

# The Innovation of Pelayanan Unggulan Pemohon Asing Prioritas (IDE-PUNAPI) at Immigration Office Class I TPI Denpasar

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## ABSTRACT

The IDE PUNAPI innovation is a service innovation provided to applicants who are ill to the extent that they cannot walk or are unable to come to the Immigration Office. This innovation aims to provide services to the prioritized foreign applicants who are unable to attend scheduled biometric data collection and interviews and to deliver completed foreign passports with the Residence Permit to the applicants. The purpose of this research is to explore the innovation of Pelayanan Unggulan Pemohon Asing Prioritas (IDE PUNAPI) in Improving Public Services at Immigration Office Class I TPI Denpasar. This study employs a qualitative research method with data analysis techniques, including descriptive analysis and data analysis methods such as data analysis, data reduction, data presentation, and drawing conclusions. The research findings conclude that the IDE PUNAPI public service innovation at Immigration Office Class I TPI Denpasar has been well-implemented. This is evident in the relative advantages demonstrated through the significant advantages of the IDE PUNAPI service innovation received by the public. The update in this research compared to previous studies lies in the research location and the research object, focusing on the service innovation.

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## 1. INTRODUCTION

Public service is a fundamental series in the provision of government services for every citizen. This concept is essentially defined in regulation Number 25, 2009 concerning "the public services has been issued, a regulation to regulate the sound government principles as the effectiveness of government functions itself. To create the public services implementation, bureaucrats

should focus on the customer's satisfaction-oriented management"

In order to support the provision of comfortable and secure public services for the community, it is essential to establish good and high-quality public services. With an increasingly high level of public awareness regarding public services, the government is demanded to consistently provide the best services, as it directly reflects the community's

assessment of the performance of the services rendered.

If public services are not running optimally, there is a need for change that encourages the emergence of innovation in services. Innovation and creativity in public services can accelerate and streamline the service process, thus creating a sense of satisfaction for service recipients. Consequently, the government's image as a provider of services becomes increasingly positive in the eyes of the public.

Innovation itself carries the meaning of an activity to discover something new or introduce various renewals that manifest in a product, idea, design, and so forth. The concept of innovation can also be interpreted as the discovery of new ideas that differ from previous innovations. Within the realm of public services, innovation is defined as creative concepts or ideas in terms of technology as well as new breakthroughs in rules, procedures, methods, and organizational structures. The objective is to add value, both in terms of quality and quantity, to public services.

Community service innovations that have been stipulated in the Regulation of the Minister of PANRB No. 30/2014, is a breakthrough in the type of public service, starting from creative, original, and modified ideas which are principally implemented in the form of services that benefit the community, either directly or indirectly. The process of creating innovations in public services cannot be considered easy, given the various complexities, challenges, and dynamics in society. Therefore, the innovation development process requires a systematic, collaborative, and integrated approach that involves active and constructive participation from various stakeholders. With this, public service innovation can become an effective tool in enhancing the efficiency and effectiveness of services provided to the community.

Furthermore, in the context of public service innovation, a high awareness of the main objectives is required, not only to introduce something new but also to ensure that the innovation can generate higher value.

Therefore, it is crucial for every innovation to be carefully considered and thoroughly tested before implementation. The testing process of an innovation may involve small-scale trials at the local level, allowing the identification of potential issues and improvement opportunities before broader implementation.

In the context of implementing innovation in public services, the involvement of the community as the primary stakeholders plays a crucial role. The participation of the community in the development and implementation process of innovation can ensure that the solutions generated truly reflect the needs and expectations of the community. By actively engaging the community, public service innovation will be more responsive to the dynamics and evolving needs of the society.

The Directorate General of Immigration, as a Level I Unit under the Ministry of Law and Human Rights (MOLHR) of the Republic of Indonesia, also actively participates in creating new innovations to enhance public services for the community. One type of innovation introduced is Unit Layanan Paspor (ULP), eazy passport, aplikasi pendaftaran antrianpaspor online, and so on. The Immigration Office Class I TPI Denpasar, which is also one of Unit Pelaksana Teknis (UPT) under the Directorate General of Immigration, actively implements the policies of the Directorate General of Immigration in responding to various public service needs of the community.

The Immigration Office Class I TPI Denpasar also demonstrates a high dedication to public service innovation. This immigration office is located in Denpasar, Bali. As an immigration office located in the city, it attracts the most public complaints compared to other immigration offices. The complaints, especially from the elderly and those who are ill, regarding the passport application process, require the Immigration Office Class I TPI Denpasar to find solutions to address these complaints.

One of the innovations implemented by this office is a service for foreign citizens known as IDE PUNAPI (Pelayanan Unggulan

Pemohon Asing Prioritas). The implementation of this innovative service was officially sanctioned in 2021. The primary objective of this innovation is to provide services to specifically prioritized foreign applicants who cannot attend the schedule for biometric data collection and interviews, as well as delivering foreign passports that have been granted Residence Permits to the applicants.

In the implementation of IDE PUNAPI innovation, it is evident that it is not without problems. One of the issues involves scheduling conflicts between officers, applicants, and health authorities. Schedule alignment emerges as the most influential factor in the execution of this innovation. Based on the aforementioned background, the formulation of the problem is: "How does the Innovation of Pelayanan Unggulan Pemohon Asing Prioritas (IDE-PUNAPI) contribute to enhancing Public Services at Immigration Office Class I TPI Denpasar?" The aim of this research is to examine the innovation of Pelayanan Unggulan Pemohon Asing Prioritas (IDE-PUNAPI) in Improving Public Services at Immigration Office Class I TPI Denpasar.

The benefits of this research include both academic and practical benefits. Expected benefits from this research include:

1. The academic benefits of this research are expected to help answer the problems in the research, which is to understand how the implementation of Pelayanan Unggulan Pemohon Asing Prioritas (IDE-PUNAPI) in the Public Service at Immigration Office Class I TPI Denpasar can be improved.
2. The practical benefit is that this research is expected to serve as a reference for policymakers in making decisions, especially at Immigration Office Class I TPI Denpasar, in effectively implementing the Innovation of Pelayanan Unggulan Pemohon Asing Prioritas (IDE-

PUNAPI) to enhance public services.

As a support for the discussion in this research, the researcher utilizes several literature sources and studies that are still relevant to the object of this research. Despite the interconnectedness of the discussion, this study still has differences in its discourse and the location object of the research, along with the indicators used in previous studies. The previous research used as literature in this study, titled "Inovasi Pelayanan Publik Aplikasi M-Paspor Dan Layanan Micin Darurat," was published in 2023, written by Muhammad Riduan, Annisa Rahmadanita, Agung Nurrahman, choosing the research location at the Class II TPI Batulicin Immigration Office.

The discussion in this research utilizes indicators according to Roger. The results of the study indicate that, among the five indicators used in the assessment, the alignment between the indicators and the actual situation in the field is satisfactory. Four aspects have been well-implemented, while two aspects are still not well-implemented.

The updated research extends from previous studies, specifically in terms of the research location and the research object focused on service innovation. Building on the introduction presented above, the study delves into research conducted at Immigration Office Class I TPI Denpasar, exploring the innovations occurring in the field through indicators related to public service innovation. These indicators include relative advantage, compatibility, complexity, trialability, and observability.

## 2. LITERATURE REVIEW

In terms of literature review in this research, it includes:

### 2.1 First literature

The research conducted by Damae Erman Hardinasta, Rasona Sunara Akbar, and Virra Wirdhiningsih, entitled, "Inovasi Pelayanan Paspor Kerumah (PAPUMA) dalam Meningkatkan Pelayanan Publik di Kantor Imigrasi

Jember" in 2023. Based on the research findings, it was discovered that the implementation of PAPUMA innovation in improving public services at the Immigration Office Jember proceeded successfully. The leadership at Jember Immigration Office strongly supports the PAPUMA service.

### 2.2 *Second literature*

The research conducted by Muhammad Riduan, Annisa Rahmadanita, and Agung Nurrahman, entitled, "Inovasi Pelayanan Publik Di Kantor Imigrasi Kelas II TPI Batulicin" in 2023. Based on the results of the research, it was found that the innovation in public services at the Batulicin Immigration Office is carried out by providing innovations such as M-Passport and Layanan Micin Darurat. The implementation of public service innovations at the Batulicin Immigration Office is well-executed.

### 2.3 *Third Literature*

The research conducted by Abdul Basir Donny Polanunu, Najamuddin Khairur Rijal, entitled, "Menuju Good Governance: Inovasi Pelayanan Publik Berbasis Digital di Imigrasi Kelas II Non-TPI Kediri Jawa Timur " in 2021. Based on the research findings, various public service innovations have been implemented by the Kediri Immigration Office. These innovations include aplikasi antrian paspor *online*, WhatsApp Gateway, layanan tanpa turun, eazy passport, and halte ramah HAM. These initiatives represent the realization of the slogan "I'm Redi Dinanti" towards the achievement of "good governance."

## 3. METHODS

This research falls into the qualitative research category using a descriptive approach. The subjects of this study are young immigration analysts at Immigration Office Class I TPI Denpasar, while the object of this study is the Innovation of Pelayanan Unggulan Pemohon Asing Prioritas (IDE-PUNAPI). The research was conducted from late November to early December 2023 at Immigration Office Class I TPI Denpasar. The research instruments included the researchers, interview guidelines, writing tools, recording tools, and documentations.

The sample collection method employed in this study utilized purposive sampling. Data were gathered through interviews with Immigration Office Class I TPI Denpasar, which served as the primary data source. Additionally, data from the STATUSKIM division were also utilized as relevant primary sources related to the researched phenomenon. All this data will be thoroughly and comprehensively analyzed. In addition to primary data sources, this research also incorporates previous studies and relevant literature as secondary data sources. The data analysis technique applied in this research is descriptive analysis, where the data were obtained from a prior study conducted at Immigration Office Class I TPI Denpasar.

## 4. RESULT AND DISCUSSION

Various innovations in public services are created by government agencies, including the Immigration Office. The Immigration Office, which operates under the Ministry of Law and Human Rights (MoLHR), is required to continually make new breakthroughs to facilitate its services to the public. This is because the Immigration Office serves as the gatekeeper for a country and acts as law enforcers in supervision, becoming a crucial pillar in providing services to both Indonesian citizens and foreign citizens who wish to enter or exit Indonesian territory.

In executing various public services, the Immigration Office Class I TPI Denpasar consistently upholds the values of BerAKHLAK (Berorientasi Pelayanan Akuntabel Kompeten Harmoni Loyal Adaptif Kolaboratif) based on Human Rights (HR). HR-based services are also demonstrated for applicants who are currently experiencing illness or elderly applicants. One of the HR-based service innovations is the IDE PUNAPI Innovation. In 2021, the official implementation of the innovative IDE PUNAPI service was officially sanctioned.

The formation of the IDE PUNAPI innovation arises from the numerous foreign citizens who are unable to attend the

immigration office, resulting in delayed passport photo schedules. If photo session delays occur frequently, it hinders the smooth implementation of the Standard Operational Service (SOP). Moreover, foreign applicants who should have a photo session scheduled three days after payment experience delays, leading to a backlog of documents. This situation, in turn, puts some foreign applicants at risk of their residence permits almost expiring. Therefore, the provision of a Mobile Unit in the form of a portable photo tool that can be used outside the office has been implemented. Services provided to foreign citizens include:

1. The visit stay permit includes the extension of Visa on Arrival (VoA) and Electronic Visa on Arrival (e-VoA), visit stay permit extension, limited stay permit status conversion, and passport mutation for visit stay permits.
2. The limited stay permit includes the issuance or extension of limited stay permits.
3. The permanent stay permit includes the extension or reporting of Izin Tinggal Tetap (ITAP) permits.

As such, the IDE PUNAPI Innovation (Pelayanan Unggulan Pemohon Asing Prioritas) is a service innovation provided to applicants who are unable to walk or are not feasible to come to the Immigration Office due to illness. The main purpose of this innovation is to provide services to the prioritized foreign applicants who cannot attend the schedule for biometric data collection and interviews and to deliver the completed foreign passports with Residence Permits to the applicants

The procedure for submitting IDE PUNAPI services is as follows: If the foreign applicant is already ill from the beginning, they can submit a letter requesting permission to be photographed outside the office. Meanwhile, if there is an accident or any

hindrance preventing the applicant from coming for a photo session during the scheduled time, the applicant can submit a letter through a guarantor or a representative. The service schedule is determined by the office staff, considering the limited number of personnel and adjusting to the conditions at the immigration office. Communication during the process will take place when the staff contacts the guarantor regarding the anticipated arrival at the treatment location, and the treatment facility must be willing to cooperate when the staff arrives to provide the service.

Requirements for this service include foreign citizens or applicants who must be hospitalized. If treated at home, there must be a letter as evidence that they are currently undergoing home medical treatment. The supporting documents include a medical report, an application letter, and a recent photo of the applicant's condition.

After the approval of the IDE PUNAPI service, it received a high level of enthusiasm from applicants. This is because many foreign applicants face difficulties coming to the office due to illnesses that impede their mobility. Previously, applicants experiencing illness had to come to the office for scheduled photo sessions using ambulances and healthcare personnel. However, since the introduction of this service innovation, it has facilitated foreign applicants, especially during the passport photo session. The number of applicants and the implementation status of this service are presented in the form of a table.

Table 1. Data on the Number of IDE PUNAPI Service Implementation in 2021-2023

Year	Applicant	Done
2021	8	8
2022	12	12
2023	12	12
<b>Total</b>	32	32

Source : Processed Primary Data (2023)

The results of the data indicate that within the timeframe from 2021 to 2023, a total of 32 applicants have received services. Each

year, the number of applicants increases, and the services are more successfully implemented. To analyze the innovation of Pelayanan Unggulan Pemohon Asing Prioritas (IDE-PUNAPI) in Improving Public Services at Immigration Office Class I TPI Denpasar, five innovation attributes within the organization, according to Rogers' perspective, were employed. The research yielded the following results:

### **Relative Advantage**

The concept of Relative Advantage can be interpreted as an innovation needing to possess greater benefits and added value compared to previous innovations. There will always be an inherent value of novelty in the innovation that distinguishes it from others. The IDE PUNAPI innovation excels in the provision of passport services, especially for foreign applicants, particularly those experiencing health conditions. The primary goal and benefit of this innovation are to provide services to the prioritized foreign applicants who cannot attend the schedule for biometric data collection and interviews. Additionally, it involves delivering completed foreign passports to applicants who have been granted residency permits. The community's participation in the IDE PUNAPI innovation has shown significant results, as evident in Table 1, where the number of applicants and the implementation of this innovative service continue to increase each year.

Before this innovation, the process of handling residence permits for foreign applicants, especially those experiencing medical conditions, faced numerous obstacles, such as the difficulty of coming to the office for a photo session. However, after the implementation of this innovation, the residence permit process has become more straightforward. Therefore, if aligned with this indicator, the relative advantage provided through the IDE-PUNAPI innovation include the ease of extending residence permits on time for foreign applicants experiencing or currently in a medical condition without waiting for them to be in a healthy condition first.

### **Compability**

Relevance refers to the anticipated needs that the community, as citizens deserving good services from the government, hopes to be fulfilled. Innovation certainly has the nature of relevance to the innovation it will replace. It is expected that the old innovation is not immediately discarded, not only due to minimal cost considerations but also because the old innovation becomes part of the transition process to the new innovation. Additionally, it is also expected to facilitate the adaptation process and the learning process towards innovation more precisely.

Adapted to these indicators, the implementation and timing of IDE-PUNAPI Innovation have been in line with the needs of the community, which previously considered constraints faced by the public in the complicated process of handling residence permits for foreign applicants in ailing conditions. Furthermore, the adaptation involves innovative services tailored to the situations of the prioritized foreign applicants. While regular applicants adhere to schedules predetermined by officers, priority applicants, particularly those who are elderly and have difficulty moving, used to wait until they were healthy to come to the office. This situation has now changed with the IDE-PUNAPI innovation. With the implementation of IDE-PUNAPI, applicants who are currently ill or in ailing conditions can directly process their residence permit applications at their place of care. Additionally, the photo-taking process for foreign applicants has become easier due to adjustments made to accommodate field conditions. The Immigration Office Class I TPI Denpasar quickly adjusted to the presence of the IDE-PUNAPI service innovation in collaboration with the community. One of the adjustments made was through socialization efforts organized by Immigration Office Class I TPI Denpasar for the community. Socialization was conducted through posters, social media, radio, and outreach to various locations in the districts. Social media

outreach was disseminated through platforms owned by the Immigration Office Class I TPI Denpasar, including Facebook, Instagram, and the website. An effective combination of online and offline socialization efforts undoubtedly enhances the effectiveness of public services. Therefore, it can be concluded that the Immigration Office Class I TPI Denpasar has conducted effective socialization efforts.

### **Complexity**

Complexity refers to the extent to which the level of simplicity of an innovation reaches a point where the community can easily access it. With the presence of this innovation, its complexity level is certainly higher compared to before. Nevertheless, because an innovation offers a newer and better way, the complexity is not a significant issue.

Adapted to these indicators, the level of complexity present in the IDE-PUNAPI innovation involves coordinating and adjusting the schedules of officers to allow them to perform duties outside the immigration office in coordination with hospitals or places where the foreign applicants are being treated. This complexity also pertains to the location of the applicant's treatment; for instance, in the ICU (Intensive Care Unit), it is necessary to include a doctor's consent letter to proceed with the photo process for the residence permit service. Furthermore, the complexity arises from conflicting schedules and the limited number of officers implementing this innovation.

### **Trialability**

Trialability refers to a condition in which a new innovation can be accepted if it has undergone a trial process and has been confirmed to have benefits or added value compared to the previous innovation. Therefore, an innovative product must be able to pass the public testing phase, where everyone or every party has the opportunity to assess the quality of an innovation.

Adapted to this indicator, the IDE-PUNAPI innovation has not been tested. This is because, when the Mobile Unit, in the form

of a photo device, arrived at the office in 2021, officers immediately implemented the service innovation for foreign applicants. After the implementation of this service, it was designated as a flagship service innovation due to the significant number of foreign applicants requiring this service, especially those in ailing conditions. Moreover, this service innovation falls into the priority category, as the completion process for the residence permits of foreign applicants can be carried out without waiting for their recovery before extending their residence permits. Therefore, it can be considered time-efficient. Additionally, the Class I TPI Denpasar Immigration Office has established Standard Operating Procedures (SOPs) related to this public service innovation, namely SOP Pelayanan Izin Tinggal and SOP Penyerahan Paspor Asing. The existence of SOPs serves as a step to facilitate public service innovation at Immigration Office Class I TPI Denpasar. Both SOPs are interconnected and complement each other.

The potential aspects explored in the public service innovation at Immigration Office Class I TPI Denpasar are demonstrated through the commitment of the leadership in organizing such innovation, as reflected in the completeness and clarity of procedures. This facilitates both employees and the community in implementing service innovations, especially the IDE-PUNAPI innovation. Consequently, the community can obtain permits for foreign applicants more easily and quickly at Immigration Office Class I TPI Denpasar.

### **Observability**

Observability refers to the service provider's ability to assess how the innovation works and produces something better. With this, innovation can indirectly be interpreted as a process of replacing old ways of doing or producing something. However, in the geophysical dimension, innovation placed in a new location may be an old innovation and could occur elsewhere. The characteristics of innovation in the public or community sector differ relatively from innovations in other sectors such as the business sector.

Adapted to these indicators, it can be observed from the minimal number of complaints received by the Immigration Office Class I TPI Denpasar. This indicates the effectiveness of providing services to the community as applicants for permits for foreign nationals. Moreover, this service is well-received by foreign applicants, as reflected in the enthusiasm of the foreign applicant community, which is quite high.

Thus, the ease observed in the public service innovation at Immigration Office Class I TPI Denpasar is oriented towards the needs of foreign applicants as the direct beneficiaries of the service. Foreign applicants benefit from the convenience provided by the IDE-PUNAPI service innovation, particularly for those who are ill and unable to come to the immigration office. The procedures established are not complicated. Therefore, the public service innovation created and organized by Immigration Office Class I TPI Denpasar aligns with the convenience obtained by the community.

## 5. CONCLUSION

Based on the results of the conducted research, it is concluded that the IDE-PUNAPI public service innovation at Immigration Office Class I TPI Denpasar has been well-implemented. This is evident in the aspect of relative advantage, as indicated by the significant benefits of the IDE-PUNAPI service innovation received by the community. Additionally, in the aspect of complexity, it is portrayed through the immigration office's initiative to socialize the innovation to the public through social media, posters, and direct communication. On the other hand, the compatibility aspect indicates the difficulty in scheduling officers with foreign applicants. Regarding the trialability aspect, efforts are made to

demonstrate the leadership's commitment to implementing the innovation, reflected in the completeness and clarity of procedures, facilitating employees and the community involved in the IDE-PUNAPI innovation. The next aspect is observability, which observed that the public service innovation created and organized by Immigration Office Class I TPI Denpasar aligns with convenience for the community. The supporting factor in this innovative service is the availability of a Mobile Unit in the form of a camera that can be taken and used outside the office, facilitating the process of this innovation service. Meanwhile, the inhibiting factor faced is the adjustment of approval from the hospital with the officer's schedule. The difficulty arises because foreign applicants are in a room that requires special care. In conclusion, the implementation of the IDE-PUNAPI public service innovation at Immigration Office Class I TPI Denpasar has been well-executed.

Furthermore, in improving the implementation of the IDE PUNAPI public service, recommendations that can be provided by the author include the expectation that the immigration office can enhance the capabilities of human resources by providing training, increasing human resources in the implementation of this service, conducting routine maintenance of the facilities (mobile unit) used for the service, and providing space for criticisms, suggestions, and input from the public.

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