

# Quality of Academic Services in the Academic Bureau, Students, and Planning of Tadulako Palu University

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**Abstract:** This study aims to look at the quality of Academic Services at the Academic and Student Affairs Bureau of Tadulako University, Palu. The mechanism and procedures applied to students are still too long, both mechanism / procedure for re-registration's process of new students and the Graduation service procedure at the Academic Bureau, student affairs and planning at Tadulako University, Palu. The service quality felt by students is not optimal and not as expected, starting from the reliability aspects, assurance, physical evidence, empathy, low response of services on new student registration and graduation. Supporting Factors that affect the assessment of service quality, namely the availability of services according to SOP, simplicity, assurance of certainty, transparent, safe, fairness, if fulfilled will satisfy satisfactory service quality. On the other hand the inhibiting factor of service quality is if the condition is not fulfilled as the supporting factor.

**Keywords :** Service Quality and Planning.

## I. INTRODUCTION

In the current era of globalization, service quality, especially public service is seen as a demand that continues to be improved, because it is realized that the service aspect is one of the measuring tools to achieve the excellence of an institution or institution in a country to compete healthily and competitively, besides because service quality is wrong one factor that determines public choice, the public also wants the services they obtain satisfying (Ahmed and Zhang 2020; Sinkovics, Kurt, and Sinkovics 2018). Satisfaction desired by the public is achieved if the quality of services that serve it can provide services as needed.

Public services in Indonesia which often get bad ratings from outside countries cannot be ignored, because it will have a negative effect, especially on the aspect of higher education (Joewono, Tarigan, and Susilo 2016; Santoso 2015). Honestly, the negative assessment from the world community is a positive correction for our country, especially among the world of higher education in Indonesia (Winters, Karim, and Martawardaya 2014). Geographically universities in Indonesia are in the western and eastern zones, these two zones also reflect the imbalance in the development of higher education infrastructure, in the infrastructure of the academic community (Lecturers, Administrative Staff, and Students) the

quality is also based on these zones (Varughese and Bairagya 2020; Zolfaghari, Kabiri, and Saadatmanesh 2020).

The problems faced by universities in these two zones are clearly very different. Western zone universities that are close to the center of government, clearly the accuracy of application and policy implementation is immediately felt, strengths are at the same time a problem when western zone universities have always been a benchmark for the face of universities in Indonesia, and even west zone universities are becoming universities that are expected to be able face to face with universities in world countries, especially in Asia and Southeast Asia (Güner 2015; Zhang et al. 2016). This means that the infrastructure and superstructure of western zone higher quality universities should have international levels, international competitiveness, academic services are also of international standard, the question is whether the western zone higher education institutions already have certifications as higher education institutions with these international standards? Because the characteristics of international standard universities are not only those colleges that have used services in the form of "digital" even though the application of tertiary services has used digital empirical facts it cannot be denied that bureaucratic practices have not been cut in academic services (He et al. 2019; Ojha 2006).

What about universities in the eastern zone? The problems faced are certainly far more severe and quite varied, challenging and complex, rather than the problems faced by western zone universities. Tadulako University, Palu, is one of the eastern zone universities which certainly has far more serious problems than universities in the same zone, as well as compared to the western zone universities. The problems faced by Tadulako University Palu are no different from the problems generally of public universities in the country. But in general the problems faced by the University of Tadulako Palu based on observation can be seen in two aspects of the problem, namely aspects of the problem externally and aspects of internal problems. Problems externally where the University of Tadulako Palu accreditation qualifications have not yet reached accreditation A, while internally it is a matter of general service, especially BAKP services to students not

fully in line with student expectations. These internal problems, especially academic services by the Academic, Student and Planning Bureau of the University of Tadulako to students, were of concern, where information was obtained based on these observations. The time spent waiting was very difficult, especially time discipline; Speed and accuracy in service to sting students are low; Accuracy in carrying out many promises broken; The friendliness and politeness of the leadership, and employees in attitude and speaking are still relatively low; Employee knowledge in services is still relatively low; The ease of meeting leaders, and employees in academic affairs still seems primordial and relatively difficult to find; The place of service is less comfortable, clean, especially suggestions like toilets for students; Creating smoothness in service is still classified as not smooth; The information center is still limited, especially those related to tracking quality improvement in research and writing scientific papers; Tadulako University has not fully implemented the concept of E-Government in serving students. The information center is still limited, especially those related to tracking quality improvement in research and writing scientific papers; Tadulako University has not fully implemented the concept of E-Government in serving students. The information center is still limited, especially those related to tracking quality improvement in research and writing scientific papers; Tadulako University has not fully implemented the concept of E-Government in serving students.

According to the description above, the list of problems above will reduce the quality of Tadulako University's institutions, this statement is supported by Tjiptono's opinion (Sufiyah, 2011: 85), according to him universities as one of the educational institutions so that accountable and quality are demanded to provide quality academic services. Higher education as a service industry must start thinking about the importance of more mature customer service (Molderez and Fonseca 2018; Ozdemir, Kaya, and Turhan 2020) Because it is now increasingly recognized that customer service and satisfaction is a vital aspect of staying in business and winning competition. According to Avianti in (Sufiyah, 2011: 88) quality is something that dynamically continues to move, if moving forward is said to be an increase in quality, if moving backwards is said to be of reduced quality. Quality can mean superiority or excellence that is exceeding generally accepted standards. Something can be said of quality if there is a match between the conditions possessed by the object or service that requires it (Allsopp et al., 2020; Fleitas et al., 2020). The quality of academic services in this study is the value given about how good the academic services are provided by the Student and Planning Academic Bureau (BAKP) of the University of Tadulako Palu, thus providing quality students. In the context of public administration, Indonesia is collaborating on a number of service concepts so that good service quality occurs, specifically Tadulako University, Palu is classified as a university that continues to innovate services to its students, through BAKP, services to students

## II. RESEARCH METHODS

This type of research is a qualitative research with a phenomenological method. Qualitative research is research to provide clarification or information on findings that can be justified as propositions that become the forerunners of the theory. The study method used is to conduct in-depth observations of the focus by raising the problems that occur. In this study the study by observing the study of the quality of public services about Academic services in the Academic Bureau, student affairs and planning at Tadulako University. Determination of choosing the location of this study, with a reason to look for case specifications relating to the dimensions of academic services. Data analysis using the model of Milles and Huberman (1994: 12) that the activities in qualitative data analysis are carried out interactively and take place continuously until finished, so that the data is already saturated. Activities in data analysis are data collection, data reduction, data display, and conclusion drawing / verification

## III. RESULTS AND DISCUSSION

### Results

#### *Academic Services Mechanisms and Procedures at the Tadulako University Student and Planning Academic Bureau*

Based on the results of observations of researchers at BAKP Tadulako University regarding the mechanisms and technical procedures of academic services, researchers have observed, then researchers went to informants and interviewed. The informants interviewed were students and academic service officers at BAKP Tadulako University, Palu.

The interview conducted by the researcher was to the student informant whose initials KK on June 20, 2019, took place on campus at the time the student was sitting in a chair waiting for a queue in the waiting room of the UKT payment service, the researcher interviewed about how the academic service was at the Student Academic Bureau and Tadulako University Planning in Palu, Following is an interview:

*"In my opinion the academic service mechanism applied to students is still too long because after registering online, and after graduating we want to re-register by paying UKT in advance but in the UKT payment the queue is long, because I do not yet know how to pay UKT via ATM. , so I pay by queue at BNI Untad Bank. After paying for completing the form, then the form is submitted to BAKP for Registration. "*

The results of this interview mean that the mechanisms and procedures for academic services applied at BAKP University of Tadulako still lack socialization regarding service flow, especially in this case the UKT payment system, so that payments cannot be made quickly, accurately and the process of filling out forms that must be filled out by prospective students. The researcher conducted an in-depth interview with one of the students who was queuing awaiting the submission of the re-registration requirements file, the researcher

conducted interviews with informants with initial YS, who were returning the re-registration requirements file, which the researcher was about the mechanism and procedure for returning the forms. The following interview excerpt:

*"As prospective students regarding the academic services provided to prospective students, it is still too long to wait for a long queue when they want to re-register, after paying UKT, then fill out the form online, then print out and submit the required documents back to BAKP, but while waiting file inspection by queuing in the waiting room whose chair is very limited so I sit on the floor because I'm tired of standing, while waiting for the Registration Officer BAKP officer who is checking the files of other prospective students "*

The information obtained from the results of this interview is that the mechanism and procedure of service in submitting the re-registration requirements file requires a long time, making it difficult for prospective students to take care of re-registration quickly. The researcher then conducted an in-depth interview with an informant with the initials SFY, who was standing while reading Handpone carrying a file to return the file. The following are excerpts of interviews conducted on 27 June 2019.

*"I as a prospective student regarding the academic service mechanism provided to prospective students is still not optimal because I am still waiting for a long queue while redirecting the complete requirements file to get the Student Identification Number, but while waiting for the file inspection by queuing in the room wait a very limited seat is not proportional to the number of students who want to be examined the file, so I wait while standing. "*

The results of this interview show that the mechanism and procedure of the service applied specifically in academic services takes a long time, and does not provide sufficient seats. The researcher also explored the informants with a file to take care of the Student Identity Card with the initials RA on June 28, 2019. The following excerpt from the interview:

*"I as a prospective student regarding the academic services provided to prospective students is still not optimal because there is still a long wait, to get a student identification card, according to his officers that the network is dropping again so that no KTM can be made so that the next day I will get a Student Identity Card again. "*

From the results of this interview confirms that the mechanism and procedure of service is still often due to delays due to the internet network that always decreases the signal, so that the implementation of services at BAKP University of Tadulako is experiencing delays, this can be considered academic quality is still less than optimal.

On September 2, 2019, the researcher conducted an interview with one of the informants with the initial AC who wanted to attend the Graduation Ceremony. The interview excerpts are as follows:

*"I as a prospective graduate regarding the academic service mechanisms provided to prospective students is still not optimal because the process is still too long, where to register as a graduation participant, first complete the files in the faculty, after completing it is then allowed to register online by paying at the Bank, after registering and paying, the graduation file is submitted at the graduation service in the Academic and BAKP evaluation section, after being in service waiting for the queue to be verified by the official, after being declared complete then the bias can be declared as a graduate participant. "*

The results of this interview give the impression that the mechanism and procedure of the service are complicated because there are many prerequisites that must be completed, even though the administrative file has an important function. The researcher deepens the interview with the LND informant who manages the diploma. The following are the interview excerpts:

*"I as a graduate about the academic service mechanism given to students is still not optimal because the process is still too long, actually after graduating I immediately bring a diploma because I have to follow the registration of prospective civil servants but the information from the diploma manager tells me that the diploma has not been signed by the leader even though between graduation and diploma taking has been almost a week, after being asked he said to wait for a diploma signature and a new transcript can be taken "*

Based on the results of interviews with several informants who perform services at the Student Academic Bureau and the Tadulako University of Palu planning regarding service mechanism applied the researchers concluded that generally students have not received satisfactory service quality, given that the form of service applied has a mechanism and procedures that are still long because they have to wait autographs that most students have met the prerequisites that must be completed in the process of issuing a diploma at the time of returning the prospective graduate file form, so they have to wait for the leadership's signature, this can take up to one week which is considered to be a technical mechanism of service procedures considered slow.

The researcher then conducted an interview with the informant officer to ask about the technical procedures of academic services applied to the Student Academic Bureau and Tadulako University Planning to students. The following are the interview excerpts:

*"I think the service mechanism is carried out by BAKP. I instructed all my staff to work according to the Operational Procedure Standards set by the Chancellor, which had been successful because the students and prospective students had no complaints or complained about our services so far, so I felt that the service mechanism set was already in accordance with the rules and meet the satisfaction of students as customers, and have received good services, such as new student services and graduation registration "*

The essence of this interview is that each student service must follow the service mechanism and procedure to be re-examined in accordance with the pre-requisite conditions to facilitate the service process. The researcher further explores by interviewing officers who serve the registration process, namely MTK, to inquire about the service of submitting files and prerequisites to obtain a student ID number. The following are excerpts of the interview with the informant:

*I must have a commitment in the process of examining files submitted by prospective students and asking for clarification of various forms of letters or information below if there are files that are not appropriate or still lacking to provide certainty of the appropriate and correct file process, sometimes students themselves do not understand the file to be included "*

In this interview, it was shown that there were still many prospective students who did not understand the prerequisites for identifying files that had to be submitted to officers at BAKP. Researchers also conducted an in-depth interview with officers who perform services, namely HS informants. The following is the interview interview:

*"Usually before the files are collected, it is verified first between the fabric of the Exam Number, the name of the prospective student, and the address of the UKT amount and the study program that is passed, so that there are no errors in issuing the student ID number. Because it can be fatal if there is an error "*

The results of the interview confirm that the importance of checking the correctness of the file, to provide certainty guarantee the truth of the file. Furthermore, researchers on June 11, 2019 conducted further interviews with informants of officers who served in the academic and Evaluation subsections, which handled the graduation registration, namely the FMF guide, as follows:

*"In this graduation registration section, prospective graduate students complete the files first in the faculty, after completing the student files are welcome to register online and pay at the Bank, after there is proof of registration and payment slip, students bring the files to the Graduation Department to verify the files and subsequently a diploma is issued "*

From the results of this interview explained that in the service for the issuance of diplomas is very important file examination, considering the diploma is an important document that needs to be guaranteed the truth. After this interview researchers on the same day held interviews with HR informants at the faculty who handled the graduation registration file to obtain information on academic services at the faculty. As for the interview excerpt as follows:

*"I only serve the receipt of graduation participant application files which subsequently verify the file, starting from the number of SKS, value transcripts, and sharing certificates such as judicial information, loan free information, etc., if complete, then the file is submitted to the Vice Dean I and*

*then the sign the dean's hand, when it is complete, then students can register for graduation online, and bring the file to BAKP Tadulako University to be registered as a graduate participant "*

The results of this interview illustrate the graduation registration process carried out at the Faculty, after the file is declared complete and has been registered then the complete file is then taken to BAKP for further processing. Next, the researcher explored the Informant Law at BAKP. The following are the interview excerpts:

*"Previously the diploma was handed over during the inauguration procession for graduates because the number of graduations was large and exceeded planning, so there are still many diplomas and transcripts that have not had time to be signed by the leadership, so some diplomas were accepted in the service section of the academic and evaluation Subag, BAKP University of Tadulako.*

Based on the results of the above interview with the informants of the Bureau of Student Affairs and Planning Tadulako University, Palu, the researcher concluded that the mechanisms and procedures applicable in order to provide certainty to students the truth of the procedures and prerequisites of services obtained guarantee students to get academic services as expected.

#### *Academic Service Quality at BAKP University of Tadulako*

Results Researchers' observations regarding the quality of academic services implemented at BAKP University of Tadulako Palu show that their services still need to be improved. Aspects that are assessed in seeing the quality of academic services applied are shown in terms of reliability, assurance, physical evidence, understanding / empathy and responsiveness

First, the assessment of service quality is based on the observations of researchers regarding the reliability shown in the form of the ability of BAKP employees to provide services to service users such as delivering the promised service accurately. The guarantee shown is in the form of a staff's ability to provide confidence by behaving politely and being able to foster trust and confidence from service users. Physical evidence provided in the form of service facilities, equipment and supplies for the smooth running of service activities. Empathy is in the form of the ability of employees to understand the problems of service users and act in the interests of service users and provide personal attention to users.

The results of observations of the quality of service reliability that employees need to show to students by providing a fast academic service process, accurate service activities, instilling trust that is trusted and showing professional service. This fact is still visible that there are still many employees who have not been able to show reliable services because there are still many employees who are slow in conducting academic services. For example employees in serving still use a long

time in processing a file. There are still service activities carried out by employees that are not accurate,

Second, the results of observations of service guarantees shown by employees have not been able to provide timely service guarantees, services in accordance with applicable procedures and the certainty of completion of services. It can be seen that employees in providing services to students sometimes still gain time. For example the service that should be done 07.30, new employees arrive at 08.00 until 09.00. Employees also have not been able to provide the appropriate services that were informed in advance, examples relating to things that must be done and prepared and completed, resulting in repetitive services, filling out forms that must be completed with files in one folder and attempted to have copies of photocopies.

This reality is also evident from the results of observations indicating that service guarantees are not in accordance with the procedures desired by prospective students and prospective graduates, because the form of service activities is still manual, accessing data online but there are still files that must be collected manually, which should have all the data sent online, so that it is entered into a database that can be checked quickly so as to avoid slow service. Observation results also show that employees have not provided guarantees for fast, easy and smooth completion, because the service work system is waiting for file filling, file checking, administration, and processes, which sometimes do not have guarantees of certainty and clarity of completion.

Third, observations regarding physical evidence possessed by BAKP Untad used by officers in providing services to students still need to be supplemented, equipped and refined related to the completeness of office space interiors, parking lots, structuring brochures, spaces where services, appearance of serving officers, room cooling facilities, and service room atmosphere facilities that still need to be addressed to realize and create a pleasant and conducive atmosphere and service quality.

The reality seen in BAKP's office space which consists of three floors is still not appropriate both in terms of spatial planning and its location, so that it seems that the low level of service can disrupt service concentration. Where the arrangement of the service room does not have an interior that is in accordance with satisfactory service standards, where the layout of the service room, room lighting and service nuances do not support services that can be held properly. Including the availability of queue chairs with the number of queues is still very less, and the distance between people who are served and people who are serving as well as queuing places are very close together causing noise and traffic that can disrupt the concentration of service activities.

Another very serious observation of physical evidence found at BAKP is that there is no place for posting brochures or information boards that are in line with service standards. Information and brochure announcements are posted on the

glass walls and walls of buildings, which disrupts service activity activities because at the same time ordinary people gather in the area of information and brochures posted at the front near the office entrance, thus preventing people from entering at the same time crowded. This fact needs to be addressed and corrected in managing and managing information boards.

The observations of the researchers also saw that non-representative service spaces to serve many people because in those places the service chairs were not proportional to the number of queues, the atmosphere of the service room was noisy, the atmosphere of the service office seemed chaotic, so that officers and students became hot. This service room needs to be considered to meet the quality of service.

The reality that is seen in BAKP is that the service room is equipped with air-conditioning but it is not yet adequate, while the atmosphere of the service room has no aesthetic value such as the availability of flower vases, clean toilet rooms, sinks and mirrors which are urgently needed by students or guests to pay attention to their appearance, which tends to be seen is chaotic computer cable accessories, likewise there is no photocopying machine available at BAKP, so that service is hampered because students go out to photocopy files that are located very far outside the campus area.

Fourth, the results of observations show that empathy of services provided by officers has not fully paid attention to students as a customer, has not provided a solution in handling simple service malalash, still often shows the form of service that still sees who is being served, less communicative in serving and lack of understanding who is served. Impressed that the empathy of the service shown was not of quality as expected.

Seen in the fact that officers in providing services have not fully paid attention to customers in this case students, for example officers rarely ask what can be helped to be served, the tendency of students who ask officers to be served. Officers have not been able to provide a solution in handling service problems that are fast to process. Such officers do not provide a thorough explanation of the prerequisites that must be met to get the best service solutions.

Some officials were reluctant to show a communicative attitude to provide services, only limited to serving the needs desired by students, and most officers in providing services were still many who did not understand who exactly needed to be prioritized to be served. Officers tend to understand that students who need service, so they must be patient to get service. This is the impression of a lack of empathy in improving service quality.

Fifth, observations of services show that officers in serving have not shown good service responses to students. This can be seen from the attitude shown by the officers not enough time in following up the services needed by students, for

example, does not provide an explanation for filling the input form can be. Officers tend to be less responsive to student complaints, usually displaying impolite attitudes, such as not serving seriously, usually discussing with friends or receiving telephone calls and long reading cellphones.

The observations also showed that the officers did not respond quickly to the services desired by students, the officers also did not provide a positive response to the services desired by students by providing up-to-date information. Including less responding because they are not skilled at serving students quickly, for example, sometimes the officer is too relaxed talking, taking care of personal affairs. The services provided seem not responsive in providing quality services provided to students.

#### *Factors That Support and Hinder Academic Services at BAKP University of Tadulako*

Researcher's observations regarding the study of academic service quality applied in the Academic and Student Affairs Bureau at Tadulako University in implementing the technical procedures mechanism to realize service quality, are influenced by factors that support and hinder service quality. These factors are simplicity, clarity and certainty, security, openness, efficiency and fairness of services provided by officers and accepted by students in academic services.

Simplicity of service as a supporting factor and inhibiting the implementation of services implemented in the Academic Affairs and Student Affairs Bureau at Tadulako University. As a supporter if the application of services is in accordance with the procedures / procedures for services that are carried out easily, smoothly, and not convoluted. As an obstacle if the application of services does not have SOP, the services are complicated, slow and too bureaucratic.

It is clear and certain as a supporting and inhibiting factor in the service activities implemented in the Student and Academic Planning Bureau at Tadulako University. Be a supporting factor if the service activities are clearly implemented service procedures, clear and definite prerequisites that must be met, clear and certain officers serve, certainty the officer is responsible for serving the certainty of the completion schedule. Be an inhibiting factor if service activities are not procedurally clear.

Service security is a supporting factor and inhibiting service activities implemented in the Academic and Student Affairs Bureau at Tadulako University, Security is a supporting factor if service activities are guaranteed service inputs, guaranteed service processes, guaranteed service outputs, guaranteed legality of legal services and guaranteed from loss or service file damage. Being an inhibiting factor if service activities are not safe from the problem of input data file services or incomplete outputs of services obtained, there is no compensation for loss and damage due to negligence of officers in serving.

Service openness becomes a supporting factor and a hindrance to service activities that are applied in the Academic Affairs Bureau of Student and Planning at Tadulako University. Openness becomes a supporting factor if the service activities of officers provide information that is open to the public; explain the service in detail without any other interests, and openness to any deficiencies in the services provided. Be an inhibiting factor if service activities if the officer does not provide information clearly and not in accordance with the SOP, and do not explain the limitations of the services they have.

Service efficiency becomes a supporting and inhibiting factor in service activities implemented in the Student and Academic Bureau of Planning at the University of Tadulako, Openness becomes a supporting factor if the service activities provided by officers on time are completed, serving according to applicable procedures, not delaying service files, Being an inhibiting factor if service activities if the officer serves with a long time, serving outside the applicable provisions and serving with less than optimal working time.

Service justice becomes a supporting factor and is an obstacle to service activities that are applied in the Academic Affairs Bureau of Student and Planning at Tadulako University. Justice becomes a supporting factor if service activities of officers providing services are carried out equally without any non-discriminatory person serving, behaving the same to all students who are served. And become an inhibiting factor if service activities if the officers in providing services apply certain rules to those served because they have an interest in the people being served.

#### *Discussion*

##### *Academic Service Mechanisms / Procedures in Improving Quality of Academic Services at BAKP*

After observing, engaging, conducting in-depth interviews, discussing the mechanism of public service always associated with efforts to improve the quality of academic services in BAKP Untad Palu relating to the administration of Academic administration, there are four sub-sections relating to the affairs of student academic administration, namely the registration and statistics sub-section, the sub-section of the registration academic and evaluation, Student affairs sub-division and student welfare services sub-division.

Each of these sub-groups is directly related to student services in the Academic and Student Affairs Bureau and planning. and coordinating, collaborating in the preparation of the service mechanism at BAKP University of Tadulako Palu, in the preparation of an integrated technical procedure mechanism to be agreed in accordance with Law Number 25 of 2009 concerning services whose implementation is adjusted to the Standard Operating Procedure, which is then made by the Chancellor's Decree.

The purpose and objective of this Decree is to optimize Academic service activities in realizing service quality, so that

it is called a technical procedural mechanism that must be followed and carried out by every student who will take care of academic administration in the Academic Affairs and Planning Bureau of Tadulako University, Palu

BAKP in an effort to realize the quality of academic services for students who are managing academic administration through mechanisms that have been made to be followed. Every student who comes to the BAKP office brings the file or has not brought the file, must go to the information counter to get the various information needed or complete the information that must be prepared by taking form filling. At the information window, the apparatus provides information to the applicant regarding the application file (completeness of requirements, estimated cost). Forms that have been taken are taken to the registration window to register for input in accordance with the files that have been filled in completely and correctly in order to check the completeness and fulfillment of the requirements specified in the format given.

The correct and complete application file is then included in the processing section to be carefully examined for the validity, correctness, requirements and conditions that have been fulfilled. The processed files are then handed over to the BAKP coordinating staff in the processing activities, the officer checks again and submits the required documents to the data manager

This is the implementation of a technical procedural mechanism that must be undertaken or carried out by students to obtain a Student Identification Number from BAKP which is officially made a student. The implementation of this procedural technical mechanism is carried out in order to realize the quality of academic services implemented at BAKP untad Palu.

The implementation of this technical procedural mechanism, according to students from the results of observations and in-depth interviews, considers this mechanism to be incompatible with the standard components of the mechanism of public service procedures that at least according to the understanding of students must determine the type of service provided, clearly the legal basis of service used fulfilled, service procedures that must be provided, time of completion of services is clear, the form of service, facilities and infrastructure that must be met and the complaint mechanism must be clear.

This happens because the legal basis for services does not regulate in detail the laws and regulations that are the basis of the operation of the service provider unit, because it only refers to the local regulations, which service mechanism is only related to determining the amount of SKRD that must be met, not detailing in detail about a basic legal specification of multi-service service provider categories.

Implementation of services applied in the mechanism of service procedures are still many students who do not understand the conditions that must be met in the management

of types of services, both technical and administrative services, so that officials find it difficult to explain to students, sometimes students also find it difficult to respond because sometimes the required service requirements or must be completed making it difficult for students because they have to do other service arrangements to get the requested documents.

The implementation of the mechanism of procedures applied at the BAKP is still difficult to socialize to students related to service procedures in the form of standardized service procedures for service providers and recipients, including complaints. Officers sometimes are not consistent with standard service procedures that have been set. Given the various considerations or policies that are sometimes carried out not in accordance with applicable procedures. Or the recipient of services sometimes violates the provisions that must be met, in various ways and rational reasons / arguments, which violate the service procedures. For example, the officer must check the completeness file, but sometimes the completeness of students is incomplete, so it cannot be processed.

Things that often cause complaints about the implementation of the service mechanism provided by officers regarding the completion time of services provided to students in the form of the time needed to complete the entire service process of each type of service. Sometimes among the applicants there is a time of completion of the service quickly and slowly, while the slow one is impressed that people do not understand the desires of those serving. This is what has become a dilemma in the implementation of service mechanisms as seen from the time of service completion.

The implementation of the service procedure mechanism that has been set by BAKP also often gets the spotlight as well as complaints from students, especially relating to facilities and infrastructure in the form of facilities needed in the delivery of services that are sometimes available, incomplete, atmosphere and conditions that are less pleasant. For example, students complained about the lack of available photocopies, students had to go out looking for a photocopy of files, a narrow parking space, the length of time waiting for the repair of service equipment that is often damaged and so on.

From the results of interviews with officers who carry out the mechanism of service procedures have been carried out in accordance with Menpan Regulation No. PER / 20 / M.PAN / 04/2006 concerning the Formulation of Public Service Standards Pedman. The State Minister for the Utilization of State Apparatuses shall carry out a mechanism that arranges service standards with the intent, objectives, social and scope

The purpose of the guidelines for the preparation of operational standards for public services is as a reference for the service units of government agencies in the preparation of public service standards. The aim is to encourage the compilation of service standards in each service unit so that service delivery is based on standards. The scope includes the

principles of preparing service standards, monitoring and controlling service quality.

Public service referred to in the service mechanism is an activity or series of activities in the framework of fulfilling basic needs in accordance with civil rights for every citizen and population of goods, services or administrative services organized by the public service provider. Public service standards are a benchmark used as a guideline in carrying out service mechanisms and reference for assessing service quality as commitments or promises from service providers to the public to provide quality services.

#### *Achieve Quality Academic Services that are integrated in BAKP Untad Palu*

Realizing the quality of integrated academic services at BADP University of Tadulako Palu, needs to be realized to provide services in accordance with the provisions of satisfaction that are applied by the public, in this case students in the management of academic administration. The manifestation of academic service quality must be in accordance with reliability, assurance, tangible, understanding, and responsiveness of service activities that need to be applied to serve students in an integrated manner according to the mechanism of academic service procedures.

The manifestation of academic service quality that is expected to be applied by officers in the form of the ability to provide service to students to show understanding of the apparatus in providing services in accordance with their main tasks and functions, skilled, competent and ready to provide service at all times as an embodiment of officers who are capable of serving students.

Officers strive to provide service guarantees in accordance with guarantees of certainty of serving with applicable procedures, guarantee of up to date and correct information, guarantee of access to data stored and registered, and guarantee of timely completion. The quality of this guarantee requires officers to be able to provide quality service when implementing an integrated service procedure mechanism for students conducting academic administrative arrangements.

Providing integrated services to students conducting academic administrative arrangements, the officer seeks to provide physical evidence of services that are available and complete in accordance with the facilities and infrastructure of the facilities owned. BAKP seeks to provide human resources who have physical performance ready to serve, provide work tools that help activities, provide work equipment to carry out academic service processes, provide seats to overcome service queues, provide service counters to perform service activities properly, provide access computers to manage data ranging from input, process and output data, creating a conducive service atmosphere and providing a limited parking space.

BAKP officers in providing services to students constantly strive to have understanding or empathy for services by always having attention to the types of services and product

services needed, always prioritizing the interests of students in serving, always acting in response to student desires, providing solutions to various service complaints and accommodating complaints services stated by students for the services provided. This is done as a form of empathy for services provided to students.

The embodiment of service quality based on the assessment of students and officers becomes a consideration in assessing the quality of service applied at BAKP, that the assessment of academic service quality according to students has not been implemented in accordance with the level of service satisfaction. This means that the assessment of service quality has not been implemented, because the output of service quality is entirely student satisfaction. While the service quality assessment according to the officer that the service quality has been applied because students have received services and already have a student identification number, have a student identification card and have graduated and have received a diploma as an alumni. This is evidence that service activities have been implemented.

#### *Supporting and Inhibiting Factors of Public Service Quality in BAKP Untad Palu*

Realizing service quality by applying a mechanism of integrated academic service technical procedures is not easy to realize service quality in accordance with the level of public satisfaction that feels a form of service quality that is reliable, guaranteed supported by physical, empathetic and responsive evidence of services implemented by BAKP officers. This is due to factors that support and hinder the realization of service quality.

Supporting and inhibiting factors certainly differ from the viewpoint of students and officers or it can be said differently in service assessments, between what is understood by the public and the service provider (provider). Factors of service simplicity, clarity and certainty of service, guarantee of service security, service openness, service efficiency, economical and fairness of service provided to realize the expected service satisfaction of students (public) and the quality of services provided by officers as (providers).

In general, what is felt by students in receiving services applied by officers for the services provided, it is still difficult to realize the quality of services that provide an assessment of satisfaction felt by students, including the inhibiting and supporting factors of the services provided by officers. Students assess that the inhibiting factors of service activities implemented by officers include the difficulty of officers carrying out simple service activities, often providing unclear and uncertain services, often inefficient service, while students assess that the supporting factors of service activities carried out by officers are only able to realize the level of service security for files stored securely and can be accessed online,



Students assess that the inhibiting factor that needs to be addressed is the difficulty of officers providing simple services, namely applying a consensus or commitment to service based on an agreement between the leadership and officers and alignments to students to run simple, easy, fast, and integrated rules according to the type of service.

Seen from the point of view of the officers, in general the officers only understand the existence of supporting factors rather than inhibiting factors. This is reasonable because during service implementation activities implemented at BAKP are considered to have realized the quality of service to the public in this case students. The measure is that so far none of the public came to take care of academic administration that was not well served, and did not get good service, and so far no one has provided complaints about the service activities implemented by BAKP officers, all of them can be handled and provided solutions properly.

The officer acknowledges that the factors of simplicity, clarity and certainty, security, openness, efficiency and fairness in services are supporting the service procedure mechanism that is applied in realizing services to the public. The proof is through a mechanism in one place of service to continuously carry out the process of service procedures in order to provide convenience, smoothness and realize simple service quality according to the type and product of service.

Understanding the existence of the quality of public services applied at BAKP University of Tadulako Palu, cannot be separated from a study of public administration. (Hazboun et al. 2019) states that there are four reasons public administration theory is needed. First, the oriental shift in public administration. Second, public administration is a conception of the science of serving the public. Third, administration is part of the science of management to serve the public. And fourth, administration is a study of the public interest.

Moving on from these four views is defined as administration as part of a group of people working together to achieve a common goal. While the public according to (Nshutiukuri, Bhengu, and Gishoma 2020) is a number of people who have together thought, feeling, hope, attitudes and actions that are right and good based on the values they practice. (Hermelingmeier and Nicholas 2017) states on this basis that there are five perspectives relating to the public in relation to services, namely: 1) the public as a group of interests which is a manifestation of the birth of community interests; 2) the public as a rational choice to meet their needs and interests; 3) public as representatives of people who have interests in all the activities of the organization; 4) the public as bureaucratic service demands and bureaucratic policy makers;

(Vergerio et al. 2018) says public administration is the process by which public resources and personnel are coordinated to formulate, implement and manage decisions relating to services that are in favor of the public. Because of that, there needs to be a paradigm of public administration. (Konczal

2020) states that paradigm is a perspective, values, methods, basic principles or ways to solve a problem that is held by the scientific community in a particular society, including in the interrelation of the paradigm of public administration.

The public administration paradigm is seen from the view expressed by (Hermelingmeier and Nicholas 2017) there are six administrative paradigms associated with classical bureaucracy, neo-classical bureaucracy, likeness, human relations, public choice and the administration of a new state. In the first paradigm, the classical bureaucracy focuses on the organizational structure and management functions that rely on efficiency, effectiveness, economics, and the rationality of bureaucratic activities. The second paradigm of the neoclassical bureaucracy which focuses on decisions made by the government bureaucracy in terms of decision making processes relating to the management behavior of system analysis and operations of bureaucratic activities. The third paradigm, an institution that focuses on bureaucratic behavior that views the organization as a complex that needs to be institutionalized in implementing service activities. The fourth paradigm of human relations focuses on participation related to the humanitarian dimension in service activities. The fifth paradigm, public choices that focus on serving the public interests of goods and services provided by a number of complex organizations and the sixth paradigm of the new State administration which includes all efforts to organize describe or design or create organizations to realize an act of serving the public.

From this paradigm, so (Sidortsov 2014) introduce the theory of reinventing governance which is basically a paradigm that explains that the government must make policies that favor the public through a service that runs the principles of new public management (new public management) and implementing new public services. (Nshutiukuri, Bhengu, and Gishoma 2020) states that the new public management is an approach to knowledge and experience to improve the efficiency, effectiveness and performance of bureaucratic services. (Hazboun et al. 2019) states that bureaucratic orientation must favor the public interest.

#### IV. CONCLUSIONS AND RECOMMENDATIONS

##### *Conclusion*

1. The mechanism and procedures applied to students are still too long, both the mechanism / procedure for the process of re-registration of new students and the Graduation service procedure at the Academic Bureau, student affairs and planning at Tadulako University, Palu
2. The quality of service perceived by students is not optimal, and is not as expected from the aspects of reliability, assurance, physical evidence, empathy, and the low response of services on new student registration and graduation services at the Academic, Student and Planning (BAKP) Bureau of Tadulako University

- Supporting Factors that affect the assessment of service quality, namely the availability of services according to SOP, simplicity, assurance of certainty, transparent, safe, fairness, if fulfilled will satisfy satisfactory service quality. On the other hand the inhibiting factor of service quality is if the condition is not fulfilled as the supporting factor.

### Suggestion

- The Academic, Student and Planning Bureau of Tadulako University should shorten the service bureaucracy, with the mechanism and procedure of one online system, according to certain types of services that are processed easily, quickly, efficiently, without requiring a long time and repeated administration.
- Improve the quality of services, such as reliability, guarantee, physical evidence, empathy, and responsiveness both in the re-registration service for new students and graduation services at the Student and Student Academic Bureau of Tadulako University, to improve quality that is satisfying as expected.
- Consistent in carrying out the service process according to Standard Operating Procedure (SOP) so that the service can run optimally, by realizing supporting factors for the implementation of quality service and improving and increasing attention to the inhibiting factors of the procedure mechanism to realize quality of service that satisfies customers

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