




The Effectiveness of Immigration Regulations on Visa On Arrival 7 Days in Increasing Foreign Tourist Visits

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Abstract

Introduction: This article analyzes the effectiveness of immigration regulations on the 7-day visa on arrival (VOA) in increasing international tourist arrivals.

Purposes of the Research: The purpose of this article is to analyze the legal framework of the 7-day VOA policy from the perspectives of immigration and tourism, evaluate its implementation in increasing international tourist arrivals in Batam City, and identify obstacles while providing solutions to enhance the effectiveness of the policy.

Methods of the Research: The research method employed combines normative juridical and empirical juridical approaches, with data collected through literature studies and field interviews at the Citra Tritunas Immigration Checkpoint in Batam City. It also applies a sociological (socio-legal) approach and theoretical analysis based on the perspectives of Lawrence M. Friedman and Soerjono Soekanto.

Results Main Findings of the Research: The research findings indicate that although the 7-day VOA policy has been implemented administratively and supported by valid regulations, its execution remains suboptimal. The main obstacles arise from limited human resources, insufficient socialization, and low legal awareness among tourists. Therefore, it is necessary to strengthen the substance of the policy, enhance the capacity of immigration officials, integrate technology, and promote socialization involving tourism industry stakeholders. In this way, the policy is expected to be not only legally valid but also substantively effective in driving the growth of the national tourism sector.

Keywords: Policy Effectiveness; Visa on Arrival (VOA); International Tourists.

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INTRODUCTION

Tourism has become a strategic sector that is able to encourage economic growth in various countries, including Indonesia. The tourism sector is one of the main pillars driving the national economy which makes a significant contribution to the country's foreign exchange, in 2024 it will be recorded at around 16.71 billion USD (source: kemenpar.go.id). In addition to increasing state revenue through foreign exchange generated from foreign tourist visits, the tourism sector is also one of the motors that drives various related industries, such as hospitality, transportation, culinary, which can revive the community's economy and even create jobs. According to Sukadana, tourism plays an important role in economic diversification, especially in areas that depend on certain sectors, such as oil and gas, by providing sustainable income alternatives.¹ Batam City, with its geographical location directly adjacent to Singapore and Malaysia, has great potential to become a leading tourist destination in the Southeast Asian region. Batam City itself faces challenges in

¹ Sukadana Made, *Pariwisata Dan Ekonomi Kreatif: Pilar Pembangunan Berkelanjutan* (Jakarta: Gramedia, 2018).

managing policies that support the smooth flow of foreign tourists. One of the important instruments in supporting tourism development is the visa policy, especially Visa on Arrival (VOA) which is a means to facilitate access for foreign tourists. According to Ryan in his book *Tourism Policy and Planning: Yesterday, Today, and Tomorrow*, a flexible visa policy tends to increase a country's competitiveness in the tourism sector because it provides a sense of comfort and efficiency for tourists.²

The Indonesian government has made various adjustments to post-pandemic immigration policies, including the revocation of the Visa-Free Visit (BVK) policy through Presidential Regulation Number 95 of 2024 which replaced Presidential Regulation Number 21 of 2016. Alternatively, tourists from countries that no longer have BVK facilities can use the Visa on Arrival (VKSK) or Visa on Arrival (VOA) mechanism, as stipulated in Article 41 paragraph (1) of Law Number 6 of 2011 concerning Immigration.

The VOA policy is the government's strategy to make it easier for foreign tourists to obtain visas directly at the official entrance of Indonesia. This policy is emphasized through the Decree of the Minister of Immigration and Corrections Number M.IP-02. GR.01.01 of 2024 which establishes a list of 97 VOA subject countries. Foreign tourists who use this facility are given a residence permit for 30 days with a PNPB fee of IDR 500,000.00. This scheme is expected to be able to increase Indonesia's attractiveness in the eyes of foreign tourists while strengthening the country's foreign exchange from the tourism sector.

In mid-2024, the Riau Islands Provincial Government through the Governor of Riau Islands, Ansar Ahmad, proposed a visa facilitation scheme to the then Minister of Tourism and Creative Economy, Sandiaga Uno, as well as to the Directorate General of Immigration. The proposal aims to increase the competitiveness of Riau Islands tourism by providing a more economical, flexible and attractive Visa option for foreign tourists, especially those coming from neighboring countries such as Singapore and Malaysia. As a result of the proposal, the Directorate General of Immigration officially enforced a 7-day VOA in December 2024, following the issuance of Circular Letter Number IMI-272. KU.01.03 of 2024 concerning the Implementation of Government Regulation Number 45 of 2024 concerning Types and Tariffs of Non-Tax State Revenues Applicable to the Ministry of Law and Human Rights, and in Batam City will take effect from December 18, 2024.

Batam City, as one of Indonesia's strategic regions, is one of the main beneficiaries of the 7-day VOA policy. This policy was enacted to provide easy access for foreign tourists, especially from neighboring countries such as Singapore and Malaysia. The 7-day VOA policy was launched with the aim of meeting the enthusiasm and needs of tourists who want to enjoy tourist destinations in Batam in a short time, such as golf, culinary, or shopping tours. According to the 2023 Immigration Annual Report, Batam is one of the cities with the highest number of VOA recipients in Indonesia, reflecting its important role in supporting national tourism.

However, in practice, the implementation of the 7-day VOA policy often faces the most striking obstacles, including limited human resources at the Immigration Checkpoint, inadequate supporting infrastructure, long queues of tourists, and low legal awareness of tourists regarding the length of stay rules. According to Baker in *Immigration Law and Policy*, weaknesses in the implementation of visa policies can reduce tourists' interest in visiting, so regular evaluations are needed to ensure that these policies are in line with the needs of

² Ryan Chris, *Tourism Policy and Planning: Yesterday, Today, and Tomorrow* (London: Routledge, 2016).

tourists.³ Evaluating the effectiveness of the 7-day VOA policy is critical to ensuring that the original goal of increasing foreign tourist visits can be achieved. The evaluation involves an analysis of the number of tourist visits, the economic impact generated, and the effectiveness of policy implementation in the field.⁴ The results of this evaluation are not only beneficial for Batam City, but can also be a *pilot project* model for the implementation of similar policies in other areas that have tourism potential. Thus, the 7-day VOA policy can continue to be refined to support the growth of the national tourism sector more effectively. In addition, another factor that affects the effectiveness of this policy is competition with neighboring countries that also offer more flexible visa policies. Singapore, for example, provides a visa-free policy for many countries, which makes it more competitive than Indonesia. If the 7-day VOA policy is not optimized, there is a risk that travelers will choose other destinations that are considered more accessible.

Research in recent years has not examined the effectiveness of immigration regulations on 7-day visas on arrival (voa) in increasing foreign tourist visits. Prili Putri Arsendi (2020) found that online visa approval applications improve the quality of public services.⁵ Delvina, Estheria et al. (2021) emphasized that visa digitization has a positive impact on user satisfaction and global competitiveness.⁶ Putri Kusuma Sanjiwani (2025) concludes that VoA policies increase tourists but also raise legal, social, and security problems.⁷ Darin Nasywa Syahirah (2025) assesses that VoA in Palembang is effective in supporting international mobility even though it does not focus on tourism or juridical studies.⁸

Based on some of the above researches, this study offers a novelty with a focus on the study of juridical analysis of the effectiveness of immigration regulations on visa on arrival (voa) 7 days in increasing foreign tourist visits, especially in Batam City, as well as identifying obstacles faced. From these findings, this article seeks to compile constructive recommendations to strengthen the competitiveness of national tourism. From the above problems, it can be concluded that several problem formulations can be the basis for further analysis, namely: 1) How is the legal arrangement of the 7-day Visa On Arrival (VOA) policy in Batam City, especially in the context of immigration and tourism?; 2) How is the implementation of the effectiveness of immigration regulations on Visa On Arrival (VOA) 7 days in increasing foreign tourist visits?; 3) What are the obstacles and solutions to the effectiveness of immigration regulations regarding Visa On Arrival (VOA) 7 days in increasing foreign tourist visits?

METHODS OF THE RESEARCH

The research method used in this study is a combination of normative legal research (library research) and empirical legal research (socio-legal research). Normative legal research is used to examine the rules that form the basis of the 7-day Visa on Arrival (VOA) policy, with primary legal sources in the form of Law Number 6 of 2011 concerning

³ Baker Timothy, *Immigration Law and Policy* (New York: Oxford University Press, 2017).

⁴ Made, *Pariwisata Dan Ekonomi Kreatif: Pilar Pembangunan Berkelanjutan*.

⁵ Prili Putri Arsendi, "Implementasi E-Government Melalui Sistem Aplikasi Persetujuan Visa Online Di Direktorat Jenderal Imigrasi Kementerian Hukum Dan HAM Republik Indonesia" (Universitas Bakrie, 2020).

⁶ Delvina Estheria et al., "Implementasi Pemanfaatan Teknologi Informasi Pada Kebijakan Visa Indonesia," *Jurnal Kajian Strategik Ketahanan Nasional* 5 (2022).

⁷ Putri Kusuma Sanjiwani, I Gede Anom Sastrawan, and Dian Pramita Sugiarti, 'Kebijakan Pariwisata Visa On Arrival Republik Indonesia Berdasarkan Perspektik Keadilan', *Seminar Nasional Pariwisata Dan Kewirausahaan (SNPK)*, 4 (2025) <<https://usahid.ac.id/conference/index.php/snpk/article/view/306>>.

⁸ darin Nasywa Syahirah, 'Efektivitas Implementasi Kebijakan Visa On Arrival Dalam Mendukung Mobilitas Internasional Di Kota Palembang' (Universitas Sriwijaya, 2025) <Darin Nasywa Syahirah>.

Immigration, Government Regulation Number 31 of 2013 as amended by Government Regulation Number 40 of 2023, Government Regulation Number 45 of 2024 concerning Non-Tax State Revenue, Regulation of the Minister of Law and Human Rights Number 9 of 2024, Regulation of the Minister of Law and Human Rights Number 11 of 2024, and other derivative regulations related to the 7-day VOA policy. This study is strengthened by secondary legal materials in the form of books, journals, scientific articles, official reports, and tertiary legal materials such as legal dictionaries. Meanwhile, an empirical approach was carried out with field research in Batam City, especially at the Citra Tritunas Immigration Checkpoint (TPI), in order to obtain primary data through interviews with immigration officials, direct observation, and documentation. Secondary data in the form of tourist visit statistics and reports from relevant agencies were used to complete the field findings. The technique of collecting legal materials is carried out through literature study by examining legal literature and laws and regulations, while the field data collection technique is carried out through in-depth interviews, direct observations, and document review. The analysis of legal materials is carried out qualitatively by interpreting relevant legal norms and relating them to the theory of legal effectiveness from Lawrence M. Friedman and Soerjono Soekanto. Field data analysis was carried out by comparing factual conditions with normative provisions, then synthesized through a deductive method, which is to draw special conclusions about the effectiveness of the 7-day VOA policy from the general principles of immigration law. Thus, this combined method allows the research to produce a complete and comprehensive analysis, both in terms of juridical and implementation practices in the field.

RESULTS AND DISCUSSION

A. Legal Arrangements for the 7-Day Visa On Arrival (VOA) Policy in Batam City in the Context of Immigration and Tourism

The 7-day Visa on Arrival (VOA) policy in Batam City was born as part of the government's strategic efforts to increase the flow of foreign tourist visits, especially from neighboring countries. This policy has a clear legal basis, as stated in Law Number 6 of 2011 concerning Immigration, especially Article 41 paragraph (1) which states that a visit visa can be granted to foreigners upon arrival at the Immigration Checkpoint. This provision confirms that Indonesia has the authority to regulate the visa mechanism for the sake of national interests, including in the tourism sector.

Technically, VOA's policy is further regulated in Regulation of the Minister of Law and Human Rights Number 11 of 2024 concerning Visas and Residence Permits which explains the types, procedures, and validity period of visit visas. In addition, Government Regulation Number 45 of 2024 concerning PNPB is also the basis that regulates immigration service rates, followed by the Circular Letter of the Director General of Immigration Number IMI-272. KU.01.03 of 2024 which regulates the implementation of the 7-day VOA tariff. This circular stipulates that the official implementation will begin on December 17, 2024, while in Batam City it will take effect on December 18, 2024.

The 7-day VOA policy is in principle an alternative to the 30-day VOA which has been widely applied. If a 30-day VOA is charged Rp500,000, then a 7-day VOA is only Rp250,000 with the provision of a short stay that cannot be extended. The scheme is designed to provide a more flexible and economical option for travellers, particularly those who are only visiting for short holidays, shopping, business or other leisure activities, To ensure legality

and legal certainty, the government has determined the location of the implementation of VOA for 7 days through the Decree of the Minister of Immigration and Corrections Number M.IP-10.01.01 of 2025. This decision establishes ten Immigration Checkpoints (TPI) in the Batam, Bintan, and Karimun areas as official entrances. In Batam itself, major ports and airports such as Batam Center, Citra Tri Tunas, Hang Nadim, Nongsa, and Sekupang were designated as locations for the implementation of this policy. This aims to provide certainty for tourists while maintaining the order of immigration administration.

The 7-day VOA is designed to support the recovery of the tourism sector after the COVID-19 pandemic, which had experienced a significant contraction. Batam, as an area that borders Singapore and Malaysia, is the most relevant area for the implementation of this policy. With geographical proximity and high mobility of regional tourists, this policy is believed to be able to encourage a surge in visits in the short term.

VOA's 7-day policy is in line with Law Number 10 of 2009 concerning Tourism, especially Article 33 paragraph (1) which requires the government to carry out cross-sector strategic coordination in tourism development. Visa ease is one of the important aspects of tourist accessibility, which is seen as a vital instrument in attracting foreign visitors.

Normatively, this policy not only reflects the harmonization of immigration law and tourism law, but also the principle of legality in the state of law. Every regulation, ranging from laws, government regulations, to circulars, has been arranged hierarchically according to the principles of the formation of laws and regulations. This shows that the 7-day VOA is a policy that is legally formal, administratively rational, and strategic from an economic point of view.

However, the effectiveness of policies is not only determined by their legal basis, but also by their implementation in the field. The principle of transparency demands that information about rates, length of stay, and location of policy implementation be publicly accessible. The Directorate General of Immigration has made official publications through circulars and online media, but socialization to tourists and tourism industry players still needs to be expanded so that the use of policies is more optimal.

From the point of view of the rule of law, the 7-day VOA policy must also uphold the principles of accountability and the protection of human rights. Foreign tourists as subjects of international law have the right to fair treatment, clear information, and dignified public services. The implementation of this policy must not cause discrimination or adverse treatment for tourists from any country.

The integration of this policy also reflects how immigration law can function not only as a tool to control the entry and exit of foreigners, but also as an instrument of tourism promotion, by simplifying entry procedures and reducing costs, Indonesia can increase its competitiveness compared to neighboring countries that have implemented visa-free or more flexible visa schemes. Batam in this case is an ideal laboratory to measure the effectiveness of the policy. From an economic perspective, every tourist arrival makes a direct contribution to the hotel, transportation, culinary, and creative industries sectors in Batam. In addition, state revenue from immigration Non-Tax State Revenue has also increased thanks to the 7-day VOA rate. This policy provides dual benefits, both for the central government through fiscal revenues and for local communities through increased economic activity.

VOA's 7-day policy in Batam City ultimately cannot be seen solely as a product of administrative law. It is a multidimensional policy that combines juridical, economic, and social aspects, as well as being one of the important strategies in national tourism recovery. However, the success of this policy still requires continuous evaluation, especially related to the readiness of human resources, service infrastructure, and legal awareness from both tourists and immigration officials. Thus, the legal arrangement of the 7-day VOA policy in Batam has fulfilled the principles of legality in the state of law and supports the development of national tourism. However, to ensure that this policy is truly effective, it is not enough to rely only on normative aspects, but must also be tested through implementation practices in the field and the acceptance of the community using immigration services.

B. Implementation of the Effectiveness of Immigration Regulation on VOA 7 Days in Increasing Foreign Tourist Visits?

The 7-day Visa on Arrival (VOA) policy in Batam City has officially been enforced since December 18, 2024 through the Circular Letter of the Director General of Immigration Number IMI-272. KU.01.03 of 2024 as a technical implementation of Government Regulation Number 45 of 2024 concerning Non-Tax State Revenue. This policy is present as an innovation in immigration services to encourage an increase in foreign tourist visits with short stays, especially tourists from Singapore and Malaysia. With a rate of IDR 250,000 and a maximum stay permit of seven days without extension, this scheme is more economical than the previous 30-day VOA.

The 7-day VOA application procedure is relatively simple, as tourists only need to show their passports, return tickets, and proof of accommodation upon arrival at the Immigration Checkpoint (TPI). This makes the VOA 7-day a practical choice for travelers with weekend getaways, business or other short visits. Through the Decree of the Minister of Immigration and Corrections Number M.IP-10.01.01 of 2025, there are ten TPIs in the Riau Islands that have been designated as official entrances, with seven of them in Batam, including TPI Citra Tritunas as one of the locations with a high volume of tourists.

Statistical data show a positive trend after the implementation of this policy. In the January-June 2025 period, the number of arrivals at TPI Citra Tritunas reached 378,651 people, an increase of about 10% compared to the same period in 2024 which was recorded at 343,966 people. This figure is an early indication that VOA's 7-day policy is able to contribute to the increase in foreign tourist visits to Batam. However, when viewed from the level of usage, the data shows that tourists still prefer the 30-day VOA more. During January-June 2025, 7-day VOA users were recorded at 5,864 people, lower than the 30-day VOA users who reached 7,282 people. This condition indicates that despite the current policy, adoption by tourists is still limited and does not reflect the maximum potential.

From the results of field observations and interviews with the Head of Examination Section II of the Special Class I Immigration Office of TPI Batam, Mr. Yogi Prayogi, some of the factors that affect the low use of the 7-day VOA are the lack of information and promotion of this policy to tourists, as well as the preference for other types of visas, visit visas, and Free Visit Visas (BVK) for permanent residence permit holders in Singapore. In addition, the officer stated that many tourists do not know the existence of the 7-day VOA, so they prefer the type of visa that is commonly known before, namely the 30-day VOA.⁹

⁹ Yogi Prayogi, "Wawancara Dengan Kepala Seksi Pemeriksaan II Kantor Imigrasi Kelas I Khusus TPI Batam" (Batam, n.d.).

Considering the data and field findings, it can be concluded that the implementation of the 7-day VOA policy has been juridically carried out according to procedures, but from the aspect of social effectiveness, it is still necessary to strengthen promotional strategies and technical adjustments of services. The effectiveness of this policy can be achieved optimally if it is supported by a ready implementation structure, clear and easy-to-understand legal substance, and adequate legal awareness of the user community as formulated in the Legal System Theory and Legal Effectiveness Theory by Lawrence M. Friedman and Soerjono Soekanto.

If analyzed through Lawrence M. Friedman's Legal System Theory, VOA's 7-day policy has a strong legal structure and substance, but the legal culture of tourists is still weak. The immigration apparatus has carried out its duties professionally, but the limitations of human resources and infrastructure facilities at TPI are still an obstacle. Meanwhile, tourists tend to be more familiar with the 30-day VOA, so the use of the 7-day VOA is not optimal. The evaluation of the effectiveness of this policy emphasizes the need for a holistic approach that includes improving the substance of the law, strengthening the capacity of the implementing apparatus, and a more massive public communication strategy to build legal awareness among tourists. Efforts to expand the use of the 7-day VOA must be supported by synergy between institutions and the involvement of tourism industry players so that this policy is not only legally valid, but also effective in practice and able to encourage the growth of the tourism sector in Batam City in a sustainable manner.

According to the author's analysis, the implementation of the 7-day VOA policy in Batam has generally been running effectively, especially at TPI Citra Tritunas, and is the right option for foreign tourists who come to Indonesia with a short visit duration that generally only travels 1 to 3 days. Then the effectiveness of the implementation can also be seen from the service standards, there is no difference in services from Immigration officers both between the 7-day VOA and other Visas and the services of each TPI in Batam City, as well as the satisfaction of users of the 7-day VOA service with more economical prices and fairly simple procedures. However, further efforts are needed in the form of increasing access to information, simplifying procedures, and continuous training for officers so that services become more optimal. This is important so that the policy is not only successful in terms of statistics, but also strong in terms of legal legitimacy and public trust, both from foreign tourists and domestic tourism industry players.

C. Obstacles and Solutions to the Effectiveness of VOA's 7-Day Policy in Increasing Foreign Tourist Visits

The 7-day Visa on Arrival (VOA) policy in Batam City was born as one of the breakthroughs in supporting the development of cross-border tourism. This policy is designed to provide a simpler and more efficient alternative to immigration services for foreign tourists. However, the reality on the ground shows that there are obstacles in terms of regulations, infrastructure, and public understanding, so that the implementation has not been optimally carried out in accordance with the original goal.

The first obstacle relates to the implementation structure in the field. Based on the results of research at the Citra Tritunas Batam Immigration Checkpoint (TPI), it was found that there were limitations in human resources and infrastructure. The number of immigration officers is not proportional to the surge in tourists during the holiday season, so long queues often occur. The limited number of bank officers who only have one person to serve VOA

payments is also an obstacle that hinders the smooth running of services. In addition to limited personnel, supporting facilities are also inadequate. The visa payment system is still limited to cash methods, with currency differences making it difficult for foreign tourists. The absence of adequate waiting rooms and the absence of electronic VOA (e-VOA) services have slowed down the service process. This has the potential to cause inconvenience for tourists and weaken the appeal of the policy.

The second obstacle is substantial, namely the lack of socialization and publication. Most foreign tourists are unaware of the existence of the 7-day VOA, preferring to use the more popular and flexible 30-day VOA. Information about procedures, rates, and benefits of the 7-day VOA is also difficult to access through official government channels, so this policy is not widely known. The misalignment of communication between local governments, travel agents, and marine transportation operators further exacerbates the situation. Travel agencies rarely offer the 7-day VOA option, while local governments have not maximally promoted it. As a result, policies that should be the advantages of Batam City have not been optimally utilized by the main target parties, namely foreign tourists.

The third obstacle is the cultural factor of the law. Many travelers do not understand the length of stay granted through the 7-day VOA, including the fact that this visa cannot be extended or transferred to another type of residence permit. This ignorance poses the risk of administrative violations such as overstay, which not only harms tourists, but also negatively impacts the image of Indonesia's immigration system in the eyes of the world, to overcome these obstacles, a comprehensive strategy is needed at the regulatory, administrative, and social levels. First, increasing the capacity of the implementing apparatus is a priority. The increase in the number of immigration officers and banks, periodic training, and the application of information technology through the e-VOA service will greatly help speed up services and reduce the potential for queue buildup.

Second, the government needs to strengthen the substance of regulations and procedures for implementing policies. Simplifying rules in the form of integrated guidelines, multilingual infographics, and the preparation of uniform SOPs throughout TPI will increase legal certainty for tourists. This standardization can also prevent service differences between regions that have the potential to cause confusion.

Third, increasing publication and socialization must be carried out massively and continuously. The central government, local governments, and tourism business actors must synergize in disseminating information through various media, both digital and conventional. Socialization through social media, banners at the port, and training of hotel frontliners and travel agents will increase tourists' understanding of the benefits of this policy. In addition, cross-border cooperation is a strategic step that should be considered. The Batam City Government and Riau Islands Province can collaborate with Singapore and Malaysia in promoting short 3–7-day tour packages integrated with VOA facilities. This approach will broaden the scope of the policy as well as make it an important part of the cross-border tourism strategy.

The 7-day VOA policy also needs to be seen as an instrument of legal development that is adaptive to global dynamics. In the midst of competition between countries in attracting tourists, Indonesia needs to present an immigration system that is not only normatively legal, but also fair, transparent, and accessible. This will increase the trust of international tourists while strengthening Indonesia's image as a humanist modern legal country. Thus,

continuous evaluation and improvement of the implementation of the 7-day VOA policy is a must. Immigration law must continue to be developed through a participatory and adaptive approach, so that this policy truly becomes a means of effective public service. If structural, substantial, and cultural legal obstacles can be overcome, then this policy will become a progressive model that can encourage national tourism growth while strengthening Indonesia's position in the international arena.

CONCLUSION

The 7-day Visa on Arrival (VOA) policy in Batam City has a clear and strong legal basis, ranging from Law Number 6 of 2011 concerning Immigration, Government Regulation Number 45 of 2024 concerning Non-Tax State Revenue, to technical provisions through ministerial decrees and circulars. This confirms that the policy not only functions as an administrative instrument in the field of immigration, but also as a strategic effort to support tourism development in border areas, in line with the principle of the rule of law that upholds legality, accountability, and justice. Although it has been carried out according to administrative procedures, the effectiveness of this policy in increasing the number of foreign tourist visits is still limited. The utilization rate of VOA for 7 days is relatively low compared to the total tourist visits, which is caused by the lack of socialization, limited information, and suboptimal policy acceptance among tourists and tourism industry players. So normatively this policy is legitimate, but functionally it has not provided maximum results in accordance with the expected goals. The main obstacles in the implementation of this policy include structural aspects in the form of limited human resources and infrastructure, substantial aspects in the form of lack of socialization and clarity of regulations, and legal cultural aspects in the form of low awareness and understanding of tourists related to visa conditions, to overcome this, improvement strategies are needed through increasing the capacity of the apparatus, strengthening the substance of regulations, and expanding publication and socialization, with comprehensive improvement steps, VOA's 7-day policy has the potential to become a model of progressive immigration policy that is able to encourage tourism growth while strengthening Batam City's competitiveness in the international arena.

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