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THE ANALYSIS OF ACADEMIC COMMUNITY SATISFACTION WITH PUBLIC SERVICES IN THE HIGHER EDUCATION SERVICE INSTITUTION

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Abstract. The government services through the education sector have a strategic role. Education services can be measured through the quality of services provided which results in service user satisfaction. This study aims to analyze the main services of *LLDIKTI* Region XI, namely resource services, BMN and Information, PDDIKTI, finance, institutional, academic, and staffing. This main service is a service provided to the higher education academic community in carrying out the duties of the Tri Dharma of Higher Education and improving the quality of higher education. This research uses descriptive quantitative methods and the data collection techniques using questionnaires, observation as primary data, and literature study as secondary data. The data analysis technique is guided by *PERMENPANRB* number 14 of 2017. The data generated from the questionnaire will be strengthened by observation data and literature studies which include requirements (U1), procedures (U2), completion time (U3), costs (U4), service products (U5), executor competence (U6), executor behavior (U7), complaints (U8), and infrastructure (U9) with the ServQual theoretical framework. The results showed, 1) service index obtained a value of 87.13 which means that the perception of service quality satisfaction is considered GOOD. However, it is still below the Ministry of Education and Culture's target of 92.0. 2) ServQual dimensions with indicators of Tangibles (U9), Reliability (U1, U2, U5), Assurance (U6), Empathy (U7), Responsiveness (U3) below the value of 92.0 so that this service element must be the focus of improvement. 3) there is no policy specifically to regulate related to the follow-up of public satisfaction survey results which has an impact on the lack of maximum follow-up results. 4) The use of digital services in dominant services, namely resource services, and PDDIKTI. So that further research is needed to find out the factors that affect the quality of digital services on user satisfaction.

Keywords: Satisfaction, Service Quality, *LLDIKTI*, Higher Education

I. INTRODUCTION

Based on Law number 25 of 2009 (Government of Indonesia, 2009) concerning public services, it states that "The state has an obligation to serve every citizen and resident with the aim of fulfilling their basic rights and needs within the framework of public services that have been mandated by the 1945 Constitution of the Republic of Indonesia". The state managed by the government has a strategic role in providing public services which are basic services in government administration. Governance is considered good if the public services implemented focus on the interests of the community. Services that meet expectations and have quality will have implications for service user satisfaction or community satisfaction which is

one of the achievements of success in government administration.

Service in the context of government is an activity of providing services and providing services from the government to service users, namely the community. Service design discusses how to collaborate between stakeholders in services, how to create shared value to provide the best service, as well as how technology and everything related provides benefits to service users (Priastuti et al., 2022). In addition, public service in the context of government is a form of service delivery that aims to meet the needs of the community, organization, or other individuals who have an interest in accordance with established rules and procedures. The purpose of this public service is to provide satisfaction to service recipients. (Hardiansyah, 2018). Then, public service is a creative approach and collaboration between

public organizations, stakeholders and the community that focuses on goals based on agreed values or rules (Priastuti et al., 2022).

Referring to article 1 paragraph (1) of Law number 25 of 2009 (Government of Indonesia, 2009), public services are defined as "Activities or a series of activities carried out in order to meet service needs in accordance with statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers". The use of the word's goods, services, and administrative services contained in the explanation is considered clear, but in fact the meaning of "goods" is not goods that can be traded by everyday people, but public goods provided by the government. In the context of this definition, public services can be described as all types of services, including public goods and public services, which are not the responsibility of the government in an effort to meet the needs of the community in accordance with applicable regulations.

Public services aim to meet the satisfaction or needs of the community or service users in general (Mardiyanto & Ismowati, 2018). In essence, public service is to provide excellent service to service users by providing quality service that has a match between expectations and the reality of the services provided by the service provider. Improvement efforts are needed in public services to improve the image of the government in the eyes of the public. By improving the quality of better public services, it can have a positive impact on the level of public satisfaction and strengthen their trust in the government. Therefore, improving public services is very important (Damayanti & Tuti, 2021).

Public service performance is still below the expectations of service users. It can be seen from the many service complaints that our society can find in the mass media and social networking platforms. These complaints, if not handled properly, can give a bad image of the government and can even eliminate public trust in the government. Therefore, quality public services are needed to meet the needs of the community.

Service quality according to Parasuraman (1985) is dimensioned by the service quality (ServQual) perspective. Services that are services have an intangible nature, so that in service services we can convey to service users about the service standards that service providers have to service users. So that customer perceptions match the expectations they want of the services they want. If there is a difference in perception of the expectations or expectations of service users, it will cause a gap. This gap or error can be used as an evaluation material to assess the quality of service provided to service users.

When consumers traditionally purchase goods, they evaluate the purchase based on several factors, such as style, texture, colour, tags, and packaging (Parasuraman et al., 1985).

On the other hand, service purchases are often intangible. The term "traditional service quality" includes the quality of every interaction experienced by clients outside the Internet,

as well as their personal experience with the company. When a citizen relies on an organization for service provision, whether the interaction follows a traditional or electronic format, there is a constant need to evaluate the quality of these interactions (Parasuraman et al., 2005). Service quality can be defined as a measure of the extent to which the service provided matches the client's expectations (Hien, 2014). Service quality can be defined as a holistic assessment by customers of a particular service, including the extent to which the service meets their expectations and causes satisfaction (Al-jazzazi & Sultan, 2017).

The Higher Education Service Institution (*LLDIKTI*) Region XI which is a work unit of the Ministry of Education and Culture of the Republic of Indonesia which organizes government affairs in the field of education, especially helping to improve the quality of higher education in its working area, namely in Kalimantan which includes South Kalimantan, East Kalimantan, West Kalimantan, Central Kalimantan, and North Kalimantan. *LLDIKTI* Region XI provides services to the academic community in the *LLDIKTI* Region XI working area, both State Universities and Private Universities to the academic community which includes academic services, services related to lecturers and education personnel, services related to administration. There are 167 Private Universities (PTS), 14 State Universities (PTN), 8060 Permanent Foundation Lecturers (DTY), 301 *LLDIKTI* PNS Lecturers.

In its implementation in providing services, *LLDIKTI* Region XI has 44 public service standards as a reference in service delivery. We can access these public service standards through the main page channel, official social media and the *LLDIKTI* Region XI PPID page.

Based on data on *LLDIKTI* Region XI service complaints recorded on the LAPOR.go.id page and *LLDIKTI* Region XI Internal Complaints, it shows that during 2022 there were 48 complaints about services provided to service users. Whereas in 2023 (January to July) there were 77 complaints and complaints. Complaints and complaints reflect that service users are not satisfied with the services provided by *LLDIKTI* Region XI.

Referring to *KEPMENDIKBUDRISTEK* number 210 / M / 2023 concerning key performance indicators (IKU) of PT and *LLDIKTI*, it is stipulated that one of the main performance indicators of *LLDIKTI* is user satisfaction with *LLDIKTI*'s main services. Service user satisfaction becomes IKU-1 in the main performance of *LLDIKTI* Region XI, so that the satisfaction aspect becomes one of the main focuses in providing quality services so that service users get satisfaction in obtaining services (Government of Indonesia, 2023). The scope of KPI-1 User Satisfaction with *LLDIKTI*'s main services is academic services, services related to lecturers and education personnel, and services related to administration.

The quality services will provide a satisfied perception of the services provided by public or government organizations. Customer satisfaction basically means how far the organization is able to meet customer needs expectations (Pathirana, 2019). The more superior the performance of

government and the quality of services provided, the higher the level of public satisfaction. The level of public satisfaction will increase when they receive quality services and feel satisfied with these services. Consumer satisfaction, as an evaluation process carried out without coercion which is a cognitive evaluation, involves considering whether the service performance is relatively good or bad, or whether the service is appropriate or not in accordance with the intended use (Fuadi et al., 2018).

Customer satisfaction measures organizational performance based on customer needs. To measure customer satisfaction, it is necessary to identify the dimensions of service quality that are relevant and affect customer satisfaction (Pakurár et al., 2019). In addition, Agencies or organizations currently monitor customer expectations, their own performance, customer satisfaction, and even their competitors (Pakurár et al., 2019). Satisfaction refers to the level of satisfaction or happiness of customers after they evaluate goods and services by comparing them with their expectations. It includes customers' assessment of whether the goods and services match their expectations and needs, and whether they feel satisfied with the level of fulfillment provided by the goods and services (Sultana et al., 2016).

Customer satisfaction basically means the extent to which the organization is able to meet customer expectations. By having satisfied customers, organizations can gain a lot of benefits. After identifying this, many researchers conducted their studies to learn more. When organizations are able to satisfy their customers, they can gain more profits (Pathirana, 2019). By having satisfied customers, organizations can gain a lot of advantages. Studies show that customer satisfaction helps organizations to increase profits and retain more customers in the organization. Especially when it comes to organizations that provide services, customer satisfaction is very important to attract and retain customers.

Intangibility makes services more difficult to assess quality by customers. The influence of intangible factors that will affect customer satisfaction is influenced by the implementation of services to service users. Heterogeneity reflects the fact that each service is unique, which is a challenge in maintaining its quality. Simultaneity indicates that services are generated and consumed simultaneously, formed in the interaction between staff and customers. Then, the loss of value is caused by the inability of the service to be stored, stored, resold, or returned (Pakurár et al., 2019). Then customer satisfaction is a person's feeling of pleasure or disappointment after comparing the perceived product performance with the expected expectations. Customer satisfaction can be measured by comparing customer expectations with perceived performance. If service performance exceeds service user expectations, customers will feel satisfied because what they have felt and received exceeds what they expected. Customer satisfaction is related to the difference between expectations and perceived performance (Haming et al., 2019).

We can use the ServQual perspective as a multidimensional research tool or instrument for customer satisfaction, where the ServQual perspective has the

following dimensions: reliability, empathy, responsiveness, assurance, and tangibility (Gregory, 2019; Pakurár et al., 2019). In general, we can define the five main dimensions of service quality as follows

- 1) **Reliability**
Reliability indicates that the organization performs the service correctly at the first opportunity. It also shows that the organization is committed to carrying out services well in accordance with established service standards that are results-oriented. (Gregory, 2019; Pakurár et al., 2019; Parasuraman et al., 1994).
- 2) **Empathy**
It is important that service users can feel that they are a top priority by the government or public organizations that provide services. Empathy reflects an attitude to pay attention to service users, care about the problems or services they need. Parasuraman (1994) states that measuring aspects of empathy in quantitative studies we can explore models of service quality, security, credibility, and access have been used (Gregory, 2019; Pakurár et al., 2019; Parasuraman et al., 1994).
- 3) **Responsiveness**
The responsiveness of willing service personnel involves telling service users exactly when things will be done, giving full attention to customers, responding well to what service users ask for and conveying things that are important to a service (Gregory, 2019; Pakurár et al., 2019; Parasuraman et al., 1994).
- 4) **Assurance**
We can interpret assurance as the knowledge of service officers, friendliness, politeness, and their ability to provide a sense of comfort to service users. Assurance means providing information to service users and listening to them, regardless of where they come from, education, and age. Assurance reflects the attitude and behaviour, as well as the capability of service delivery personnel to provide friendly, confidential, courteous, and competent services. (Gregory, 2019; Pakurár et al., 2019; Parasuraman et al., 1994).
- 5) **Tangibility**
Parasuraman explains tangibles as facilities or infrastructure that can be felt and seen by service users such as buildings, PCs, parking lots, and others. Tangibility is the physical aspect of service delivery, such as the appearance of facilities, equipment, staff, and materials. Some examples in the Tangibility aspect such as; display of service facilities, counters or service user reception areas, hours the service facility is open. Visibility is related to the facilities and infrastructure used by service providers to provide services, representative services, such as information and transaction

efficiency. (Gregory, 2019; Pakurár et al., 2019; Parasuraman et al., 1994).

In addition, (Pathirana, 2019) briefly explains the dimensions of SERVQUAL as follows;

- 1) Tangibles: facilities (good building, cold room) and infrastructure (adequate facilities at the service place).
- 2) Empathy: giving personal attention and individualized attention to customers.
- 3) Reliability: the ability to deliver the promised service reliably, accurately and consistently.
- 4) Responsiveness: willingness to serve quickly, precisely and help service users.
- 5) Assurance: politeness, knowledge, and capability of service personnel to convey trust and confidence.

Based on the description that has been explained, the purpose of this study is to analyze the main services of *LLDIKTI* Region XI, namely resource services, BMN and Information services, *PDDIKTI* services, financial services, institutional services, academic services, and staffing services. This main service is a service provided to the higher education academic community, especially on the Kalimantan Island, in carrying out the duties of the Tri Dharma of Higher Education and improving the quality of higher education. This study analyzes the value of the service user satisfaction index on *LLDIKTI* Region XI services. The satisfaction index is a reflection of how *LLDIKTI* provides facilities to improve the quality of higher education starting from determining requirements, procedures, completion time, costs, service products produced, executor competence, executor behavior, complaints and infrastructure used. So that the satisfaction index can contribute to efforts to evaluate the dimensions of service quality provided to *LLDIKTI* Region XI service users in accordance with the objectives of higher education and *LLDIKTI*'s functional duties and provide recommendations for what actions must be taken to improve services to service users.

II. METHODS

This research is designed with descriptive quantitative research. This is because the research produces data including an overview of service user satisfaction with services at the *LLDIKTI* Region XI Office. The data is obtained in the form of numbers and then it will be calculated in accordance with the calculation of the Community Satisfaction Index (IKM). The results of the IKM calculation will be described in accordance with the categorization that has been determined based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform (Permenpanrb) number 14 of 2017 which regulates the guidelines for community satisfaction surveys (SKM) (Government of Indonesia, 2017). The use of the description method based on Permenpanrb number 14 of 2017 is a guide or guideline for public service providers in both the public service sector and the education service

sector. Researchers will describe the research findings based on question elements that have been valid and reliable with the ServQual dimensional framework.

In the Permenpanrb, there are 9 (nine) indicators set as we can see in table 1. Then the researcher takes 8 (eight) indicators that are relevant, valid and reliable as elements that will be measured by the IKM by removing the element of cost or tariff (U4), this is because services at *LLDIKTI* Region XI are not charged to service users. If we connect the indicators from PermenpanRB with the ServQual dimension then we will get the following.

Table.1 ServQual Dimensions on Indicators Permenpan RB No.14 of 2017

| The Indicator of Permenpan No.14, 2017 | ServQual Dimensions |
|---|---------------------|
| Condition (U1) | Reliability |
| Mechanisms and procedures system (U2) | Reliability |
| Completion time (U3) | Responsiveness |
| Cost (U4) | Reliability |
| Product specifications, type of service (U5) | Reliability |
| Implementing competency (U6) | Assurance |
| Executor behaviour (U7) | Empathy |
| Handling complaints, suggestions and input (U8) | Responsiveness |
| Facilities and infrastructure (U9) | Tangibles |

The data collection technique in this study used a questionnaire - google form using the Liket Scale as a service user perception value in accordance with Permenpanrb guidelines number 14 of 2017 and observation as primary data for secondary data obtained from literature studies. The questionnaire consists of eight questions with a Likert scale of 4. Observation is used as material to strengthen the discussion of the value of the questionnaire that has been obtained, how things really are in the field. While the literature study is to provide an expansion of the findings with theoretical concepts. The questions on the questionnaire are detailed as follows.

| No | Question item |
|----|--|
| 1 | What do you think about the suitability of the requirements on our services? |
| 2 | What do you think of the procedures in our services? |
| 3 | What do you think about the speed of our service? |
| 4 | What do you think of the charges on our services? |
| 5 | What do you think of the products in our service? |
| 6 | What do you think about the competence of our officers? |
| 7 | What do you think about the behaviour of our officers? |
| 8 | What is your opinion on complaint handling? |
| 9 | What do you think about the quality of facilities and infrastructure? |

The entire academic community in the working area of *LLDIKTI* Region XI is the population in this study.

The sampling technique is a non-probability sampling technique, while data collection uses purposive sampling technique. Determination of the sample is based on the researcher's consideration of the most suitable, useful, and considered to represent the population well, namely users of LLDIKTI Region XI services from January to July 2023.

Data processing is done by calculating the value using the weighted average value of each service element. Processing the data obtained using Microsoft Excel to get the total perception value per service element, interval value, conversion interval value. Then to get the IKM we do the calculation by summing the perception value per assessment indicator divided by the number of indicators multiplied by the weighted value.

The weight value is formulated by calculation: **Weighted Value** = $\Sigma \text{Weight} / \Sigma \text{Elements}$

The Community Satisfaction Index (IKM) is formulated with the calculation:

IKM = $(\text{Total of Perception Value per Element} / \text{Total Elements Filled}) \times \text{Weighted Value}$

The IKM conversion interval value is formulated with the calculation: **NIK** = $\text{IKM} \times 25$

The results of these calculations are then categorized by the value of perception and the interval value of the IKM as in the table below;

Table. 2 NIK, Service Quality and Service Unit Performance

| SMI Conversion Interval Value (NIK) | ServQual (X) | Service Unit Performance (Y) |
|-------------------------------------|--------------|------------------------------|
| 25,00 – 64,99 (1.00-2.59) | D | Bad |
| 65,00 – 76,60 (2.60-3.06) | C | Poor |
| 76,61 – 88,30 (3.07-3.53) | B | Good |
| 88,31 – 100 (3.54-4.00) | A | Very Good |

Source: PermenpanRB No. 14, 2017

The data analysis technique in this study is in accordance with Permenpanrb number 14 of 2017, which is calculated using the weighted average value of each service element.

III. RESULT AND DISCUSSION

Validity and Reliability Test

Testing the validity of the instrument was carried out using the Pearson Correlation technique (Product Moment) SPSS Software Version 26. The conditions for this test are the correlation coefficient (r_{IT}) \geq table correlation (0.444), the indicator is declared valid.

Table 3. Validity Test Result

| Variable | Indicator | correlation coefficient | Information |
|----------|-----------|-------------------------|-------------|
| Service | U1 | 0.748 | Valid |
| | U2 | 0.737 | Valid |
| | U3 | 0.731 | Valid |
| | U5 | 0.844 | Valid |
| | U6 | 0.659 | Valid |
| | U7 | 0.810 | Valid |
| | U8 | 0.544 | Valid |
| | U9 | 0.514 | Valid |

From the data in the Table 3 above, the validity test of the research instrument informs items U1, U2, U3, U5, U6, U7, U8, and U9 to produce a correlation coefficient > table correlation (0.444), thus U1, U2, U3, U5, U6, U7, U8, and U9 which measure service variables are considered valid or reliable for making measurements in research.

Reliability testing using Cronbach's Alpha technique. The criteria for this test state that if the Cronbach's Alpha coefficient \geq 0.6, the indicator is concluded to be consistent or in other words reliable for making measurements on the variables it measures. The following are the results of the reliability test.

Table 4. Reliability Test Results

| Variable | Cronbach Alpha | Information |
|----------|----------------|-------------|
| Service | 0.853 | Reliable |

From the Table 4, which is the result of the research instrument reliability test, it is known that all items measuring service variables produce Cronbach's alpha > 0.6. So, we can conclude that the indicator is reliable or consistent as a data collection tool.

The Characteristics of Respondents

Based on the results of filling out the questionnaire, several characteristics were obtained from the total of 496 respondents who filled out the questionnaire. The characteristics of the respondents are detailed as follows;

1) Based on Gender, Age and Occupation

In the Figure 1, data is obtained from a total of 496 respondents consisting of 41% or 203 female respondents and 59% or 293 male respondents. In Figure 2, data on the age characteristics of the total number of respondents is 496 respondents, dominated by those in the age range of more than 30 years, namely 418 respondents. Then in Figure 3, the data on job characteristics is dominated by PNS DPK Lecturers at 32% or 159 people, Permanent

Foundation Lecturers at 30% or 148 people, PT Staff or Operators at 26% or 128 people, followed by PT Leaders, PT Managers, PNS, and Students.

- 2) Type of service accessed by respondents.
 In the main services provided by LLDIKTI Region XI are categorized into 7 (seven) categories of services provided to service users, seen in Figure 4 LLDIKTI Region XI services that are more accessed from January to June 2023 are resource services as much as 34%, and PDDIKTI (SI) services as much as 17%.

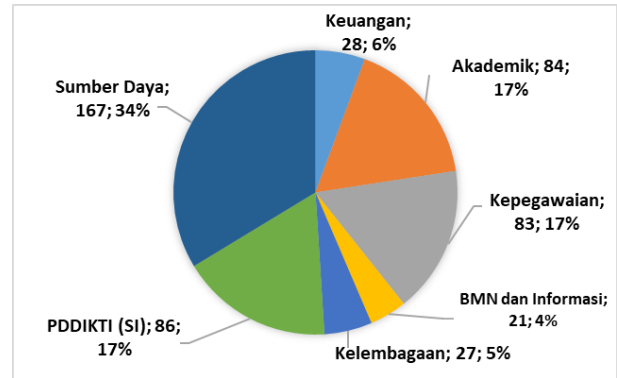


Figure.3 The Respondent's Job Type

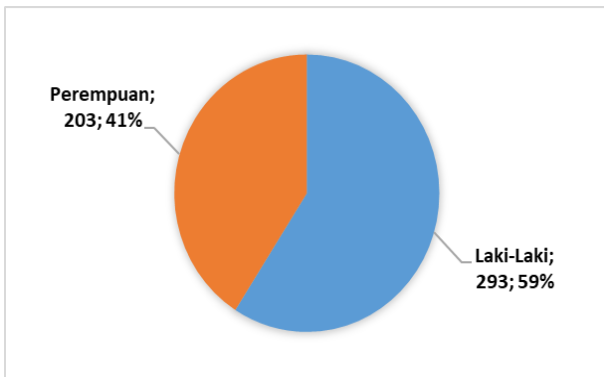


Figure.1 Gender of the Respondents

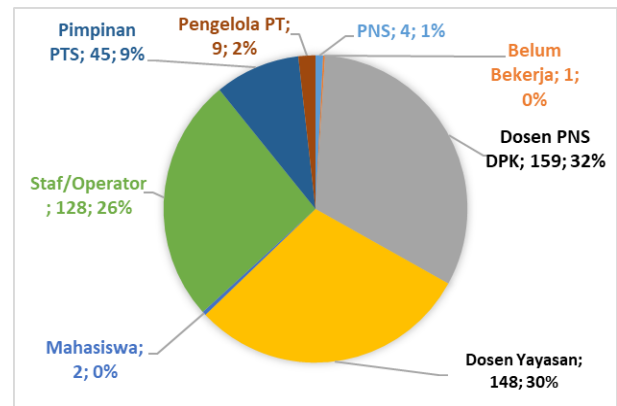


Fig.4 Types of Services accessed

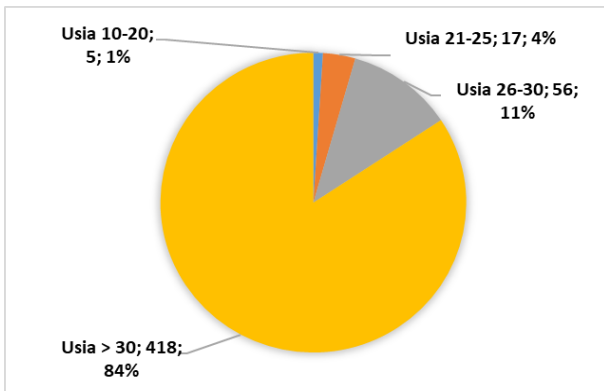


Figure.2 Age Range of the Respondents

Community Satisfaction Index

Based on the results of data analysis using calculation methods based on PermenpanRB number 14 of 2017, the results obtained for the ServQual dimension values (table 5) and satisfaction based on services accessed by service users (table 6) are as follows;

Table.5. Satisfaction Index Results per ServQual Indicator and Dimension

| No | Indicators of Service | ServQual Dimensions | IKM Score | IKM Conversion | Quality of Service | Service Performance |
|--------------|---|---------------------|-------------|----------------|--------------------|---------------------|
| 1 | Requirements (U1) | Reliability | 3,51 | 87,70 | B | Good |
| 2 | Mechanism and procedure system (U2) | Reliabilit | 3,40 | 84,93 | B | Good |
| 3 | Turn-around time (U3) | Responsiveness | 3,25 | 81,35 | B | Good |
| 4 | Product specification type of service (U5) | Reliability | 3,44 | 86,09 | B | Good |
| 5 | Executor competency (U6) | Assurance | 3,46 | 86,49 | B | Good |
| 6 | Executor behavior (U7) | Empathy | 3,52 | 87,95 | B | Good |
| 7 | Handling complaints, suggestions and input (U8) | Responsiveness | 3,85 | 96,32 | A | Very Good |
| 8 | facilities and infrastructure (U9) | Tangibles | 3,45 | 86,19 | B | Good |
| Total | | | 3,49 | 87,13 | B | GOOD |

Table.6. Satisfaction Index results per service accessed

| No | Services Accessed by the User | IKM Score | IKM Conversion | Quality of Service | Service Performance |
|--------------|--------------------------------------|-------------|----------------|--------------------|---------------------|
| 1 | Resource Services | 3,40 | 84,88 | B | Good |
| 2 | BMN and Information Services | 3,46 | 86,46 | B | Good |
| 3 | PDDIKTI Service (Information System) | 3,47 | 86,81 | B | Good |
| 4 | Financial Services | 3,49 | 87,17 | B | Good |
| 5 | Institutional Services | 3,53 | 88,31 | A | Very Good |
| 6 | Academic Services | 3,54 | 88,62 | A | Very Good |
| 7 | Personnel Services | 3,61 | 90,25 | A | Very Good |
| Total | | 3,49 | 87,13 | B | GOOD |

LLDIKTI Region XI service unit, it already has a

Discussion

Based on the analysis of ServQual theory (Gregory, 2019; Pakurár et al., 2019; Parasuraman et al., 1994; Pathirana, 2019) it can be described as follows;

1) *Tangibles*

In this study, the Tangibles dimension places indicators of facilities and infrastructure (U9) *LLDIKTI* Region XI. The availability of facilities and infrastructure in providing services to service users is given a GOOD performance perception, so we can interpret that the facilities and are felt to be good and adequate according to service users. In the

fairly comfortable Integrated Service Unit, such as the availability of a spacious service room, air-conditioned room, free wifi access, PC, and consultation table with *LLDIKTI* Region XI officers. In addition, in supporting its services, especially in service infrastructure, *LLDIKTI* Region XI has used e-government services (government to citizen) which can reach service users more widely. Based on the information obtained, e-government services have been used since 2019 in resource services, namely the submission of lecturer credit numbers for promotion from expert assistant positions, and lecturers and lecturer performance load reporting

services. Based on data in table 7 of *LLDIKTI* Region XI service categories, 36% of service products are generated from e-government services whose systems are owned by *LLDIKTI* Region XI, 14% of service products are generated from e-government services integrated with the center (PDDIKTI) and 50% of service products are generated through physical direct services (non-eGov). *LLDIKTI* Region XI develops an Online Integrated Service Unit Information System which will be actively used effective as of September 01, 2023 based on a circular letter from the Head of *LLDIKTI* Region XI. This will have an impact on the transfer of non-e-Gov services to e-Gov services (*LLDIKTI*).

2) Responsiveness

In this research, the Responsiveness dimension includes two indicators, namely completion time (U3) and handling of complaints, suggestions and input (U8). The first indicator, namely completion time, is the time period for completing *LLDIKTI* Region XI services provided to service users. The completion time is given as GOOD by the service user. This means that *LLDIKTI* Region XI has provided services according to the guaranteed time that has been determined. In the indicator for handling complaints, suggestions and input (U8), the perception of performance is VERY GOOD, this is because complaint handling has provided a quick response and response to complaints submitted by service users. Complaint handling officers continue to monitor the complaint channel owned by *LLDIKTI* Region XI.

Table.7. Service Products by Service Category

| Service Category | Year | | | Products Services & Percentages |
|----------------------------------|-------|-------|-------|---------------------------------|
| | 2020 | 2021 | 2022 | |
| E-Gov service (<i>LLDIKTI</i>) | 3.346 | 2.018 | 1.944 | 7.308 (36%) |
| E-Gov service (PDDIKTI) | 615 | 467 | 1.688 | 2.770 (14%) |
| Non e-Gov service | 1.768 | 5.343 | 2.859 | 9.970 (50%) |
| Total | 5.729 | 7.828 | 6.491 | 20.048 |

3) Reliability

In this research, the Reliability dimension places three indicators, namely Requirements (U1), System mechanisms and procedures (U2), Product service type specifications (U5). These three indicators are given a perception of GOOD performance by service users. This illustrates that the services provided are in accordance with the requirements, systems, mechanisms and procedures

and service products are in accordance with what is expected by service users. Based on observation results, *LLDIKTI* Region XI has 44 service standards to support, guide and reference in providing services. These service standards are socialized on social media, official pages and desktop PCs at the Integrated Service Unit (ULT).

4) Assurance

In this research, the Assurance dimension places one indicator, namely implementing competency (U6). In this indicator, service users give the perception of GOOD performance. This illustrates that the competence of implementers or officers has the knowledge, expertise, skills and experience in providing services and overcoming problems faced by service users. Based on the results of observations, service officers can explain and provide solutions to service users who experience problems. Service officers also provide technical assistance if service users need assistance.

5) Empathy

In this study, the Assurance dimension places one indicator, namely Implementer behaviour (U7). In this indicator, service users give the perception of GOOD performance. This illustrates that the behavior of officers in providing services is seen as having politeness and providing friendly service to service users. Based on the results of observations, service officers have an attitude to serve customers in a friendly and polite manner and pay sufficient attention and try to find out what the needs and desires of service users are and pay attention to service users who have problems or complaints.

LLDIKTI Region XI service users who have used *LLDIKTI* Region XI services as a whole rate GOOD. This reflects that the main services carried out can provide facilities for improving the quality of higher education starting from determining requirements, procedures, completion time, costs, service products produced, executor competence, executor behavior, complaints and infrastructure used. However, this result has not yet reached the target desired by the Ministry of Education, Culture, Research and Technology (Kemendikbudristek) in accordance with Kepmendikbudristek No. 136/M/2023 on Bureaucratic Reform Road Map (RB), in the main activity of implementing excellent public services, the target of the Community Satisfaction Survey Index (SKM) in 2022 is 91.9 (EXCELLENT), in 2023 is 92.0 (EXCELLENT), and in 2024 is 92.1 (EXCELLENT) to achieve educational goals, both in basic education, secondary education and higher education. Excellent service is an indicator that the government has provided the best service to service users in achieving these educational goals.

In table.6 there are 8 indicators assessed, there are 7 indicators that have an MFI below the value of 92.0. The 7 indicators that are still below the target value are requirements (U1), system mechanisms and procedures (U2),

completion time (U3), product specifications of service types (U5), executor competence (U6), executor behaviour (U8), and infrastructure facilities (U9) which of course this must be a concern for *LLDIKTI* Region XI to achieve the targets given by the Ministry of Research, Technology and Higher Education in accordance with the road map. In addition, service user satisfaction is IKU-1 based on Kepmendikbudristek number 210/2023 concerning key performance indicators (IKU) of universities and higher education service institutions (*LLDIKTI*) which must prioritize their duties and functions to provide services to universities.

Based on the observations in the research, *LLDIKTI* Region XI does not yet have a comprehensive and specific policy mechanism related to the follow-up of the results or evaluation of community satisfaction surveys that have been carried out so far, such as the head of institution's policy governing the mechanism for implementing follow-up evaluation results, monitoring follow-up results and re-evaluating follow-up findings to improve service quality. The absence of a policy that regulates this will certainly affect the improvement of service quality. Follow-up to improve the evaluation results cannot be handled optimally. Not maximizing the follow-up of evaluation results will hamper the achievement of excellent service in accordance with the Ministry of Education and Culture's road map in providing facilitation of higher education quality improvement.

Based on the data in table.6. the results of the Satisfaction Index per service accessed by the users of all services are still below the target of 92. As for the seven services accessed, there are three services that are given VERY GOOD performance perceptions, namely institutional services, academic services, and institutional services. While four services are given a GOOD performance perception, namely resource services, PDDIKTI services (Information Systems) BMN and Information services, and financial services. Then, if we connect it with the data in Figure 4, resource services and PDDIKTI services dominate the services accessed by service users while the perception of performance is still considered GOOD or rated 84.88 for resource services and a value of 86.81 for PDDIKTI (Information Systems) services. The services provided to service users in both services are digital services or e-government services. Digital services provided by *LLDIKTI* Region XI will certainly affect overall service satisfaction. The main service that has used digital services, should be able to provide excellent service to service users, which is in accordance with the function of digital services to provide effectiveness, efficiency, transparency and accountability. Digital services or e-government services have different factors in services provided physically or offline that affect service user satisfaction. So that there needs to be more in-depth research into this phenomenon.

IV. CONCLUSION

Conclusion

In the ServQual dimension, the Responsiveness dimension with indicators of handling complaints of suggestions and input (U8) has achieved a service performance value exceeding 92.0, but the ServQual dimension with other indicators such as Tangibles (U9), Reliability (U1, U2, U5), Assurance (U6), Empathy (U7), Responsiveness (U3) still has to be improved. Furthermore, the seven services accessed by service users are three services that are given VERY GOOD performance perceptions, namely institutional services, academic services, and institutional services. While four services are given the perception of GOOD performance (Still under the target of Kemendikbudristek) namely resource services, PDDIKTI services (Information Systems) BMN and Information services, and financial services.

Based on the results of research and discussion, it can be concluded that the overall *LLDIKTI* Region XI service is rated GOOD by service users but is still below the Ministry of Research and Technology's target of 92.0 (VERY GOOD).

There is no policy specifically to regulate related to the follow-up of the results or evaluation of community satisfaction surveys that have been conducted.

Data on service categories provided by *LLDIKTI* Region XI, 36% of service products are generated from e-government services whose systems are owned by *LLDIKTI* Region XI, 14% of service products are generated from e-government services integrated with the center (PDDIKTI) and 50% of service products are generated through physical direct services (non-eGov). Effective as of September 01, 2023, *LLDIKTI* Region XI will turn non-e-Gov services into e-Gov services (*LLDIKTI*).

Suggestion

Based on the conclusions of the research results above, the researchers found some suggestions on four services that were given a perception of GOOD performance (Still below the target of Kemendikbudristek) namely resource services, PDDIKTI services (Information Systems) BMN and Information services, and financial services can be the focus of improvement. This is also because resource services and PDDIKTI services dominate the services accessed by *LLDIKTI* Region XI service users. Looking deeper, there are 7 service elements out of 8 service elements that are the focus of improvement, namely requirements (U1), system mechanisms and procedures (U2), completion time (U3), product specifications of service types (U5), executor competence (U6), executor behavior (U8), and infrastructure (U9). Make a policy that specifically regulates related to follow-up on the results or evaluation of community satisfaction surveys that have been carried out so that follow-up can be carried out and get the best solution to improve service user satisfaction. Then, further research is needed that is appropriate and appropriate to the characteristics of the services provided by *LLDIKTI* Region XI to evaluate the quality of services, especially in the quality of digital government services (e-government). This

is because based on research data shows 36% of service products are generated from e-government services whose systems are owned by LLDIKTI Region XI (resource services), 14% of service products are generated from e-government services integrated with the center (PDDIKTI) (PDDIKTI Services) in order to comprehensively evaluate the main factors or determinants that affect the quality of e-government services and service user satisfaction with those provided by LLDIKTI Region XI.

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