

## ABSTRAK

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Program Studi : Pengkajian Ketahanan Nasional  
Konsentrasi : Kajian Stratejik Keimigrasian  
Judul : Analisis Kinerja Unit Visa Kunjungan Saat Kedatangan (VKSK) di Bandar Udara Internasional Soekarno-Hatta Menggunakan Pendekatan *Balanced Scorecard*

Penelitian ini berfokus pada pengukuran kinerja unit VKSK menggunakan pendekatan *Balanced Scorecard* (BSC). Penelitian ini merupakan penelitian kuantitatif dengan didukung data kualitatif, dan analisisnya secara deskriptif analitis.

Berdasarkan hasil penelitian yang dilakukan diketahui bahwa tingkat kinerja unit VKSK dengan menggunakan pendekatan *Balanced Scorecard* adalah berada pada kualifikasi baik dengan total skor 4. Perincian pengukuran ini adalah sebagai berikut: kinerja pelanggan berada pada posisi baik dengan skor 4, kinerja pertumbuhan dan pembelajaran berada pada kondisi cukup baik yaitu dengan skor 3, kinerja proses bisnis internal berada pada kondisi dengan skor 4, dan kinerja pada aspek keuangan berada pada kondisi sangat baik dengan skor 4.

Guna meningkatkan kinerja organisasi maka unit VKSK perlu melakukan langkah-langkah strategis. Berdasarkan hasil penelitian, ada beberapa aspek yang perlu diperhatikan yaitu: 1) aspek pelanggan, hal yang perlu diperhatikan adalah kemampuan petugas dalam mengatasi keluhan dan menyediakan tempat untuk menampung keluhan pelanggan. 2) aspek pertumbuhan dan pembelajaran, pemberian penghargaan dan sanksi terhadap penyelesaian tugas yang baik dan buruk perlu mendapatkan perhatian dari pimpinan agar bawahan juga merasa dihargai atas hasil usahanya. 3) aspek proses bisnis internal, prosedur untuk memperoleh VKSK jangan hanya berorientasi pada kemampuan pelanggan untuk membeli visa, tapi juga harus memperhatikan keamanan agar tidak merusak stabilitas keamanan negara. 4) aspek keuangan, pada aspek ini unit VKSK sudah memberikan yang terbaik dalam penggunaan anggaran, namun sebaiknya anggaran untuk perawatan elektronik dan prasana mendapatkan perhatian lebih dari Direktorat Jenderal Imigrasi agar pelayanan pemberian VKSK dapat berjalan dengan baik.

### Kata Kunci:

Pengukuran kinerja, *Balanced Scorecard*, Aspek Pelanggan, Aspek Pertumbuhan dan Pembelajaran, Aspek Proses Bisnis Internal, dan Aspek Keuangan.

## ABSTRACT

Name : HENDRA NOFIARDI  
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Study Program : National Resilience  
Focus Investigation : The Immigration Strategic  
Title : The Analysis of the Achievement of the  
Visa On Arrival (VOA) in the  
International Airport of Soekarno-Hatta by  
using Balanced Scorecard.

This research focused on the grating of the achievement of the VOA unit used the Balanced Scorecard approach (BSC). This research using method with quantitative researched by being supported by the qualitative data, and his analysis descriptively analytical.

Was based on results of the research that was carried out it was known that the level of the achievement of the VOA unit by using the Balanced Scorecard approach was in the good qualification.

These grating details were as follows: the achievement of the customer aspect was in the position was good with the score 4, the achievement of the growth and learning aspect was in the quite good condition that is with the score 3, the achievement of the process of the internal business aspect was in the condition was good with the score 4, and the achievement in finance aspect was in the condition was very good with the score 4.

In order to increases the achievement of the organization then the VOA unit must carry out strategic steps.

Was based on results of the research, there were several aspects that must be paid attention to that is: 1) the customer aspect, the matter that must be paid attention to was the official's capacity in overcoming the complaint and providing the place to accommodate the customer's complaint.

2) the growth and learning aspect, giving of the appreciation and doubt must towards the good and bad task resolution get attention from the management so that the subordinate also feels the subordinate was appreciated on results of his efforts.

3) the process of the internal business aspect, the procedure to receive VOA only should not be oriented in the customer's capacity to buy visas, but also must pay attention to the Security in order to not damage the stability of the security of the country.

4) financial aspect, in this aspect the VOA unit has given that was best in the use of the budget, but better the budget for the maintenance of electronics and equipment got attention more than Directorate General Immigration so that the VOA giving service could go well.

Key word:

The grating of the achievement, Balanced Scorecard, the Learning and Growth aspect, Customer aspect, the Internal Business Process aspect, and Financial aspect.