

**THE INFLUENCE OF HUMAN RESOURCES, COMMUNICATIONS  
INFORMATION TECHNOLOGY (ICT), AND LEADERSHIP ON THE QUALITY  
OF PASSPORT ISSUANCE PUBLIC SERVICES IN MANOKWARI CLASS I NON-  
TPI IMMIGRATION OFFICES**



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**Abstract**

Based on the results of research, analysis, and discussion of case studies at the Class I Non-TPI Manokwari Immigration Office, it is concluded that the influence of Human Resources, Information Communication Technology, and Leadership on the Quality of Passport Issuance Services at the Office is very significant. Human Resources have a big impact on service quality, as evidenced by the high significance value ( $t = 4.991$ ,  $p < 0.05$ ) and the indicator "Timely completion of work" which gets the highest score. Likewise, the use of Information Communication Technology ( $t = 4.955$ ,  $p < 0.05$ ) and the role of Leadership ( $t = 2.623$ ,  $p < 0.05$ ) also have a strong influence on service quality. Apart from that, the results of the analysis show that the three of them together contribute significantly to the Quality of Passport Issuance Services ( $F$  count = 81.542,  $F$  table = 2.79). Thus, the role and optimal use of Human Resources, Information Communication Technology, and Leadership is very important to improve the quality of services at the Class I Non-TPI Manokwari Immigration Office.

**Keywords:** Human Resources, Information Communication Technology, Leadership, Service Quality

## INTRODUCTION

In recent years, public demand for achieving effective governance (Good Governance) has become stronger. Responding to this challenge, the government has taken strategic steps to make it happen. One of the strategies adopted is through the provision of public services that are of high quality and provide satisfaction to the community. The implementation of good public services has been regulated in several policies including Law No. 25/2009 concerning Public Services which explains the service needs following the law for every citizen consisting of goods and services that must be provided by public service providers, apart from that it is also regulated in the Decree Minister of State Apparatus Empowerment and Bureaucratic Reform Number 63/KEP/PAN/7/2003 concerning general guidelines for the implementation of public services which must have public service principles, including simplification, certainty, punctuality, accuracy, security, accountability, completeness of infrastructure, convenience use, discipline and comfort.

Public services are the backbone of government functions in meeting community needs. However, quality service cannot be realized with just one element but rather involves the influence of various factors, including Human Resources (HR), Information Communication Technology (ICT), and Leadership. These three factors have an important role in shaping and improving service quality. public.

The selection of Human Resources factors is based on the understanding that human resources (HR) are an important factor in providing public services. Apart from quantity, quality of human resources is very much needed (Rinayanti, 2023). Human resources who are well trained have adequate competence and are highly motivated tend to be able to provide better services to the community. According to Qing Mao et al. (2019) in the journal "Public Money & Management," employees who have good competence, knowledge, and motivation will have a positive impact on public services. Quality human resources also include the ability to adapt to change, which becomes relevant in dealing with the dynamics of demand and regulations in public services (Fitri & Hasan, 2023). Robert Klitgaard (in Wibowo, 2017: 114) states the importance of employee ethics and integrity in providing fair

and quality services. High service ethics will form good relationships between employees and recipients of public services, thus creating increased trust and satisfaction. This shows that the role of Human Resources in public services is an important factor that cannot be ignored.

Apart from human resources, the Information and Communication Technology factor is also an important factor that public management must pay attention to. Following current technological developments, the implementation of the use of Information Communication Technology (ICT) has changed the way public services are delivered to be more efficient and effective. Research by Gill et al. (2020) in the journal "Government Information Quarterly," found that the application of information and communication technology can optimize public service processes and increase accessibility for the public. Implementing an integrated database system can reduce errors in data processing and speed up the verification process in document issuance. The use of technology in public services also brings the benefits of transparency and participation. According to the UN E-Government Survey (2020), the implementation of digital public services that utilize Information Communication Technology can provide faster and more transparent access to information for the public.

Another factor that is no less important that all parties must pay attention to is leadership. The selection of leadership factors is based on the understanding that leadership in the delivery of public services also has a significant impact on organizational performance, especially public services (Nugroho et al, 2024). A leader certainly has a leadership pattern that cannot be separated from the individual's character, different leadership patterns can influence employees. Avolio et al. (in Budi Susanto et al.: 2023) in "Transformational and Charismatic Leadership: The Road Ahead," states that transformational leadership can inspire employees to provide better services. Leaders who can communicate a vision and provide positive examples can motivate employees to achieve public service goals better. Leadership also plays a role in building an organizational culture that supports service quality. Astuti (2017) in her research also shows that the role of leadership and organizational culture is very important in shaping the behavior and quality of HR services. Thus, effective

leadership can shape and guide human resources to achieve organizational goals, especially with a focus on improving the quality of public services.

The Class I Non-TPI Manokwari Immigration Office is one of the Technical Implementation Units under the auspices of the Directorate General of Immigration at the Ministry of Law and Human Rights of the Republic of Indonesia which carries out immigration functions in Regencies and/or Cities and also plays a role in providing public services, one of which is the issuance of Passports.

A passport is an official state document issued by an authorized official and contains relevant identity data to enable citizens to travel across borders and/or carry out various international activities. Passport issuance services are provided through the Passport issuance application which has been integrated through the Immigration Data Center System (Pusdakim) at the Directorate General of Immigration in Jakarta.

The Class I Non-TPI Manokwari Immigration Office is located at Jl. Trikora Arfai II Logpond Manokwari West Papua Province and has a working area covering Manokwari Regency, South Manokwari Regency, Teluk Bintuni Regency, Arfak Mountains Regency, and Teluk Wondama Regency which has demographic and geographical characteristics that represent different conditions in the delivery of public services, so the study in The Class I Non-TPI Manokwari Immigration Office is expected to provide more specific and contextual insight into the impact of variables that can influence the quality of public services.

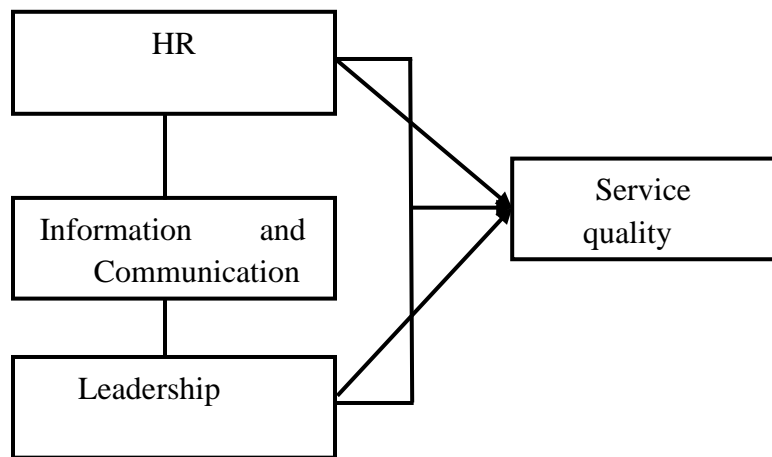
## **RESEARCH METHOD**

This research was conducted to obtain research results that were as valid, objective, efficient, and effective as possible (Nasution, 2014). This research is non-experimental research with the type of research being explanatory because it aims to test causal relationships simultaneously between variables through hypothesis testing. According to Cooper and Schindler (2017:13), explanatory research provides a description and attempts to

explain the reasons for a phenomenon that has been observed. Researchers use theories or hypotheses to provide a research explanation that causes a certain phenomenon to occur.

The main method of this research is the survey method, namely research carried out by taking samples from the population and using questionnaires as the main data collection tool (Sekaran, 2017). Researchers collect secondary and primary data to answer the problems that have been formulated. Primary data was obtained from the objects studied by researchers, namely the results of questionnaires to respondents at the Class I Non-TPI Manokwari Immigration Office and direct interviews with respondents to obtain data to strengthen the results of the questionnaire. Meanwhile, secondary data was obtained from various previously existing information and was deliberately collected by researchers which was used to complete research data needs, in the form of personnel statistics reports and passport issuance services at the Class I Non-TPI Manokwari Immigration Office.

This research places HR, ICT, and leadership as independent variables and service quality as the dependent variable. This research can be presented in the form of the following paradigm:



**Figure 1.**

**Correlation Model of Human Resources (X1), Information Communication Technology (X2), Leadership (X3) with Service Quality (Y)**

**RESULTS AND DISCUSSION**

**Hypothesis Testing**

Hypothesis testing is used to determine decision-making based on data analysis. Hypothesis testing also proves whether the independent variable can have a significant effect on the dependent variable.

**T Test (Partial)**

Partial hypothesis testing was carried out to determine how far each dependent variable individually influences the independent variables, namely Human Resources, Information Communication Technology, and Leadership on Service Quality.

To test the level of significance of the hypothesis that was previously determined to be accepted or rejected, by comparing the t count of the independent variable to the dependent variable and looking at the significance value, it can be described as follows:

- a) Ho is accepted and H1 is rejected if the t value < t table or if the Sig value. > 0.05.
- b) Ho is rejected and H1 is accepted if the t value > t table or if the Sig value. < 0.05.

In this study, to obtain the t table, the following method was carried out:

$$t \text{ table} = (\text{level of trust divided by } 2; \text{ number of respondents} - \text{ number of independent variables} - 1)$$

$$t \text{ table} = (0.05; 2; 50-4-1)$$

$$t \text{ table} = (0.025; 45)$$

$$t \text{ table} = 2.014 \text{ (obtained from looking at the distribution of } t \text{ table values)}$$

The following are the results of partial t-test hypothesis testing:

**Table 1.**  
**t Test (Partial)**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	8,713	1,493		5,834	,000
	HR	,259	,052	,372	4,991	,000
	ICT	,327	,066	,390	4,955	,000
	Leadership	,147	,056	.211	2,623	,010
a. Dependent Variable: Service Quality						

Source: Data Processing, (2024)

**Influence of HR (X1) on Service Quality (Y)**

Based on the table and statement above, it can be seen that the calculated t-value is  $4.991 > 2.014$  and the significance value is  $0.000 < 0.05$ . So, it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted, which means that HR (X1) has a positive and significant effect on service quality (Y).

**Influence of ICT (X2) on Service Quality (Y)**

Based on the table and statement above, it can be seen that the calculated t value is  $4.955 > 2.014$  and the significance value is  $0.000 < 0.05$ . So it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted, which means that ICT (X2) has a positive and significant influence on service quality (Y).

**Influence of Leadership (X3) on Service Quality (Y)**

Based on the table and statement above, it can be seen that the calculated t-value is  $2.623 > 2.014$  and the significance value is  $0.010 < 0.05$ . So it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted, which means that leadership (X3) has a positive and significant effect on service quality (Y).

**F Test (Simultaneous)**

To find out the magnitude of the influence of each independent variable together (simultaneously) on the dependent variable, in other words, to test how far the influence of the Human Resources, Information Communication Technology, and Leadership variables together on the Service Quality variable. The test results can be seen as follows:

**Table 2.**  
**F Test (Simultaneous)**

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	622,553	3	207,518	81,542	,000b
	Residual	117,067	46	2,545		
	Total	739,620	49			
a. Dependent Variable: Service Quality						
b. Predictors: (Constant), Leadership, ICT, HR						

Source: Data Processing, (2024)

In this research, to obtain the F table, the following method is carried out:

F table = (number of variables - 1; number of respondents – number of variables)

F table = (k-1 ; nk)

F table = (4 - 1; 50 – 4)

F table = (3 ; 51)

F table = 2.79 (obtained from looking at the distribution of F table values at sig. 0.05 level)

From the calculation results in the table above, it is obtained:

F count is 81.542

The F table value is 2.79

Based on decision making in the F test based on the calculated F value and F table where the calculated F value > F table then the independent variable has a simultaneous effect on the dependent variable, from the results above show that calculated F (81.542) > F table (2.79), which means Ho rejected and H1 accepted or it can be said that the variables Human Resources (X1), Information Communication Technology (X2) and Leadership (X3) together (simultaneously) have a significant effect on the Service Quality variable (Y).

### Coefficient of Determination Test (R<sup>2</sup>)

Used to measure the extent of the model's ability to explain variations in the dependent variable. The coefficient of determination value is between 0 and 1.

**Table 3.**

#### Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880a	.775	.768	1,725
a. Predictors: (Constant), Leadership, HR, ICT				

Source: Data Processing, (2024)

In this research, we used the Adjusted R<sup>2</sup> value to evaluate a good regression model and obtained a value of 0.768. This means that the variables Human Resources (X<sub>1</sub>), Information Communication Technology (X<sub>2</sub>), and Leadership (X<sub>3</sub>) simultaneously influence Service Quality (Y) by 76.8%. Meanwhile, the remaining 23.2% is influenced by other variables outside this regression equation or variables that were not studied.

### Discussion

#### The Influence of Human Resources on the Quality of Passport Issuance Services at the Class I Non-TPI Manokwari Immigration Office

Based on the results of the regression analysis, the calculated t-value was 4.991 > 2.014 and the significance value was 0.000 < 0.05. So it can be concluded that Human Resources have a significant influence on the Quality of Passport Issuance Services at the Class I Non TPI Manokwari Immigration Office.

The results of this research are supported by research conducted by (Nurlina et al., 2020). This is of course influenced by Human Resources or employees of the Class I Non-TPI Manokwari Immigration Office who complete their work on time so that the applicant or service recipient considers that the services of the Class I Non-TPI Manokwari Immigration Office are running well. Completing work promptly is a key factor in improving

service quality, because it can increase customer satisfaction, build trust, and reflect operational efficiency, this shows good time management (Lapuenta & Van de Walle, 2020).

### **The Influence of Information Communication Technology on the Quality of Passport Issuance Services at the Class I Non-TPI Manokwari Immigration Office**

Based on the results of the regression analysis, the calculated t-value was  $4.955 > 2.014$  and the significance value was  $0.000 < 0.05$ . So, it can be concluded that Information Communication Technology (ICT) has a significant influence on Service Quality which also plays a key role in improving the quality of service at the Class I Non TPI Manokwari Immigration Office.

These results are strengthened by previous research (Zakaria & Leiwakabessy, 2020). The application of information technology such as automation systems in the passport issuance process can reduce human error, speed up the process, and provide greater clarity to applicants. The use of sophisticated information systems also enables better monitoring of application status, provides transparency to applicants, and reduces potential deadlocks in the administrative process. Thus, ICT plays a role in increasing the efficiency and speed of service, which in turn contributes to improving overall service quality (Mukhsin, 2020).

### **The Influence of Leadership on the Quality of Passport Issuance Services at the Class I Non-TPI Manokwari Immigration Office**

Based on the results of the regression analysis, the calculated t-value was  $2.623 > 2.014$  and the significance value was  $0.010 < 0.05$ . So it can be concluded that Leadership on Service Quality at the Class I Non-TPI Manokwari Immigration Office has a significant impact, this is confirmed by previous research (Hermansyah et al., 2023). Effective leadership can create a positive work environment, encourage motivation, and improve employee performance. Leaders who have a clear vision about the importance of quality service can inspire employees to work with high dedication. In addition, customer-oriented leadership can shape an organizational culture that focuses on applicant satisfaction. Through good communication and leader support, employees can more easily adapt to changes, including the implementation of new technology, so that they can more effectively provide quality services (Amir et al., 2021).

## **The Influence of Human Resources, Information Technology, and Leadership on the Quality of Passport Issuance Services at the Class I Non-TPI Manokwari Immigration Office**

Based on the results of the regression analysis, it is obtained that F count (81.542) > F table (2.79), which means that Ho is rejected and H1 is accepted so that it can be concluded that Human Resources, Information Communication Technology, and Leadership have a significant effect on the Quality of Passport Issuance Services at Class I Non-Immigration Offices of TPI Manokwari.

This is reinforced by previous research where the integration of quality Human Resources, good use of Information Technology, and effective leadership is a key combination in improving service quality (Aldino & Septiano, 2021). Skilled and well-trained human resources can maximize the benefits of applied information technology. Apart from that, leadership that can direct human resources well and ensure optimal use of technology will create synergies that produce superior service. Overall, these three elements complement and support each other to achieve the goal of improving service quality holistically. The implementation of information technology must be accompanied by the development of employee skills and supported by leadership that can manage change and inspire high performance (Bahri, 2022).

### **CONCLUSION**

Based on the results of research, analysis, and discussion carried out on case studies at the Class I Non-TPI Manokwari Immigration Office, the author concludes the following:

1. That the influence of Human Resources on the Quality of Passport Issuance Services at the Class I Non-TPI Manokwari Immigration Office, namely calculated t value is 4.991 > 2.014 and the significance value is 0.000 < 0.05. So, it can be concluded that there is a significant influence between Human Resources on the Quality of Passport issuance Services at the Class I Non-TPI Manokwari Immigration Office, this is also confirmed by the total number of respondents, it was found that one of the Human Resources

indicators received the highest reward from the applicant/ community namely "On time completion of work" with a mean value of 4.74. Thus, the better the Human Resources, the higher the quality of service that can be achieved.

2. The influence of Information Communication Technology on the Quality of Passport Issuance Services at the Class I Non-TPI Manokwari Immigration Office, namely calculated t value is  $4.955 > 2.014$  and the significance value is  $0.000 < 0.05$ . So, it can be concluded that there is a significant influence between Information Communication Technology on the Quality of Passport Issuance Services at the Class I Non-TPI Manokwari Immigration Office. This is also confirmed by the total number of respondents, it was found that one of the Information Communication Technology indicators received the highest reward from the applicant/ society, namely "The use of technology makes work easier" with a mean of 4.74. Thus, the better the use of Information Communication Technology, the higher the quality of service that can be achieved.
3. The influence of leadership on the quality of passport issuance services at the Class I Non-TPI Manokwari Immigration Office, namely calculated t value is  $2.623 > 2.014$  and the significance value is  $0.010 < 0.05$ . So, it can be concluded that there is a significant influence between Leadership on the Quality of Passport Issuance Services at the Class I Non-TPI Manokwari Immigration Office. This is also confirmed by the total number of respondents. It was found that one of the Leadership indicators that received the highest reward from the applicant/community was the motivating leader. subordinates at work" with a mean of 4.64. Thus, the more a leader can motivate his employees to work well and optimally, the higher the quality of service that can be achieved.
4. The influence of Human Resources, Information Communication Technology, and Leadership on the Quality of Passport Issuance Services at the Class I Non-TPI Manokwari Immigration Office is F count ( $81.542 > 2.79$ ), so it can be concluded that Human Resources, Information Communication Technology, and

Leadership together have a significant influence on the Quality of Passport Issuance Services at the Class I Non-TPI Manokwari Immigration Office. In other words, the better the role and quality of the use of Human Resources, Information Communication Technology, and Leadership will greatly support the successful implementation of Passport issuance services at the Class I Non-TPI Manokwari Immigration Office.

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