



Implementation Of New Public Management Principles In Improving Passport Services At The Class I Immigration Office TPI Denpasar

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Abstract

The purpose of this study is to determine the Implementation of the New Public Management Principle in Improving Passport Services at the Class I TPI Denpasar Immigration Office. By using a qualitative descriptive method, the researcher directly went to the research location and conducted interviews with parties who knew how the Implementation of the New Public Management Principle in Improving Passport Services at the Class I TPI Denpasar Immigration Office, as well as external parties, namely the community as passport applicants. This aims to obtain accurate information regarding the Implementation of the New Public Management Principle in Improving Passport Services at the Class I TPI Denpasar Immigration Office. The results of the study indicate that the implementation of the New Public Management (NPM) principle in passport services at the Class I TPI Denpasar Immigration Office based on the principles that are the characteristics of NPM according to Christopher Hood is not all optimal and still needs improvement to be more efficient in passport services at the Class I TPI Denpasar Immigration Office.

Keywords: Optimization, Passport Services, New Public Management

INTRODUCTION

Currently, public services are the main focus of both the government and the community. Public awareness of their rights is increasing, which can be seen from the increasing demands for the quality of services run by the government. This aims to provide public satisfaction by meeting their needs effectively and efficiently. The community has the right to receive the best service, where they have contributed in the form of taxes, levies, and other levies. In this case, government agencies must prioritize the quality of service that is in accordance with the expectations of the community in order to achieve the desired goals.(Laia et al., 2022).

Public services are considered satisfactory if they are able to meet the needs and expectations of the community. If they are not able to meet the needs and expectations of the community, then the service is considered ineffective and inefficient. Public service providers, in this case government agencies, continue to strive to improve the quality of service with various innovations and simplification of procedures. This aims to facilitate public access and increase efficiency in service. The application of the principles of New Public Management (NPM) which include efficiency, transparency, and accountability, is the key to improving the quality of public services in various sectors,(Alicya, 2023).

Efforts made by the Indonesian government to improve public services include issuing Law No. 25 of 2009 concerning Public Services. This law aims to ensure public services that are able to meet the needs of the community efficiently and effectively. The government also issued Bali Governor Regulation Number 29 of 2014 concerning Public Service Standard Guidelines, which directs service providers to improve efficiency, effectiveness, and responsiveness. The NPM principle is also applied in this regulation to ensure public services that are in accordance with the needs of the community itself, including at the Class I TPI Denpasar Immigration Office(Afifa et al., 2024).

On the other hand, Denpasar Mayor Regulation Number 4 of 2024 concerning Human Rights-Based Public Services emphasizes the importance of respecting and protecting the basic rights of

every individual in public services. The purpose of this regulation is to become an important foundation for optimizing services, which not only focus on efficiency and effectiveness, but also on respect for human rights. Passport services at the Class I TPI Denpasar Immigration Office must ensure that the process is not only fast and accurate, but also fair, transparent, and respects the rights of applicants, such as the right to clear information and a transparent process.(Denny et al., 2024).

The implementation of the NPM principle at the Class I TPI Denpasar Immigration Office is faced with several operational problems. One of the challenges is that the passport application procedure has not been properly socialized, so that many applicants come only to ask for information that should be accessible online. In addition, the imbalance between the number of employees and the number of applicants also causes long queues, especially during the interview and passport submission process. Technical problems such as network disruptions also often occur, which can hinder the smooth running of services. For this reason, the implementation of the NPM principle is very much needed to improve the efficiency, effectiveness, and quality of passport services at the Class I TPI Denpasar Immigration Office(Seno, 2022).

RESEARCH METHODS

The research method used is a qualitative approach. This approach was chosen because this study aims to gain a deep understanding of the implementation of the New Public Management principle in improving passport services at the Class I TPI Denpasar Immigration Office. The research data are descriptive and cannot be measured quantitatively.

In this study, the researcher used purpose sampling technique by selecting key informants and supporting informants. In this case, the key informants are the head of the Travel Document Service Subsection and Employees who serve passport services, and supporting informants are the community who know about the research problems.

In data collection, the initial step taken was to conduct observations to observe the implementation of the New Public Management principle in passport services that occurred at the Class I TPI Denpasar Immigration Office. The next step was to conduct interviews with the Head of the Travel Document Service Subsection, Employees who serve passport services, and the community to gain a deep understanding of the implementation of the New Public Management principle in improving passport services at the Class I TPI Denpasar Immigration Office.

Data obtained based on observation and interview results were then analyzed using a descriptive qualitative analysis approach. The data were then reduced by the researcher by recording the main points related to the research discussion, then the data were presented using narrative text. The next step taken was to draw conclusions from the data produced where these conclusions can be trusted or are credible.

To ensure the validity and credibility of the research, the researcher checked the data using data validity checking techniques, namely triangulation of techniques and sources. In this study, the author describes and categorizes data that has been collected from several sources and conducts a thorough check of the research process by comparing data from observations with interview results.

RESEARCH RESULT

In passport services at the Class I TPI Denpasar Immigration Office, the characteristics of the New Public Management principle have been implemented, where this step can improve passport services even though there is room for improvement in accordance with the NPM principle itself.

1. Professional Management in the Public Sector

The results of the study related to professional management in the public sector in passport services at the Class I TPI Denpasar Immigration Office show that the application of professional management principles in passport services at the Class I TPI Denpasar Immigration Office has been implemented by officers in passport processing. The results of data collection through observation and interviews show that several informants answered that the officers who provide passport services work professionally, which is seen when they explain the things asked by the applicant and also their friendly, polite and responsive attitude when serving. Passport services are

generally good, there are some shortcomings related to professionalism in the information section, such as the lack of clarity about the documents required during online registration. In addition, although the passport process is according to the specified time, the imperfection of the completeness of the documents causes delays in collecting the passport, even though the quality of the passport received is considered satisfactory.

2. The existence of performance standards and performance measures.

In the passport service at the Class I TPI Denpasar immigration office, employee performance is measured through service speed, applicant satisfaction level and accuracy in the passport making process. Meanwhile, related to the determination of performance measures, an evaluation is usually conducted once a month by each section head to see the obstacles of officers in the field. Based on the results of interviews with informants, the procedures for processing passports are orderly, but there are still some problems such as inefficiencies in the scheduling process and management of waiting time for the photo and interview process after completing registration on the M-passport application.

3. Greater emphasis on controlling output and outcomes.

Based on the interview results, the Denpasar Class I TPI immigration office itself in its passport services, has no specific target in achieving passports but in its implementation officers issue 250 passports for electronic passports and regular passports in a day. In this passport service, the public also feels that the quality of the passports received is good. However, although there are efforts to regulate the registration time through the application (by providing a choice of dates and times), the process is still not optimal because there is no transparency regarding the number of applicants at a certain time. So, even though the registration time is limited, there is no clear control over the output, namely the number of people who register at that hour. And there is also no transparency regarding the number of people registered at each hour, the process can be more controlled and faster, so that it can provide better outcomes to the public. This also reflects an imbalance in the management of quotas for passport services, which can affect the effectiveness and efficiency of the system as a whole. Although the quota for regular passports is full, there is still a quota for electronic passports, which indicates a lack of control over the distribution and allocation of resources (output) according to demand.

4. Breaking down work units in the public sector.

Based on the results of the interview, the breakdown of the work units of the Class I TPI Denpasar Immigration Office, namely the organizational structure of the Immigration Office consists of 5 sections, the first is the Inteldakim Section related to the supervision of foreigners, the BAP process for lost or changed passport applications. Second, the Statuskim section related to applications for visa extensions or foreigners' residence permits. Third, the Lantaskim Section regarding passport services, applications for Indonesian passport applications. Fourth, the Tikim Section is related to Immigration information such as changes in address and identity of foreign citizens. Fifth, the Personnel section, namely facilitating sub-sectors of service. The passport service section itself provides services for passport applicants who want to make passports at the Immigration Office in the Lantaskim subsection. In addition to providing passports, the Lantaskim section also supervises foreigners who enter via the sea route, namely Benoa. Each section has its own duties and functions but still coordinates with each other to ensure efficiency and effectiveness in passport services. Regarding the division of these work units, according to most informants, the division of work units in passport services at the Class I TPI Denpasar Immigration Office makes it easier and faster for the public to process passports.

5. Creating competition in the public sector.

Passport services at the Class I TPI Denpasar Immigration Office have implemented the New Public Management (NPM) principle by creating healthy competition and innovation in public services to improve the quality of passport services. One indicator of its success is through innovations such as sympathetic passport services, which are carried out every Saturday by

limiting quotas to provide opportunities for applicants who cannot come on weekdays. In addition, the Immigration Office also serves in crowded places such as Bali Zoo and Bali Safari, and provides special services for organizations that have a large number of passport applicants by providing direct services at the relevant location. This innovation can not only speed up the service process but also provide convenience and comfort for applicants, thus showing an effort to compete with other immigration offices by increasing accessibility and quality of service. With these efforts, the Denpasar Immigration Office creates a competitive advantage that is not only based on administrative services but also on user satisfaction, which is in line with the NPM principle that encourages the public sector to be more responsive and results-oriented. The cooperation between the Immigration Office and the private sector, in this case the bank, is in the passport payment process which reflects the application of the New Public Management (NPM) principle with the aim of creating healthy competition in the public sector while optimizing cost efficiency and improving performance quality. By involving banks in the payment process, the Immigration Office can utilize proven infrastructure and payment systems to speed up transactions and reduce administrative burdens. In addition, through this cooperation, the Immigration Office also does not need to manage the payment system directly, so it can save operational costs that were previously used for payment management and related infrastructure. So that with this collaboration, it creates competition that motivates both parties to improve service quality and efficiency, which is the core of the NPM principle.

6. Adoption of management styles in the business sector into the public sector.

Passport services at the Class I TPI Denpasar Immigration Office have implemented the use of applications in the registration process, namely through the M-passport application. This application is one of the government's initiatives in supporting digitalization in public services. With the M-passport application, the public gets convenience in the passport registration process because applicants do not need to come to the office to register. They can access it through the M-passport application by following the stages in the application and then waiting for the schedule to take photos and other procedures at the Immigration Office. However, the problems found during the interview process with informants showed that related to this indicator in passport services at the Class I TPI Denpasar Immigration Office, not all of them are in accordance with user expectations which impacts user satisfaction where the system used in queue management still uses traditional methods, while more efficient digital technology can be applied to improve services. By adopting a digital-based system, the queue taking process can be more efficient, transparent, and easily accessible to the public. The application of this technology will reduce the risk of administrative errors, speed up the process, and can also increase convenience for service applicants.

7. Emphasis on greater discipline and economy in using resources

The implementation of the New Public Management (NPM) principle in passport services at the Denpasar Class I TPI Immigration Office has been carried out optimally, especially in terms of emphasizing discipline and saving resources. It can be seen through the implementation of a structured planning system and efficient division of tasks, the Denpasar Class I TPI Immigration Office can maximize the use of time and human resources, so that each team member can focus on their respective tasks, which in turn improves the quality of service without waste. In dealing with the constraints of officer absence due to urgent activities, the Immigration Office shows flexibility by transferring officers from other sections to ensure that services continue to run smoothly. Compliance with the predetermined passport and photo collection schedule also shows efficient time management and the existence of fixed passport service fees in accordance with the predetermined rates, without any illegal levies also shows efforts to save resources, manage time with discipline, and maintain quality performance in accordance with the NPM principle.

DISCUSSION

Related to the 7 indicators of success of the New Public Management principle at the Denpasar Class I TPI Immigration Office, it shows that the Denpasar Class I TPI Immigration Office

has implemented the principles of New Public Management (NPM) in passport services well, although there are things that need to be improved. Professional is defined as someone who has a set of special knowledge or skills that are in accordance with their profession (Ilyas, 2022). The New Public Management principle expects public sector organizations to be implemented professionally. This indicator determines the existence of limitations on main tasks and functions as well as good job descriptions. The implementation of professional management in passport services at the Denpasar Class I TPI Immigration Office can be seen from the implementation of clear division of tasks, time discipline, and efforts to improve services through innovations such as sympathetic passport services. However, there are still challenges in terms of administrative management and coordination between officers, such as irregularities in managing files that must be completed again by applicants even though they have been registered in the application. In addition, human resource management also needs to be improved, especially in training officers and interns to ensure more responsive and efficient services. The use of the M-Passport application is an example of the adoption of digital technology to speed up the registration process, although some aspects such as queue management still rely on traditional methods that need to be optimized.

In the principles of New Public Management, it emphasizes the importance of organizations having clear goals and setting performance targets (Hamid, 2022). This is done with the aim of producing the best value and best practice, in determining performance measures aimed at evaluating success and failure in achieving performance targets and organizational goals. Determining standards and performance measures is also important in ensuring that passport services can run faster and more efficiently. The evaluation process carried out every month by the section head to assess the performance of officers in the field has been implemented, but there are still inefficiencies in managing applicant waiting time, as seen in the length of the scheduling process for photos and interviews.

The New Public Management concept also emphasizes that all organizational resources are run and managed to meet performance targets. Emphasizing the achievement of results (outcomes), and not on policies. The main focus of output and outcome control is the organization's attention, no longer just input control, such as the number of budget staff, and materials or other things. Thus, there needs to be control over output and outcomes to achieve more optimal results. The division of public sector work units has also been implemented well through the division of specific tasks in various passport service units that simplify and accelerate the service process.

The principle of New Public Management states that the implementation of private sector management is more effective than public sector management. The implementation is believed to be effective in relation to performance assessment, compensation and promotion systems based on performance, flexible structures, cost management, accounting systems, and more advanced budgeting. Overall, the implementation of NPM at the Class I TPI Denpasar Immigration Office shows significant efforts in improving service quality, although improvements are needed in resource management and transparency in the registration process to achieve better public services.

CONCLUSION

The application of the New Public Management (NPM) principle in passport services at the Class I TPI Denpasar Immigration Office according to the principles that are the main characteristics of NPM by Christopher Hood as a whole there are several indicators that show that it has not been implemented in accordance with the NPM principles. There are 3 NPM Principles that are in accordance, namely: Division of work units in the public sector, Creating competition in the public sector, and Emphasis on discipline and greater savings in using resources. While there are 4 that are not in accordance and need to be improved, namely: Professional Management in the Public Sector, The existence of performance standards and performance measures, Greater emphasis on output and outcome control, and Adoption of management styles in the business sector into the public sector.

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