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		Stakeholder Satisfact					
Num	Criteria	Lecturer	Power Education	Student	Graduate	User	Partner
1	Vision, Mission, Strategy Objectives (understandability of vmts)	-	-	-	-	-	-
2	Governance, Governance and Cooperation (service management)	٧	٧	٧	٧	٧	٧
3	Students (student services student services)			٧			
4	Human Resources (HR development management services)	٧	٧				
5	Finance, Facilities and Infrastructure (financial management and infrastructure)	٧	٧	٧			
6	Education (services and implementation of the education process)			٧			
7	Research (services and implementation of the research process)	٧					٧
8	Service to Community (services and implementation of the PKM	٧					٧
9	Outputs and Outcomes Tridarma (graduate performance - tracer study)					٧	٧



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- 1. *Tangibles* (Real) Which includes physical appearance, equipment, employees, and means of communication.
- 2. *Reliability* (Reliability) Namely the ability to provide the promised service with immediately, accurately, and satisfactorily.
- 3. *Responsiveness* (Responsiveness) Namely the desire of the staff to form customers and provide services with responsiveness.
- 4. Assurance (Assurance) Includes the knowledge, ability, courtesy, and trustworthiness of staff to be free from danger, risk or doubt.
- 5. *Empathy* (Empathy) Includes ease of making relationships, good communication, personal attention, and understanding customer needs.

If possible, the next stage is to use the Importance Performance Analysis method which was first introduced by Martilia and James (1977) with the aim of measuring the relationship between consumer / customer perceptions and priorities for improving product / service quality, also known as Quadrant Analysis..

#### Reference:

Martilla, J. and James, J. (1977). *Importance-performance analysis. Journal of Marketing*, 41, 77-79.

Zeithaml, Valarie A., Leonard L. Berry, and A. Parasuraman. (1985). Problem and Strategis in Services in Strategis in Services Marketing. Journal of Marketing, April. pp.35-48.



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#### I. Management Service Satisfaction Instrument (Criterion 2)

#### **INSTRUCTIONS**

Please fill in by putting a check mark (v) on the "Expectation of the answer" and "Existing reality" in the real field.

		Expectations for answers			The reality				
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less
1.	Ease of getting information in supporting Tridarma activities Higher Education (Tangible: Transparent)	Good				Good			
2.	Service availability in supporting tridarma activities Higher Education, administration and service information needs on-line and offline accurately and satisfactorily (Reliability: Credibility)								
3	Ease of service management in implementation of Tridarma Higher Education (Responsiveness: Fair)								
4	Service of the leader and or authorized person in charge in supporting								



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	implementation of Tridarma Higher Education (Assurance: Responsibility)				
5.	Service excellence management at PT carried out in accordance with procedures (empathy: Accountability)				



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#### II. HR Development Management Service Satisfaction Instrument (Criterion 4)

#### **INSTRUCTIONS**

Please fill in by putting a check mark (V) on the "Expectation of the answer" and "Existing reality" in the real field.

		Expectations for answers			The reality				
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less
1.	Applicability Planning needs of lecturers and tendik in accordance with the applicable SOP (reliability)								
2	Recruitment, selection and dismissal of lecturers and staff (reliability)								
3	Compatibility implementation of orientation and placement of lecturers and tendik with the work unit (assurance)								
4	Performance evaluation of lecturers and tendik are carried out through a transparent mechanism (assurance)								
5	Ease of promotion process promotion of lecturers (responsiveness)								
6	Providing opportunities								



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	developing a career viatraining/ seminars/stu onward/dsb (responsiveness)				
7	Performance supervision by superiors in productivity improvement (Empathy)				
8	Providing remuneration that is clear, fair and transparent in improving performance (Empathy)				
9	Accessibility and ease of accessing the system information system regarding lecturer performance (SIMBKD, SIMSKP, SIMUNA, etc.) (Tangible)				
10	Quality of facilities and supporting infrastructure in the implementation of the tridarma of Higher Education (Tangible)				



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# III. Instrument for Satisfaction of Financial Management Services and Infrastructure Facilities (Criteria 5)

#### **INSTRUCTIONS**

Please fill in by putting a check mark (V) on the "Expectation of the answer" and "Existing reality" in the real field.

		Exp	ectation	s for answ	vers		The	reality	
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less
1	Ease of access the internet and speed of access on campus (Reliability)								
2	Ease of use and fulfillment of needs in SSO (Reliability)								
3	Adequate classroom adequate ( <i>Tangibles</i> )								
4	Media facilities learning facilities (LCD, LCD Screen, Sound system) in the classroom (Tangibles)								
5	Completeness of facilities and infrastructure in the practice room / laboratory / workshop / etc. (Tangibles)								
6	Completeness of references textbooks/books modules/journals subscription in the reading room/library (Tangibles)								
7	Completeness of facilities								



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	and infrastructure				<u> </u>	
	polyclinic ( <i>Tangibles</i> )					
8	Completeness of facilities and infrastructure of the parking lot ( <i>Tangibles</i> )					
9	Transparent in all types of deductions salary and remuneration (Assurance)					
10	Disbursement accuracy salary, lecturer certification and 30% remuneration in every month (Assurance)					
11	Clarity of guidelines and related regulations finance that are established (Assurance)					
12	Involvement of lecturers and tendik in the preparation of the Budget Business Plan (Emphaty)					
13	Promptness in processing promotion (Responsiveness)					
14	Accuracy in provision of incentives remuneration in accordance with performance (Responsiveness)					



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# IV. Instrument for Service Satisfaction and Implementation of the Research Process (Criterion 7)

#### **INSTRUCTIONS**

Please fill in by putting a check mark (V) on the "Expectation of the answer" and "Existing reality" in the real field.

		Exp	ectation	s for ansv	vers	The reality			
Num	Statement	Very	Good	Simply	Less	Very	Good	Simply	Less
		Good				Good			
Α	Proposal Submission								
1.	Information Disclosure grant program ( <i>Tangibles</i> )								
2.	Ease of facility proposal submission research ( <i>Reliability</i> )								
3.	Service readiness LPPM administration services in handling problems in the field of research (Responsiveness)								
4.	Consistency of rules and implementation of submission and assessment of proposals and or research monev (Assurance)								
5.	Disclosure of results assessment of proposals and research report (Empathy)								
1.	Information disclosure rights and obligations researchers ( <i>Empathy</i> )								
2.	Convenience of facilities								



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	research (Tangibles)				
3.	Service responsiveness Administration services during the research (Responsiveness)				
4.	Disbursement accuracy research funds ( <i>Tangibles</i> )				
5.	Consistency of rules in the implementation of research and M&E activities ( <i>Reliability</i> )				
1	Guidelines and SOPs clear guidelines and SOPs on research outputs (Reliability)				
2	Ease of facilitation in realizing research output (Reliability)				
3	The accuracy of research output (Responsiveness)				
4	Ease of guidance in achieving research output (Empathy)				
5	Research output can be used in problem solving (Empathy)				



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#### V. Service Satisfaction Instrument and Implementation of PKM Process Criterion 8)

#### **INSTRUCTIONS**

Please fill in by putting a check mark ( $\nu$ ) on the "Expectation of the answer" and "Existing reality" in the real field.

		Exp	ectation	s for answ	ers	The reality				
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less	
Α	Proposal Submission									
1.	Information disclosure grants in the field of PKM ( <i>Tangibles</i> )									
2.	Ease of facility Submission ( <i>Reliability</i> )									
3.	Service readiness LPPM administration services in solving problem (Responsiveness)									
4.	Consistency of rules and implementation of submission and assessment of PKM proposals and reports (Assurance)									
5.	Disclosure of results assessment of proposals and PKM report (Empathy)									
В	PKM Implementation									
1.	Information disclosure rights and obligations PKM implementers (Empathy)									
2.	Convenience of facilities Activities ( <i>Tangibles</i> )									



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3.	Service speed LPPM administration during PKM activities (Responsiveness)				
4.	Accuracy of disbursement funds ( <i>Tangibles</i> )				
5.	Consistency of rules and implementation of activities/monitoring (Reliability)				
	Administrative efficiency report ( <i>Tangibles</i> )				
	Accuracy of procedure collection (Responsiveness)				
С	PKM Output				
1	Guidelines and SOPs clear guidelines and SOPs on the obligation of PKM activity outputs (Reliability)				
2	Ease of facilitation in realizing output of PKM activities (Reliability)				
3	Output accuracy PKM activities (Responsiveness)				
4	Ease of guidance in achieving PKM output ( <i>Empathy</i> )				
5	PKM output application highly effective in the community ( <i>Empathy</i> )				



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1	Vision, Mission, Strategy Objectives (understandability of vmts)	-	-	-	-	-	-				
2	Governance, Governance and Cooperation (management services)	٧	٧	٧	٧	٧	٧				
3	Students (student services)			٧							
4	Human Resources (management services human resource development)	٧	٧								
5	Finance, Facilities and Infrastructure (management of finance and infrastructure)	٧	٧	٧							
6	Education (services and implementation of the education process education process)			٧							
7	Research (services and implementation of the research process)	٧					٧				
8	Service to Community (services and implementation of the PKM process)	٧					٧				
9	Outputs and Outcomes Tridarma (graduate performance - tracer study)					٧	٧				



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If possible, the next stage is to use the *Importance Performance Analysis* method which was first introduced by Martilia and James (1977) with the aim of measuring the relationship between consumer / customer perceptions and priorities for improving product / service quality, also known as *Quadrant Analysis*.

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#### I. Management Service Satisfaction Instrument (Criterion 2)

#### **INSTRUCTIONS**

Please fill in by putting a check mark (v) on the "Expectation of the answer" and "Existing reality" in the real field.

		Expectations for answers				The reality				
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less	
1.	Ease of access the page Unesa website (Tangible: Transparent)									
2.	Services available academic, administrative and service needs academic and non- academic information needs on- line and offline accurately and satisfactorily (Reliability: Credibility)									
3	Ease of service management in solving problems academic and non- academic (Responsiveness: Fair)									
4	Staff education staff / laboratory serve students according to the working day (Assurance:Responsibility)									
5.	Service excellence management performed									



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in accordance with the				
procedure				
(empathy: Accountability)				



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#### II. Student Services Satisfaction Instrument (Criterion 3)

#### **INSTRUCTIONS**

Please fill in by putting a check mark (v) on the "Expectation of the answer" and "Existing reality" in the real field.

#### **II.1 Student services**

		Expectations for answers			vers	The reality			
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less
Α	Guidance and Counseling								
1.	officer's ability counseling in providing satisfactory service (reliability)								
2.	counseling officers are responsive in helping students and providing services quickly. (responsiveness)								
3	Officer's ability counseling officers provide service (assurance)								
4	communication of counseling officers when providing counseling. (Empathy)								
5	sufficiency, accessibility, and quality of facilities infrastructure on								



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	Counseling Services. (Tangible)				
В	Mental Development National Spirituality				
1	Service procedure Mental Development Spirituality (reliability)				
2	Speed of service (responsiveness)				
3	Politeness in service (assurance)				
4	Service communication Mental Development Spirituality of Nationality (empathy)				
5	sufficiency, accessibility, quality and infrastructure (Tangible)				
С	Health Services				
1	Service procedures health service procedures (reliability)				
2	Service responsiveness (responsiveness)				
3	Ability and politeness in service (assurance)				
4	Concern in receiving complaints health services (empathy)				
5	sufficiency, accessibility, quality				
5					



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and infrastructure health services				
(Tangible)				



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#### **II.2 Student services**

Do you participate in interest and talent activities and	d student organizations?
--	--------------------------

a. Yes

b. No

If your answer is "Yes" please complete the following statement:

	Statement	Expecta	tions for a	answers	The reality				
Num		Very Good	Good	Simply	Less	Very Good	Good	Simply	Less
Α	Interests Talents and Organizations Student Affairs								
1.	Program sustainability activities (reliability)								
2.	Responsiveness of student organizations student organization in serving students (responsiveness)								
3	Usefulness activities (assurance)								
4	Communication and organizational awareness student organization in receiving complaints (empathy)								
5	sufficiency, accessibility, and quality of facilities infrastructure (Tangible)								

Do you participate in career development coaching activities?

a. Yes

b. No

If your answer is "Yes" please complete the following statement:

Num	Statement	Expectations for answers				The reality			
Num	Statement	Very	Good	Simply	Less	Very	Good	Simply	Less



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		Good		Good		
В	Coaching Career Development					
1.	Program sustainability activities (reliability)					
2.	speed of service obtaining information (responsiveness))					
3.	usefulness activities (assurance)					
4	willingness/concern officers in receiving complaints (empathy)					
5	sufficiency, accessibility, quality and infrastructure about Career Development Coaching (Tangible)					

Did you participate in the scholarship service activities?

a. Yes

b. No

If your answer is "Yes" please complete the following statement:

		Expectati	answers		The reality				
Num	Statement	Very	Good	Simply	Less	Very	Good	Simply	Less
		Good				Good			
С	Scholarship Services								
1	Program sustainability activities (reliability								
2	Service responsiveness (responsiveness)								
3	usefulness activities (assurance)								
4	Care in								



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	receive complaints scholarship service (empathy)				
5	adequacy, accessibility, quality and infrastructure of scholarship services (Tangible)				

Do you participate in entrepreneurship development activities??

a. Yes

b. No

If your answer is "Yes" please complete the following statement:

		Expectat	ions for a	answers		The reality			
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less
D	Development Entrepreneurship								
1	Program sustainability activities (reliability)								
2	Speed of service (responsiveness)								
3	usefulness activities (assurance)								
4	Concern in receiving complaints (empathy)								
5	sufficiency, accessibility, quality and infrastructure entrepreneurship development service (Tangible)								



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#### III. Satisfaction Instrument for Financial Management and Infrastructure (Criterion 5)

#### INSTRUCTIONS

Please fill in by putting a check mark (V) on the "Expectation of the answer" and "Existing reality" in the real field.

#### 1. Student

		Ехр	ectation	s for ansv	vers	The reality			
Num	Statement	Very	Good	Simply	Less	Very	Good	Simply	Less
		Good				Good			
1	Ease of service information for the process of scholarship								
	application process and UKT application								
	/payment/delay/waiver (reliability)								
2	Ease of process application process scholarship and								
	application / payment / delay / UKT relief (assurance)								
3	Service availability time for loan/payment/ delay/waiver of UKT (empathy)								
4	Ease of accessibility UKT payment and scholarship acceptance (Tangibles)								
5	Responsiveness in application process scholarship and application/payment/delay/UKT waiver								



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	1	I				
	(responsiveness)					
6	Maintenance and management of facilities and infrastructure academic (library, learning/laborato rium/workshop/ Installation electricity/ internet, etc.) (reliability)					
7	Completeness of facilities infrastructure facilities lectures library (assurance)					
8	Excellent service in the process of borrowing / using infrastructure facilities in student activities (empathy)					
9	Availability of information system that support activities academic and nonacademic activities (Tangibles)					
10	Speed of follow-up on complaints (responsiveness)					



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#### IV. Service Satisfaction Instrument and Implementation of Education Process (Criterion 6)

#### **INSTRUCTIONS**

Please fill in by putting a check mark (V) on the "Expectation of the answer" and "Existing reality" in the real field.

		Expectations for answers			The reality				
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less
Α	Reliability: the ability of lecturers, education personnel, and managers in provide services								
1	Lecturer Mastery on course material								
2	Lecturer's delivery in material lecture								
3	Structural and independent assignments in accordance with the weight of credits and lecture objectives								
4	Use of Indonesian language is good and correct								
5	Suitability of assignments and exam questions with learning objectives								
6	Service availability academic, administrative and service needs academic information needs of lecturers, education personnel and managers accurately and satisfactorily.								



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В	Responsiveness: willingness of lecturers, education personnel, and managers in helping students and providing services quickly;				
1	Timeliness in starting and end the lecture				
2	Timeliness return of assignments to students by the lecturer				
ω	Lecturer's willingness to give the exam follow-up				
4	Lecturers are willing to receive suggestions and input from students in the process of lecturing and mentoring				
5	Ability creating a conducive learning atmosphere atmosphere conducive to learning to motivate students				
6	Ease of service lecturers, staff education and managers in solving problems academic				
	Assurance				
С	Assurance: the ability of lecturers, education personnel,				



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	and managers to give confidence students that the services provided are in accordance with the				
1	provisions; Implementation of UTS/UAS according to				
2	the academic calendar  Face-to-face fulfillment 15 times meetings /				
3	ransparency in grading				
4	Friendliness of education personnel to serve				
5	education staff / laboratory serve students according to the working day				
D	Empathy: willingness/concern lecturers, education personnel, and managers to give attention to students;				
1	Objectivity in assessment				
2	Lecturers and students together make a lecture contract at the beginning of the semester meeting				
3	Communication of education personnel in services				



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Е	Tangible: student assessment of the adequacy, accessibility, quality of facilities and infrastructure.				
1	Easy access to information systembased service facilities (SSO Unesa and Website)				
2	Availability and quality of laboratories/worksh ops/libraries/networ ks/classrooms, etc. in supporting academic activities				



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Num	Criteria	Lecturer	Education staff	Student	Graduate	User	Partner
1	Vision, Mission, Strategy Objectives (understandability of vmts)	-	-	-	-	-	-
2	Governance, Governance and Cooperation (management services)	٧	٧	٧	٧	٧	٧
3	Students (student services)			٧			
4	Human Resources (HR development management services)	٧	٧				
5	Finance, Facilities and Infrastructure (financial management and infrastructure)	٧	٧	٧			
6	Education (services and implementation of the education process)			٧			
7	Research (service and implementation of the research process)	٧					٧
8	Community Service (service and implementation of the PKM process)	٧					٧
9	Tridarma Outputs and Achievements (graduate performance - tracer study)					٧	٧



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- 3. Responsiveness Namely the desire of the staff to form customers and provide services with responsiveness.
- 4. Assurance Includes the knowledge, ability, courtesy, and trustworthiness of staff free from danger, risk or doubt.
- 5. Empathy includes ease of relationship, good communication, personal attention, and understanding customer needs.

If possible, the next stage is to use the Importance Performance Analysis method which was first introduced by Martilia and James (1977) with the aim of measuring the relationship between consumer / customer perceptions and priorities for improving product / service quality, also known as Quadrant Analysis.

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#### I. Management Service Satisfaction Instrument (Criterion 2)

#### **INSTRUCTIONS**

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		Exp	ectation	s for ansv	vers		The	reality	
Num	Statement	Very	Good	Simply	Less	Very	Good	Simply	Less
		Good				Good			
1.	Ease of obtaining								
	information in supporting								
	Tridarma Higher								
	Education activities								
	(Tangible: Transparent)								
2.	The availability of								
	services in supporting								
	the tridarma activities of								
	Higher Education,								
	administration and on-								
	line and offline								
	information needs								
	services accurately and								
	satisfactorily (Reliability:								
	Credibility)								
3	Ease of management								
	services in the								
	implementation of the								
	Tridarma of Higher								
	Education								
	(Responsiveness: Fair)								
4	Services of the								
	authorized leader and /								
	or person in charge of								
	supporting								



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		Expectations for answers				The reality				
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less	
	implementation of the									
	Tridarma of Higher									
	Education (Assurance:									
	Responsibility)									
5.	Excellent service									
	management in HEIs is									
	carried out in									
	accordance with									
	procedures (empathy:									
	Accountability)									



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#### II. HR Development Management Service Satisfaction Instrument (Criterion 4)

#### **INSTRUCTIONS**

Please fill in by putting a check mark (V) on the "Expectation of the answer" and "Existing reality" in the real field.

		Exp	ectation	s for ansv	vers	The reality				
Num	Num Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less	
1.	Implementation of									
	planning for lecturer									
	and staff needs in									
	accordance with									
	applicable SOPs									
	(reliability)									
2	Recruitment,									
	selection and									
	dismissal of lecturers									
3	The suitability of the									
	implementation of									
	orientation and									
	placement of lecturers									
	and tendik with work									
	units (assurance)									
4	Performance									
	evaluation of									
	lecturers and staff is									
	carried out through									
	a transparent									
	mechanism									
	(assurance)									
5	Ease in the process of									
	promotion of lecturers									
	(responsiveness)									
6	Providing opportunities									



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		Exp	ectation	s for ansv	vers	The reality					
Num	Statement	Very Goo	Good	Simply	Less	Very Good	Good	Simply	Less		
	career development										
	through training/										
	seminars/advanced										
	study/etc.										
	(responsiveness)										
7	Supervision of										
	performance by										
	superiors in increasing										
	productivity (Empathy)										
8	Providing clear, fair										
	and transparent										
	remuneration in										
	improving										
	performance										
	(Empathy)										
9	Accessibility and ease										
	of accessing										
	information systems										
	on lecturer										
	performance (SIMBKD,										
	SIMSKP, SIMUNA, etc.)										
	(Tangible)										
10	The quality of										
	supporting facilities										
	and infrastructure in										
	the implementation										
	of the tridarma of										
	higher education										
	(Tangible)										



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# III. Instrument for Satisfaction of Financial Management Services and Infrastructure Facilities (Criterion 5)

#### **INSTRUCTIONS**

Please fill in by putting a check mark (V) on the "Expectation of the answer" and "Existing reality" in the real field.

		Exp	ectation	s for ansv	vers		The	reality	
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less
1	Ease of accessing the internet and speed of access on campus (Reliability)								
2	Ease of use and fulfillment of needs in SSO (Reliability)								
3	Adequate classroom (Tangibles)								
4	Learning media facilities (LCD, LCD screen, sound system) in class (Tangibles)								
5	Completeness of facilities and infrastructure in the practice room / laboratory / workshop / etc. (Tangibles)								
6	Completeness of textbook references / module books / subscription journals in the reading room / library (Tangibles)								
7	Completeness of facilities								



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		Expectations for answers				The reality			
Num	Statement	Very Good	Good	Simply	Less	Very Good	Good	Simply	Less
	and infrastructure polyclinic (Tangibles)								
8	Completeness of parking lot facilities and infrastructure (Tangibles)								
9	Transparency in all types of salary and remuneration deductions (Assurance)								
10	Accuracy of salary disbursement, lecturer certification and 30% remuneration every month (Assurance)								
11	Clarity of guidelines and regulations related to finance established (Assurance)								
12	Involvement of lecturers and staff in the preparation of the Budget Business Plan (Emphaty)								
13	Responsiveness in processing promotion (Responsiveness)								
14	Accuracy in providing remuneration incentives in accordance with performance (Responsiveness)								