The Improvement of Digital Service Capacity in Immigration Office Class I Tpi Padang

Yulia Hanoselina[1](*), Nila Wahyuni[2], Krismena Tovalini[3], Yoserizal[4]

[1] Department of Public Administration, Faculty of Social Sciences, Universitas Negeri Padang, Indonesia

[2] Department of Public Administration, Faculty of Social Sciences, Universitas Negeri Padang, Indonesia

[3] Department of Public Administration, Adabiah College of Administration (STIA), Padang, Indonesia

[4] Department of Public Administration, Faculty of Social and Political Sciences, Andalas University, Padang, Indonesia

(*)✉ (e-mail) yuliahanoselina@fis.unp.ac.id

Abstract

Immigration Office Class I TPI Padang as a government agency has taken steps to implement digitalization in immigration matters to improve the quality of public services to the public and as a public organization must continue to improve its capacity to be able to provide quality services that benefit the community and benefit the image government officials themselves. This office is always trying to improve capacity in the service of digitizing but its implementation is still there occur problems are perceived by this Office and also public users. This study aims to determine and analyze the forms and constraints in increasing capacity in digitizing-based services. Qualitative research methods with a descriptive approach. Data collection techniques through observation, semistructured interviews, and documentation. Test the validity of the data through triangulation of sources, techniques and time. The theory used is the Andersen Behavioral Model that there are several factors: the tendency factor, factor supporter, factors needs and expected outcomes. The results of the study are that the Immigration Office Class I TPI Padang has carried out several forms of capacity building in digitizing services, namely increasing the number of human resources, facilities, and infrastructure for digitizing services. And the obstacles that occur are there are still things that need to be improved from digitizing services: lack of systems, databases, quota of applicants, internet networks, human resources, facilities and infrastructure (booth), standard operating procedures online, establishing cooperation with other parties, officers' awareness of their main duties and functions as well as socialization and do not have the authority to make their policies in resolving digitalization service problems that occur because all decisions come from the center namely the Directorate General of Immigration.

Keywords: *organizational capacity, public services, E-government*

Introduction

The current digital era brings extraordinary changes in various fields in almost all parts of the world. In Indonesia, according to the Digital Indonesia book edited by Edwin Jurriens and Ross Tapsell, digital technology has at least brought tremendous changes in terms of connectivity, divergence, identity, knowledge, and business/trade. One of the most important benefits provided by digital technology is its ability to connect citizens and government in new ways that are efficient and effective. The government service paradigm is characterized by slow bureaucratic services, complicated procedures, and there is no certainty that efforts can be overcome through the digital application or better known as e-government (Habibullah, 2010).

E-government (Indiahono, 2009) is a web-based internet application to increase access to and delivery of government services to citizens, business partners, workers, and other government entities. Delivery of services to the public in the e-government paradigm is no longer done through

documents and personal interactions but has been done via electronic. Thus, the e-government paradigm changes the service model manually into an electronic-based service.

E-government has now become a necessity in response to changes in the strategic environment that demands efficient, effective, public-oriented, transparent and accountable state administration (Habibullah, 2010). In Indonesia, initiatives towards electronic government or e-government have been introduced since 2001 through Presidential Instruction of the Republic of Indonesia Number 6 of 2001 concerning the Development and Utilization of Telematics which states that government officials must develop and use telematics technology to support good governance and accelerate the process democracy. Then the issuance of Presidential Instruction No. 3 of 2003 concerning National Policies and Strategies for the Development of E-government is a serious step by the Government of Indonesia to utilize information and communication technology in the governance process and create an information-based Indonesian society. Also, the application of electronic-based services has minimized the corrupt behavior of public servants.

Based on this, all government agencies throughout Indonesia are required to implement all aspects of government based on digitalization. Immigration Office Class I TPI Padang as a government agency has taken steps to implement digitalization or e-government in immigration matters to improve the quality of public services to the public. Immigration Office Class I TPI Padang under the auspices of the Ministry of Justice and Human Rights has implemented e-government in immigration matters with the evidence that it declares the promise of " E-government Definite Real" performance. Immigration Office Class I TPI Padang has created a variety of application products based on digitalization to improve the quality of public services and facilitate the community.

Immigration Office Class I TPI Padang as a public organization that must continue to improve its capacity to be able to provide quality services that are beneficial to the community and beneficial to the image of government officials themselves. In the context of organizational capacity, the most important thing is whether the capacity can become a mechanism (way) in achieving (goals) of public services. Increasing organizational capacity in the perspective of public services can be analogous to the principle (way - objectives). The main objective of improving organizational capacity through the delivery of public services is in principle to realize the delivery of public services that meet public expectations.

In reality Immigration Office Class I TPI Padang are always trying to improve capacity in the service of digitizing but its implementation is still there occur problems are perceived by the Immigration Office Class I TPI Padang and also public users, such as There are still some areas in the Work Area Immigration Office Class I TPI Padang yet affordable access to the internet, still, there are people who do not know about the services that based digitization, Procedures service digitization has not been online the whole, lack of staff services are based digitization, Unclear information services are based digitization, Lack of service outlets are based digitization, Website and digitization based service applications are often problematic.

Thus the facts that occur, for that the writer is very interested in conducting this research, because he wants to know and analyze in more detail the forms and obstacles in increasing the capacity of the Immigration Office Class I TPI Padang in digitizing-based services.

Method

The study, entitled The Improvement Of Digital Service Capacity In Immigration Office Class I TPI Padang uses a qualitative approach with a descriptive research design. The selection of informants is done by purposive sampling. Data collection techniques through observation, semistructured interviews, and documentation. Test the validity of the data through triangulation of sources, techniques and time. The data analysis technique is done using the data being classified and

reduced in advance by grouping and disposing of unnecessary data, the grouped data is presented and finally analyzed, verified and concluded (Miles & Huberman, 1992).

Results and Discussion
Forms and Constraints in Improvement of Digital Service Capacity in Immigration Office Class I TPI Padang

A. Trend Factor

Judging from the tendency factor of The Improvement Of Digital Service Capacity In Immigration Office Class I TPI Padang, the distribution of the first in terms of age, it turns out that the age is still relatively young, ranging from 20-45 years also affects the number of people who use the digitization service application at Immigration Office Class I TPI Padang. Second, of the sexes, it turns out that the sex of the man who uses the most digitization service applications at the Immigration Office Class I TPI Padang. Thirdly, it turns out that there are various kinds of jobs that use digitizing service applications at the Immigration Office Class I TPI Padang. A Fourth of education, it turns out that the highest school level of education uses the digitalization service application at the Immigration Office Class I TPI Padang. A Fifth of its user areas, it turns out that the Padang City area is the area that uses the most digitalization service applications at the Immigration Office Class I TPI Padang.

B. Supporting Factors
Human Resources

In carrying out work activities of an organization, human resources are needed to realize these work activities, meaning that human resources are the main component in the course of an organization's activities. At Immigration Office Class I TPI Padang has human resources who have each task and function that is useful to achieve the main objectives of Immigration Office Class I TPI Padang. The following are 67 employees working at Immigration Office Class I TPI Padang. Of the current number, there has been an increase in the number of human resources that previously numbered 58 people. To see the composition of Immigration Office Class I TPI Padang employees by sex, see the table below:

Table 1. Composition of Immigration Office Class I TPI Padang Employees Based on Gender

No.	Gender	Amount	%
1	Man	41	61.20
2	Girl	26	38.80
	Amount	**67**	**100**

Source: Researcher's Processed Data, 2019

From the table above, it can be seen that male sex has a role in digitizing services at Immigration Office Class I TPI Padang, especially in the operation and maintenance of each digitalization product issued by the Directorate General of Immigration. Furthermore, the composition of Immigration Office Class I TPI Padang employees based on age can be seen in the table below:

Table 2. Composition of Immigration Office Class I TPI Padang Employees Based on Age Level

No.	Age (years)	Amount	%
1	20-25	5	7.46
2	26-30	14	20.90
3	31-35	13	19.40
4	36-40	16	23.88
5	41-45	8	11.94
6	46 - 50	3	4.48
7	51 - 55	6	8.96
8	56 - 60	2	2.99
	amount	**67**	**100**

Source: Researcher's Processed Data, 2019

From the table above, it can be seen that digitizing services at the Immigration Office Class I TPI Padang are carried out by human resources whose age is still relatively young at the age of 20-40 years because at that age position is an age position that is still spirited and quickly understands and comprehends will the use of technology or not technology illiterate. Furthermore, the composition of Immigration Office Class I TPI Padang employees based on their level of education can be seen in the table below:

Table 3. Composition of Immigration Office Class I TPI Padang Employees by Education Level

No	Education Level	Amount	%
1	S2	6	8.96
2	S1	28	41.79
3	D3	8	11.94
4	High school	25	37.31
	Amount	**67**	**100**

Source: Researcher's Processed Data, 2019

From the above table, it can be seen that the level of education also influences the digitization service process at Immigration Office Class I TPI Padang, because the employees who work on average are already graduates from various educational backgrounds that support each field and the tasks they perform.

Service Availability

In digitizing services at Immigration Office Class I TPI Padang needed the means to support the activities of offices and services and every year there are means plus, minus or remain the same in number. Fact, it can be seen that the form of increased Immigration Office Class I TPI Padang in service digitization by adding the means necessary for the activities of the service so that the service process of digitizing become more qualified like to add: Fingerprint device, Unit Power Supply, Digital Camera, Camera   Conference, PC   Unit, Laptops, Computer Compatible, Printers, Scanners (Personal Computer Equipment), Servers and Switches.

In addition to a means, it is also the necessary infrastructure to support the digitization of each service at Immigration Office Class I TPI Padang while the infrastructure which is owned can be seen in the drawings infrastructure TPI Class I Immigration Office Padang below:

Figure 1. Customer Care & Complaint Service
Source: Archives of General Immigration Office Class I TPI Padang, 2019

Customer Care & Complaint Service is one of the infrastructures owned by Immigration Office Class I TPI Padang in supporting digitalization service activities, one of which is in online passport services, the first thing done in the online passport service is checking in and checking the queue number that has been carried out by the applicant in the online passport service application and will be checked and stamped on the customer care unit which is the first stage for the next stage in online passport service. From this, it can be seen that the Customer Care & Complaint Service counters from year to year only amount to 1, so applicants must queue to get this service, so there has not been an increase in the amount of infrastructure for Customer Care & Complaint Services.

Figure 2. Passport Receipt Counter
Source: Archives of General Immigration Office Class I TPI Padang, 2019

The Passport Request Passion Counter is one of the infrastructures owned by Immigration Office Class I TPI Padang in supporting digitization services, one of which is the online passport service, this is the next step, which is checking the original files and submitting copies that have been photocopied, and a few interviews, here are 4 counters, but only 3 counters are used for this. Counters 1 and Counters 2 for general online passport services, Counters 3 for online passport e-billing requests and Counters 4 for special online passport services for the elderly, disabled and toddlers and sick people. Judging from the number of service outlets passport online last year has increased the number formerly 1 now to 2, because the last year of service passports still preferred the walk-in (direct), if now through online all, it's just that now walk in (direct) for special conditions such as the elderly, disabled and toddlers and sick people.

Figure 3. File Submission Counter and Taking the Photo Queue and Fingerprint Number
Source: Researcher Processed Data, 2019

File and Fingerprint Number Submission Counter and Fingerprint Number is one of the infrastructures owned Immigration Office Class I TPI Padang in supporting digitization service activities, one of which is in online passport service, this is the next stage from the previous stage before this counter was not there, it used to be the applicant who directly submits the file to the Passport Photo Taking and Fingerprint Counters, is a form of digitization service improvement by Immigration Office Class I TPI Padang to facilitate the applicant in getting the service process.

Figure 4 Passport Photo Count and Fingerprint Counters
Source: Archives of General Immigration Office Class I TPI Padang, 2019

The Passport Photo and Fingerprint Counter is one of the infrastructures owned by Immigration Office Class I TPI Padang in supporting digitization service activities, one of which is

the online passport service, this is the next stage from the previous stage, this counters are 4 namely counters 6, 7, 8 and 9, from the previous year this counters also amounted to this, there seems to be no increase in the number of Passport Taking Counters and Fingerprint Counters.

Figure 5. Passport Collection Counter
Source: Archives of General Immigration Office Class I TPI Padang, 2019

Passport Retrieval Counter is one of the infrastructures owned by Immigration Office Class I TPI Padang in supporting digitalization service activities, one of which is in online passport service, this is the next stage from the previous stage, this counters only amount to 1 and there is no increase in the number of counters from the previous year, so sometimes many applicants complain about having to wait a long time because there are a lot of queues and only 1 counter.
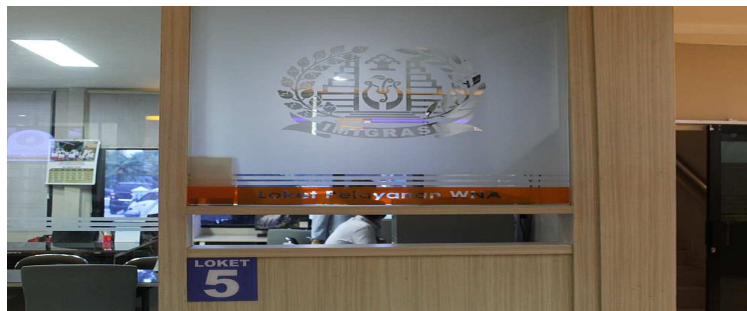

Figure 6. Foreign Citizen Service Counters
Source: Archives of General Immigration Office Class I TPI Padang, 2019

Foreign Citizen Service Counters is one of the infrastructures owned by Immigration Office Class I TPI Padang in supporting digitalization services, one of which is in online visa services, these counters are only 1, from the previous year there were also the same amount of counters. The number of Foreign Citizen Service Counters.

Judging from the supporting factors for Improvement Of Digital Service Capacity In Immigration Office Class I TPI Padang, there are human resources, facilities, and infrastructure.

C. Requirement Factors

At Immigration Office Class I TPI Padang, many digitization products have been implemented, namely:

1. Online Passport Service
2. Online Stay Permit
3. Foreigner Reporting Application

These products support the goals set by the Directorate General of Immigration and specifically Immigration Office Class I TPI Padang in digitizing services.
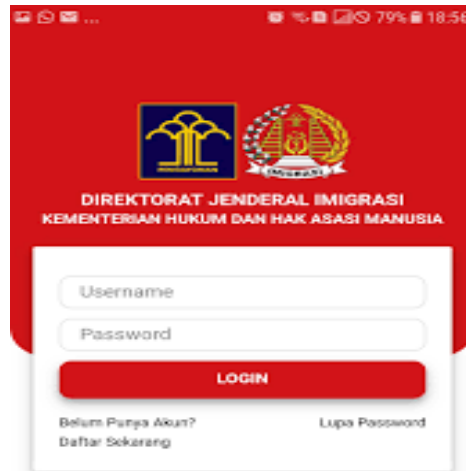
1. Online Passport Service

Figure 7. Online Passport Services
Source: imigrasi.go.id, 2019

When viewed of implementation of passport services online goal is to ease the public without having to take a queue number from dawn again or can not queue number for those who have come from outside the city of Padang but one side of this application also has problems such as:

a) In using this application, not all types of gadgets can access this application, only certain types, and systems of Android, Windows, and OS.

b) To get an online passport queue requires a fairly high internet speed, so for those who are weak internet speeds will always have difficulty to access it.

c) To choose the schedule of arrival on an online passport must practice patience because we must always monitor and try continuously so that we can schedule what we want because if we can't just lose the schedule we want, the schedule selection is only done on the day Friday starts at 14.00 WIB, so to access this application cannot be done casually, it really must be done continuously, because many events are felt by the applicant on Friday only, at half-past 4 the quota schedule has expired Monday-Friday due to a large number of applicants for making a passport. So you have to repeat the registration next Friday so you can get a scheduled arrival.

d) For taking photos and fingerprints sometimes it may not be according to the schedule that we choose because of system errors and problems which are centered on the central system namely the Directorate General of Immigration, so we have to wait until the system is completely recovered.

e) To serve all users of an online passport, it still cannot be served entirely in a day, because that day the quota was limited, amounting to 120 people for service hours of 08.00-16.00 WIB while those who wanted to make a passport exceeded that number.

f) For the internet network, areas that are within the scope of Immigration Office Class I TPI Padang are still some areas that are not yet reached by the internet to access online passport services such as Padang Pariaman Regency, Dharmasraya Regency, and Mentawai District.

g) For human resources who carry out the online passport service process from start to finish, there are still only 12 people, of which there is a shortage of human resources on the part of the file inspection and interview staff which only amounts to 2 people.

h) For facilities and infrastructure supporting online passports still experiencing shortages in numbers such as booths to accommodate a database of passport applicants which only amount to 4 pieces, while 1 booth only holds 42 passport applicants for 1 day multiplied by 4 to 168 and online passport service counters also only total 2 counters.

i) For the online passport service procedure, it is still not entirely online, so there is still a manual process such as filling out forms and other files.

2. Online Stay Permit

Figure 8. *Online* Stay Permit
Source: imigrasi.go.id, 2019

If seen from the implementation of the Online Stay Permit, it is useful to facilitate the residence permit service, but on one side this application also has problems such as network constraints to accessing this application, making it difficult for the applicant.

3. Foreigner Reporting Application

Figure 9. Alien Reporting Application
Source: imigrasi.go.id, 2019

When viewed from the implementation of the Foreigner Reporting Application it is indeed beneficial to maintain the security and order of the territory of Indonesia so that only foreigners who are beneficial and not harmful are allowed to enter and be in Indonesian territory, but on one side this application also has problems such as:

a) Some lodgings and individuals do not have sufficient equipment in the form of scanners and computers to report strangers through the Foreigner Reporting Application.
b) Many lodging places are located in areas that are not affordable on the internet.
c) The geographical location of the regions in the Indonesian archipelago, making it difficult for officers at Immigration Office Class I TPI Padang to reach hotels/lodging places or individuals located on remote islands.
d) There are still Office Heads / Immigration officers who do not understand the importance of foreigners' reporting through the Foreigner Reporting Application so that they only rely on manual reporting from the hotel/inn, where manual reporting is carried out once a week and there are even lodges that only report the presence of strangers once a month.
e) There are still many people who do not know and understand the Foreigner Reporting Application.

Judging from the factors of need for The Improvement Of Digital Service Capacity In Immigration Office Class I TPI Padang there are still many things that need to be improved again such as systems, databases, applicant quota, internet networks, human resources, facilities and infrastructure (booth), standard operating procedures online, collaborating with other parties, officers' awareness of their main duties and functions as well as socialization.

D. Expected Results

The expected results of digitization products that have been implemented are:

1. Online Passport Service

    a) The use of this application can be used by all types of gadgets that access this application, so that Immigration Office Class I TPI Padang together with the Directorate General of Immigration can work with third parties such as the App Store, Play Store, and related Telecommunications Companies.

    b) Immigration Office Class I TPI Padang together with the Directorate General of Immigration should work together with the Ministry of Communication and Information and telecommunications providers such as Telkom, Telkomsel, XL, Axis, Indosat, Smartfren, 3, etc. in providing high-speed internet networks so that all applicants can access it.

    c) The online passport service should be open at any time, that is, every day while still using the daily limit quota so that people are not disappointed, this can be done by improving the application system and application database.

    d) The Directorate General of Immigration should be able to authorize the Immigration Office to correct the error system by empowering relevant expert staff or trusted partners.

    e) The online passport service quota should be added by increasing the existing database.

    f) Immigration Office Class I TPI Padang together with the Directorate General of Immigration should work closely with the Ministry of Communication and Information and telecommunications providers such as Telkom, Telkomsel, XL, Axis, Indosat, Smartfren, 3, etc. in providing internet networks for areas that are not yet reached by the internet.

    g) Immigration Office Class I TPI Padang Office through the Directorate General of Immigration should increase human resources, especially on the file inspection and interview staff.

    h) The Immigration Office of TPI Padang through the Directorate General of Immigration should add a booth to accommodate the passport applicant database.

    i) The online passport service procedure should be online so that there are no more forms filling manually.

2. Online Stay Permit

    Immigration Office Class I TPI Padang should work together with the Directorate General of Immigration in collaboration with telecommunications providers such as Telkom, Telkomsel, XL, Axis, Indosat, Smartfren, 3, etc. in providing high-speed internet networks so that all applicants can access them.

3. Foreigner Reporting Application

    a) There should be some officers who go straight down to the field to check the number of foreigners to the place of lodging and individual residence.

    b) Immigration Office Class I TPI Padang together with the Directorate General of Immigration should work closely with the Ministry of Communication and Information and telecommunications providers such as Telkom, Telkomsel, XL, Axis, Indosat, Smartfren, 3, etc. in providing internet networks for areas not yet reached by the internet.

    c) Immigration Office Class I TPI Padang should work closely with the Department of Transportation and the Pora Team to reach hotels/lodging places or individuals located on remote islands.

    d) Immigration Office Class I TPI Padang should have a routine agenda to intensely inspect the hotel/inn to report the presence of foreigners every day.

    e) Immigration Office Class I TPI Padang should socialize the Foreigner Reporting Application to the public once a month through various means such as social media, billboards, banners, posters, brochures, and direct outreach.

Judging from the expected results of The Improvement Of Digital Service Capacity In Immigration Office Class I TPI Padang there are still many things that must be done, improved, added and enhanced so that what is the goal of digitizing services can be achieved well and maximally to the community.

Conclusions

Immigration Office Class I TPI Padang has conducted several forms of capacity building in digitizing services, namely increasing the number of human resources and increasing the number of facilities and infrastructure for digitizing services. And as for the obstacles that occur in The Improvement Of Digital Service Capacity In Immigration Office Class I TPI Padang, there are still things that need to be improved from digitizing services such as lack of systems, databases, applicant quota, internet networks, human resources, facilities and infrastructure (booth), standard operating procedures online, collaborating with other parties, officers' awareness of their main duties and functions as well as socialization and do not have the authority to make decisions or policies themselves in resolving digitalization service problems that occur because all decisions come from the center namely the Directorate General of Immigration, so if there are problems that occur in Immigration Office Class I TPI Padang must coordinate with the Directorate General of Immigration and wait for its decision for further resolution.

Acknowledgments

References

Habibullah. (2010). *Kajian Pemanfaatan dan Pengembangan E-Government*.

Indiahono, D. (2009). *Perbandingan Administrasi Publik*. Gava Media.

Miles, M. B. A. M., & Huberman. (1992). *Analisis data kualitatif: Buku sumber tentang metode- metode baru* (T. R. Rohidi (ed.)). Universitas Indonesia Press.

Hadi, S. (2004). *Metodologi Research (Jilid 2).* Yogyakarta: ANDI.

Holmes, D. (2001). *E-Gov: E-Bussiness Strategies for Government.* London: Nicholas Brealey Publishing.

Indrajit, R. E. (2005). *E-government in action.* Yogyakarta: Andi Offset.

Irawan, B. (2016). *Kapasitas Organisasi dan Pelayanan Publk.* Jakarta: Publica Press.

Moleong, L. J. (2005). *Metodologi Penelitian Kualitatif (Edisi Revisi).* Bandung: Remaja Rosdakarya.

Moleong, L. J. (1996). *Metodologi Penelitian Kualitatif.* Bandung: Remaja Rosdakarya.

Mustopadidjaja, A. (2003). *Manajemen Proses Kebijakan Publik.* Jakarta: LAN RI dan Duta Pertiwi Foundation.

Nazir, M. (2003). *Metode Penelitian.* Jakarta: Ghalia Indonesia.

Nugroho, S. (2007). *Political Environment dalam Implementasi Electronic Government.* Yogyakarta: Gadjah Mada University Press.

Pasolong, H. (2012). *Metode Penelitian Administrasi Publik.* Bandung: Alfabeta.

Robert. (1996). *Pelayanan Publik.* Jakarta: Gramedia Pustaka Utama.

Rusli, B. (2013). *Kebijakan Publik Membangun Pelayanan Publik Yang Responsif.* Bandung: Hakim Publishing.

Satori, D., & Aan, K. (2012). *Metodologi Penelitian Kualitatif.* Bandung: Alfabeta.

Sinambela, L. P. (2006). *Reformasi Pelayanan Publik.* Jakarta: Bumi Aksara.