

Analysis of The Quality of Indonesian Passport Services Using Importance-Performance Analysis at The Immigration Office Class I Samarinda

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ABSTRACT: The Immigration Office must provide comfort and security to the public by empowering employees as passport processing service officers. The purpose of this research is to analyze the performance strategy of immigration office services, especially passport processing services. This research uses a qualitative-quantitative descriptive method. Data were collected using survey to 115 samples. Data was obtained by distributing questionnaires to people who use passport processing services. This research uses five main indicators: Tangibles, Reability, Responsiveness, Assurance, and Empathy. Then, data were analyzed using Cartesian diagrams and the T test to determine the relationship between services and applicants expectations regarding Passport processing services at The Immigration Office Class I Samarinda.

The results show there is a difference between the service performance and the expectations of passport applicants in the tangibles dimension. It is hoped that the research results will provide an overview of services that are demonstrated by conformity between performance and community expectations. Good service will have an impact on the smooth running of the passport holder's activities in various matters.

KEYWORDS: *Immigration, Satisfaction of users of passport processing services, Service Performance, Service Strategy.*

I. INTRODUCTION

Passport is a crucial document containing the owner's identity as a requirement for international travel. The Indonesian Republic Passport is issued by the Directorate General of Immigration, Ministry of Law and Human Rights, and Indonesian Representatives abroad. As reported on the Bengkalis Immigration Website on January 5, 2024, the Directorate General of Immigration issued passports in 2020 totaling 1,382,339 passports, in 2021 totaling 1,018,923, in 2022 totaling 3,878,904 passports, and in 2023 totaling 5,053,315 passports. Passports play a key role in facilitating international mobility, whether for business, education, tourism, family visits, or medical purposes.

The main tasks and functions of the Directorate General of Immigration, based on the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 29 of 2015 concerning the Organization and Work Procedures of the Ministry of Law and Human Rights of the Republic of Indonesia, known as the Immigration Tri Function, include: regulation regarding various matters concerning the movement of people exiting, entering, and residing in and out of the territory of the Republic of Indonesia, regulation concerning various matters regarding the supervision of foreigners in the territory of the Republic of Indonesia, and inspection of travel documents, whether from the country of departure, the country being visited, or the country being transited. The Class I Immigration Office TPI Samarinda is one of the Technical Implementation Units (UPT) of Immigration in East Kalimantan, one of its tasks being the issuance of passports for the public. The main tasks and functions of the Class I Immigration Office TPI Samarinda are to carry out part of the tasks and functions of the Directorate General of Immigration. The Class I Immigration Office TPI Samarinda is a Technical Implementation Unit that serves the highest number of passport applications in the East Kalimantan Province, issuing a total of 40,332 passports in 2023.

The jurisdiction of the Class I Immigration Office TPI Samarinda, based on the Decision of the Minister of Law and Human Rights Number M.HH-03.OT.01.03 of 2018 regarding the Change of Work Area of Immigration Offices, consists of the Samarinda Municipality, Bontang Municipality, Kutai Kartanegara Regency, West Kutai Regency, East Kutai Regency, and Mahakam Ulu Regency. Despite the high volume of passport services and the wide work area, current passport application requirements do not have to be based on domicile. However, limitations in facilities and resources pose challenges in providing excellent service to the public.

According to the IKM survey results from the Research and Development Agency for Law and Human Rights, the Class I Immigration Office TPI Samarinda obtained an Excellent rating with a score of 3.95 in 2023. However, in the fourth quarter, there was a decrease of 0.02 points in the lowest element, namely in the requirements, information, facilities and infrastructure, tariffs/costs, completion time, and procedures/flows variables. Therefore, an evaluation of the services provided by the Class I Immigration Office TPI Samarinda is necessary. Such service conditions result from the ineffectiveness of the certainty of service provided to service users.

This demands that the Class I Immigration Office TPI Samarinda, despite its busy service conditions, continue to improve the quality of its services. In efforts to provide the best service quality to applicants, suggestions and feedback from the public are necessary to improve/enhance service quality. The quality of service measurement refers to the ServQual method by Parasuraman et al. (1990) through five dimensions of service quality, namely:

- 1) Tangibles in the form of physical facilities, namely in the form of equipment and appearance of physical facilities and infrastructure such as lovely buildings, interior design, equipment and parking capacity.
- 2) Reliability, the ability to provide services that are timely, accurate, consistent, and meet expectations. Meeting customer expectations requires timely performance, error-free service, a caring attitude, and high accuracy.
- 3) Responsiveness, employee readiness to assist customers, offer prompt service, listen to customer complaints, and resolve them. Examples include how quickly transactions are completed, the speed of contacting customers back, and how they handle customer complaints.
- 4) Assurance, the capacity of employees to instill confidence and trust in the promises made to customers, such as the ability to accurately understand products, hospitality standards, attentiveness, and politeness in providing service, the capacity to provide information, the capacity to provide a sense of security in utilizing the offered services, and the capacity to cultivate customer trust in the company.
- 5) Empathy, includes ease of establishing relationships, good communication, and meeting customer needs.

Based on initial observations conducted by researchers, it is known that the services provided by the Class I Immigration Office TPI Samarinda to the public still have shortcomings. The quality of service provided by the Class I Immigration Office TPI Samarinda, assessed from the perspective of the 5 (five) Servqual dimensions, is as follows: Tangibles aspects at the Class I Immigration Office TPI Samarinda align well with public expectations. This is seen in the professionalism of officers in interacting with passport applicants. However, some applicants complain about service facilities such as limited waiting areas and insufficient parking space, which affects their comfort and convenience. Empathy in passport services on a personal level meets the expectations of applicants. However, some applicants still complain about a lack of responsiveness to their issues. Reliability in passport services is excellent due to passport issuance following SOPs. Responsiveness in passport services, in terms of addressing passport applicants' complaints, meets expectations when complaints are made via social media or directly, although some applicants complain about slow responses in certain situations. Assurance, according to passport applicants, regarding the friendliness of officers in providing services is excellent. However, some passport applicants are still dissatisfied with the competence of officers in providing quick services.

The Servqual method or Service Quality is a method used to measure the quality of service from the attributes of each dimension assumed with expectations and perceptions/reality, thereby obtaining a gap value (gap) which is the difference between consumer perceptions of the service received. According to Tjiptono (2022: 140), service quality is something that service providers must do well. A service will be formed because of a certain service delivery process from the service provider to the served party. If the service received meets expectations, then the service quality is perceived as good, and conversely, if the service received is lower than expected, then the service quality is perceived as poor. Thus, the goodness or badness of service quality depends on the service provider's ability to consistently meet customer expectations.

The satisfaction of passport applicants can be used as a measure of performance for government institutions, particularly the Class I Immigration Office TPI Samarinda. The creation of satisfaction among the public (passport applicants) towards an institution indicates that the institution has performed its tasks well.

The Class I Immigration Office TPI Samarinda is expected to provide service satisfaction by empowering various human resources and facilities. This study aims to analyze the performance strategy of the Class I Immigration Office TPI Samarinda. The measurement results are expected to provide an overview of the condition of the Class I Immigration Office TPI Samarinda and serve as a reference material for improving the service system.

II. LITERATURE REVIEW

Service

According to Tjiptono (2022:3), the term "service" is defined as "doing something for others." Service reflects intangible products or specific industrial sectors such as education, healthcare, telecommunications, transportation, insurance, banking, hospitality, construction, trade, recreation, and so on. As a service, the term implies everything done by a particular party (individual or group). One example is customer service.

Kotler & Keller (2016:6) define service as any activity that is beneficial within a set or unit, offering satisfaction even though the outcome is not tied to a physical product.

Based on the opinions above, it can be concluded that service is something intangible yet capable of fulfilling the needs of customers or the public, involving interaction between service providers and users. In a broader sense, the process encompasses all efforts made by individuals to achieve a goal. Furthermore, we will discuss public service or general service in more detail.

Service Quality

According to Parasuraman (2010:72), for service providers, the word "quality" refers to doing something well. The company's strategy to achieve sustainable excellence, whether as a market leader or as a strategy for continuous growth, greatly depends on the use of quality as an attribute of the product, its appearance, or its performance. The quality of service, whether it meets customer expectations and preferences, determines whether a service product is superior.

Kotler & Keller (2016:212) state that if customer needs are met and satisfied, it represents the best quality.

Quality should start from customer needs and end with customer perceptions.

The widely used service quality model that is still referenced in service marketing research is the SERVQUAL (Service Quality) model developed by Parasuraman, Zeithaml, and Berry. This model, also known as Gap Analysis, is closely related to the customer satisfaction model. SERVQUAL (Service Quality) is built upon the comparison of two main factors: customers' perceptions of the actual service they receive (perceived service) and the service they expect or desire (expected service). This framework emphasizes that when the performance of attributes rises and expectations for those characteristics are met, the perception of service quality will be positively perceived, and vice versa.

The five dimensions of SERVQUAL (Service Quality) used to measure the quality of service are:

- 1) Tangibles: Refers to the physical aspects of the service, such as the appearance of facilities, equipment, and personnel.
- 2) Reliability: Relates to the ability to provide the service accurately and dependably, as promised and on time.
- 3) Responsiveness: Refers to the willingness and promptness of service providers to help and respond to customer needs, inquiries, or problems.
- 4) Assurance: Relates to the knowledge, competence, and courtesy of service providers, as well as their ability to instill trust and confidence in customers.
- 5) Empathy: Refers to the caring, individualized attention, and understanding shown by service providers towards customers, including their ability to anticipate and meet customer needs.

These dimensions are used to assess and measure different aspects of service quality and are valuable for understanding and improving customer perceptions and satisfaction.

Customer Satisfaction

According to Tjiptono (2022:281), customer satisfaction is the emotional response to the evaluation of the consumption experience of a product or service. From this definition, it can be identified that the concept of customer satisfaction encompasses the difference between expectations and perceived outcomes.

According to Parasuraman et al. (2010), customer satisfaction is largely determined by the quality of service performance in the field. If the quality of service does not match or meet customer expectations, then in the eyes of the customer, the provided service is perceived as poor. Furthermore, it is explained that customer satisfaction is a function of the difference between the service received and the desired expectations.

III. RESEARCH METHODS

This research adopts a qualitative-quantitative descriptive method. The study involved 115 passport applicants at the Class I Immigration Office TPI Samarinda. Data was collected through questionnaires and documentation. Five main indicators were used in this study, namely tangibles, reliability, responsiveness, assurance and empathy. These dimensions were further divided into 23 indicators. The tangibles dimension comprised 5 indicators, the reliability dimension consisted of 5 indicators, the responsiveness dimension consisted of 4 indicators, the assurance dimension consisted of 4 indicators, and the empathy dimension consisted of 5 indicators.

The data was processed using a multiple-item scale and a scale designed to measure attitudes towards an object through questionnaires. Additionally, the measurement of service performance utilized an assessment score, which can be referenced in Table 1.

Table 1. Respondent's Rating Category for Performance and Importance Variables

No	Performance	Score	Importance	Score
1	Very good	5	Very Important	5
2	Good	4	Important	4
3	Good Enough	3	Important enough	3
4	Not good	2	Less important	2
5	Bad	1	Not important	1

The answer criteria in the study are based on five assessments that can be seen based on Eq. (1).

$$\text{Range} = \frac{\text{Highest score} - \text{Lowest Score}}{\text{Number of questions}}$$

$$= \frac{5 - 1}{5} = 0.8 \quad (1)$$

Measurement of distance values in research based on formula one can be seen in Table 2.

Table 2. Category Score Interval

No	Interval Score	Information
1	1.00 - 1.80	Not good/not important
2	1.81 - 2.60	Not good/less important
3	2.61 - 3.40	Good enough/important enough
4	3.41 - 4.20	Not good/less important
5	4.21 - 5.00	Very good/very important

Analysis of the suitability of performance and expectations using Cartesian diagram analysis techniques, average, and t-test. Analysis of the suitability of service performance and expectations used the Cartesian analysis technique. Cartesian calculation formula is given by Eq. (2):

$$T_{ki} = \frac{X_i}{Y_i} \times 100\%$$

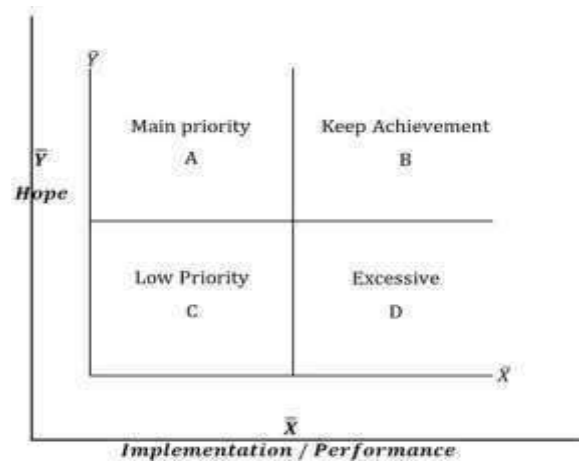
where: Tki = Respondent suitability level
 Xi = Service performance level assessment score
 Yi = Score of consumer perception assessment of satisfaction

The placement of the analyzed data can be divided into four parts in the Cartesian diagram, which can be seen in Fig. 1.

Domains:

- A. Main Priority. The respondents stated that although the criteria in this quadrant are very important, their performance or level of service is still below expectations. The conclusion is that it is necessary to emphasize the characteristics of this quadrant for priority improvement.
- B. Keep Achievement. The characteristics found in this quadrant are highly significant, and the respondents also rated the performance or service highly. According to the respondents, the characteristics in this quadrant represent the company's strengths or advantages, therefore it is important to maintain the effectiveness and quality of performance and service based on those characteristics.
- C. Low priority. The respondents also rated the performance and service as poor, and the criteria in this quadrant have a low level of relevance. To prevent these characteristics from moving towards quadrant A, the performance needs to be improved.
- D. Excessive. The respondents argue that the characteristics found in this quadrant are excessive because they have high levels of performance or service but low levels of importance. Improving performance on these characteristics would only result in resource waste

Fig. 1. Cartesian Diagram of patient performance and expectations (Supranto, 2001)



IV. RESULTS

Dimension Measurement

The results of the study provide an overview of the strategic position of the five dimensions of service performance consisting of (1) tangibles, (2) reliability, (3) responsiveness, (4) assurance and (5) empathy. The results of the measurement of the fifth dimension of the study can be seen in Table 3.

Table 3. Recapitulation of Performance Calculations and Important

No	Reliability Statement	Performance (X)	Importance (Y)	Tki
1	Tangibles	3.89	4.61	84
2	Reliability	4.41	4.56	97
3	Responsiveness	4.38	4.58	96
4	Assurance	4.39	4.53	97
5	Empathy	4.40	4.48	98
	Average	4.29	4.55	94

Service Performance

Cartesian Diagram

The dimensions of service based on the Cartesian diagram can be seen in Fig. 2. Figure 2 shows the results of the Cartesian analysis obtained by maintaining achievement, the dimensions included in this quadrant are reliability (2), responsiveness (3), and assurance (4), there are no dimensions in the low priority quadrant. Exaggerated, the dimensions included in this quadrant is empathy (5), and the main priority, the dimensions included in this quadrant, are tangibles (1).

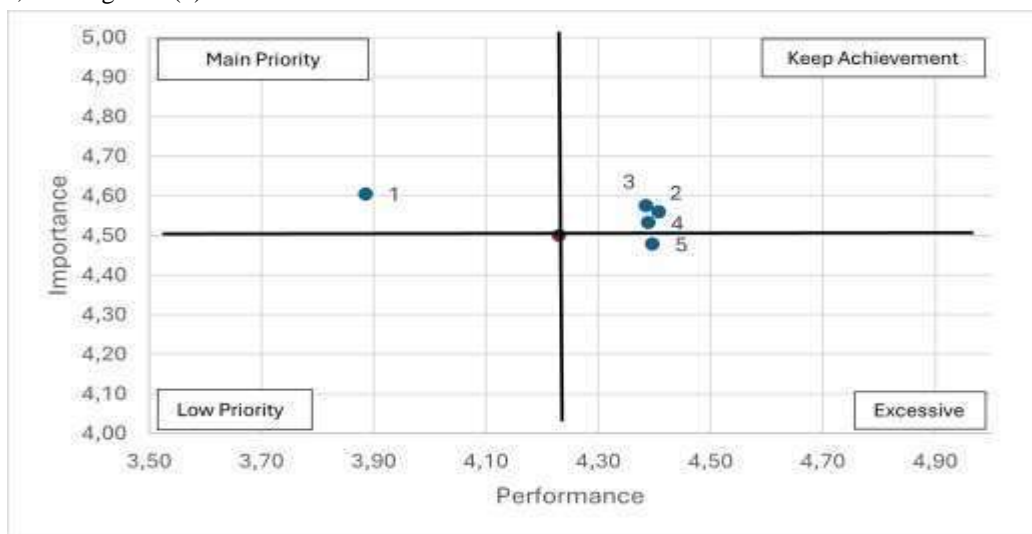


Fig. 2. Cartesian Diagram of 5 Service Dimensions

The results of the 23 proxies indicators in each quadrant can be seen in Fig. 3.

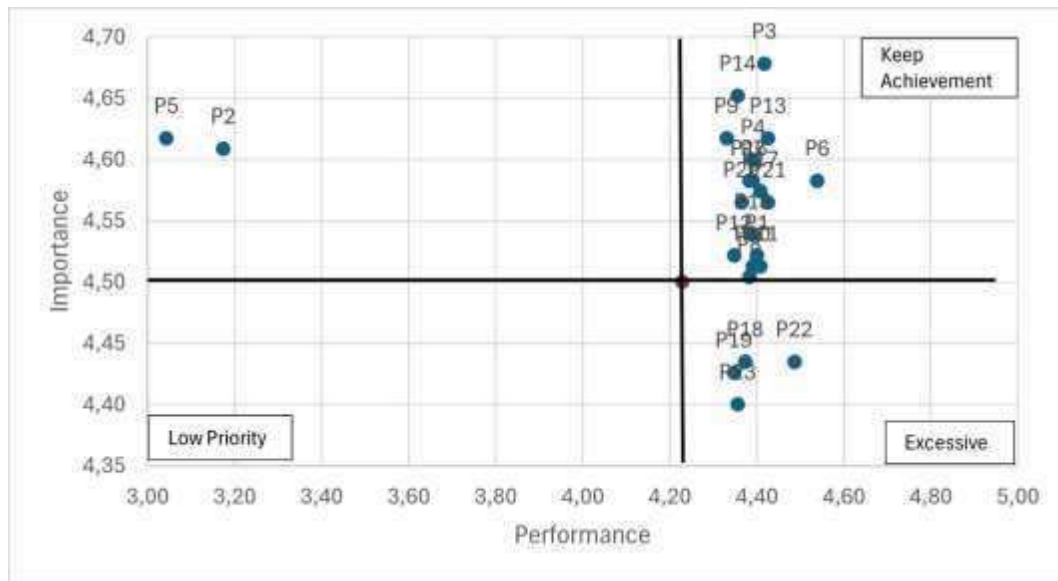


Fig. 3. Cartesian diagram of service performance indicators
t-Test results

Service performance and expectations t-test was conducted to determine the significant difference. The results of the t-test in the study can be seen in Table 4.

Table 4. Test the Difference between Importance and Performance
Paired Samples Correlations

	N	Correlation	Sig.
Pair 1 Importance & Performance	115	.712	.000

V. DISCUSSION

Based on Table 3, the service quality of Class I Immigration Office TPI Samarinda has an average score of 4.29, which means good, and the expectations have a score of 4.55, which also means good. The service suitability shows a score of 94, indicating a high level of suitability as it is above 93%. Overall, the service performance is still lower than the public interest, and this difference is significant in the tangibles dimension. These results indicate that service users perceive the service provided by Class I Immigration Office TPI Samarinda as good, but there is dissatisfaction with the tangibles dimension of the service. This perception illustrates that, overall, service users have evaluated the office's ability to deliver the promised passport services that meet their expectations. The officers at the passport service center have provided services with special attention to the service users. The results also show that service users are not satisfied with the waiting room facilities and the availability of adequate parking. Class I Immigration Office TPI Samarinda must prioritize the improvement of those services.

The tangibles dimension (1) in the top priority quadrant is interpreted as a quadrant that should be the primary concern because it is considered very important by passport applicants, but its implementation is still below expectations. Passport applicants want spacious and comfortable waiting rooms, as well as adequate parking facilities. The dimensions of reliability (2), responsiveness (3), and assurance (4) are in the maintain achievement quadrant. Passport applicants consider their performance to be good and important. This condition illustrates that Class I TPI Samarinda Immigration Office has been able to carry out their duties well in these dimensions. Therefore, Class I TPI Samarinda Immigration Office must maintain and improve the current performance. There are no dimensions in the low priority quadrant because passport applicants believe that the performance and service are already good. Passport applicants also consider it not too much of a problem if the officers are not too attentive or individually caring. Therefore, the current situation is considered sufficient by passport applicants using the service. In the empathy dimension (5), passport applicants consider non-discriminatory officers, providing opportunities to complete requirements, and apologizing for any mistakes to be good. However, this condition is not a concern for passport applicants when using the service.

Figure 3 shows a total of 23 indicators studied, each occupying a quadrant as follows: (1) Overload: High performance - low importance: P18, P19, P22, P23. (2) Low priority: there are no indicators in this quadrant. (3) Maintain achievement: High performance - high expectation: P3, P4, P6, P7, P8, P9, P10, P11, P12, P13, P14, P15, P16, P17, P20, P21. (4) Top priority: Low performance - high expectation: P2 and P5.

Class I TPI Samarinda Immigration Office should maintain the excessive quadrant, but it does not need to be the top priority because the existing ones are considered sufficient. There are no indicators in the low priority quadrant. Class I TPI Samarinda Immigration Office has performed its duties well. There is no need for Class I TPI Samarinda Immigration Office to make improvements in these indicators. The Maintain Achievement quadrant is a quadrant that shows the indicators that have been successfully implemented by Class I TPI Samarinda Immigration Office according to the expectations of passport applicants. The indicators in this quadrant must be maintained because they are considered highly important and have been implemented well. The main priority quadrant is a quadrant that describes the indicators that still do not meet the expectations of passport applicants. The indicators in this quadrant should be the main priority in improving the services of Class I TPI Samarinda Immigration Office.

Table 4 shows a significant value of 0.000, meaning there is significant difference between service performance and expectations.

VI. CONCLUSION

There is a difference between the service performance and the expectations of passport applicants in the tangibles dimension. Class I TPI Samarinda Immigration Office needs to improve the waiting room facilities and parking facilities. The main objective of this research is the service performance strategy at Class I TPI Samarinda Immigration Office. The test results show a significant value of 0.000, indicating a significant difference between the service and the expectations received by passport applicants, particularly in the tangibles dimension. The research results are expected to provide an overview of the services and expectations of passport applicants for relevant parties to improve the services of Class I TPI Samarinda Immigration Office. Good service will have an impact on the smooth processing of passports for passport applicants.

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