

Kinerja Pelayanan Keimigrasian Berbasis Kartu SAPHIRE di Bandara Soekarno- Hatta dengan Pendekatan Balanced Scorecard

Heriyanto, author

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Abstrak

Penelitian ini berfokus pada pengukuran kinerja pelayanan keimigrasian berbasis kartu SAPHIRE di Bandara Soekarno Hatta dengan pendekatan Balance Scorecard berdasarkan empat perspektif: pelanggan, proses bisnis internal, proses pemberlajaran dan pertumbuhan, serta keuangan. Penelitian ini menggunakan teknik pengumpulan data kuantitatif dengan populasi penelitian ini adalah pelanggan SAPHIRE dengan sampel sebanyak 300 orang untuk perspektif pelanggan, dan pegawai PT. Angkasa Pura Schiphol dengan ukuran sampel sama dengan total populasi sejumlah 40 orang untuk perspektif pembelajaran dan pertumbuhan. Sedangkan untuk perspektif proses bisnis internal dan keuangan, dilakukan secara kualitatif melalui wawancara dengan informan, obeservasi, dan pengumpulan dokumen laporan keuangan. Dari hasil penelitian dapat diketahui kinerja pelayanan keimigrasian berbasis kartu SAPHIRE di Bandara Soekarno-Hatta yang diukur dengan model Balanced Scorecard secara keseluruhan menunjukkan tingkat yang cukup memuaskan, dengan tingkat kepuasan pelanggan mencapai sekitar 82-84%, tingkat kepuasan pegawai termasuk dalam kategori cukup tinggi, proses bisnis internal yang cukup baik, tetapi dengan keadaan keuangan yang secara operasional masih merugi. Berdasarkan hasil penelitian tersebut, maka PT. Angkasa Pura Schiphol dan Kantor Imigrasi Soekarno Hatta perlu meningkatkan kinerjanya untuk tujuan kepuasan pelanggan dengan memperbaiki waktu, mutu, dan harga produk; meningkatkan kemampuan pegawai untuk memahami dan memenuhi keinginan pelanggan, memperbaiki infrastruktur proses internal: sitem, metode, dan prosedur, serta meningkatkan pemasukan keuangan dari peningkatan jumlah pelanggan untuk memperkecil kerugian operasional. This research focuses on the measurement of immigration service performance in the basis of SAPHIRE at the international airport of Soekarno-Hatta by using the Balanced Scorecard approach in according to four dimensions: customer, internal business process, learning and growth, and finance. The research is using quantitative data gathering system accompanied by the samples of 300 SAPHIRE customers for supporting customer?s dimensions and the employee of PT. Angkasa Pura Schiphol with same sample size and also there are 40 samples recruited from the same population to support learning and growth dimension. On the other hand, for the internal business process dimensions and finance will be analyzed through qualitative data measurement by interviewing informant, obeservation and financial data collection activities. The result of the thesis highlight that by using the Balanced Scorecard system, the SAPHIRE card service at Soekarno-Hatta Airport generally accepted to be satisfying with the degree of satisfaction reaching around 82 % - 84%. In addition, the degree of satisfaction from the operator employee included within a good score, accompanied with a good internal business process, while at the same time this process operating at the low financial condition. The research recommends that PT. Angkasa Pura Schiphol and Immigration Office of Soekarno-Hatta need to improve their service performance for the purpose of customers satisfaction by concerning on time management, quality product and the proce of the product. Moreover, they also need to improve their staffs skill in order to understand and fulfill the desire of the customer, and lastly by fixing the internal infrastructure process including the system, methods and

procedures, and also increasing the financial benefit from increasing the number of customers in order to minimize the cost of operating service.