

Quality of Public Services at Religious State University in The COVID-19 Era

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Abstract

This research analyzed the service quality of The Religious State University (PTKN) in the era of COVID-19. The research problems for this study can be formulated as: (1) How is the level of satisfaction of service users (students) with the services provided by PTKN in the COVID-19 era? (2) What service elements need to be maintained, improved and repaired the level of satisfaction? This study uses a quantitative method with a survey approach. The sampling technique in this survey is convenience sampling. The service quality measurement instrument refers to Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017, which is scientifically adapted from the five dimensions of ServPerf by Cronin and Taylor. The research result showed that the SQI value of the majority of PTKN surveyed is included in the category of "Very Good" service performance or with the category of service quality "A". However, online teaching and learning activities (KBM) are new to all PTKN surveyed, so some service providers and service users still have to adapt to this new habit. This is one of the reasons the service application is the lowest element and needs to be repaired.

Keywords: COVID-19 era; quality; service; ServPerf; universities

INTRODUCTION

The COVID-19 pandemic has resulted in changes in the mobility pattern of people around the world, including in Indonesia. To flatten the curve, the Indonesian government has implemented several policies, including the implementation of social distancing, massive restrictions on the movement of people, socio-economic and cultural activities, and requiring most employees and organizations to work from home (Dwianto, 2021). So far, such policies are still considered the most effective efforts in mitigating the impact of the pandemic. However, these efforts also affect public services and bureaucratic processes in the community, be it administrative, social, health, education, and others (Arfan & Nasution, 2021). Changes in conditions due to the COVID-19 pandemic for approximately one year have encouraged public servants to adapt to new environment and habits. "One-stop services" based on information technology, which has previously been widely replicated by the public sector (Adywarman, 2021), becoming increasingly needed because all services are required to be accessed without face-to-face interaction. In addition to not requiring face-to-face interaction in using public sector services, it can also improve the quality of services and the value obtained by the service user community (Shobaruddin, 2018). For this article, the Religious State University (Perguruan Tinggi Keagamaan Negeri/PTKN) is used as an example of adaptation in public service due to COVID-19 pandemic context. The Religious State University, as a provider of educational/ academic services, is not only required to organize online teaching and learning activities to improve health protocol standards, but administrative activities that facilitate academics activities of students and lecturers also need to be carried out online.

The ten ServQual dimensions are simplified into five dimensions. Tangible, reliability and responsiveness dimensions remain separate dimensions. Meanwhile, Competence, Courtesy, Credibility, and Security are categorized as assurance dimensions. Furthermore, the dimensions of Access and communication, as well as understanding the customer, are categorized as dimensions of

empathy. Briefly, the meaning of the five dimensions is explained in Jonathan & Siswanto (2017) and Syaifullah (2019) as follows:

1. Tangible: the appearance of physical facilities, equipment, personnel, and communication materials.
2. Reliability: the ability to provide the promised service accurately, on time, and reliably
3. Responsiveness: willingness to help customers by providing good and fast service.
4. Assurance: the knowledge and friendliness of personnel and the ability of personnel to be trusted and trusted.
5. Empathy: the effort to know and understand customer needs individually.

Along with the development of science, the ServQual method has been modified due to several criticisms. Cronin & Taylor (1992) suggest a modified model by considering actual performance as the only factor that needs to be measured from service quality, namely the ServPerf (Service Performance) Model. The two researchers argue that service quality should be measured as the attitude of service users, and actual performance is the only measure of service quality and does not measure the level of expectations of service users (Kusyana & Pratiwi, 2019). This new model still uses the same 5 dimensions as ServQual, namely physical evidence, reliability, responsiveness, assurance, and empathy along with 22 indicators of the servqual model. The main difference between ServPerf and ServQual is that ServPerf only measures consumer attitudes as the core of service quality and does not measure customer expectations. The five dimensions of ServPerf are the basis for the preparation of indicators for the survey of public satisfaction on public services by the Ministry of Administrative Reform and Bureaucratic Reform (Kemenpan RB). The service elements that serve as indicators are stated in the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 14 Year 2017 (Permenpan RB 14/2017), which regulates Guidelines for Compilation of Community Satisfaction Surveys for Public Service Pro-

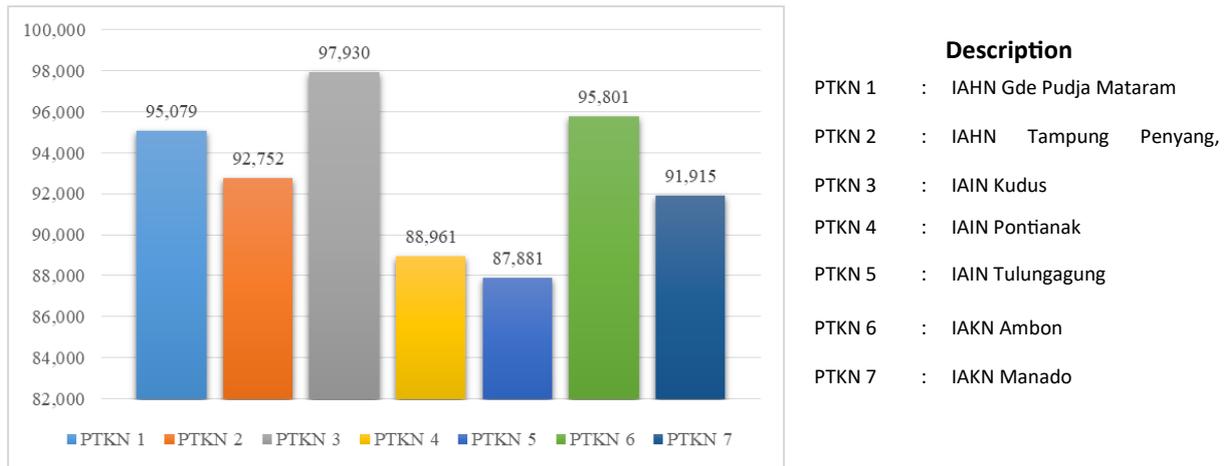


Figure 1. Scores of PTKN Service Quality Index (SQI) in 2021

Source: Processed data, 2021

viders

The measurement of service quality in higher education is not distinguished from other services in general (Ghozi et al., 2019). Because the benchmark for the service quality of higher education organizations is the extent to which they can fulfil the demands and interests of their stakeholders. In this case, the main stakeholders of higher education who closely related to service quality are students. So that universities can survive in the competition between universities in the midst of the demands of the Indonesian people who are increasingly aware of service quality, knowledge and awareness are needed about the willingness of the community to use higher education services. The services at universities during the COVID-19 period consisted of academic services and administrative services. Academic services, in this case, are distanced learning services or e-learning. Meanwhile, administrative services consist of (1) new student admission and registration services and (2) secretarial/administrative services.

The Religious State University (PTKN), which is under the responsibility of the Ministry of Religious Affairs, are state universities based on the 5 official religions in Indonesia. there are currently 81 PTKN spread across all regions in Indonesia (Eleazar, 2021). They consist of 17 State Islamic Universities (UIN), 36 State Islamic Institutes (IAIN), and 5 State Islamic Colleges (STAIN), 6 State Christian Institute

(IAKN), 2 State Hindu Universities (UHN), 2 State Hindu Religion Institutes (IAHN), and 8 Hindu Religion Colleges (STAH), 2 State Christian College (STAKN), 1 State Protestant Christian College (STKAPN), 1 State Catholic Religious College (STAKatN), and 2 State Buddhist College (STABN).

The study of service quality at universities during the COVID-19 period in Indonesia was traced using sources from Google Scholar with the keyword search protocol in the title "quality of college services during the COVID-19 period". Based on the search, 13 studies were obtained on this topic, consisting of 4 theses, 1 thesis, and 8 articles. However, the researchers focus on filtering sources that come from articles only. A total of 8 articles all use ServQual dimensions and descriptive quantitative approaches such as Chairiyaton et al., (2020); Ginting et al., (2021); Indrajit, (2020) but with various methods such as Importance Performance Analysis (IPA) in Saepudin et al., (2020) research and others. However, none of the studies has used the ServPerf theory as a further reference for the ServQual dimension.

In particular, the researchers also explores its relation to the object of research. Many studies on service quality at State Religious Universities (PTKN) using various approaches: descriptive, implementative and evaluative, have been carried out. For example, Wicaksono & Purboningsih (2021) who conducts related research Quality of Educa-

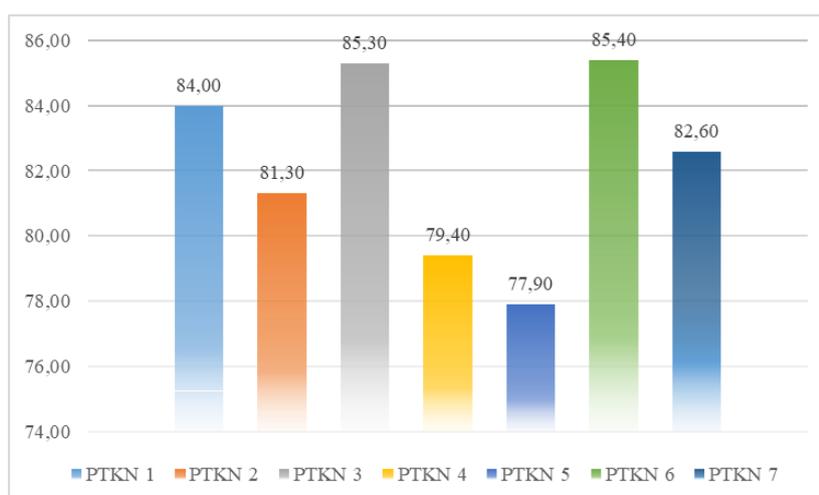


Figure 2. Average Rate (1) Service Requirements Element at PTKN in 2021

Source: Processed Research Data, 2021

tion Services during the COVID-19 Pandemic Period of the Tadris Chemistry Study Program, Faculty of Tarbiyah and Teacher Training at UIN Antasari Banjarmasin. In addition, Rizki et al. (2021) implemented the Kano application and analyzed the online academic service system of the Faculty of Science and Technology (FST) at UIN SUSKA Riau during the COVID-19 pandemic. Evaluative research on academic services conducted by Midawati (2021) and Asrul (2020) is also still limited to one aspect of the service that is assessed for its effectiveness and level of satisfaction. So far, these studies are limited to case studies of 1 PTKN or 1 particular service, and the majority are at State Islamic Universities (PTIN). As a result, this research is aimed at analyzing the quality of PTKN services in the COVID-19 era more broadly as well as to complement previous studies that are more partial. Based on this background, several research problems can be formulated: (1) How is the level of satisfaction of service users (students) with the services provided by PTKN in the COVID-19 ? (2) What service elements need to be maintained and improved and repaired the level of satisfaction?

METHOD

This study uses a quantitative descriptive method with a survey approach. Survey research is a research that collects information from a sample by asking questions through questionnaires or interviews so that

later it describes various aspects of the population and uses questionnaires as a basic data collection tool (Fraenkel et al., 2012; Maidiana, 2021). For determining the sample as respondents, this survey uses a non-probability sampling technique namely convenience sampling, a form of non-probability sampling which select participants because they are often readily and easily available (Taherdoost, 2016). In this case, the sample is determined from service users, specifically students that have internet access either with smartphones or other computer devices, taken from PTKN which is willing to support the implementation of the survey. The distribution of questionnaires to respondents at PTKN is assisted by the person in charge/representative of each PTKN. The sample targeted by respondents in this survey were students who received PTKN services from mid-2020 until the end of 2020 where simultaneous learning was carried out online due to the Implementation of Community Activity Restrictions or PPKM in Indonesia to reduce the spread of the COVID-19 virus.

Data collection techniques were carried out online using google form media. The google form link is distributed by field assistants who are also educators at each State Religious University (PTKN) through a WhatsApp group broadcast. To maintain the validity of the data generated, the spot check technique was also carried out by field officers (surveyors) to check the correctness

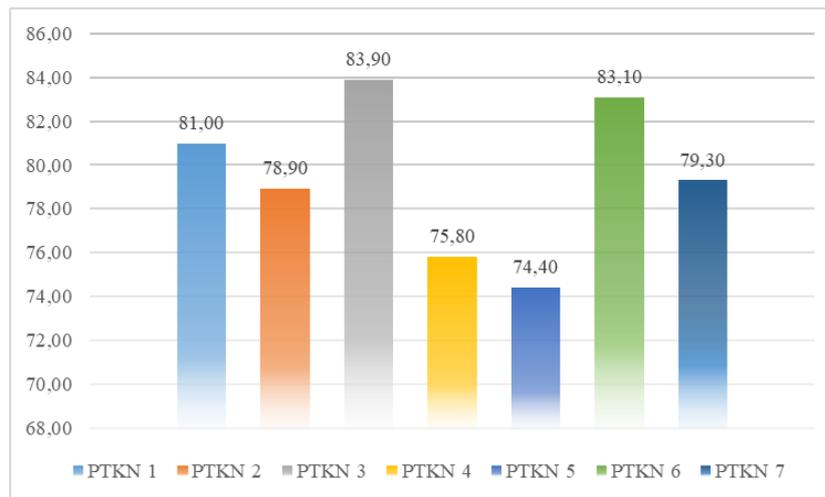


Figure 3. Average Rate (2) Service Procedure Element at PTKN in 2021

Source: Processed Research Data, 2021

of the respondent's data and the answers they gave. The PTKN that became the scope of this research was the Higher Education Work Unit which became a pilot project based on the Inspector General's Letter of the Ministry of Religious Affairs Number B-131/IJ/PS.00.6/02/2021 dated 11 February 2021, which amounted to 7 State Religious Institute. Those PTKN are:

1. IAHN Gde Pudja Mataram
2. IAHN Tampung Penyang, Palangkaraya
3. IAIN Kudus
4. IAIN Pontianak
5. IAIN Tulungagung
6. IAKN Ambon
7. IAKN Manado

The survey was conducted on 14th–18th February 2021. The number of respondents collected during the 5 days was 2.213 respondents from the 7 PTKN surveyed. The respondents consist of 205 respondents from IAHN Gde Pudja Mataram, 112 respondents from IAHN Tampung Penyang, 193 respondents from IAIN Kudus, 186 from IAIN Pontianak, 795 respondents from IAIN Tulungagung, 232 respondents from IAKN Ambon and 490 respondents from IAKN Manado. The reliability of the questionnaire is 0.868 based on Cronbach's alpha test. The value means most items are reliable, and all tests are internally consistent because they have strong reliability.

Regulation of the Ministry of State

Apparatus Empowerment (Permenpan) related to Bureaucratic Reform (2017: 8) adapt the five dimensions of ServPerf. The relationship between the 5 dimensions and the 9 elements applied in this research is as follows: 1) tangibles (service facilities and infrastructure), 2) reliability (term of service completion), 3) responsiveness (service requirements, service procedures), 4) assurance (service cost/fee, service application), and 5) empathy (handling of complaints.) The regulation is prepared to cover the index of various public services in the Government Regulation of the Republic of Indonesia Number 96 of 2012, namely: 1) goods, 2) services, and 3) administration. The element product specification in the regulation is to cover the conformity of the goods specification in the Government Regulation. The regulation was also drafted to cover services that were then more offline-based. The suitability of the product specification is not appropriate for services and administration. The Ministry of RB allows the deletion/replacement of the elements exemplified because these elements are examples given on an offline basis. Based on the transformation of services adapting to COVID-19 on an online basis, the expertise and quality of officers who are part of the assurance dimension can be replaced with service applications. The same also applies to product specifications that are in the dimension of reliability of one-stop integrated services, all of which are in the form of administrative prod-

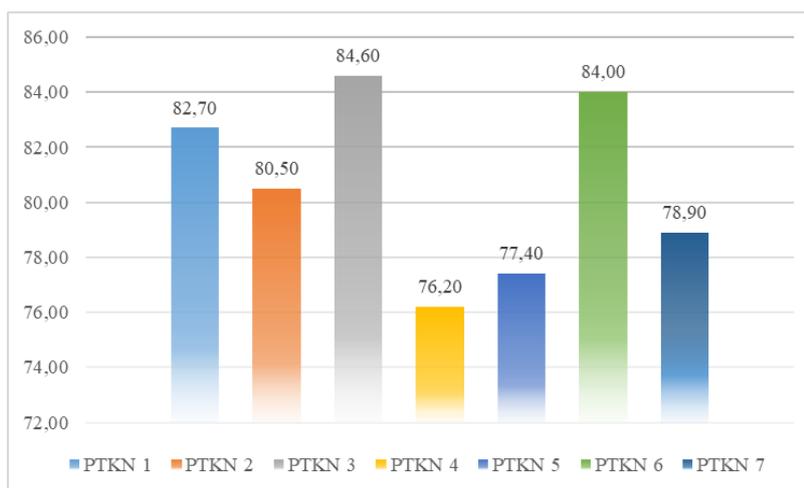


Figure 4. Average Rate (3) Term of Service Completion Elementat PTKN in 2021

Source: Processed Research Data, 2021

ucts similar to the quality of their specifications (research permits, study plans, study results legalization of diplomas, etc.).

The Service Quality Index (SQI) is calculated using the weighted average value of each service element (Hariany et al., 2014). Each service element has the same weight. Because the service elements evaluated in this study consisted of 7 elements, the average service weight was obtained using the following formula:

$$\text{Weighted average value} = \frac{\text{Total weight}}{\text{Number of elements}} = \frac{1}{7} = 0.14286$$

After that, to obtain the SQI value of the service unit, the weighted average value approach is used with the following formula:

$$\text{SQI} = \frac{\text{Total of perceived value per element} \times \text{Weighting value}}{\text{Total elements filled}}$$

The results of the SQI are measured on an ordinal scale and grouped into levels of service performance measurement. The level of measurement of service performance based on Permenpan Number 14 of 2017. The score of SQI 25.00-64.99 can be categorized with service quality “D” or service unit value is not good. Likewise with SQI’s score 65.00 – 76.60 can be categorized with service quality “C” or service unit value is not good. SQI’s score 76.61 – 88.30 can be categorized with service quality “B” or service unit value is good. Whereas SQI’s score 88.31 – 100.00 can be categorized with ser-

vice quality “A” or service unit value is Very good.

FINDINGS AND DISCUSSION

Level of Satisfaction with PTKN Service Quality in the COVID-19 Era

The respondents of this research not only from students but also the officers and prospective students who got services from the university’s registration/customer service. The officers in these survey refers to lecturers and employees in the university who use the university’s public services such as administration and staffing office. The distribution of respondents from students is more dominant than the others, about 90,18%, for the officers and prospective students the percentages are 7.98% and 0.31% respectively. The age range of the respondents divided into 4 scales are (a) under 19; (b) 19-25; (c) 26-32; and (d) above 32. Most of the respondents who answered the questionnaire for this research are in the 19-25 age range by 75%, followed by respondents under the age of 19 age by 13%. These indicated that most of respondents are bachelor degree students. The services in these research questionnaire consist of academics services, e-learning facilities, administration services, and new student registration system. Academic services include services such as thesis seminar registration and processing, final thesis mentoring, choices of

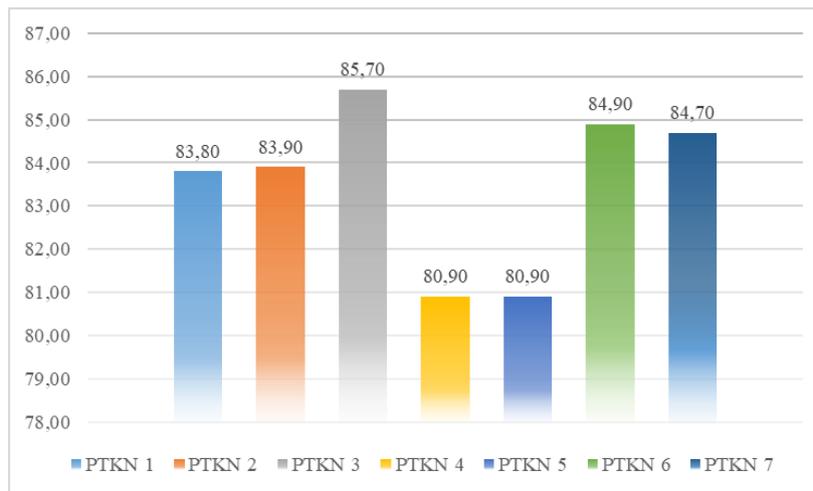


Figure 5. Average Rate (4) Service Cost/Fee Element at PTKN in 2021

Source: Processed Research Data, 2021

alternative courses, and the education tuition fees (SPP). Administration services include services to propose the letter of support/ recommendation to scholarship or internship, paid leave and others. Based on survey result, e-learning is the service that most respondents use, by 67%.

The services at several PTKN which are the target of the survey have increasingly adapt to a digital system. As a result, when PPKM is implemented in Indonesia, where all academic and administrative services must be done online, some PTKN have been able to adapt to these conditions. There are some digital services that have been carried out by PTKN before PPKM is implemented, such as new student registration which can be accessed on the respective PTKN websites. Meanwhile, online teaching and learning activities are new to all the PTKN surveyed. Online teaching and learning activities use the aid of applications such as Google Meet, Zoom, Google Drive and Google Classroom. However, these activities are major obstacles to the effectiveness of student learning. Especially for students who live in areas where there are limited internet connections or access. Moreover, for administrative or secretarial services, several PTKNs perform both online and offline services by implementing visitor restrictions and strict health protocols. Some PTKN are quick to adapt to this condition and launched various service-supporting innovations, such as the online legalization of diplomas that

have been implemented at IAIN Kudus. This is evidenced by the highest SQI results of IAIN Kudus among other PTKN.

IAIN Kudus has focused on continually improving the quality of their public services for the last 2 years. This is shown by the construction of One-Stop Integrated Services (PTSP). PTSP is an effective system and management to realize a fast, easy, transparent, measurable service process following established standards (Thalib et al., 2020). The PTSP can be accessed both offline and online. PTSP offline is located in the Rectorate Building of IAIN Kudus, while PTSP online can be accessed on their webpage (<https://ptsp.iainkudus.ac.id/index.php/main/>). In addition, adjustments to digital applications for administrative services have also been carried out online, such as through online lecture attendance lists, as well as meeting attendance lists using QR Codes. This is necessary because of the implementation of PPKM in several regions in Indonesia some agencies have transferred their services and activities online, including IAIN Kudus.

The level of satisfaction with the quality of service of each PTKN was obtained from the results of a survey of the respondents in each PTKN. The results of the survey are calculated using a weighted average to generate the SQI value. Figure 1 shows that the majority of PTKN's SQI scores surveyed had service performance including "Very

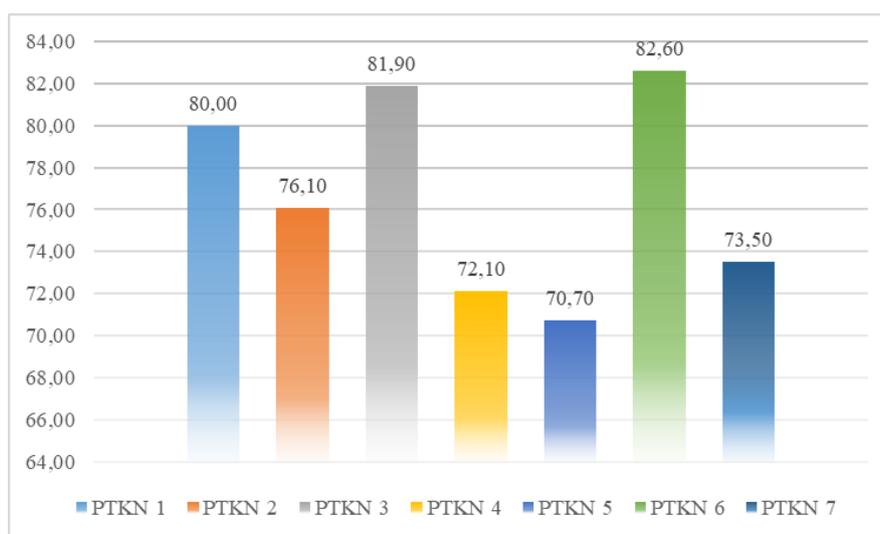


Figure 6. Average Rate (5) Service Facilities and Infrastructure Element at PTKN in 2021

Source: Processed Research Data, 2021

Good" or with the service quality "A " category. The PTKNs included in this category are PTKN 1,2,3,4,6 and 7. Meanwhile, PTKN 5 has service performance in the "Good" category or with the "B" service quality category is PTKN 5. The average result of the seven PTKNs surveyed got an SQI score of 92,903. This means that the quality of service at the majority of PTKN surveyed is included in "Very Good" or with a service quality category of "A".

Service Elements to Improve PTKN Service Quality

The service elements assessed in the measurement of PTKN service satisfaction consist of 7 elements: (1) service requirements; (2) service procedures; (3) terms of service completion; (4) service costs/fee; (5) service facilities and infrastructure; (6) officer response/service application; and (7) complaint consultations. Service requirements on this instrument are identified according to the information that has been previously provided. For example, to make a scholarship application letter, the requirements are in the form of files or documents that must be completed to be submitted/collected according to the information provided by each PTKN. That completeness is the requirements for managing certain types of services, both technical and administrative, that must be met by service users be-

fore obtaining the services at the PTKN concerned. In Figure 2, the value means that: 1) service users have confirmed that the service requirements that are sought to be disseminated to prospective service users have been conveyed to them properly before they administer the service; 2) service users confirm that the terms of use of the service have been socialized and communicated to them. In practice, this has been implemented by the information provided by the service provider.

The perceived value of the service requirements element of PTKN 4 is "Not Good" because the required information is not easy to obtain by service users who are not used to accessing services online. Service users who are not used to accessing online services still need to ask about the service quality requirements offline to a very limited number officers. Service users are used to knowing the terms of offline service before collecting the required requirements and then submitting an application to the officer. In online services, the terms of service can only be known to service applicants when they enter the service application menu. This makes it difficult for some service users to perceive the low service quality requirement element of PTKN 4. The solution to improve this is to actively socialize the terms of service to students. This can be done by chatting to the contact or WhatsApp number of all students or by massively using

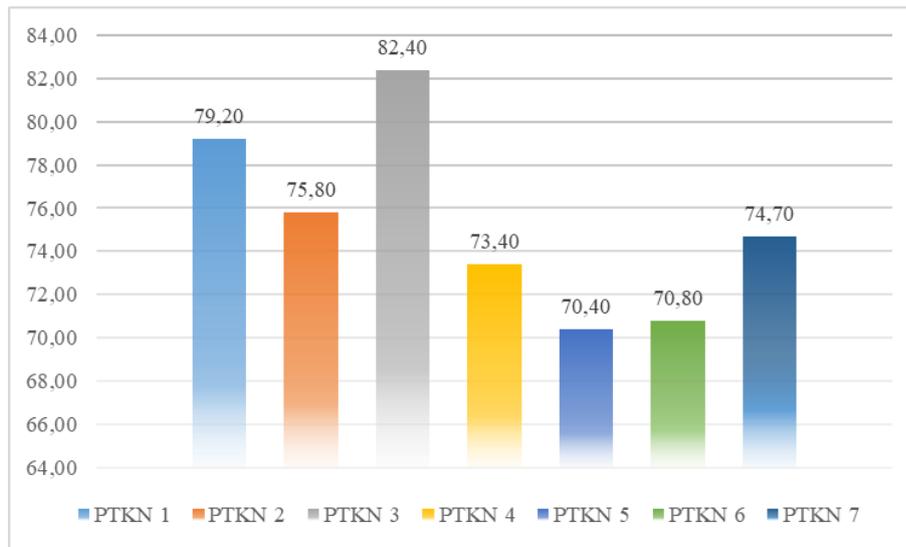


Figure 7. Average Rate (6) Service Application at PTKN in 2021

Source: Processed Research Data, 2021

contemporary social media so that it can be more authenticated by service users, the majority of whom are students. Another solution is to provide a service term display the first time the online service homepage is accessed by the service user.

The next element is the procedure or service flow element. In this case, the researcher evaluates the ease of flow/service procedures applied to each PTKN. Figure 3 shows that 7 PTKN have SQI scores average in the "Good" category in the service procedure element. The value of the category "Good" or with service quality "B" in the service element "procedure or service flow" in 7 PTKN means: 1) service users have confirmed that the "service procedure or flow" that has been socialized to prospective service users has been conveyed to them; 2) service users confirm that the terms of use of the services that are socialized and conveyed to them are in reality very easy for service users to follow in the implementation of these services. However, the quality of service procedures applied at the IAIN Tulungagung (PTKN 5) and IAIN Pontianak (PTKN 4) are the lowest in the "Not Good" category or with a "C" service quality.

PTKN 4 has not displayed the procedures that service applicants must go through until they get their services in their digital services. They only know the terms of service on the service application menu

but no information conveys the effort and in what way must be done next so that the results of the service reach them. The less informative information on this item in PTKN 4 digital services has an impact on the perception of the difficulty of service procedures by users in PTKN 4.

This can indicate that the Standard Operating Procedure (SOP) for services in the two PTKNs is still considered to be convoluted and has not been properly socialized. Similar to service requirements, one solution to improve this service is to socialize the SOPs massively. This activity can be done through digital socialization using the latest social media on the website and in the IAIN service area.

The average SQI value of the 7 PTKN in the third element, namely the term of service completion is 80,6 which is included in the "Good" category or with a service quality standard of "B" (Figure 4). This means that the period for completing the services received is by the time standard by each PTKN. The value of the category "Good" or with service quality "B" on the service element "period of service completion" at 6 PTKN means that service users confirm that the service completion period delivered to them is in reality very in line with what was experienced by service users in the implementation of the service. However, there are still PTKNs that still get an SQI score below

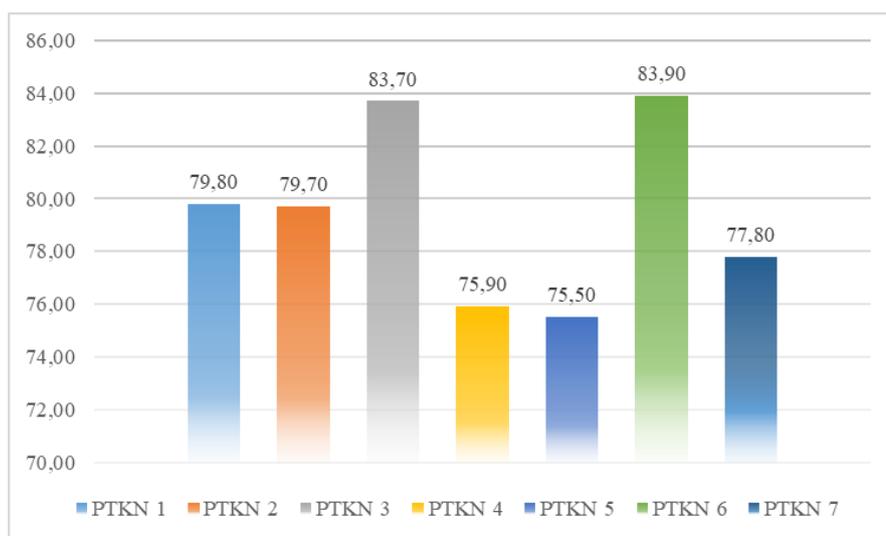


Figure 8. Average Rate Element (7) Handling of Complaint at PTKN in 2021

Source: Processed Research Data, 2021

the average, PTKN 5 and 7. Sadly, PTKN 4 got the lowest scores in terms of service completion or the “Not Good” service quality category. It indicates that, for the service element "term of service completion", more service users find that the service completion period promised in the minimum service standards in the 3 PTKN is less accurate than experienced by users in 4 other PTKNs. The service website created by PTKN 4, for example, has not displayed the service completion period standard so service users feel uncomfortable waiting for service results. Streamlining the period of completion of this service can be done by informing the time of service both in writing and orally. For example, the service of making a scholarship application letter can be obtained for 3 working days. The period of service can be socialized by writing on the University's website and in front of the service area or delivered orally by the service officer. In addition, service personnel can compensate students who get the service more than the promised time.

The fourth element that is evaluated in this satisfaction survey is the cost/fee of service. This element is a crucial instrument for measuring service satisfaction. Because in addition to looking at the level of user service satisfaction, it is also to see the existence of acts of corruption such as extortion and gratification in service fulfilment.

Therefore, the statement for this instrument is the suitability of the cost/fee of service with the official provisions of each PTKN. Some services are free of charge, such as administrative services related to scholarship application letters, and single tuition relief letters. However, there are paid services such as diploma legalization. Costs/fees are adjusted to the number/of legalized sheets required by each service user. In addition, it is adjusted to the standard doubling rate per sheet from each PTKN area because access to raw materials (paper) and tools is not yet affordable. However, some PTKN provide the option of making copies themselves before submitting them to be legalized by the service provider free of charge. Based on the results of the SQI survey for the cost/service fee element, it can be seen that the majority of respondents at PTKN stated that the service fees paid were in line with the official provisions of each PTKN so that it was reflected in the 7 PTKN scores in the "Good" category with the average of SQI is 83.5 (Figure 5).

The fifth element that becomes the instrument of this survey is the service facilities and infrastructure element. In this element, the researcher focuses more on identifying the quality of the service in support facilities and/or online service system (distance learning) provided by each PTKN. Have the service facilities and infrastructure

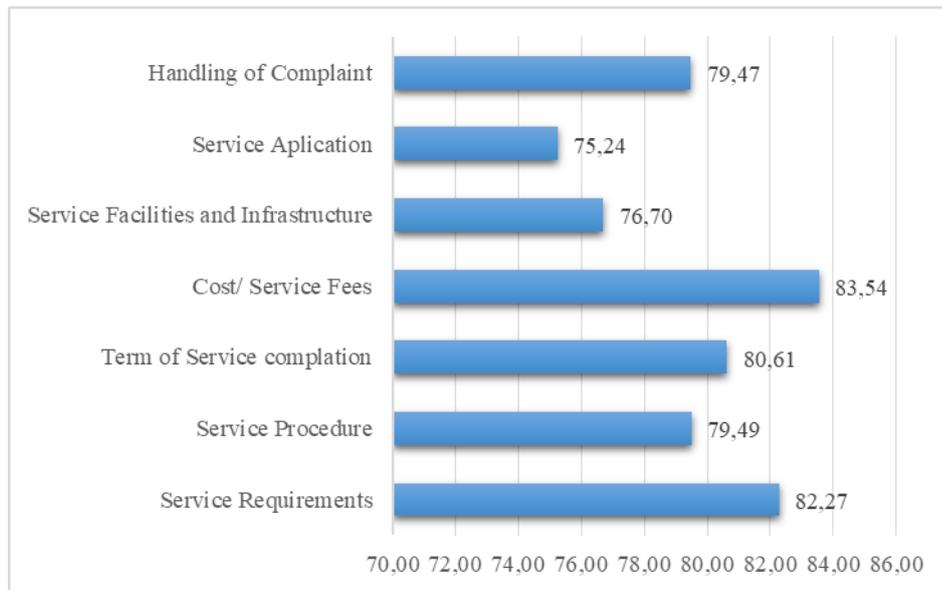


Figure 9. Average SQI Value of PTKN for each Service Element

Source: Processed Research Data, 2021

provided comfort or ease of use? Based on the survey results, as shown in Figure 6, the service facilities and infrastructure of 7's PTKN are still in the "Good" category while the average SQI below the scale (76,7). However, three of PTKN are in the "Not Good" category, namely PTKN 4,5 and 7 with PTKN 5 having the lowest value of service facilities and infrastructure. However, when reviewing questions related to respondents' suggestions for improving the quality of the three PTKNs with the lowest scores, respondents at most suggested few improvements related to service facilities and infrastructure. Although service users who access the service website using personal internet connection do not experience problems, service users who rely on campus wifi to access service websites experience slowness due to insufficient bandwidth. They think that wifi should be part of the facilities and infrastructure attached to online services so that the internet bandwidth must be increased.

The element of assurance which is the basis of the sixth instrument in this survey is also a priority to be evaluated to examine the assurance of service applications that have been made by each PTKN. In this element, the researcher focuses on identifying the service applications. As shown in figure 7, for the 7 PTKNs surveyed, the average SQI

scores from service application response elements tend to be lower or in the "Not Good" category (75,2). It means that the service officer/application for the 7 PTKNs tend to be not fast enough in answering/fulfilling the needs of service users. Meanwhile, for this element, only PTKN 1 and 2 are included in the service category "Good" or with the service quality category "B" (Figure 7).

Respondents stated that the response of the service application was very slow when accessed with campus wifi (element 5). The low level of this assessment is related to their perception of element 5, namely the low bandwidth of the campus wifi used to access the service application. Improvements in the value of the element 6 can be done by: 1) increasing the bandwidth of the wifi campus; and/or 2) simplifying the display of the service website on a mobile (smartphone) display, for example, the resolution of the image display with low resolution so that the bytes used to access can be shortened.

The last service element surveyed is service complaints consultation or handling of complaints. We should not disdain the complaints, claims or suggestions contributed by students. Quite to the contrary, we need to consolidate a positive culture that will allow us to elaborate on all the signifi-

cant information that service complaints can often contain (Vila et al., 2004). This element is measured to see the responsiveness and responsibility for the handling of complaints, whether delivered orally or in writing via suggestion papers, or using online media. The researcher emphasizes the ease of use and access in the handling of complaints provided by each PTKN on this element. As seen in figure 8, the survey of this element shows that the service quality of handling of complaints at PTKN in 2021 on average is included in the "Good" category with Service Quality "B". However, PTKN 4 and 5 still got the "Not Good" category (figure 8). The service application at PTKN 4 has not aired online media complaint handling so service users who make complaints need to visit the offline service counter. The absence of an online complaint channel means that it will reduce the participation of service users in the improvement of PTKN 4 services (Purwanto, 2008). Meanwhile, PTKN 5 got the "Not Good" category for this element because some of the contact persons listed on the application responded slowly.

The service element that is of concern to be improved is obtained from the average SQI value of PTKN per Service Element. As shown in figure 9, it can be seen that there are needs for improvement in the elements of service facilities and infrastructure (element 5) and service application (element 6) by the PTKNs surveyed in order to meet service user satisfaction. Overall, the SQI value of the service application is the only one that is of low quality (C / "Not Good") while the other elements tend to be in the "Good" category or above. Based on customer complaints, the low SQI value of the service application is due to the slow loading of the application when accessed using low-bandwidth wifi which is also related to service facilities and infrastructure (Fathin et al., 2016). Solutions that can be done for slow loading because of this are: 1) increasing the PTKN's wifi bandwidth; and/or 2) increasing the bitrate of the landing page by replacing the current image with a low-resolution image. Increasing the bitrate on the one hand (with high-resolution images) will also result in better display quality. The consequence of the higher bitrate is the need

for greater network bandwidth (Nugroho et al., 2018). The consequence is to choose both of the above options or one of them based on the available resources.

CONCLUSION

The most important finding from this study is that most of the services of the 7 PTKNs surveyed had implemented digital services before the COVID-19 pandemic. As a result, when the PPKM rules are enforced during the pandemic, service users are already accustomed to using online services. This is indicated by the SQI value of the majority of the PTKNs surveyed being included in the category of "Very Good" service performance or with the category of service quality "A". However, online teaching and learning activities (KBM) are new to all PTKN surveyed, so some service providers and service users still have to adapt to this new habit. This is one of the reasons the service application is the lowest element and needs to be improved. Some of the limitations of this research are that it used an evaluation instrument for public services in general. In addition, the selection of respondents based on the convenience sampling method makes the results of this study unable to be generalized with the existing population of each state religious institute studied. Further research can apply the other assessment models such as EduQual and HEdPerf (Higher Educational Performance).

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