
QUALITY OF FUNCTIONAL SERVICES FOR PRIVATE UNIVERSITY LECTURERS (STUDIES AT THE OFFICE OF LLDIKTI REGION VIII)

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Abstract

Public opinion regarding the quality of public organization services is an interesting issue in recent years, especially after the many complaints from the public that states that it is not as expected by the community. One of the services available at the LLDIKTI office is the management of functional Lecturer and other functional staff. The purpose of this study was to determine the quality of management services of functional position, determine the suitability of service user expectations with the performance of functional position management services and determine priority policies that can be applied in improving the quality of functional position management services in LLDIKTI Region VIII. The number of samples from the population determined by the Krejcie and Morgan table was 357 people. The data analysis technique used is the validity test, reliability test, calculating the value of the community satisfaction survey (SKM), and the Importance Performance Analysis (IPA) Analysis. The results of this study shows the level of satisfaction using the community satisfaction survey (SKM) included in the quality of service B with a score of 82.24 with the GOOD category. Conformity level is the average of the score of the implementation level and the average score of the importance level is 93.89%. Based on the results of the Cartesian diagram, the element of service quality that needs to be prioritized for improvement in its implementation is the element of item suitability with the type of service, clarity of flow in service procedures and clarity of information about service procedures. Suggestions that can be given are an increase in the clarity of information on the management of functional positions can be done by increasing the use of the web and the user data-based notification system.

Keywords: Service Quality, Functional Position, Satisfaction

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1. Introduction

Public opinion about the quality of community services was an interesting issue during the past year, most of the people who stated the quality of community services were not as expected by the community. The image of community organizations in serving the majority of the community, between the people in the context that states that bureaucracy is expensive, inefficient, unresponsive and full of waste. Awareness of civil rights that occur in society cannot be separated from political education that has occurred so far. As long as people need to surrender and accept what they get from the government, the government. This is more due to the attitude of the public service apparatus that is not oriented to community satisfaction, the service only concerns togetherness without caring and empathy for service users. Meanwhile, the current condition of the community shows a dynamic development, shown by increasing level of community life, which is an indication of the empowering experienced by the community itself (Thoha in Widodo, 2001).

However, such open requirements require officials as public servants who are more concerned with specific civil rights in public services. LLDIKTI organizes higher education activities, organizes facilitation to improve the quality of higher education organizes, organizes facilitation to improve the quality of higher education, facilitates higher education readiness facilitation in external quality assurance, implements renewal and implementation, implements facilitation to improve the quality of higher education, data and information management in the field of higher education and other administrative implementation. One of the services available at the LLDIKTI office is the Management of the Functional Position of the Lecturer and other functional staff. LLDIKTI Region VIII also continues to improve its services.

The quality of human resources continues to improve, among others, by involving employees to attend comparative studies, seminars, workshops and training. It is expected that with these activities, human resources working in LLDIKTI Region VIII can work as much as possible with the use of resources needed to carry out their duties. Based on 8206 lecturers in the work area of LLDIKTI Region VIII, there were 3085 (37%) lecturers who did not yet have functional positions, 2635 (32%) had functional assistant expert positions, 1978 (24%) had functional positions as Lector, 485 (6.2%) people have functional positions as Head lector and only 23 (0.2%) people have Professor functional positions. The large number of lecturers who do not yet have functional positions shows that in the implementation of the tri dharma of tertiary institutions, there are apparently problems in improving the career of functional positions for lecturers, especially in private tertiary institutions.

Although LLDIKTI Region VIII has requested to improve its services through various aspects, it is necessary to examine whether this should provide satisfaction to its users. Based on the various questions above, research is needed regarding the quality of services provided in the management of Functional positions in private tertiary institutions in the work area of LLDIKTI Region VIII. This is needed to further learn where the quality of

service that has been provided so far can be a benchmark in improving the performance of the Institute.

2. Literature review

2.1 Public Administration and Paradigm

Denhardt and Denhardt (2003) revealed that there are three perspectives in public administration. These perspectives are Old Public Administration, New Public Management, and New Public Service. The Old Public Administration model pays attention to how governments carry out administrative actions in a democratic, efficient and effective manner, free from manipulation of power, and how governments can operate appropriately, correctly, and successfully (Wilson, 1887). One of the public sector reform movements is the emergence of the New Public Management paradigm or NPM.

The term New Public Management was originally introduced by Christopher Hood in 1991. The emphasis of the NPM at that time was the implementation of decentralization, devolution and modernization of the delivery of public services (Mwita in Mahmudi, 2002). New Public Service is a public service that must be responsive to various interests and existing public values. Because society is dynamic, the character of public services must also always change following the development of society. (Dwiyanto, 2006: 145).

2.2 Public Service

Public services or public services according to Wasistiono in Hardiyansyah (2011) are the provision of services, either by the government, private parties on behalf of the government or private parties to the public, with or without payment to meet the needs and or interests of the community. The pattern of cooperation between the government and the private sector in providing various services to the community is in line with the idea of reinventing government developed by Osborne and Gaebler (1992).

2.3 Service Quality

Quality is a dynamic condition related to products, services, people, processes and the environment that meets or exceeds expectations. According to Parasuraman (1985) to find out the quality of service that is felt significantly by consumers, there are indicators of customer satisfaction measures that lie in the 5 dimensions of service quality according to what consumers say are tangibles, reliability, responsiveness, assurance, empathy.

2.4 Satisfaction

Satisfaction according to Oliver in Barnes (2003) defines customer responses to the fulfilment of needs, which means that customer assessment of the fulfilment of needs, which means that customer assessment of goods or services provides a level of comfort associated with meeting a need, including the fulfilment of needs that are not in line with expectations or fulfilment that exceeds expectations. Tjiptono (2012) explains that customer satisfaction is not an absolute concept, but rather is relative or depends on what

the customer expects. According to Lupiyoadi and Hamdani (2006: 192) it is also said that the main factor determining customer satisfaction is customer perception of service quality. So that service quality has an important role that must be considered in creating satisfaction and has a significant positive effect on satisfaction

3. Research Methods

In accordance with the research problems that have been raised, this study uses a descriptive quantitative research design. The location of this research is in the LLDIKTI Region VIII office located on Jalan Trengguli I banjar Tembau Penatih Denpasar Bali. The population in this study were all lecturers who had functional positions in the Work Area of LLDIKTI Region VIII amounting to 5121 org. The number of samples from the population determined by the Krejcie and Morgan table was 357 people. The data analysis technique used is the validity test, reliability test, calculating the value of community satisfaction survey (SKM), and Importance Performance Analysis (IPA) Analysis.

4. Result and Discussion

The results show that all statements on the service quality element have Pearson product moment correlation coefficient values with a total score on all statement items greater than 0.30, so all these elements have met the data validity requirements and can be declared valid. The service quality research instrument has a Cronbach's Alpha coefficient greater than 0.60 so that all these statements could meet the instrument's reliability requirements and can be declared reliable.

Table 1 Recap of Service Elements

No	Service element	Value of service elements
1	Requirements	3.29
2	Systems, mechanisms and procedures	3.24
3	Turnaround time	3,19
4	Fee	3.27
5	Product specification service type	3.35
6	Implementing competence	3.38
7	Implementing behavior	3.43
8	Handling complaints, input and suggestions	3.18
9	Facilities and infrastructure	3.30

Source: Processed Data, 2020

Then to find out the value of the service unit survey is calculated as follows:

$$(3.29 \times 0.111) + (3.24 \times 0.111) + (3.19 \times 0.111) + (3.27 \times 0.111) + (3.35 \times 0.111) + (3.38 \times 0.111) + (3.43 \times 0.111) + (3.18 \times 0.111) + (3.20 \times 0.111) = \text{Survey Value is } \mathbf{3.289}.$$

Thus, the value of the Satisfaction Survey for users of functional position management services in LLDIKTI Region VIII can be summarized as follows:

- a. SKM value after conversion = Survey Value x Basic Value
= 3.289 x 25 = **82.24**
- b. Quality of service B
- c. The service unit performance is based on the SKM conversion table in the Good category

3.1. Priority in improving service quality

In improving service quality, priority is given to the elements that have the lowest value while the elements that have a high enough value must be maintained. The results of classifying priorities for improving service quality are shown in Table 2 below.

Table 2 Average Value (NRR) of the Community Satisfaction Survey (SKM) 9 Service Elements

No	Service Elements	NRR Elements	per NRR weighted per Elements
1	Requirements	3.29	0.366
2	Systems, mechanisms and procedures	3.24	0.360
3	Turnaround time	3.19	0.354
4	Fee / tariff	3.27	0.363
5	Product specification service type	3.35	0.372
6	Implementing competence	3.38	0.375
7	Implementing behavior	3.43	0.381
8	Handling complaints, input and suggestions	3.18	0.354
9	Facilities and infrastructure	3.30	0.367
Index Value (NI)			3.289
SKM value after conversion (NI x 25)			82.24

Source: Processed Data, 2020

The average value of a service element indicates the community's evaluation of that service element. Service elements with average scores or SKM intervals of 3.064 - 3.532 or Good categories with service elements that need to be maintained, namely product specification type services, implementing competencies, implementing behavior. While the service elements that need to be improved include requirements, costs/tariffs, systems, mechanisms and procedures, completion time, complaint handling, input and advice, facilities and infrastructure. Based on the results of the preparation of the Community Satisfaction Survey related to the existence of several elements of community satisfaction that need to be improved. The complaint handling, input and suggestion element is relatively low compared to other service elements. Based on the answers to the performance appraisal questionnaire and the degree of importance it can be calculated the functional satisfaction service user satisfaction index by summing the

overall suitability level divided by the number of factors. So the level of satisfaction of users of functional position management services is:

$$T_{kl} = \frac{\sum X_i}{Y_i} = \frac{90.15 + 93.35 + 92.58 + 92.79 + 92.38 + 92.15 + 92.15 + 96.23 + 95.00 + 95.45 + 95.80 + 94.71 + 96.92 + 98.00 + 91.90 + 90.52 + 96.87 + 94.30 + 92.83}{19} = \frac{1784,08}{19} = 93.89\%$$

From the preceding calculation we obtained the average satisfaction of 357 respondents is 93.89%. Conformity value is less than 100% this means that the services provided do not meet what is expected by service users with the sense that service users are less satisfied with services in the Regional LLDIKTI VIII. Determining which elements of service quality need to be given top priority in the management of functional positions can be done by sorting the level of suitability obtained. The lower the level of conformity, the more necessary these factors get top priority. The results can be seen in table 3 below.

Table 3 Conformity Level Factors Affecting Level of Satisfaction Management of functional positions

Factor/Atribut	Level of Conformity	Priority
Suitability of item requirements with type of service	90.15%	I
Speed of handling complaints. suggestions and input	90.52%	II
Ease of procedure for service complaints	91.90%	III
Appropriate service schedule	92.15%	IV
The accuracy of the implementation of the service period specified	92.15%	V
Clarity of information about service procedures	92.38%	VI
Clarity of flow in service procedures	92.58%	VII
Completeness and expertise of service facilities and infrastructure	92.79%	VIII
Simplicity of service procedures	92.83%	IX
Ease of meeting administrative requirements	93.35%	X
Availability of service support facilities	94.30%	XI
Officer responsibilities in providing services	94.71%	XII
Clarity of the cost details	95.00%	XIII
The results of services provided in accordance with specified	95.45%	XIV
The level of ability and knowledge of officers in providing services	95.80%	XV
Compliance with established costs	96.23%	XVI
Cleanliness and tidiness of the service environment	96.87%	XVII
Courtesy and friendliness of officers in providing services	96.92%	XVIII
Appearance and tidiness of officers in providing services	98.00%	XIX

Source : Processed Data. 2019

From table 3 above it can be seen that the element of service quality. Namely the suitability of the item requirements with the type of service and the speed with which complaints, suggestions and input are made are the top priority in the management of functional positions. This can be seen from the level of suitability which is the lowest. Importance Performance Analysis (analysis of the degree of importance of performance) is used to determine whether all characteristics of important service quality elements have been carried out by LLDIKTI Region VIII. Calculation \bar{X} is an average of the average score of the performance level of all indicators that affect the satisfaction of functional office managers as follows. Where K is the number of indicators that affect the satisfaction of functional office management, namely 19 elements or indicators.

$$\bar{X} = \frac{\sum_{i=1}^N \bar{X}}{K}$$
$$= \frac{3.28 + 3.30 + 3.25 + 3.21 + 3.26 + 3.19 + 3.19 + 3.29 + 3.25 + 3.35 + 3.39 + 3.36 + 3.44 + 3.43 + 3.21 + 3.16 + 3.39 + 3.29 + 3.23}{19}$$
$$= \frac{62.47}{19} = 3.29$$

while calculating \bar{Y} that is, the average score of importance and all indicators that affect the satisfaction of functional office management are as follows.

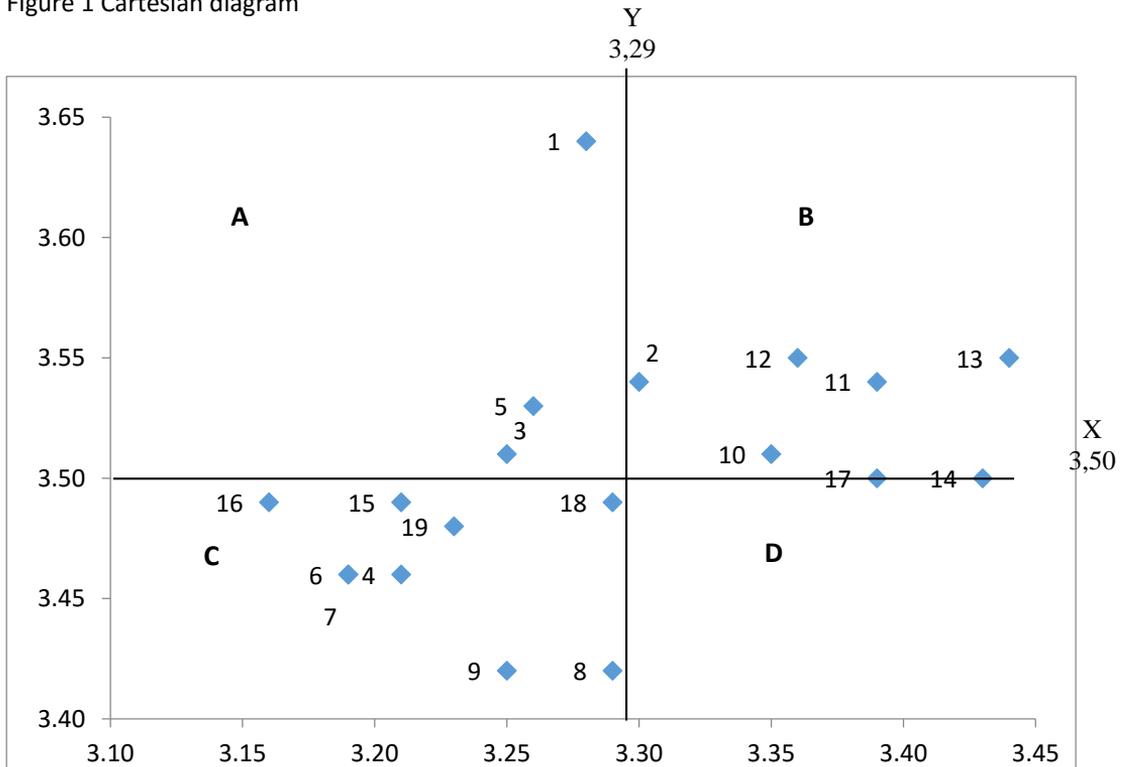
$$\bar{Y} = \frac{\sum_{i=1}^N \bar{Y}}{K}$$
$$= \frac{3.64 + 3.54 + 3.51 + 3.46 + 3.53 + 3.46 + 3.46 + 3.42 + 3.42 + 3.51 + 3.54 + 3.55 + 3.55 + 3.50 + 3.49 + 3.49 + 3.50 + 3.49 + 3.48}{19}$$
$$= \frac{66.54}{19} = 3.50$$

The location of service quality elements that affect the satisfaction of functional office administrators who use LLDIKTI Region VIII services in the Cartesian diagram can be seen in Figure 1 as follows:

In Figure 1 it can be seen that the location of the elements of service quality that affect the satisfaction of the functional office management at LLDIKTI Region VIII is divided into four parts of the Cartesian diagram.

Quadrant A shows the main factors that affect the satisfaction of functional office management. The service quality element in this quadrant needs to get priority in its implementation by employees in LLDIKTI Region VIII because its existence is considered important by the management of functional positions, while its performance has not been satisfactory. The service quality elements that are in quadrant A are the suitability of the item requirements with the type of service, the clarity of the flow in the service procedure, the clarity of information about the service procedure.

Figure 1 Cartesian diagram



Source: Processed Data. 2020

In quadrant B the element of service quality that influences the satisfaction of functional office management that is considered important by functional office management and its implementation is in accordance with what is expected by functional office management. Therefore, it should be maintained by LLDIKTI Region VIII employees. The factors in quadrant B are ease of meeting administrative requirements, clarity of cost details, results of services provided in accordance with predetermined levels, ability and knowledge of officers, and responsibilities of service officers

In quadrant C the element of service quality that affects the satisfaction of functional office management is considered less important by users of functional position management services, while the implementation is mediocre. The factors in quadrant C are the simplicity of service procedures, the suitability of service schedules, the accuracy of the implementation of the service period specified, the appropriateness of the costs that have been set, the clarity of the cost details, ease in the procedure for complaints, speed in handling complaints and suggestions, availability of supporting facilities, completeness and updating of facilities and infrastructure.

In quadrant D, the element of service quality that affects the satisfaction of users of the management of functional positions is considered excessive in its implementation. In this quadrant the element of service quality is considered to be less important by functional

office administrators but its implementation is very satisfying. There are no service quality elements contained in this quadrant.

4. Conclusion and Suggestion

Based on the results of the calculation of the level of satisfaction using a community satisfaction survey (SKM) in accordance with Permenpanrb No. 14 of 2017 which consists of 9 elements of service quality. we've found that of service quality included in service quality B with a score of 82.24 within the GOOD category. Of the 9 elements assessed there are 3 elements of service that need to be maintained, namely product specification, type of service, implementing competency and implementing behavior. While the other six elements of service quality need to be improved, namely Requirements, Costs/Tariffs, Systems, Mechanisms and Procedures, Time of Completion, Complaint Handling, input and advice as well as facilities and infrastructure. Based on the calculation of the suitability level--which is the average of the score of the implementation level and the average score of the importance level--the results obtained are 93.89%. The importance level is less than 100%. it means that the users of functional position management services that use services at LLDIKTI Region VIII is not satisfied with the performance and services that have been provided. Service users assess the services provided do not meet the expectations of service users. Based on the calculation of the suitability level of 9 elements of service quality broken down into 19 sub-elements of service quality that determine the satisfaction of service users in the management of functional positions. There are elements that have the lowest suitability level. namely the suitability of item requirements with the type of service and the speed of handling complaints and suggestions with a value of 90.15% and the service element with the highest suitability level is the appearance and tidiness of the officers in providing services with a value of 98.00%. Based on the results of the Cartesian diagram. There are three elements of service quality that need to be prioritized for improvement in their implementation, namely the suitability of item requirements with the type of service. clarity of flow in service procedures and clarity of information about service procedures. There is also an element of service quality whose performance has been considered good and its performance needs to be maintained is the element of Ease in meeting administrative requirements. Clarity of cost details. Service results provided in accordance with those set. the level of ability and knowledge of officers and responsibilities of service officers. Whereas the other elements are the simplicity of service procedures, the suitability of service schedules, the accuracy of the implementation of the specified service period, the suitability of the costs that have been set, the clarity of the cost details. the ease in the procedure for complaints, the speed in handling complaints, input and advice. the availability of supporting facilities and the completeness and up-to-date performance of facilities and infrastructure are considered normal but these elements are also considered not too important in influencing the satisfaction of users of functional position management services in LLDIKTI Region VIII.

Based on the conclusions above, it can be put forward some suggestions that can be useful for LLDIKTI Region VIII based on the results of the preparation of the Community Satisfaction Survey related elements of Handling complaints, input and suggestions have a relatively low value compared to other service elements. LLDIKTI Region VIII office needs to improve services in terms of this is for example by creating a suggestion box and forming a special service in handling complaints from service users. Priority development of improving service quality can be done on matters relating to clarity of the flow in service procedures. One effort that can be done is to make SOPs on the flow of service procedures so that service providers can carry out all of their services according to procedures and service users can know clearly the flow of service procedures obtained. Increasing the clarity of information on functional position management services can be done by increasing the use of the website and the user data-based notification system, for example by automatically notifying emails, so that accurate information related to procedures, scheduling arrangements etc. is obtained by service users more quickly and efficiently. especially for users services outside the area. The need to establish an application system relating to the management of functional positions online that is integrated. At present there are already several online applications related to lecturers as service users but these applications have not been integrated with each other and are also not integrated in real time with the Higher Education Database / PDDIKTI. so service users must always update data manually in each application different. With real time integration between these systems. the data contained in each of these systems will be more up to date and can be used more validly for various purposes. The implementation of the community satisfaction survey (SKM) on the quality of LLDIKTI Region VIII services can be conducted regularly every year. This is needed in order to know which service elements have increased in value each year and also which elements should be prioritized for improvement each year.

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