services, including refugee management.

In the Rudenim context, the dimensions of empathy and responsiveness play a crucial role in determining refugee satisfaction. Refugees, who often experience trauma due to conflict and displacement, require an empathetic approach from facility managers. This includes providing mental health services, easy access to resettlement information, and attention to the specific needs of vulnerable groups, such as women and children.

Additionally, the Expectancy Disconfirmation Theory (EDT) by Oliver (1980)

is relevant in this context. This theory argues that satisfaction is influenced by the extent to which customer expectations (in this case, refugees) regarding provided services are met or exceeded. When refugees' expectations regarding basic services—such as food, shelter, and healthcare—are not fulfilled, they are more likely to experience dissatisfaction.

Strategic Approaches to Enhancing Refugee Satisfaction

To improve refugee satisfaction, it is crucial for Rudenim Makassar's management to adopt a holistic strategic approach, which should include:

1. Infrastructure and Facility Improvements

One of the main refugee complaints at Rudenim Makassar concerns inadequate facilities. Basic amenities such as bathrooms, kitchens, and recreational spaces must be upgraded to accommodate the growing number of refugees.

2. Enhanced Health and Psychosocial Services

Refugees in detention centers often face serious physical and mental health issues. Therefore, it is essential to provide better access to healthcare services, including routine medical check-ups and psychosocial support. Training for Rudenim officers on handling trauma-experienced refugees is also necessary.

3. More Effective Human Resource Management

The quality of services at Rudenim is highly dependent on the competence and professionalism of its staff. Capacity-building programs, particularly in crisis management, conflict mediation, and intercultural communication, should be conducted regularly to enhance officers' ability to deliver responsive and empathetic services.

4. Provision of Education and Skills Development Programs

Access to education and skill development is often overlooked in refugee facilities. Rudenim should collaborate with international organizations such as UNHCR

and the International Organization for Migration (IOM) to offer informal education and vocational training programs that can help refugees prepare for their future, whether in a third country or upon repatriation.

5. Utilization of Information Technology in Service Management

In the digital era, leveraging information technology can enhance efficiency and transparency in service management. For instance, a web-based application providing real-time information on the resettlement process, refugees' rights, and available services at Rudenim can help reduce uncertainty and improve their overall satisfaction.

Previous Studies on Refugee Service Quality and Satisfaction

Several prior studies have examined refugee service quality and its implications for their satisfaction. Beirens and Cleton (2020) conducted research in the Netherlands, highlighting that service quality at refugee detention centers significantly impacts their well-being, particularly regarding access to healthcare and psychosocial support. Their study emphasized the importance of a comprehensive approach that prioritizes refugees' individual needs to enhance their satisfaction.

Similarly, research by Krikorian et al. (2021) in Greece found that improving facilities and access to essential services such as healthcare and education can significantly enhance refugees' perceptions of service quality. These findings suggest that a strategic approach focused on infrastructure development and overall service quality improvement can positively contribute to increasing refugee satisfaction at Rudenim Makassar.

2. Literature Review

2.1 Research Results Review

To understand how strategic approaches can enhance the satisfaction of refugees in the

Makassar Immigration Detention Center, it is essential to review relevant past studies. The table below summarizes various studies that have been conducted previously, providing insights into the factors influencing refugee satisfaction and the approaches applied in refugee service contexts across different locations.

The following table presents a summary of the latest research focusing on refugee satisfaction, service quality, and management strategies in shelter facilities.

2.2 Review of Concepts and Theories

a. Understanding Refugees and UNHCR's Key Role in Refugee Placement

UNHCR (2020) defines refugees as "people who have been forced to leave their country of origin to escape persecution, conflict, violence, or serious human rights violations." They are unable to return to their home country due to safety concerns. This definition extends to individuals fleeing life-threatening conditions caused by war or political instability.

Zolberg et al. (2016) define refugees as "people who have been forcibly displaced across international borders due to conflict, state repression, or targeted persecution by a ruling group." This definition emphasizes the aspect of forced displacement and the insecurity underlying migration. Goodwin-Gill (2014) refers to the 1951 Refugee Convention and the 1967 Protocol, defining refugees as individuals who leave their country due to a well-founded fear of persecution based on race, religion, nationality, membership in a particular social group, or political opinion.

Hathaway (2018) expands on this definition, stating that refugees are "individuals forced to flee their home country due to a well-founded fear of severe persecution caused by war, repressive politics, or threats to their physical integrity." This includes individuals escaping not only political oppression but also natural disasters or uncontrollable environmental crises. Kneebone (2017) highlights that refugees seek international protection by applying for asylum in another

country due to instability and threats in their home country, making their return impossible without risking their lives, freedom, or safety. Beyond emergency aid, UNHCR also works to find long-term solutions through three primary mechanisms:

- a. Voluntary Repatriation: UNHCR facilitates the safe and dignified return of refugees to their home countries if conditions have stabilized.
- b. Resettlement: Refugees unable to return to their home country or integrate into their first host country may be relocated to a third country willing to accept them, such as the United States, Canada, Australia, or European nations.
- c. Local Integration: In certain cases, refugees may be granted permanent residence or citizenship in their host country.
- d. Over time, UNHCR's mandate has evolved to address global refugee crises in regions such as the Middle East, Africa, and Latin America.

b. Immigration Detention Centers

UNHCR (2021) describes immigration detention centers as facilities used by governments to detain immigrants and asylum seekers while their legal status is assessed. In Indonesia, Immigration Detention Centers serve as temporary holding facilities for foreigners detained for immigration violations or those awaiting asylum processing. The Directorate General of Immigration, Ministry of Law and Human Rights (2020), defines Immigration Detention Centers as "temporary shelters for foreigners who violate immigration regulations, either awaiting deportation or the resolution of legal issues." These centers facilitate the immigration resolution process, including deportation or repatriation.

Marzuki (2017) emphasizes that Immigration Detention Centers are government-provided facilities to accommodate immigrants or refugees without official residence permits, including those entering or residing in Indonesia without valid documentation. These centers play a critical role in enforcing immigration laws and national

security policies. Sunaryo (2019) describes Immigration Detention Centers as institutions managed by the Directorate General of Immigration, which temporarily house foreigners violating immigration laws. These centers also provide essential services such as food, healthcare, and human rights protection for detainees.

Widjaja (2016) highlights that these facilities serve as holding centers for foreigners involved in immigration violations before further legal decisions, such as deportation or asylum granting, are made. They also function as a control mechanism for undocumented international residents in Indonesia. Kusumastuti (2018) underscores that Immigration Detention Centers must uphold human rights by providing basic needs, including food, clean water, and healthcare services.

Hasyim (2020) argues that these centers in Indonesia not only detain individuals for immigration violations but also serve as temporary facilities for asylum seekers and refugees, requiring adherence to international human rights standards. Heryanto (2021) defines Immigration Detention Centers as part of Indonesia's immigration enforcement system, providing temporary housing for foreigners undergoing legal proceedings or deportation. For refugees and asylum seekers, these centers offer a temporary solution while their applications are processed.

2.3 Service Quality Framework

Service quality is a crucial aspect of service management and strategy, focusing on the evaluation and improvement of service standards provided to customers or service recipients. Understanding service quality frameworks is essential for assessing and enhancing refugee satisfaction in the Makassar Immigration Detention Center. Service quality concepts continue to evolve with changing customer expectations and technological advancements. Key contemporary perspectives include digital technology integration, holistic

customer experience, and sustainability-oriented services.

Kwortnik & Thompson (2021) highlight the growing importance of sustainability in service quality, emphasizing how service management incorporates social and environmental impacts to enhance service perception. Morgeson & Campion (2022) introduce the concept of adaptive service quality, which focuses on a provider's ability to adjust to changing customer needs and expectations, incorporating personalization and flexibility in service delivery.

Liu & Arnett (2019) discuss the significance of digital service quality, identifying key dimensions such as:

- a. **Speed and Efficiency of Digital Interfaces:** Evaluating system response times and platform navigation efficiency.
- b. **Ease of Use:** Assessing the intuitiveness and user-friendliness of digital interfaces.
- c. **System Integration:** Examining the seamless integration of digital services with other platforms for a consistent user experience.

Parasuraman, Zeithaml, & Berry (1985) introduced the SERVQUAL model, which identifies five main dimensions of service quality:

- a. **Reliability:** The ability to provide promised services accurately and consistently.
- b. **Responsiveness:** Willingness and ability to assist customers promptly.
- c. **Assurance:** Competence, courtesy, and trustworthiness of service staff.
- d. **Empathy:** Personalized attention and understanding of customer needs.
- e. **Tangibles:** Physical aspects of service facilities, including infrastructure, equipment, and communication materials.

These dimensions form the foundation for evaluating and improving service quality in various organizational settings, including refugee services.

3. Research Methods

3.1 Research Approach and Type

This study employs a qualitative approach to gain an in-depth understanding of refugees' experiences and perceptions regarding the services they receive. A qualitative approach was chosen due to its emphasis on exploring and interpreting subjective experiences, allowing the researcher to capture the nuances and complexities of refugee satisfaction.

Several reasons justify the use of a qualitative approach in this study:

1. **Deepening Personal Experience** A qualitative approach enables researchers to explore deeply how refugees perceive and evaluate the quality of the services they receive. Through in-depth interviews, focus group discussions, and qualitative data analysis, researchers can obtain a more comprehensive understanding of the factors influencing refugee satisfaction.
2. **Examining Satisfaction Dimensions** This approach facilitates an exploration of the emotional and psychological dimensions of refugee satisfaction, which may not be effectively captured using quantitative methods. Understanding these factors is crucial for identifying the deeper elements that influence satisfaction.
3. **Developing Theories and Strategies** By comprehensively understanding refugee experiences, researchers can develop theories and practical strategies to enhance the quality of services provided.

The research follows a descriptive study design, focusing on a detailed examination of refugee satisfaction and service quality at the Makassar Immigration Detention Center. The aim is to provide a clear depiction of how refugees assess the services they receive and the factors that shape these perceptions.

3.2 Role of the Researcher

In this study, the researcher plays a crucial role as follows:

1. Formulating clear research problems relevant to the study objectives.
2. Designing an appropriate research methodology, including selecting the research approach, data collection techniques, and analytical methods.
3. Collecting primary and secondary data necessary to answer the research questions.
4. Conducting rigorous data analysis to identify key findings relevant to the research problem.
5. Interpreting findings to draw informative and relevant conclusions.
6. Presenting research results comprehensively to facilitate knowledge dissemination and discussion.

3.3 Research Location and Period

This study is conducted at the Makassar Immigration Detention Center, located on Jl. Bollangi, Patalassang District, Gowa Regency, South Sulawesi, Indonesia. The research is carried out between December 2023 and January 2024.

3.4 Data Sources

In qualitative research, data sources are categorized into two types:

1. Primary Data Primary data is obtained directly from individuals or groups involved in the study. This includes interviews with the Head, staff, and refugees at the Makassar Immigration Detention Center to gather detailed information regarding the management of the center and the refugees' experiences with the provided services.
 - Interviews will explore key aspects of satisfaction, such as food quality, facility conditions, staff responsiveness, and social support.
 - Direct observations will be conducted to assess the physical conditions of the facility and interactions between staff and refugees.
2. Secondary Data Secondary data consists of existing documents, reports, and previous studies relevant to refugee satisfaction and service quality. These include:

- Internal documents and annual reports from the Makassar Immigration Detention Center to understand policies and service standards.
- Previous research and literature on refugee satisfaction and service management theories.
- Statistical data from government agencies and international organizations on refugee conditions and factors influencing satisfaction.

3.5 Data Collection Techniques

The data collection process in this study involves four key techniques:

1. Observation – Direct observations will be conducted to assess the physical conditions of the facilities and interactions between staff and refugees.
2. Interviews – Structured and semi-structured interviews will be conducted with refugees and staff to explore satisfaction dimensions such as service quality, facility conditions, and social support.
3. Questionnaires – A structured questionnaire will be distributed to refugees to quantify their levels of satisfaction with various service aspects.
4. Documentation – Internal documents and reports from the detention center will be analyzed to understand policies, procedures, and service evaluations.

3.6 Data Analysis Techniques

Following Miles and Huberman (2014), the data analysis process in this qualitative study involves several systematic steps:

1. Data Collection – Gathering data from various sources, including interviews, observations, and questionnaires, while ensuring systematic recording and organization.
2. Data Reduction
 - Selecting and filtering relevant data in alignment with the research questions.
 - Coding the data into categories or themes to facilitate analysis.
3. Data Presentation

- Organizing data in structured formats such as matrices, tables, or narratives to highlight key findings.
 - Conducting thematic analysis to identify patterns and relationships between service quality and refugee satisfaction.
4. Drawing Conclusions and Verification
- Formulating preliminary conclusions based on the data analysis.
 - Validating findings using triangulation techniques, such as comparing different data sources and consulting experts to ensure reliability.
5. Interpretation and Report Compilation
- Interpreting the data in relation to existing theories and literature.
 - Compiling the final research report with a clear explanation of key findings, conclusions, and recommendations for improving service quality.

3.7 Research Validity and Triangulation

To ensure the validity and reliability of qualitative data, this study employs triangulation methods, as proposed by Sugiyono (2018):

- a. Source Triangulation – Comparing data obtained from multiple sources, including interviews, observations, and documents, to enhance the accuracy of findings.
- b. Technique Triangulation – Cross-checking findings by applying multiple data collection methods, such as interviews, observations, and document analysis.
- c. Time Triangulation – Conducting interviews at different times of the day to account for variations in responses and ensure credibility.

4. Research Results and Discussion

4.1 Research Results

a. Results of Informant Answers Regarding the Strategic Approach at Makassar Immigration Detention Center in Improving Service Quality for Refugees

A strategic approach is a planned effort undertaken by an organization to achieve specific objectives by utilizing existing

resources optimally. Bryson (2021) stated that strategies in public organizations must be developed based on needs mapping, internal capacity optimization, and responses to external dynamics. Within the scope of the Makassar Immigration Detention Center (Rudenim), a strategic approach plays a key role in enhancing service quality for refugees. This includes aspects of operational efficiency, the fulfillment of basic human rights, and strengthening collaboration with various stakeholders.

This approach not only involves long-term planning but also flexibility in adapting policies to global changes, such as the increasing number of refugees or new immigration regulations. Rudenim Makassar recognizes that effective service requires a measurable and collaborative strategy, considering that they interact directly with refugees from diverse backgrounds and needs.

The strategy also includes enhancing staff capacity through continuous training, strengthening information technology systems for refugee data management, and developing humane communication mechanisms between staff and refugees. Thus, the strategic approach is expected to create a more professional, empathetic, and human rights-aligned service.

Refugee Statistics at Makassar Immigration Detention Center As of 2024, the number of refugees at Rudenim Makassar has reached approximately 900 individuals, categorized by their country of origin as follows:

Table 5.1 Number of Refugees in Makassar Immigration Detention Center by Country of Origin in 2024

Country of Origin	Number	Percentage (%)
Afghanistan	250	27.78%
Pakistan	220	24.44%
Myanmar	180	20.00%
Iran	100	11.11%
Iraq	90	10.00%
Somalia	60	6.67%

Source: Makassar Immigration Detention Center, 2025

The data above illustrate the diverse backgrounds of refugees at Rudenim Makassar, most of whom come from countries experiencing conflict, political instability, and humanitarian crises. This also highlights the need for a service strategy that is not only general but also considers the specific needs and characteristics of each refugee group. Ensuring that services are relevant, inclusive, and effective is crucial for supporting the well-being of refugees during their stay at Rudenim Makassar.

Informant Perspectives on Service Improvement Strategies

On Monday, January 6, 2025, an interview was conducted at the Makassar Immigration Detention Center with three informants: the Head of the Detention Center (AK) and two staff members (AB and N). They shared their perspectives on the strategies implemented to enhance refugee service quality. AK explained: "We strengthen collaboration with UNHCR and IOM and conduct periodic service evaluations. Additionally, staff receive training to become more responsive to refugee needs."

This statement highlights the importance of synergy between international organizations and internal capacity development in improving services. Meanwhile, AB shared his involvement in psychosocial support programs for refugees:

"I participate in psychosocial counseling programs and help facilitate simple skill-building activities, such as language courses."

This reflects an emphasis on the mental well-being and skill development of refugees. N added:

"We hold regular Q&A sessions with refugees so they can directly express their concerns or suggestions."

This initiative aims to foster two-way communication and ensure that refugee voices are heard in decision-making processes related to services. Challenges in Refugee Services The

interview also identified key challenges in refugee services from the perspectives of both leadership and staff at Rudenim Makassar. AK, as the head of the center, stated:

"Our main challenge is limited budget and human resources. We strive to overcome this by requesting additional funding and support from international partners such as UNHCR and IOM."

From the staff's perspective, AB highlighted:

"One of the biggest challenges is language and cultural differences. To address this, we frequently use volunteer translators and language assistance tools to facilitate communication."

N added: "Sometimes refugees struggle to accept certain rules. We usually provide patient and persuasive explanations to help them understand the reasoning behind these regulations."

These responses indicate that Rudenim Makassar faces multiple challenges, ranging from resource limitations to communication and cultural adaptation barriers. However, proactive efforts such as international collaboration, the use of translators, and persuasive approaches are key strategies in maintaining service quality.

Measuring Refugee Satisfaction and Handling Complaints The interview also explored how Rudenim Makassar measures refugee satisfaction and addresses complaints. AK explained:

"We conduct periodic satisfaction surveys and receive complaints through a suggestion box. If complaints arise, we discuss them as a team to find quick solutions."

AB added: "We distribute simple evaluation forms after specific activities. Complaints are documented and reported to management."

Meanwhile, N stated:

"We frequently hold direct dialogues with refugees and document their feedback. If issues

arise, we coordinate with management for further action."

These statements highlight the structured mechanisms in place to ensure service quality and responsiveness to refugee complaints. Whether through formal surveys, activity evaluations, or direct dialogue, refugee input is a valuable consideration for service improvements. The Role of Technology in Service Enhancement. The interview also revealed the role of technology in streamlining administration, communication, and service processes for refugees.

According to AK, "The internal information system enables Rudenim to register refugees in real time and document complaints efficiently, facilitating monitoring and evaluation."

AB highlighted the role of technology in overcoming language barriers: "By using translation applications and digital platforms, important information can be conveyed more clearly to refugees, minimizing misunderstandings due to language differences."

N emphasized: "Technology simplifies refugee data management, especially when updating information from international partners. Digitalized data ensures fast and accurate decision-making regarding services."

These findings indicate that technology has become a strategic tool for Rudenim Makassar, enhancing data management, communication, and service effectiveness. This aligns with McKinsey Digital's (2020) theory that implementing technology in public organizations can improve operational efficiency and responsiveness to public needs. Daily Operations and Leadership Role The interview also provided insights into the daily activities of Rudenim Makassar's leadership and staff in providing services to refugees. AK explained his role as a leader:

"As the head of the center, I oversee the entire refugee service process, from data collection and basic needs fulfillment to coordination with

IOM and UNHCR. I also ensure policy implementation, monitor budget usage, and resolve emerging issues."

This reflects the strategic leadership role in policy formulation and service effectiveness, consistent with Yukl's (2020) concept of strategic leadership.

AB described his routine: "I frequently check food and drink supplies for detainees. If refugees report food allergies or preferences, I document the complaints and forward them to the relevant department for assessment."

This structured complaint-handling approach aligns with Zeithaml et al.'s (2020) service recovery principle, ensuring rapid and well-organized responses to service issues. Meanwhile, N detailed his daily tasks:

"We follow standard procedures in serving refugees, including data collection, health monitoring, and ensuring access to basic needs like food and clean water. We also handle administrative documents, such as visa renewals, and coordinate with international organizations. Additionally, we conduct counseling sessions and mediation to resolve internal refugee conflicts and organize social or educational activities."

These statements demonstrate that Rudenim Makassar's services follow a systematic workflow, with staff actively involved in addressing refugee needs, resolving complaints, and maintaining coordination with international partners to improve service quality despite resource constraints. Communication Between Refugees and Staff During the interview, informants described communication practices and challenges between refugees and staff at Rudenim Makassar. AK explained:

"Communication is conducted primarily in English, with translators from IOM assisting when necessary. Challenges often arise due to language differences, cultural backgrounds, and refugees' psychological conditions."

These insights reinforce the importance of structured communication approaches to

ensure effective interaction between staff and refugees.

b. Answer Results Informant Related Refugee Satisfaction at Makassar Immigration Detention Center Regarding Services

Refugee satisfaction is one of the key indicators in measuring the quality of services at the Makassar Immigration Detention Center (Rudenim). According to Parasuraman et al. (2020), service recipient satisfaction is highly dependent on the alignment between their initial expectations and their perceptions of the services received. In the context of refugees, satisfaction is not only related to the fulfillment of basic needs but also encompasses how they are treated with respect, their access to information, and the responsiveness of officers.

Additionally, Zeithaml et al. (2021) emphasize that service quality can be measured through five main dimensions: reliability, responsiveness, assurance, empathy, and tangible evidence. The implementation of these five dimensions is crucial for Rudenim Makassar in building a refugee-oriented service system.

Rudenim Makassar recognizes that improving service quality requires considering the perspectives of refugees themselves. Direct feedback from refugees serves as a valuable source of information to identify the strengths and weaknesses of the services provided. Therefore, gathering their experiences through direct interviews and discussions is essential to assess aspects that are functioning well and those that need improvement.

By understanding the expectations and experiences of refugees, Rudenim Makassar can design a more effective and humane service strategy. This participatory approach not only strengthens refugees' trust in the institution but also fosters a more inclusive and supportive environment for them.

Findings from Refugee Interviews at Rudenim Makassar

On Tuesday, January 7, 2025, interviews were conducted with three refugee informants at the Makassar Immigration Detention Center: Samad Mohsini, Hamzah and his family, and Ali and his family. The purpose of these interviews was to understand the level of refugee satisfaction with the services provided by Rudenim Makassar.

Service Satisfaction

- **Samad Mohsini:** "I am happy with how Rudenim Makassar officers provide detailed information about all available services."
- **Hamzah and Family:** "I appreciate the services provided, especially when refugees are being relocated to a third country."
- **Ali and Family:** "The service was quite good, particularly regarding assistance in understanding the necessary procedures."

The responses indicate that refugees generally have a positive view of the services provided. Samad Mohsini highlighted the officers' transparency and openness in delivering information. Hamzah and Ali, along with their families, appreciated the smooth relocation process to third countries, demonstrating that an efficient relocation system is a crucial aspect of service satisfaction for refugees. Despite varying focal points, all informants expressed a relatively high level of satisfaction with Rudenim Makassar's communication, information dissemination, and support in the migration process.

Strengths of the Service

- **Samad Mohsini:** "The officers are friendly, and they communicate well with refugees."
- **Hamzah and Family:** "The officers are friendly and respond quickly to complaints."
- **Ali and Family:** "Clear administrative support significantly affects our satisfaction."

The main strengths of Rudenim Makassar's services are the friendliness of the officers and their responsiveness to complaints. These

factors reflect the professionalism of Rudenim staff in providing humane and responsive services.

Food Quality

- **Samad Mohsini:** "The food is quite good, and some meals are similar to the ones I had in Afghanistan."
- **Hamzah and Family:** "Very good."
- **Ali and Family:** "I hope for more menu variations."

Regarding food quality, most informants provided positive feedback. Samad Mohsini appreciated the diversity of menus, noting similarities to Afghan cuisine. Hamzah and Ali, along with their families, also regarded the food quality as very good. This suggests that Rudenim not only focuses on the quantity of food but also considers its quality and cultural relevance.

Facility Cleanliness

- **Samad Mohsini:** "The facilities are very clean, and we are also required to maintain cleanliness in our residential blocks."
- **Hamzah and Family:** "The cleanliness is very good, and there is a play area for children. My child often plays there."
- **Ali and Family:** "The cleanliness is quite good, but some children's play facilities need better maintenance."

All informants consistently rated the facility cleanliness as very good, although some mentioned that certain play facilities for children require additional maintenance. The existence of a children's play area contributes to overall family comfort. Additionally, requiring refugees to maintain the cleanliness of their residential areas fosters a sense of shared responsibility.

Response to Complaints

- **Samad Mohsini:** "The response varies; some complaints are addressed quickly, while others take time. However, health-related complaints receive fast responses."

- **Hamzah and Family:** "The response is fast, especially for health-related complaints."
- **Ali and Family:** "The response is quite good, although non-medical complaints sometimes take longer to resolve."

Refugees generally rated the response to complaints positively, particularly for health-related issues, which were prioritized. However, some non-medical complaints experienced delays, indicating a need for improvement in handling general service issues.

Psychosocial Support

- **Samad Mohsini:** "Psychosocial support is adequate, and staff provide mental health counseling."
- **Hamzah and Family:** "The psychosocial support is good, and we are given time to communicate with fellow refugees."
- **Ali and Family:** "We received psychosocial support, especially in the form of group activities."

Psychosocial support was considered sufficient by all informants, with mental health counseling and opportunities for social interaction being particularly valued. This aspect is crucial as emotional and social support plays a significant role in helping refugees adapt to their difficult circumstances.

Service Challenges

- **Samad Mohsini:** "There are no significant challenges; communication is going well."
- **Hamzah and Family:** "My family and I have never had any problems."
- **Ali and Family:** "There aren't many challenges, but sometimes language barriers make communication difficult."

Most refugees did not report any major challenges in accessing services. The smooth communication between officers and refugees indicates the effectiveness of Rudenim's communication strategies. However, Ali and his family noted that language barriers sometimes hinder interactions. This highlights the need for translation services, the use of universal

language in written information, or language training for both officers and refugees to enhance communication.

Suggestions for Service Improvement

- **Samad Mohsini:** "I don't have any suggestions; everything is satisfactory."
- **Hamzah and Family:** "I don't know, as I am quite satisfied."
- **Ali and Family:** "Maybe adding more facilities for children would be beneficial."

Most refugees were satisfied with the services provided and did not have specific improvement suggestions. However, Ali and his family suggested enhancing facilities for children, indicating a need for more child-friendly spaces, educational tools, or recreational activities. These improvements could further enhance service quality and support the emotional well-being of refugee children.

Effectiveness of Procedures

- **Samad Mohsini:** "Very effective in certain aspects, such as procedures for leaving or returning to Rudenim, which follow the correct process after being informed by the IOM."
- **Hamzah and Family:** "I am not sure how to evaluate this."
- **Ali and Family:** "The procedures are good."

The procedures at Rudenim Makassar were generally seen as effective, especially in cases related to departures and returns. However, some refugees found it difficult to evaluate the procedural effectiveness due to a lack of direct involvement in administrative processes.

4.2 Discussion

Approach Strategies Applied in Makassar Immigration Detention Center to Enhance Service Quality for Refugees

The Makassar Immigration Detention Center (Rudenim) plays a crucial role in managing refugees undergoing immigration processes, whether awaiting relocation to a

third country or undergoing legal proceedings regarding their immigration status. In providing services to refugees, Rudenim Makassar has implemented various strategies to enhance service quality using a framework that includes reliability, responsiveness, assurance, empathy, and tangibles.

Reliability Reliability pertains to the ability of the Makassar Immigration Detention Center to deliver services consistently, punctually, and accurately in accordance with established standards and commitments. This aspect includes procedural accuracy, clarity of information, and the competency of officers in addressing refugees' needs professionally.

Interviews with refugees at Rudenim Makassar revealed varying perspectives on service reliability. Samad Mohsini appreciated that exit and return procedures adhered to regulations after being informed by IOM, reflecting compliance with operational standards. Meanwhile, Hamzah and his family found it challenging to assess reliability, possibly due to limitations in communication or transparency. Ali and his family acknowledged that while procedures were properly implemented, there were occasional gaps in information at the beginning of the process, highlighting the need for improved consistency in communication.

To enhance service reliability, Rudenim Makassar has undertaken several strategic steps, including:

- Establishing clear and documented Standard Operating Procedures (SOPs) to ensure uniform service delivery by all officers.
- Increasing transparency of information for refugees, particularly regarding administrative procedures, healthcare, and other facilities, to prevent confusion.
- Conducting officer training on time management and responsiveness to efficiently handle service requests from refugees.
- Strengthening coordination with IOM and UNHCR to ensure refugees receive up-to-date and accurate information, fostering trust in the services provided.

Previous studies emphasize the significance of reliability in shaping refugees' perceptions of service quality. Research by Yusuf and Rahman (2021) highlighted the importance of consistent procedures and clear communication in increasing refugee satisfaction at detention centers. Sari et al. (2022) found that timely administrative services directly impact refugee trust levels. Additionally, Anwar (2023) confirmed that strong institutional coordination, such as with UNHCR and IOM, enhances service reliability in immigration detention centers. With these improvements and support from prior research, Rudenim Makassar is expected to further strengthen its service quality, build trust among refugees, and create a safer and more conducive environment.

Responsiveness Responsiveness refers to the ability of the Makassar Immigration Detention Center to promptly and effectively address refugees' needs. Interviews indicated that Rudenim staff generally listen to complaints and provide feedback, though there are occasional delays in handling certain requests. Samad Mohsini noted that Rudenim officers interact well with refugees despite occasional language barriers. Ali and his family emphasized the importance of translators to ensure that their needs are fully understood.

To improve responsiveness, Rudenim Makassar has implemented various strategies, including:

- Enhancing staff capacity to respond promptly to refugee requests, such as expediting administrative processes, providing timely medical service information, and addressing complaints effectively.
- Maintaining active communication through routine check-ins with refugees and open communication channels to prevent overlooked concerns.
- Collaborating with external organizations like IOM to expedite special needs handling, such as relocation and healthcare services.

While some language barriers remain, the overall positive response to staff attentiveness reinforces service reliability at Rudenim Makassar. **Assurance** Assurance in service delivery at the Makassar Immigration Detention Center is vital in creating a safe and trustworthy environment for refugees. This aspect includes the competence, politeness, and credibility of staff in fostering a sense of security and trust among refugees. Recognizing that many refugees come from traumatic backgrounds, it is essential for Rudenim to ensure that its staff provides services that meet high professional standards.

Interviews with refugees revealed that the friendliness and non-discriminatory attitudes of officers contribute to a conducive and comfortable environment. Staff competence and courtesy in interacting with refugees are evident, as is their ability to explain procedures clearly. However, some noted that healthcare information was sometimes insufficiently detailed at the outset, indicating a need for improved communication regarding available medical services.

To enhance service assurance, Rudenim Makassar has implemented several strategies, including:

- Regular interpersonal skills training for staff to improve communication and empathy in refugee interactions.
- Providing comprehensive and easily accessible information about healthcare services and other procedures from the refugees' arrival.
- Strengthening collaboration with international organizations such as IOM and UNHCR to ensure services align with refugee needs and incorporate feedback for service improvements.

Previous studies highlight the importance of assurance in detention center services. Alam (2019) found that adequate staffing levels and competent employees significantly impact refugees' access to healthcare and nutrition. Siregar (2021) emphasized that appropriate budgetary policies support Rudenim's role in

providing services that meet basic human rights standards. Pratama (2022) underscored the importance of protecting fundamental human rights to create a safe and trustworthy environment for refugees. By implementing these strategies and learning from prior research, Rudenim Makassar can continue improving service assurance so that refugees feel secure, valued, and receive high-quality support during their stay.

Empathy Empathy reflects staff attentiveness and concern for refugees' individual needs. This aspect is crucial to ensuring that services are not merely procedural but also humane, considering the often traumatic and uncertain backgrounds of refugees. Rudenim Makassar plays a vital role in creating an environment that is not only safe but also welcoming and supportive.

Interviews with refugees revealed that empathy is a key factor in building positive relationships between staff and refugees. Samad Mohsini noted that despite occasional language barriers, officers made an effort to understand their needs and show concern. Ali and his family suggested improving facilities for children, highlighting the necessity of family-friendly environments in detention centers.

To foster empathy, Rudenim Makassar has adopted several strategies, including:

- A personalized approach in daily interactions, where staff engage with refugees beyond procedural discussions to understand their emotional conditions better.
- Organizing consultation and feedback sessions, providing refugees a platform to voice their concerns and suggestions, thereby ensuring continuous service improvements.
- Providing psychosocial support services in collaboration with international partners like IOM and UNHCR to help refugees cope with trauma and stress.

Previous studies support these findings. Rahman (2020) found that personalized engagement significantly improves refugee

satisfaction in detention centers. Yusuf (2021) emphasized the importance of psychosocial support facilities in creating a conducive refugee environment. Kurniawan (2022) noted that open communication and feedback mechanisms strengthen refugee trust in Rudenim staff. By incorporating these strategies, Rudenim Makassar fosters a humane and caring service environment where refugees feel acknowledged and supported.

Tangibles Tangibles play a crucial role in shaping refugees' perceptions of service quality at the Makassar Immigration Detention Center. This aspect includes physical facilities, equipment, and the appearance of staff, all of which directly influence refugees' first impressions of Rudenim.

Interviews revealed mixed responses regarding available facilities. Ali and his family suggested improving children's amenities to create a more family-friendly environment, emphasizing the need for play areas and educational resources. Conversely, Hamzah and Samad Mohsini found existing facilities adequate, highlighting the importance of cleanliness and organized procedures in maintaining a livable environment.

5. Closing

5.1 Conclusion

1. Strategic Approaches to Enhancing Service Quality at Rudenim Makassar

- Current: "Rudenim Makassar has implemented various strategies..."
- Suggested: "Rudenim Makassar has adopted multiple strategies to enhance service quality, including staff training in interpersonal skills, collaboration with international organizations (e.g., IOM and UNHCR), and facility improvements. These strategies are designed to foster trust among refugees, ensure transparency, and create a safe and humane environment."

2. Refugee Satisfaction Levels at Rudenim Makassar

- Current: "Refugees at Rudenim Makassar generally express a satisfactory level of contentment..."
- Suggested: "Overall, refugees at Rudenim Makassar report a satisfactory level of service, particularly in relation to staff friendliness and information transparency. However, improvements are still needed in areas such as complaint response time and the provision of specialized facilities for vulnerable groups, to ensure more inclusive service delivery."

5.2 Suggestions

1. Improving Response Time and Complaint Handling

- Current: "Rudenim Makassar should enhance the speed of response to refugee complaints and needs..."
- Suggested: "It is recommended that Rudenim Makassar establish a more efficient system for responding to refugee complaints and urgent needs, particularly in healthcare, children's services, and psychosocial support. This can be supported through the implementation of a clear complaint mechanism and the assignment of dedicated personnel for emergency response."

2. Enhancing Facilities for Vulnerable Groups

- Current: "It is recommended that Rudenim Makassar provide additional facilities for vulnerable groups..."
- Suggested: "Rudenim Makassar should strengthen facilities for vulnerable groups, including children and the elderly. Priority areas include the development of safe play spaces, private consultation rooms, and structured psychosocial support programs in collaboration with international organizations. These measures will promote inclusivity and improve the overall quality of service."

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