



Kampus  
Merdeka  
INDONESIA JAYA

UNESA  
PTNBH  
SATULANGKA AHDEPAN



# GUIDELINE

SURVEY POLICY

UNESA



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## FOREWORD

The Quality Assurance (BPM) sector is one of the work areas within the Learning Development and Quality Assurance Institute (LP3M) organization at Surabaya State University. SPM, previously known as the Quality Assurance Center (PPM) at Surabaya State University. BPM is a quality assurance organ at the university level with the main task of overseeing the implementation of the internal quality assurance system (SPMI). The survey guidance document is one of the results of the work of the SPM Data and Information Division to be used as a reference for the university environment in preparing, implementing and making reports and analyzes related to customer satisfaction surveys for service users within the Surabaya State University environment.

There are six types of survey activities that are periodically carried out, namely management service satisfaction surveys, management service and human resource development service satisfaction surveys, financial management and infrastructure service satisfaction surveys, research process service satisfaction surveys, community service process service satisfaction surveys and surveys student services. It is hoped that by compiling this guidebook, the survey implementation process can be carried out well.

Surabaya, February 2022  
Head of Quality Assurance Unit



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## CHAPTER I INTRODUCTION

### A. Background

Satisfaction is the result of an evaluation between expectations (perception) of service quality and the perceived service quality performance (perceived) by service users (consumers/customers). Satisfaction is individual because each individual have different levels of satisfaction according to their expectations. Various efforts have been made by the government to improve services to the community directly and through policies at both the central and regional levels. One of these efforts is the issuance of Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 16 of 2014 concerning Guidelines for Surveys of Public Satisfaction with Public Service Providers as amended by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for Public Satisfaction Surveys.

According to Law Number 12 of 2012 concerning Higher Education and the Indonesian Higher Education System, the implementation of higher education aims to 1) develop the potential of students who are faithful and devout, have noble character, are healthy, capable, have adequate knowledge, are able to act and think creatively, are independent (personality), skilled, competent and cultured; 2) universities are able to produce graduates who master science and technology, build national interests and have national competitiveness; 3) able to produce knowledge for the advancement of civilization and the welfare of the nation, 4) the realization of research-based community service, general welfare and also for the achievement of national intelligence. In the continuity of education in higher education, the presence of students, the role of lecturers or teaching staff is very much needed. Managerial or campus administrators are also very much needed in providing services to students, lecturers, employees, alumni, stakeholders, or the community around campus which aims to

higher education development. Service to the community will not be optimal if carried out conventionally, so an information system is needed that helps provide better service and can have a wider reach. If all of these components are managed well, universities can achieve maximum results, so universities are able to increase productivity and efficiency in existing processes, content and resources. For the development of higher education, it is necessary to carry out good professional management on campus as well. Therefore, leaders are needed who are able to protect, protect and provide comfort to the academic community (students, lecturers and teaching staff). The comfort of the academic community in carrying out their roles is of course inseparable from the services provided by the campus.

There are several service areas on campus, namely: study program curriculum, learning process, human resources (lecturers, educational staff, structural officials), students, facilities and infrastructure, academic atmosphere, research, community service, information systems and cooperation domestic or foreign. Every existing service should undergo continuous evaluation to find out whether the service provided is good enough or not and you can also find out which parts of the service are adequate or which still need improvements. The purpose of evaluating public services at universities is as a benchmark in assessing the level of quality of services provided by these universities to the public. Evaluations carried out on the performance of units in tertiary institutions on a regular basis can be used as consideration by university leaders in determining and deciding on new policies in order to improve the quality of service from units in further tertiary institutions, which prioritize aspects of quality, quality facilities and management. The community within the campus environment is called the academic community. The academic community consists of three, namely students, lecturers and education staff. Each has its own role and duties in the continuity of the educational process in higher education, therefore the services provided by the campus are no different but there are services provided individually.

specifically for each. The academic community's demands for educational institutions are to provide increasingly advanced and satisfying services. This happens because of the touch of technology which is increasingly advancing rapidly. Quality of service is the core of the survival of an institution, in this case a university. If an educational institution does not provide quality services, it is not impossible that in time it will reduce the public's assessment of the existence of the university.

## **B. Objective**

The purpose of creating this guidebook is to guide the implementation of satisfaction survey activities for lecturers, students and educational staff within the State University of Surabaya as an evaluation tool to measure the level of satisfaction of service users from various service components at the State University of Surabaya.

## **C. Target**

The targets of the satisfaction survey activity are:

1. Encourage the academic community using services to participate in the process of carrying out satisfaction surveys.
2. Encourage service provider units to improve the quality of their services so that they are in line with the expectations of the academic community.
3. Encourage service provider units to be more innovative in providing services for the campus academic community.
4. Measuring the trend in the level of satisfaction of the academic community with campus management services.

## **D. Benefit**

By carrying out the Academic Community Satisfaction Survey:

1. Know the weaknesses or shortcomings of each element of the service provider work unit in the campus environment.
2. Know the service performance that has been provided by the service provider unit periodically.

3. As material for determining policies that need to be taken and follow-up efforts that need to be made based on the results of service user satisfaction surveys.
4. Stimulate positive competition between work units in the campus environment in an effort to improve services.
5. Known user service satisfaction index for service work units in the campus environment.

#### **E. Scope**

The satisfaction survey activities carried out include:

1. Management Service Satisfaction Survey
2. Human Resources Management and Development Services Satisfaction Survey
3. Financial Management Services and Infrastructure Satisfaction Survey
4. Research Process Service Satisfaction Survey
5. Community Service Process Service Satisfaction Survey
6. Student Services Satisfaction Survey

#### **F. Legal basis**

1. Government Regulation Number 60 of 1999 concerning Higher Education;
2. Law Number 20 of 2003 concerning the National Education System;
3. Law Number 14 of 2005 concerning Teachers and Lecturers (State Gazette of the Republic of Indonesia of 2005 number 157);
4. Government Regulation Number 19 of 2005 concerning National Education Standards;
5. Republic of Indonesia Government Regulation Number 17 of 2010 concerning Management and Implementation of Education;
6. Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys for Public Service Providing Units;
7. Decree of the Minister of National Education Number 004/U/2002 concerning

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Accreditation of Study Programs in Higher Education;



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## CHAPTER II CONCEPTUAL FRAMEWORK

### A. General Definition

Some definitions of terms in this guidebook used in implementing satisfaction survey activities are:

1. The Satisfaction Survey is a comprehensive measurement activity regarding the level of satisfaction of service users with the quality of services provided by service providers at Surabaya State University.
2. The Satisfaction Index is the result of measuring satisfaction survey activities in the form of numbers, where numbers are determined to have a value of 1 (one) to 4 (four).
3. Service Unit is a work unit/office at Surabaya State University which directly or indirectly provides services to service recipients.
4. Satisfaction Survey elements are elements that are indicators for measuring service recipients' satisfaction with service delivery.
5. Periodic surveys are surveys carried out by service providers periodically, namely at least once (a year).
6. Service providers are employees of Surabaya State University who carry out service duties and functions in accordance with statutory regulations.
7. The service recipients are lecturers, students and education staff at Surabaya State University.
8. Service Recipient Satisfaction is the result of service recipients' opinions and assessments of the service performance provided to service providers.
9. Service elements are factors or aspects contained in providing services to the academic community of Surabaya State University to determine the performance of service units.

10. Respondents are service recipients who, at the time of sampling for the satisfaction survey, were accessing the questionnaire issued by the survey system.
11. Services are all activities carried out by service providers as an effort to meet the needs of service recipients, as well as in the context of carrying out duties and functions in accordance with statutory regulations.
12. Service providers are every element in the Surabaya State University organization that provides services using information systems and non-systems.

## **B. Service quality**

Service quality is a term derived from the concept of Total Quality Service (TQS) or integrated quality service, defined as the condition of an institution or organization that has the ability to provide quality services to customer. Integrated quality services can also be planned within a university. For example, a university consists of service units. These service units will provide the best service to the community if they are carried out in an integrated manner, meaning the system is integrated for all existing units. Like Total Quality Management, Total Quality Service also has 5 interrelated elements (Ichwan, 2010). TQS in higher level education according to Agatha (2014), includes:

- a. *Market and Customer Research*. Market research is a research activity carried out on market structure and dynamics, especially in higher education. This research was conducted to find out whether the conditions of the existing campus are in accordance with community needs, whether other similar campuses offer something different and better, so that the results of the research can be used to develop better services.
- b. *Strategy Formulation*. Strategy design is carried out in developing new strategies in order to retain existing customers and add new customers

designing strategies that will be able to formulate new strategies that can be implemented in controlling service quality effectively, efficiently and innovatively.

- c. *Education, Training, and Communication.* Education, training and communication for Employees are an important part in developing the quality and competence of employees in accordance with their field. This increase in human resources will make employees more competent in their fields and able to provide the best service to customers so that customers feel satisfied because they are well served.
- d. *Process Improvement.* Process refinement is an internal stage educational institutions, there are evaluation efforts carried out by campus management regarding the implementation of processes on campus, both lecture processes and service processes. Evaluation is carried out continuously to improve the process of providing services both by lecturers and teaching staff actively for the purpose of finding or providing new ways to improve services in higher education.
- e. *Assessment, Measurement, and Feedback.* Assessment, measurement and feedback serves to provide input to service providers, so that they will be aware of their ability to serve and fulfill customer needs, desires and expectations. The results of performance appraisals and feedback on services provided by employees can be used as a basis for providing rewards to employees and providing input to institutions or organizations in determining and making decisions or policies regarding what matters still need to be improved so as to provide good service.  
even better.

There are 10 standards in determining the quality of services or services, namely: 1) reliability, 2) responsiveness, 3) ability, 4) easy to obtain, 5) friendliness, 6) communication, 7) trustworthy, 8) security, 9) understanding customers, 10) proven real/tangible (Rangkuti, 2002; Irawan, 2002; Agatha, 2014). Furthermore, to facilitate analysis of services, (Kotler (1997) and Parasuraman (1988) simplified the 10 service quality standards into five which are known as TERRA.

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Competence, courtesy, credibility and security are combined into a guarantee. Meanwhile, access, communication and the ability to understand customers are categorized as empathy. Thus, the five main dimensions of customer quality consist of:

1. Tangible or proven tangible (tangible), meaning tangible services including physical facilities, equipment, employees/teaching staff, and communication facilities. Measurement of service quality can be measured through indicators that can be felt by the five senses, for example the availability of facilities and infrastructure, cleanliness of the campus environment, cleanliness of toilets, suitability of buildings, attitudes and behavior of service providers, attractive appearance of employee uniforms, employee service equipment. , spacious parking area, prayer facilities, sophisticated computer equipment, availability of wifi/internet facilities, sports facilities, laboratories.
2. Reliability, namely providing services immediately or quickly, accurately, and satisfying. The quality of reliability in service in higher education includes punctuality in carrying out lectures, punctuality in assessing grades through the academic system, accuracy in giving staff salaries, speed and alertness of staff in serving lecturers who require letters of assignment or letters of recommendation, issuance of functional promotion letters for lecturers and so on.
3. Responsiveness, namely the willingness to help customers and provide fast responsive service. For example, the alertness of employees in serving the academic community. In higher education, concern for helping students, lecturers and teaching staff and providing good service to them is part of a service. A standard form of care in providing services can be done through the delivery of information, for example information on scholarships for students, information on educational assistance for lecturers, information on community service activities for lecturers and students, information on filling out employee performance reports for teaching staff and so on.

4. Guarantee (Assurance), another standard that employees need to have is a guarantee, meaning that with the employee's competence or ability, friendliness or manners, attention and politeness in providing services, and the ability to instill trust in customers, then customers feel free from doubt. A good, friendly, polite and friendly attitude shows attention to customers. For example, all levels of leadership starting from the Chancellor and his staff, the Dean and his staff, study program heads and study program secretaries, structural leaders, and also staff must have appropriate placements and be truly competent in their fields. So that when complaints arise from students, lecturers or teaching staff, the campus will provide the best service with full responsibility so as to provide a sense of security and immediately determine the best solution.
5. Attention (emphathy), namely ease in carrying out relationships or relationships, communicate well, provide personal attention, and understand customer needs. For example, in higher level education, an empathetic attitude can be shown by being individually attentive to the academic community (students, lecturers or teaching staff), being able to communicate well to understand the desires and needs of the academic community (students, lecturers or teaching staff), staff. can carry out their duties during the specified working hours. In serving students, lecturers as academic supervisors, lecture teachers and thesis supervisors can be contacted easily, either in the office, via telephone or e-mail, and try to answer every student complaints politely, as well as students being able to communicate well with fellow students, lecturers and leaders. Meanwhile, a wise leader as a service provider must pay full attention to the academic community (students, lecturers or teaching staff), listen to complaints and immediately provide solutions to provide peace of mind to the academic community (students, lecturers or teaching staff) in carrying out their duties and functions in on campus. Don't let the campus atmosphere or campus services be lacking

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satisfying so that many lecturers or educational staff often leave campus to take other jobs.

### **C. Service Satisfaction**

Service satisfaction is defined as the customer's response to the evaluation of the perceived suitability or discrepancy between expectations about performance and the actual performance of the product that is felt after its use (Tjiptono, 1998). If performance is below expectations, then service users are not satisfied (Rangkuti, 2006), so satisfaction will occur if the service meets or exceeds customer expectations. Customer satisfaction can be measured through customer responses using evaluation tools that measure perceptions of services or products between initial expectations (certain performance standards) and the actual performance of the product which is perceived after the customer consumes the product or the perception of service performance after the customer has been served, which is selected to at least meet or exceeded expectations. According to Irawan (2002), dissatisfaction means if the appearance does not meet expectations; satisfied if the appearance is comparable to expectations, and very satisfied if the appearance is more than expected means the customer is very satisfied. Measuring customer satisfaction specifically for public services in Indonesia has been regulated in the Decree of the Minister for Administrative Reform No.Kep./25/M.PAN/2/2004, where there are 14 elements as minimum elements that must be present as a basis for measuring the public satisfaction index, namely :

1. Service procedures, service procedures are related to the ease of service stages seen from the simplicity of the service flow, the longer the service flow, the customer will definitely not feel satisfied;
2. Service Requirements, namely the technical and administrative requirements needed to obtain service according to the type of service, service requirements should be submitted online so that the person who will carry out the transaction has prepared all existing requirements and speeds up the service process as well;

3. Clarity of service staff, namely the presence and certainty of the staff providing the service (name, position, authority and responsibility), sometimes the designated staff is not there, so customers have to wait even though the person concerned is at a different table but in the same room. The same;
4. Discipline of service officers, namely the seriousness of officers in providing services, especially regarding the consistency of working hours in accordance with applicable regulations, for example, do not increase arrival times or be late in opening services on the grounds that they have not had breakfast or have other activities, additional rest time by service officers but the service closing schedule according to the specified schedule;
5. Responsibilities of service officers, namely clarity of authority and responsibility of officers in administering and completing services, authorized officials must always be on site to facilitate the approval process, if there are outside activities then a replacement officer needs to be appointed;
6. The ability of service officers, namely the level of expertise and skills possessed by officers in providing/completing services to the community, officers who are not competent in their field will hinder service because they will ask other officers;
7. Speed of service, namely the target time for service to be completed within the time determined by the service provider unit, do not discuss things outside the context of service because it will hamper service and other customers will wait longer;
8. Fairness in obtaining services, namely the implementation of services without differentiating between the groups/status of the people served, meaning providing services to people who have come first, do not prioritize other people who are considered to know the officers well;
9. Politeness and friendliness of officers, namely the attitude and behavior of officers in providing services in a polite and friendly manner as well as respecting and respecting each other;

10. The reasonableness of service costs, namely the community's affordability of the amountfees determined by the service unit;
11. Certainty of service costs, namely conformity between the fees paid and the fees that have been determined, and it is best to keep the budget amount on the notice board so that customers prepare their fees in accordance with the rules;
12. Certainty of service schedule, namely implementation of service times, in accordance with established provisions;
13. Environmental comfort, namely the condition of service facilities and infrastructure that are clean, neat and orderly so as to provide a sense of comfort to service recipients, don't let customers stand in queues for a long time, provide comfortable seating;
14. Service Security, namely ensuring the level of security in the environment of the service provider unit or the facilities used, so that the public feels calm about getting services against the risks resulting from the implementation of services.

Furthermore, Kotler (2007) mentioned two dimensions of customer satisfaction, namely performance and expectations. Performance, namely something achieved by employees and customers, while expectations, namely something that customers expect. Rangkuti (2006) added that factors that influence customer satisfaction include: value, competitiveness and customer perception. Value, namely a comprehensive assessment of the benefits that customers can obtain from the products/services produced; Competitiveness, namely the goods/services produced must have competitiveness in order to attract customers and be unique compared to other similar goods/services; Customer perception is a process where individuals/customers evaluate, interpret the stimulus received by the five senses regarding the products/services that have been provided so that it becomes a meaning of assessment. Service satisfaction in higher education can be measured through the satisfaction obtained by the academic community, students, lecturers and education staff. Academic community satisfaction



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is defined as the response of service users, in this case students, lecturers and teaching staff, to the services provided by service units in the campus environment after students, lecturers and teaching staff receive the results of the services provided. Therefore, in order for service to satisfy the academic community, employees tasked with serving must meet four criteria, namely having polite and courteous behavior; good communication skills so as to be able to convey something related to what should be received by the person concerned; able to see and adjust the right time to convey information; and the friendliness of employees when providing services or when dealing directly with students, lecturers or teaching staff.

The quality of service will really depend on the implementation of the quality management system, or in other words, public services carried out in an institution cannot be separated from the responsibility of management. Service users, in this case, are students, lecturers and teaching staff who will receive services on campus. The services provided by the campus must be well coordinated between all units in the college which are institutions that help the college achieve the vision and mission that have been set. Service units should be evaluated continuously through measurement instruments given to customers, and then analyzed. The results of the response analysis can be used as a basis for improving management by the parties responsible so that improvements will be carried out continuously or sustainably from the old management system to the new management system. Evaluation of employee performance in higher education through monitoring and measuring the satisfaction of the academic community (students, lecturers and teaching staff) is very essential, because the results of evaluating employee performance can provide feedback and input for the purposes of developing and implementing strategies to increase service satisfaction. , both services to the academic community itself and to the wider community outside campus.

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In principle, service user satisfaction can be measured using various methods. Kotler (2012) states that there are four methods that can be used to measure service user satisfaction, including:

1. Complaint and suggestion system. With the complaints and suggestions technique, the campus leadership gives the academic community the widest possible rights to provide input in the form of suggestions or convey complaints regarding inappropriate services (customer oriented).
2. Customer satisfaction survey. This technique can be used occasionally after a few years of service to the academic community (students, lecturers and/or teaching staff). The survey was carried out by distributing questionnaires to students, lecturers and/or teaching staff. Through this survey, campus leaders and policy holders can find out the strengths and weaknesses of services from service units on campus, so that leaders can make improvements to things that are considered unsatisfactory.
3. *Ghost Shopping*. This method is implemented by seeking information informally by chatting or having casual discussions with the academic community regarding the services provided on campus, whether they are satisfactory or not.
4. Lost customer analysis. This method is usually done by contacting alumni who have graduated a long time ago.

#### **D. Excellent service**

In relation to services to external customers, all parties involved in providing commercial and non-commercial services must be aware that the existence of loyal consumers is a support for the success of companies and other organizations. Thus, they must place consumers as very valuable assets, because in reality no organization, especially companies, will be able to survive if their customers abandon them. One way to keep your organization/company always approachable and remembered

customers is by developing the best service patterns, including in the following ways:

- 1) Pay attention to developments in customer needs and desires from time to time, to make it easier to anticipate them.
- 2) Striving to provide customer needs according to wishes or more than expected.
- 3) Treat customers with the best service patterns.

The concept of excellent service includes the following aspects:

- a) Ability, namely certain knowledge and skills that are absolutely necessary to support an excellent service program, which includes ability in the field of work pursued, carrying out effective communication, developing motivation, and using public relations as an instrument in building relationships within and outside the organization/company.
- b) Attitude, namely the behavior or mannerisms that must be emphasized when dealing with customers.
- c) Appearance, namely a person's appearance, both physical and non-physical, is able to reflect the self-confidence and credibility of other parties.
- d) Attention, namely full concern for customers, both in relation to paying attention to customer needs and desires as well as suggestions and criticism.
- e) Actions, namely various concrete activities that must be carried out in providing services to customers.
- f) Responsibility (accountability), namely an attitude of siding with customers as a form of concern for avoiding or minimizing losses or customer dissatisfaction.

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## CHAPTER III SURVEY METHODS

### A. Period

This survey can be carried out regularly for a certain period of time. This survey can be carried out every 3 months (quarterly), 6 months (semester) or 1 (one) year. At least, satisfaction surveys are carried out at least once a year.

### B. Method

To conduct periodic surveys, a qualitative method approach is used with measurements using a Likert scale. The Likert scale is a psychometric scale that is commonly used in questionnaires and is the scale most widely used in research in the form of surveys. This method was developed by Rensis Likert. The Likert scale is a scale that can be used to measure the attitudes, opinions and perceptions of a person or group of people towards a type of public service. On a Likert scale, respondents are asked to determine their level of agreement with a statement by choosing one of the available options. The survey stages include the following steps:

1. Develop survey instruments
2. Determine techniquesampling
3. Determining respondents
4. Carrying out surveys
5. Processing survey results
6. Present and report the results of data analysis

### C. Instruments

The instruments used for surveying satisfaction of service recipients (lecturers, students and education staff) at Surabaya State University include:

1. Management Service Satisfaction Questionnaire
2. Human Resources Management and Development Services Satisfaction Questionnaire

3. Financial Management Services and Infrastructure Satisfaction Questionnaire
4. Research Process Service Satisfaction Questionnaire
5. Community Service Process Service Satisfaction Questionnaire
6. Student Services Satisfaction Questionnaire

#### D. Survey Components

The components of Service Quality dimensions according to Parasuraman (1990) are as follows:

- 1) *Tangibles*, or physical evidence, namely the ability of a company to demonstrate its existence to external parties. The appearance and capability of the company's physical facilities and infrastructure and the condition of the surrounding environment are concrete evidence of the services provided by the service provider. This includes physical facilities (buildings, warehouse, etc.), technology (equipment and equipment used), and the appearance of employees. In short, it can be interpreted as the appearance of physical facilities, equipment, personnel and communication materials.
- 2) *Reliability*, or reliability, namely the company's ability to deliver service as promised accurately and reliably. Must match customer expectations means timely performance, error-free service, sympathetic attitude and with high accuracy. In short, it can be defined as the ability to provide promised services accurately, on time and reliably.
- 3) *Responsiveness*, or responsiveness, namely a willingness to help and give service which fast and appropriate to customer, with conveying clear information.
- 4) *Assurance*, or guarantee and certainty, namely knowledge, courtesy, and the ability of company employees to foster customer trust in the company. Consists of components: communication, credibility, security, competence and courtesy. In short, it can be interpreted as knowledge and friendliness of personnel and the ability of personnel to be trustworthy and trustworthy.

5) *empathy*, namely providing sincere and individual or personal attention given to customers by trying to understand consumer desires where a company is expected to have an understanding and knowledge of customers, understand specific customer needs, and have operating times that are comfortable for customers. In brief

can be interpreted as an effort to know and understand individual customer needs. According to Parasuraman, et al (1990), Reliability is consistently the most critical dimension, then the 2nd level is assurance, 3rd is tangibles (especially by banking companies), 4th is responsiveness, and the lowest level of importance is empathy.

## E. Data processing

*Importance-Performance Analysis*(IPA) was conducted to find out how service users respond to the performance of service units in the Ministry of Health using a quantitative descriptive method. The method used to analyze consumer responses to the performance of service units in the Ministry of Health is IPA. Before processing the data, the data on the questionnaire is first checked (edited). The level of importance is how important a performance attribute is to service users. In explaining the level of importance, a Likert scale called a summated-ratings scale is used. The data obtained is useful for determining the real level of importance of performance attributes.

Table 3.1 Importance Level Score

Answer	Score (value)
Very unimportant	1
Not important	2
Important	3
Very important	4

The questions given are closed questions. Respondents are asked to choose an answer from the available options. Choices are made in stages starting from the lowest intensity which is given the number 1 (very unimportant) to the highest which is given the number 4 (very important). The importance level score can be seen in Table 3.1. The level of implementation is how the performance provided by the service unit at the Ministry of Health meets the expectations of its customers. Similar to explaining the level of importance, in explaining the level of implementation performance, answer choices on a Linkert scale are also used. Choices are made in stages starting from the lowest intensity which is given the number 1 (very dissatisfied) to the highest which is given the number 4 (very satisfied). The implementation level score can be seen in Table 3.2.

Table 3.2 Satisfaction Level Score

Answer	Score (value)
Very Dissatisfied	1
Not satisfied	2
Satisfied	3
Very satisfied	4

Mathematically, the formula used to get the total score for each performance attribute is:

$$N_s = \sum N_j \times N_i$$

Where :

$N_s$  = score given by respondents to each attribute.  $N_j$  = number of respondents' answers for each attribute

$N_i$  = each respondent's value for each attribute

To determine the range of respondents' scores in this study, a numerical scale was created using the following formula:

$$R = \frac{(m - n)}{s \cdot b}$$

Where :

Rs = scale range

m = highest score

n = lowest score

b = number of classes (in this study five categories were used as classes)

Next, the performance assessment scores of service units at the Ministry of Health and the respondents' interest assessment scores were averaged and formulated into an IPA Matrix. Each attribute is positioned in a diagram, where the average score of the assessment of the level of performance or the performance level index value ( $\bar{X}$ ) shows the position of an attribute on the to<sup>-</sup>attribute ( $\bar{Y}$ ). With formulation:

$$\bar{X} = \frac{\sum_j X_j}{n}, \bar{Y} = \frac{\sum_j Y_j}{n}$$

Where Value: performance level index

$\bar{X}$  = Consumer interest level index value

$\bar{Y}$  = Number of respondents

n =

The IPA matrix used is a chart divided into four quadrants bounded by two lines that intersect perpendicularly at the point (X,Y). The IPA matrix can be seen in Figure 3.1. The IPA matrix consists of four quadrants, namely the first quadrant is located on the top left, the second quadrant is on the top right, the third quadrant is on the bottom left and the fourth quadrant is on the bottom right. The strategy that can be carried out regarding the position of each variable in the four quadrants can be explained as follows:





Figure 3.1. Science Matrix (Rangkuti, 2006)

1. Quadrant I (Primary Area to Improve Strategy)

This quadrant is an area that contains factors that are considered important by customers, but in reality these factors are not as expected (the level of satisfaction obtained is still very low). Variables those included in this quadrant must be improved. The way to do this is for the Ministry of Health to make continuous improvements, so that the performance of the variables in this quadrant will increase.

B. Quadrant II (Primary Area to Maintain Strategy)

This quadrant is an area that contains factors that are considered important and are in accordance with what is perceived by customers, so that the level of satisfaction is relatively higher. The variables included in this quadrant must be constant

maintained, because all these variables make the product/service superior in the eyes of customers.

C. Quadrant III (Secondary Area to Improve)

This quadrant is an area that contains factors that are considered less important by customers and in fact the performance is not very special. Increasing the variables included in this quadrant can be reconsidered, because their influence on the benefits perceived by customers is very small.

D. Quadrant IV (Potential Advantages)

This quadrant is an area that contains factors that customers consider less important and feel are too excessive. The variables included in this quadrant can be reduced so that the company can save costs.

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## CHAPTER IV

### MONITORING, EVALUATION AND REPORTING MECHANISMS OF SURVEY RESULTS

Monitoring activities, evaluation and survey reporting mechanisms can be carried out using the following process:

7. Periodically, the head of the quality assurance sector with the designated relevant division reports the results of monitoring the performance of service units to the Chancellor as material for formulating policies in order to improve service quality.
8. In order to increase the transparency of the results of service recipient satisfaction surveys at Surabaya State University, the survey results report must be published via the quality assurance website.
9. Survey data from each type of questionnaire can be analyzed based on each faculty in addition to overall analysis using both descriptive statistics and inferential statistics.
10. To facilitate data processing, software such as Microsoft Excel, SPSS or other data processing programs can be used.
11. To compare satisfaction indices periodically, periodic and continuous surveys are needed. In this way, changes in the level of satisfaction of service recipients can be seen. The survey period between one period and the next can be carried out from 3 (three) to 6 (six) months or at least once every 1 (one) year.

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## CHAPTER V CLOSING

This satisfaction survey guideline is a guide for quality assurance units to carry out periodic satisfaction surveys which include management service satisfaction surveys, management service and human resource development service satisfaction surveys, financial management and infrastructure service satisfaction surveys, research process service satisfaction surveys, satisfaction surveys community service process services and student service surveys. It is hoped that by compiling this guidebook, the survey implementation process can be carried out well.

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**ATTACHMENT**  
**SATISFACTION SURVEY QUESTIONNAIRE**  
**FOR LECTURERS, STUDENTS AND EDUCATIONAL PERSONNEL**