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ANALYSIS OF IMPLEMENTATION IKENI LAPAK SERVICE INNOVATION TO IMPROVING SERVICE QUALITY IN CLASS I IMMIGRATION TPI OFFICE KENDARI

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ABSTRACT

This study aims to determine the implementation of the Ikeni Lapak service innovation at the Immigration Office Class I TPI Kendari and how the impact of the Ikeni Lapak service innovation in improving the quality of service at the Immigration Office Class I TPI Kendari. This study uses a qualitative descriptive type. This study uses the theory of Sangkala (2013), namely that there are 5 (five) innovation strategies in the government sector including integrated services, service decentralization, service monitoring, utilization of cooperation, citizen involvement, utilization of communication, and information technology. The data collection techniques used observation, interviews, and documentation.

The results of this study indicate that in general, the implementation of the Ikeni Lapak service innovation has gone well, it can be seen that the Ikeni Lapak service has been integrated and has provided positive benefits for society and institutions, besides that collaboration has been involved all elements of good governance and support from various sectors has been fulfilled.

Keywords: Innovation, Service, Service Quality

INTRODUCTION

Until now, services have had a very important role along with the problems that many people complain about in the process of providing public services because most people will touch and be in touch with the public services provided by the government in meeting their various needs. Therefore, various problems in the implementation of public services have always been very important for public service recipients.

According to Miftha Thoha (2008) "public service is an activity that must prioritize the public interest,

simplify public affairs, shorten service time and provide satisfaction to the public". This shows that the direction of bureaucratic reform is an increase in people's welfare as well as efficient and effective public services.

To realize excellent service, the Class I Immigration Office, TPI Kendari, presents 5 (five) innovations in the field of passport services for the public in 2021. The five innovations presented are using the Tolaki regional language, namely Ikeni Salto (takes a photo immediately), Ikeni Sapa (ready to deliver passports) you), Ikeni Lapak (passport service between cities/districts), Ikeni Yanti (serve with heart) and Lako Ikeni (Kendari Immigration Collective Service).

Office ImmigrationClass I TPI Kendari is a vertical agency under the Regional Office of the Ministry of Law and Human Rights of Southeast Sulawesi which provides RI Passport issuance services and is located in Kendari City, Southeast Sulawesi Province. TPI Kendari Class I Immigration Office oversees one city and eight regencies in Southeast Sulawesi Province, namely Kendari City, Konawe Regency, South Konawe, North Konawe, Konawe Islands, Kolaka, East Kolaka, North Kolaka, and Bombana Regency (mainland).

Judging from the working areas above, several areas are very far from the TPI Kendari Class I Immigration Office. For example, North Kolaka Regency has a distance of 380.04 km or 235.62 miles and requires a six to seven-hour drive to reach Kendari City. From this phenomenon, the TPI Kendari Class I Immigration Office in providing maximum service has created an innovative Ikeni Lapak service (passport service between cities/regencies) which aims to help the public in facilitating passport processing without having to go to the office because it requires long distances and a long time. long.

However, there are several problems regarding the Ikeni Lapak service provided by the Immigration Office Class I TPI Kendari, including poor network access in certain areas, which hinders the implementation of services, so it takes a long time to process applications. Therefore, through this research, the authors examine and analyze how the implementation of the Ikeni Lapak service and the impact obtained by the community and institutions with the Ikeni Lapak service innovation in improving the quality of service at the Class I Immigration Office TPI Kendari. Therefore the author is interested in raising research entitled: Analysis of the Implementation of Ikeni Lapak Service Innovation in Improving Service Quality at the TPI Kendari Class I Immigration Office.

LITERATURE REVIEW
Innovation Concept

Innovation is becoming a well-known term at this time with the increasing demands of society for changes in the performance of organizations. Several experts have defined innovation. The term innovation is used positively in organizational transformation for the better. Innovation is closely related to changes in an organization. Change and innovation are overlapping phenomena, therefore it is necessary to have a clear definition between the two. In general terms, innovation is a creative idea that is implemented to solve the pressure of a problem (UN, 2007 in Sangkala 2013: 26).

Osborne & Brown (2005) in Rahayu YS (2015: 81) states that innovation is a representation of unsustainable conditions in the past. This discontinuity is the characteristic that distinguishes innovation from change. Furthermore, it is said that innovation is the introduction of new elements into organizational services in the form of new knowledge, new organizations, and new management or process skills. Pugh in Rahayu YS (2015: 84) argues that innovation is an introduction to new features in the organization. Innovation is reflected by new products and production processes, advances in communication technology, and new organizations and services in the public sector and the not-for-profit sector.

Public Service Concept

In Law Number 25 of 2009 concerning Public Services, it is emphasized in Article 1 point 1: "Public service is an activity or series of activities in the context of fulfilling service needs under statutory regulations for every citizen and resident for goods, services and/or administrative services carried out by public service providers".

Decree of the Minister of Administrative Reform No. 63 of 2003 defines public services as: "All forms of services carried out by Government Agencies at the Center, in the Regions and the environment of State-Owned Enterprises or Regional-Owned Enterprises in the form of goods and or services, both in the context of efforts to meet community needs and in the framework of implementing the provisions of laws and regulations".

Moenir (2000) suggests that the service is (Journal of Administrative Science 2, 2008:138):

1. There is the ease in managing interests, namely fast service in the sense that there are no obstacles.
2. Obtaining reasonable service, namely service without being accompanied by words that suggest asking for something from the party being served for any reason.
3. Obtain equal treatment in service, namely without favoritism where the rules and procedures are applied the same.
4. Obtain honest and forthright treatment. This concerns the openness of those who serve, such as if there are problems encountered in providing services it should be stated frankly.

Concept of Public Service Quality

Feigenbaum (in Nasution 2005:3) says that quality is full of customer satisfaction. A quality product can give satisfaction to consumers, which is under what is expected of consumers or a product. Service quality is the designation of a plus value that provides maximum satisfaction so that customers want to get even more satisfaction.

Service quality for Evans and Lindsay (1997) is a dynamic condition related to products, services, people, processes, and environments that meet or exceed expectations. Service quality can be interpreted as something related to customer needs, which is quality service if it can provide products or services according to what consumers need and expect.

Service quality can be a determining factor in maintaining the sustainability of a government organization or corporate organization. Good service under the needs of public service users is very important in efforts to achieve public service user satisfaction (customer satisfaction) (Waluyo, 2007: 129).

Passport

According to Law Number 6 of 2011 concerning Immigration, it is stated that a passport is a document issued by the government of the Republic of Indonesia to Indonesian citizens to travel between countries which is valid for a certain period. A passport is a state document so it must be maintained as well as possible by the holder. A passport is a person's legal identity while abroad which contains legal identity, nationality, the right to obtain protection abroad, and the right to return to their homeland.

A passport is a travel document issued by the government to its citizens where the government gives the right to those concerned to be able to travel abroad and in it is stated a valid identity, citizenship, and protection rights while abroad, and the right to return to their homeland. water. A passport is proof of identity outside the homeland. The passport owner should keep and protect it as well as possible. A passports are state documents. RI passports must be renewed/renewed every five years after the passport expires. Passport can be renewed before it expires if the passport pages are full, badly damaged, or lost.

Conceptual Framework

In answering this, the authors think that the 5 (five) criteria put forward by Sangkala (2013) can be used as benchmarks in implementing Ikeni Lapak services, namely integrated services, decentralization of services and service monitoring, utilization of cooperation, involving citizens, and utilization of technology. and information. In determining the impact of Ikeni Lapak service innovation in improving service quality, the theory used by Zeithaml, et al (2001) revealed several criteria (benchmarks) for service quality, namely: tangible, reliable, responsive, assurance), and empathy. So that the conceptual framework can be arranged as follows:

Figure 1. Conceptual Framework
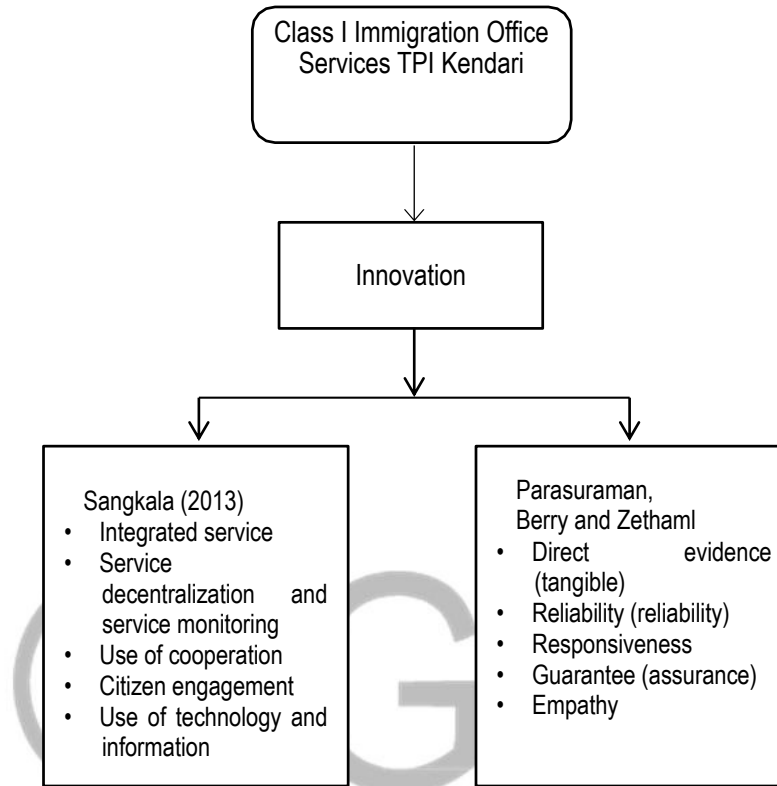
RESEARCH METHODS
Object of research
Sugiyono (2010: 29) explains that the object of research is an attribute or trait or value of a person, object, or activity that has certain variations determined by the researcher to be studied and then conclude. The object of research is the core of the problem to be studied to obtain data in a more directed manner. The object of research in this study is the passport service (Ikeni Lapak) at the class I immigration office TPI Kendari.

Types of research
Based on the objectives to be achieved in this study, the design of this study is descriptive qualitative, namely providing an overview, and an objectively appropriate explanation of the actual situation of the object under study. The basis of the research is interviews with sources/informants which contain questions regarding matters related to the formulation of the research problem.

Research Instruments
The data needed in this study includes primary data and secondary data. Primary data were obtained directly from research subjects or informants through field research by conducting interviews in connection with Passport Service Innovations, especially Ikeni Lapak which were carried out at the Immigration Office Class I TPI Kendari. While the secondary data in this study were obtained from documentation studies at the

Immigration Office Class I TPI Kendari, research journals, magazines, newspapers, textbooks, and official social media in connection with Service Innovation at the Immigration Office Class I TPI Kendari.

Data Collection Procedures

The data collection procedures in this study are as follows:

1. In-depth interviews (in-depth interviews) or unstructured interviews, in which the researcher conducted interviews with informants guided by interview guidelines (interview guidelines) on Service Innovation, especially Ikeni Lapak which was carried out at the TPI Kendari Class I Immigration Office. The interview process was assisted by a voice recorder, books, and stationery to record carefully and thoroughly the information provided by the informants.

2. A documentation study is an attempt to get an overview from the subject's point of view through a written medium and other documents written or made directly by the subject concerned (Haris Herdiansyah, 2010: 143). Documentation is done by reviewing literature and other scientific sources that are considered relevant to the object of research. The data generated from the documentation method can be in the form of notes, transcripts, and photos of activities that are still related to the Ikeni Lapak Service Innovation.

3. Observation, namely data and information collection techniques through the process of seeing, observing, and systematically examining the process of RI Passport services at the Immigration Office Class I TPI Kendari.

Data analysis

Data analysis in qualitative research is carried out continuously from the beginning to the end of the study. Data analysis in this study was carried out through three steps, namely data reduction, data presentation, and data verification. This is under the opinion of Miles and Huberman (Andi Prastowo, 2012: 241) that data analysis is an analytical process consisting of three streams of activities that occur simultaneously, namely data reduction, data presentation, and drawing conclusions or verification. The three data analysis processes play an important role in the process and are interrelated and determine the final result of the analysis in connection with the Implementation of Service Innovations, especially Ikeni Lapak in improving the quality of service at the Immigration Office Class I TPI Kendari. The following is a picture of the qualitative data analysis procedure:

**Figure 2. Qualitative Data Analysis Model according
to Miles & Huberman (Andi Prastowo, 2012)**
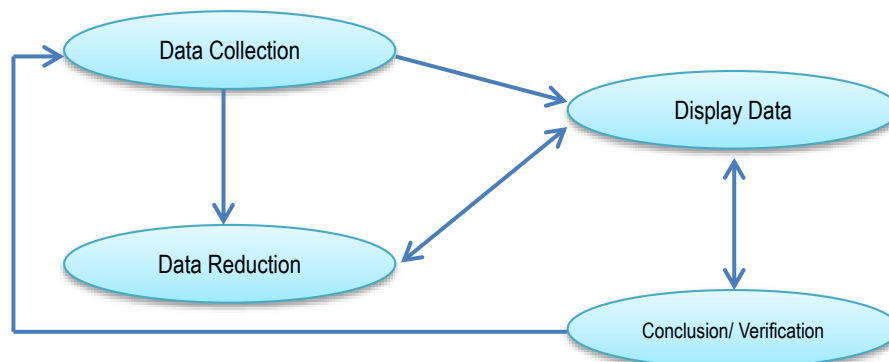
RESULTS AND DISCUSSION

The results of this study will analyze the Implementation of Ikeni Lapak Service Innovation in

Improving Service Quality at the Immigration Office Class I TPI Kendari. This research discusses how the implementation of the Ikeni Lapak service innovation at the Immigration Office Class I TPI Kendari and how the impact of the Ikeni Lapak service innovation in improving the quality of service at the Immigration Office Class I TPI Kendari. Implementation of Ikeni Lapak Service Innovations at the Immigration Office Class I TPI Kendari

This research discusses how to implement the Ikeni Lapak service innovation at the TPI Kendari Class I Immigration Office. An innovative program must be implemented, to have a positive impact on society and achieve the desired goals.

According to Sangkala (2013), five strategies in innovation must be implemented, namely (1) integrated services, (2) decentralization of services and service monitoring, (3) utilization of cooperation, (4) involvement of citizens, and (5) utilization of technology and information.

The results of research conducted regarding the implementation of Ikeni Lapak Service Innovation in Improving Service Quality at the Immigration Office Class I TPI Kendari are assessed from how integrated Ikeni Lapak services, decentralization of services and service monitoring, how to use collaboration, citizen involvement and also how to use technology and information.

First, integrated services greatly determine the success of an innovative program. In implementing the Ikeni Service, Lapak has created an integrated service by simplifying the flow of the passport processing process. In addition, the Ikeni Lapak service also has a positive impact on more productive institutions, both in terms of employee performance and service output, in this case, the issuance of passports.

Second, the decentralization of services and monitoring of services in the implementation of the Ikeni Lapak service can be said to be successful. The benefits have been felt by the community, especially for people who are outside the area, even though the implementation of the Ikeni Lapak has not yet reached the North Konawe and South Konawe districts because there is still a lack of passport applicants in the area. the. Through this view, when viewed from the indicators of Service Decentralization and Service Monitoring put forward by Sangkala (2013), innovative programs can bring services closer to the community and usually form certainty for high levels of demand thereby increasing community satisfaction. It can be concluded that if you look at the indicators above, the innovation of the Ikeni Lapak service can be said to be successful because the community can feel the benefits. Therefore, in general, the indicators for Service Decentralization and Service Monitoring can be implemented properly.

Third, in terms of the utilization of the Ikeni Lapak Service cooperation carried out by the Immigration Office Class I TPI Kendari has gone very well, this can be seen from the implementation of the Ikeni Lapak Service, the Immigration Office Class I TPI Kendari does not only carry out the service itself but involves the local government, the private sector and the community in implementing these services.

Fourth, is citizen engagement. The support for Ikeni Lapak Services, both from the legislature, executive, and the community, is quite good, this can be seen by the pro-active attitude of each element which always maintains coordination from various parties. Apart from that, it can also be proven from the participation of the community in the use of the Ikeni Lapak service, which is increasing every year.

Fifth, the use of communication and information technology in Ikeni Lapak services has been going well, but what requires more attention is how to overcome network problems in implementing services so that they can run effectively and efficiently.

The results of the research are in line with those conducted by Hendra Syah Rizal (2019) which show that integrated services are carried out by providing simplification in passport processing, utilizing collaboration involving the private sector and the community, involving citizens with support from each legislative, executive, private and also society. The implementation of the Ikeni Lapak Service is under the Ikeni Lapak Innovation SOP at the Immigration Office Class I TPI Kendari, where there has been coordination with the local government regarding the time and location of the Ikeni Lapak implementation, then the applicant comes directly to the location where the activities are carried out and then checks the completeness and validity of the applicant's files then biometrics and fingerprints are taken, then the officer ensures that the applicant's data has been stored in the system,

The Impact of Ikeni Lapak Service Innovation in Improving Service Quality at the Class I Immigration Office TPI Kendari An innovative program can be said to be successful if its implementation has a positive impact so that the program can be sustainable. In determining the impact of Ikeni Lapak service innovation in improving service quality, the theory used by Zeithaml, et al (2001) revealed several criteria (benchmarks) for service quality, namely: tangible, reliable, responsiveness, assurance), and empathy (empathy).

Based on direct (tangible) evidence, the implementation of the Ikeni Lapak Service has fulfilled the facilities or infrastructure that are under the needs of the service and the facilities are fully available even though the implementation of the service is carried out outside the area. In addition, in providing Immigration services, Kendari provides certainty of service time by providing information on the flow of services to passport applicants. Besides that, the appearance of employees in providing services is very clean and neat, so that people as service users feel comfortable in receiving services.

Based on reliability indicators, Ikeni Lapak Services can handle various complaints related to problems that occur, both in terms of systems and other constraints. Employees or officers are able to operate every available service tool, employees have a high level of discipline and have accuracy in completing their work so that immigration documents are produced to be perfectly.

Based on responsiveness indicators, employees in carrying out their duties and functions have shown the attitude expected by society. Friendly service makes the community, in this case, users of the Ikeni Lapak service, feel satisfied with the services provided.

Based on the assurance indicator, the implementation of the Immigration Office Class I TPI Kendari Ikeni service in providing services has provided information to the public to find out the time for completing passports and the determination of passport fees as stipulated in Government Regulation of the Republic of Indonesia Number 28 of 2019 concerning Types and Tariffs On Types of Non-Tax State Revenues Applicable to the Ministry of Law and Human Rights. There is service compensation in the form of merchandise such as drinking bottles or mugs for passport applicants whose completion time is more than 3 (three) working days and compensation does not apply if it is due to problems in the system and network.

Based on the empathy indicator, the TPI Kendari Class I Immigration Office in implementing the Ikeni Lapak service has been fair and non-discriminatory in providing services and employees are also more concerned with the interests of service users than personal interests, so that people feel satisfied with the services provided.

The results of research that are in line with this research are research conducted by Retno Kusuma Ningrum (2018) showing that service quality is based on complete infrastructure, discipline and accuracy of employees, friendliness of employees, guaranteed time and costs, and being fair and non-discriminatory. The results of this study indicate that the implementation of Ikeni Lapak services by fulfilling 5 (five) elements of tangible, reliability, responsiveness, assurance, and empathy, can have an impact on improving the service quality. at the TPI Kendari Class I Immigration Office, so service users are increasing every year.

Research Limitations

The results of this study have provided several findings, but there are still some that will be studied further. This condition is strongly influenced by several things which indirectly become limitations of the research, namely:

1. This research resulted from the use of face-to-face contact interviews between information seekers and information sources.
2. This research does not consider other variables that might affect the impact of service innovation on service improvement so it has potential possibilities related to the implementation of service innovation in improving service quality which has not been included in this study.
3. This research was only conducted based on the results of interviews and informants, so that data was obtained from a certain time or only behavior at the time of research while the research object only focused on the Immigration Office Class I TPI Kendari in the future it could be carried out on a wider scope.

4. This research only takes one of the five innovations in the Class I Immigration Office TPI Kendari in the future, research can be carried out on four other innovations.
5. The number of informants used in this study was still limited, namely 8 informants, namely the Head of the Immigration Traffic Section, and the Head of Sub. The Immigration Travel Documents Section, North Kolaka Regent, haj/travel administrator, and 3 passport applicants, therefore further researchers can increase the number of informants and different analytical approaches.

Conclusion

Based on the results of research conducted by researchers on "Analysis of the Implementation of Ikeni Lapak Service Innovations in Improving Service Quality at the Immigration Office Class I TPI Kendari" it can be concluded that:

1. The Implementation of Ikeni Lapak Service Innovation in improving service quality at the TPI Kendari Class I Immigration Office has been going well. In addition, the implementation of the Ikeni Lapak service is under the Ikeni Lapak standard operating procedure (SOP) at the Immigration Office Class I TPI Kendari, thus making service innovation more focused and on target.
2. The impact of the Ikeni Lapak Service innovation in improving the quality of service at the TPI Kendari Class I Immigration Office are:
   a. Fulfillment of facilities and infrastructure that are under service needs and the appearance of officers who are clean and tidy to provide comfort to the applicant.
   b. Officers can handle various complaints related to problems that occur, both systemic and other obstacles.
   c. Officers or employees have a high level of discipline.
   d. Friendly service makes people feel satisfied with the services provided.
   e. There is a guarantee for service users regarding the passport processing time and fee determination as well as a simplification of the service flow.
   f. Officers in serving the community have been fair and not discriminatory in providing services.
   g. There has been a significant increase in Ikeni Lapak service users since 2021.

Suggestion

Based on these conclusions, the researcher provides several suggestions, namely:

1. It is hoped that the TPI Kendari Class I Immigration Office can further improve coordination with network service providers so that network problems can be resolved even better to optimize the implementation of services for the community.
2. It is hoped that the TPI Kendari Class I Immigration Office will provide or procure several passport printing devices so that when there is a system failure on the printing machine it will no longer have to wait long for repairs so that services to the community can be carried out optimally.
3. It is hoped that the implementation of the Ikeni Lapak service in the future can be carried out in North Konawe and South Konawe Regencies to provide more optimal service to all people.
4. For future researchers, it is recommended to examine other service innovations in the Immigration Office Class I TPI Kendari which researchers have not been able to research at this time.
5. It is suggested that further researchers use a different approach.

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