Community satisfaction index on the quality of academic and non-academic services at Jambi University

Junaidi; Amri Amir; Syaparuddin

Department of Economics, Faculty of Economics and Business, Universitas Jambi, Indonesia

To whom correspondence should be addressed. Email: junaidi@unja.ac.id

Abstract

This study aims to measure the community satisfaction index regarding the academic and non-academic services provided by Jambi University. The data used are sourced from community surveys involving students, alumni, faculty members, and administrative staff who receive services at Jambi University (faculties, institutes, units). The analytical tool used is descriptive statistical analysis. The analysis results show that the community satisfaction index for the quality of services at Jambi University is 76.09, falling within the service quality interval "C," indicating "less good" performance. Based on the assessment aspects, it is observed that out of 11 aspects, 5 are categorized as good (score B), and 6 are categorized as less good (score C). No aspects are categorized as very good (score A). Based on the total CSI scores for each faculty, out of the seven evaluated faculties, three are categorized as good, while the other four are categorized as less good. Of the six service aspects assessed, only the performance of the environmental aspect meets user expectations, with a gap value of 105.00. In other words, the quality performance of the environmental aspect has met and even exceeded user expectations. Conversely, the performance of the other five aspects has not fully met user expectations. The aspect with the lowest performance in meeting user expectations is the process aspect, with a gap value of 98.92.

INTRODUCTION

The provision of public services continues to face conditions that do not fully align with the needs and changes across various aspects of community life. This discrepancy can be attributed to unpreparedness in responding to broad value transformations and the impacts of complex developmental issues. Concurrently, the new societal order confronts global expectations and challenges driven by advancements in science, information, communication, and transportation.

Improving the quality of services, government officials provide is a necessity that must be continuously pursued to respond to societal changes and demands effectively. This aligns with one of the primary functions of the government, which frequently garners public attention: the function of public service. To address future challenges, measuring the quality of public service performance is essential. This measurement must be conducted using accountable methods and media, be comprehensive across all

513

service elements, and be carried out continuously to maintain the quality of public services within government agencies.

Building public trust in the services provided by public service organizers is an activity that must be conducted in line with the expectations and demands of all Indonesian citizens and residents regarding the enhancement of public services, which has increasingly become a matter of public concern. The public's demand for quality public services must be a focal point for the government. The government has established legal products and regulations governing public services to address the public's desires. In line with the implementation of these regulations, monitoring and supervision from all societal layers are necessary to ensure that the government applies established service standards, thereby enabling the public to receive services impartially.

In pursuit of excellent and quality service, the public service paradigm is evolving to focus on administration oriented toward customer satisfaction. Rapid changes and shifts in values must be wisely addressed through continuous and sustainable efforts in various development aspects to build public trust. Therefore, a public service system concept encompassing values, perceptions, and behavioral references that can realize human rights as mandated by the 1945 Constitution of the Republic of Indonesia must be implemented so that the public receives services in line with national goals and aspirations (Yulianus Sarira, 2013).

Based on the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for Compiling Community Satisfaction Surveys of Public Service Implementing Units, at least nine service elements must be the primary focus as instruments for assessing public services that institutions providing services to the community must fulfill. These elements include service requirements, system mechanism and procedure, completion time, costs and fees, service product specifications, executor competence, executor behavior, complaints handling, suggestions, feedback, and facilities and infrastructure. Periodically, public satisfaction assessments with the public services provided by these public service institutions must be conducted.

Higher education institutions, in relation to public services, aim to realize public service implementation in accordance with the principles of good governance and to ensure the certainty of rights and obligations of all parties involved in service implementation. According to Article 1 of the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017, it is stated that public service providers are required to conduct Community Satisfaction Surveys regularly at least once a year, and surveys are conducted to obtain the Community Satisfaction Index. Meanwhile, Article 2 states that the Community Satisfaction Survey conducted on public service units uses predetermined survey indicators and methodologies.

By compiling the Community Satisfaction Index (CSI), Jambi University can make more precise adjustments to the responses (students, alumni, lecturers, employees, and staff) regarding the services provided to meet the community's expectations, thereby obtaining an illustration of how services should be organized to meet the community's needs and desires. Improving the quality of services government officials provide is a necessity that must be continuously pursued to respond to societal changes and demands effectively. This aligns with one of the primary functions of the government, which frequently garners public attention: the function of public service. To address future challenges, measuring the quality of public service performance is

514

essential. This measurement must be conducted using accountable methods and media, be comprehensive across all service elements, and be carried out continuously to maintain the quality of public services within government agencies.

According to Kotler (2002), a service is defined as any action or activity that one party can offer to another that is essentially intangible and does not result in ownership of anything. Its production may or may not be tied to a physical product. Service involves producers' behavior in fulfilling consumers' needs and desires to achieve their satisfaction. Kotler also states that this behavior can occur during, before, and after the transaction. Generally, high-level services result in high satisfaction and more frequent repeat purchases. The term "quality" encompasses many definitions and meanings, but it usually involves efforts to meet or exceed customer expectations, includes products, services, people, processes, and environments, and represents a constantly changing condition. Public service as defined by Law Number 25 of 2009 on Public Service, refers to activities or a series of activities in fulfilling service needs by the laws and regulations for every citizen and resident regarding goods, services, and/or administrative services provided by public service organizers.

According to Denhardt and Denhardt, the New Public Service (NPS) paradigm is the most recent paradigm in public administration. Unlike the Old Public Administration (OPA) paradigm, where the government's role is rowing and the New Public Management (NPM) paradigm, where the government's role is steering, the NPS paradigm positions the government's role as serving. The assumption regarding the motivation of employees and administrators in the NPS paradigm is "Public service with a desire to serve the community." Consistent with the above paradigm development, enhancing the quality of public services and achieving public satisfaction with these services is the ultimate goal of the government's bureaucratic reform. In fact, the quality of public services within the scope of Indonesia serves as a barometer for the success of regional autonomy implementation (Rizan, 2020).

Given the government's strong focus on public service, every public service provider from the central level to the district/city government must measure the community satisfaction index. The Community Satisfaction Index (CSI) measurement must be conducted periodically at least once a year. The Ministry of Administrative and Bureaucratic Reform (Kemenpan) has prepared instruments related to public complaints about public services (Kemenpan, 2020).

The quality of service is not only expected and assessed by companies that sell desired products. Government agencies are also among the institutions that require attention regarding service quality. Frequently, we hear complaints about government service that tends to fall short of or do not meet expected criteria. However, government service quality standards have their own specific benchmarks that must be met. Several areas that often require attention regarding community services include healthcare service quality, service quality in general, excellent service quality, hotel service quality, academic service quality, and banking service quality. Institutions such as hospitals, banks, hotels, and universities each have their own service quality standards. Nonetheless, the public generally has its own assessments and expectations of service quality from these institutions.

The quality of public service results from the interaction of various aspects, namely the service system, the human resources providing the service, strategies, and customers. A good public service system will yield high-quality service. A good system provides standardized service procedures and incorporates built-in control mechanisms. The quality of public services the bureaucracy provides is influenced by various factors

such as the competence level of the officials, the quality of the equipment used for service processing, and bureaucratic culture. The competence of bureaucratic officials is an accumulation of several sub-variables such as education level, years of work experience, and variety of training received. Meanwhile, the quality and quantity of the equipment used will affect the procedures and speed of the output produced. If an organization uses modern technology such as computers, the work methods and procedures will differ from those of a manual one.

According to Valarie Zeithaml and Mary Bitner (2010), the levels of service quality expected by customers can be divided into two categories: Desired Service, which represents the customers' expectations regarding the service they want to receive, reflecting their belief about the service they should receive, and Adequate Service, which refers to the service that customers actually receive, related to a company's ability to meet the service demands of its customers. These distinctions emphasize the importance of understanding both the ideal and the practical aspects of service delivery to ensure customer satisfaction.

Lovelock and Wirtz, as cited by Tjiptono (2016), state that satisfaction is an attitude determined by experiences. According to Kotler, satisfaction is a person's pleasure or disappointment that arises after comparing their perceptions or impressions of a product's performance (or results) with their expectations. Thus, the level of satisfaction is a function of the difference between perceived performance and expectations. If the performance matches expectations, the customer will be satisfied. There are several ways to measure customer satisfaction, according to Kotler and Armstrong (2016), including the Complaint and Suggestion System, Customer Satisfaction Surveys, Ghost Shopping, and Lost Customer Analysis. Tjiptono (2015) similarly defines customer satisfaction as a person's pleasure or disappointment that arises after comparing their perceptions of a product's performance (or results) with their expectations.

Service quality, meanwhile, comprises several dimensions or elements. These elements result from research on service quality theory developed by Parasuraman, Zeithaml, and Berry (1998). As a pioneering figure in measuring service quality, Parasuraman introduced the SERVQUAL dimensions. These dimensions were designed to measure service quality using a questionnaire, allowing the identification of the gap between customer expectations and their perceptions of the received service. SERVQUAL includes five dimensions: Tangibles, which are the concrete evidence of a company's ability to present the best to customers, including the physical appearance of buildings, facilities supporting technology, and employee appearance; Reliability, which is the company's ability to deliver service in line with consumer expectations concerning speed, timeliness, error-free operations, and sympathetic attitude; Responsiveness, which is the readiness to provide prompt service and communicate clearly and understandably; Assurance, which is the guarantees and certainties derived from employee courtesy, good communication, and knowledge fostering customer trust; and Empathy, which involves providing sincere and personalized attention to customers to understand their specific and accurate desires. According to Zeithaml and Bitner (2000), satisfaction is the consumer's response to fulfilling their needs. It is an evaluation of the features or characteristics of a product or service that provides a level of pleasure related to fulfilling consumption needs. When customer satisfaction is viewed from the perspective of perception and expectation, it refers to the "First Law of Service" where satisfaction equals perception minus expectation.

METHODS

The CSI (Community Satisfaction Index) survey at Jambi University targets the community, specifically students, alumni, faculty members, and administrative staff who receive services at Jambi University (faculties, institutes, units). The survey was conducted from July to August 2021. The service elements that form the CSI for Jambi University are based on the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017, concerning Guidelines for Community Satisfaction Surveys on Public Service Implementation. The nine service elements forming the CSI for Jambi University can be developed according to the needs and characteristics of higher education services.

The type of data used in compiling the CSI for Jambi University is primary data, obtained directly from respondents (students, alumni, faculty members, and administrative staff) through structured questionnaires. Each survey question for each element is assigned a score. The scores are calculated using the "weighted average score" of each service element. In calculating the community satisfaction survey for the assessed service elements, each service element has the same weight.

Table 1. Perception scores, interval scores, interval score conversion, service quality, and service unit performance

Perception Score	Interval Score	Interval Score Conversion	Service Quality	Service Unit Performance
1	1.00 – 2.5996	25.00 – 64.99	D	Not good
2	2.60 – 3.064	65.00 – 76.60	C	Less good
3	3.0644 – 3.532	76.61 – 88.30	B	Good
4	3.5324 – 4.00	88.31 – 100.00	A	Very good

Source: Kepmenpan RB Number 14, 2017

Explanation
1. Perception Score: This represents the respondents' overall perception of the service quality.
2. Interval Score: This is the range of scores that correspond to the perception score.
3. Interval Score Conversion: This represents the conversion of interval scores into a standardized format.
4. Service Quality: This categorizes the quality of service into four levels: D (Not good), C (Less good), B (Good), and A (Very good).
5. Service Unit Performance: This indicates the performance level of the service unit corresponding to the service quality.

RESULTS AND DISCUSSION

Based on the Community Satisfaction Index (CSI) analysis, it is evident that the overall satisfaction index for the quality of services at Jambi University is 76.09 on a scale of 0 to 100. Referring to the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for Community Satisfaction Surveys on Public Service Implementation, particularly in terms of interval value classification, it can be concluded that the community satisfaction index for the quality of services at Jambi University falls within the "C" interval, indicating "less good" performance.

Further breakdown based on assessment aspects reveals that out of 11 aspects, 5 are categorized as good (score B), and 6 are categorized as less good (score C). No aspects are categorized as very good (score A).

The highest satisfaction aspect is the Competence of Service Executors, with a CSI score of 3.24 and a conversion score of 81.08. Conversely, the lowest satisfaction aspect is Service Accuracy, with a CSI score of 2.86 and a conversion score of 71.62. This indicates that the community perceives a significant need for improvement in service accuracy at Jambi University.

Table 2. CSI at Jambi University by service aspects, 2021

Aspect	CSI Score	CSI Conversion Score	Service Quality	Conclusion
Service Requirements	3.04	75.97	C	Less Good
Service System, Mechanism, and Procedure	2.94	73.38	C	Less Good
Service Speed	2.90	72.51	C	Less Good
Service Accuracy	2.86	71.62	C	Less Good
Service Cost/Tariff	2.95	73.84	C	Less Good
Academic Service Results	3.08	77.01	B	Good
Student Services Results	3.00	75.06	C	Less Good
Competence of Service Executors	3.24	81.08	B	Good
Behavior of Service Executors	3.19	79.86	B	Good
Service Declaration	3.14	78.48	B	Good
Complaint, Suggestion, and Feedback Handling	3.13	78.22	B	Good
Total CSI	3.04	76.09	C	Less Good

Based on the total CSI scores for each faculty, it can be stated that out of the seven faculties within Jambi University, three are categorized as good, namely the Faculty of Economics and Business, the Faculty of Animal Husbandry, and the Faculty of Law. Conversely, the other four faculties are categorized as less good: the Faculty of Science and Technology, the Faculty of Teacher Training and Education, the Faculty of Medicine and Health Sciences, and the Faculty of Agriculture. According to their CSI scores, the Faculty of Economics and Business ranks highest with an CSI score of 3.15 and a conversion score of 78.77, while the Faculty of Agriculture ranks lowest with an CSI score of 2.94 and a conversion score of 73.60.

Table 3. Faculty rankings based on CSI at Jambi University, 2021

Faculty	CSI Score	CSI Conversion Score	Service Quality	Conclusion	Rank
Economics and Business	3.15	78.77	B	Good	1
Animal Husbandry	3.07	76.77	B	Good	2
Law	3.07	76.77	B	Good	3
Science and Technology	3.05	76.27	C	Less Good	4
Teacher Training and Education	3.05	76.19	C	Less Good	5
Medicine and Health Sciences	3.04	76.11	C	Less Good	6
Agriculture	2.94	73.60	C	Less Good	7
University	3.05	76.35	C	Less Good	

Community satisfaction index at the Faculty of Economics and Business

The Community Satisfaction Index (CSI) at the Faculty of Economics and Business is categorized as good, with an CSI score of 3.15 and a conversion score of

78.77. However, upon further analysis of service aspects, three key aspects require immediate action due to their less good service quality: System, Mechanism, and Procedure of Service, Service Speed, and Service Accuracy.

Table 4. CSI based on service aspects at Faculty of Economics and Business, 2021

Aspect	CSI Score	CSI Conversion Score	Service Quality	Conclusion
Service Requirements	3.08	77.10	B	Good
System, Mechanism, and Procedure of Service	3.01	75.23	C	Less Good
Service Speed	2.98	74.42	C	Less Good
Service Accuracy	2.95	73.83	C	Less Good
Service Cost/Tariff	3.09	77.22	B	Good
Academic Service Results	3.23	80.84	B	Good
Student Services Results	3.21	80.37	B	Good
Competence of Service Executors	3.35	83.64	B	Good
Behavior of Service Executors	3.28	81.89	B	Good
Service Declaration	3.26	81.54	B	Good
Handling of Complaints, Suggestions, and Feedback	3.21	80.37	B	Good
Total CSI	3.15	78.77	B	Good

Community satisfaction index at the Faculty of Animal Husbandry

The CSI at the Faculty of Animal Husbandry is categorized as good, with an CSI score of 3.07 and a conversion score of 76.77. However, five service aspects require intensive improvements due to their less good service quality: System, Mechanism, and Procedure of Service, Service Speed, Service Accuracy, Service Cost/Tariff, and Student Services Results.

Table 5. CSI based on service aspects at the Faculty of Animal Husbandry, 2021

Aspect	CSI Score	CSI Conversion Score	Service Quality	Conclusion
Service Requirements	3.07	76.79	B	Good
System, Mechanism, and Procedure of Service	2.96	74.11	C	Less Good
Service Speed	2.94	73.47	C	Less Good
Service Accuracy	2.95	73.85	C	Less Good
Service Cost/Tariff	2.94	73.47	C	Less Good
Academic Service Results	3.09	77.30	B	Good
Student Services Results	3.04	76.02	C	Less Good
Competence of Service Executors	3.23	80.87	B	Good
Behavior of Service Executors	3.17	79.34	B	Good
Service Declaration	3.17	79.34	B	Good
Handling of Complaints, Suggestions, and Feedback	3.20	79.97	B	Good
Total CSI	3.07	76.77	B	Good

Community satisfaction index at the Faculty of Law

The CSI at the Faculty of Law is categorized as good, with an CSI score of 3.07 and a conversion score of 76.77. However, five service aspects need immediate improvements: Service Requirements, System, Mechanism, and Procedure of Service, Service Speed, Service Accuracy, and Student Services Results.

Table 6. CSI based on service aspects at the Faculty of Law, 2021

Aspect	CSI Score	CSI Conversion Score	Service Quality	Conclusion
Service Requirements	3.03	75.79	C	Less Good
System, Mechanism, and Procedure of Service	2.97	74.14	C	Less Good
Service Speed	2.92	72.96	C	Less Good
Service Accuracy	2.92	72.89	C	Less Good
Service Cost/Tariff	3.08	77.11	B	Good
Academic Service Results	3.12	77.97	B	Good
Student Services Results	3.06	76.52	C	Less Good
Competence of Service Executors	3.26	81.40	B	Good
Behavior of Service Executors	3.18	79.49	B	Good
Service Declaration	3.12	78.10	B	Good
Handling of Complaints, Suggestions, and Feedback	3.12	78.10	B	Good
Total CSI	3.07	76.77	B	Good

Community satisfaction index at the Faculty of Science and Technology

The CSI at the Faculty of Science and Technology is categorized as less good, with an CSI score of 3.05 and a conversion score of 76.27. Only four service aspects are categorized as good: Competence of Service Executors, Behavior of Service Executors, Service Declaration, and Handling of Complaints, Suggestions, and Feedback. Seven other service aspects are categorized as less good.

Table 7. CSI based on service aspects at the Faculty of Science and Technology, 2021

Aspect	CSI Score	CSI Conversion Score	Service Quality	Conclusion
Service Requirements	3.05	76.20	C	Less Good
System, Mechanism, and Procedure of Service	2.97	74.18	C	Less Good
Service Speed	2.95	73.65	C	Less Good
Service Accuracy	2.86	71.41	C	Less Good
Service Cost/Tariff	2.96	74.10	C	Less Good
Academic Service Results	3.06	76.57	C	Less Good
Student Services Results	3.01	75.15	C	Less Good
Competence of Service Executors	3.23	80.69	B	Good
Behavior of Service Executors	3.21	80.16	B	Good
Service Declaration	3.11	77.84	B	Good
Handling of Complaints, Suggestions, and Feedback	3.16	79.04	B	Good
Total CSI	3.05	76.27	C	Less Good

Community satisfaction index at the Faculty of Teacher Training and Education

The CSI at the Faculty of Teacher Training and Education is categorized as less good, with a CSI score of 3.05 and a conversion score of 76.19. Only five service aspects are categorized as good: Academic Service Results, Competence of Service Executors, Behavior of Service Executors, Service Declaration, and Handling of Complaints, Suggestions, and Feedback. Six other service aspects are categorized as less good.

Table 8. CSI based on service aspects at the Faculty of Teacher Training and Education, 2021

Aspect	CSI Score	CSI Conversion Score	Service Quality	Conclusion
Service Requirements	3.03	75.68	C	Less Good
System, Mechanism, and Procedure of Service	2.90	72.53	C	Less Good
Service Speed	2.89	72.24	C	Less Good
Service Accuracy	2.88	72.11	C	Less Good
Service Cost/Tariff	2.96	74.11	C	Less Good
Academic Service Results	3.08	76.91	B	Good
Student Services Results	2.99	74.87	C	Less Good
Competence of Service Executors	3.25	81.34	B	Good
Behavior of Service Executors	3.21	80.14	B	Good
Service Declaration	3.18	79.46	B	Good
Handling of Complaints, Suggestions, and Feedback	3.15	78.66	B	Good
Total CSI	3.05	76.19	C	Less Good

Community satisfaction index at the Faculty of Medicine and Health Sciences

The CSI at the Faculty of Medicine and Health Sciences is categorized as less good, with a CSI score of 3.04 and a conversion score of 76.11. Only five service aspects are categorized as good: Academic Service Results, Competence of Service Executors, Behavior of Service Executors, Service Declaration, and Handling of Complaints, Suggestions, and Feedback. Six other service aspects are categorized as less good.

Table 9. CSI based on service aspects at the Faculty of Medicine and Health Sciences, 2021

Aspect	CSI Score	CSI Conversion Score	Service Quality	Conclusion
Service Requirements	3.06	76.47	C	Less Good
System, Mechanism, and Procedure of Service	2.94	73.59	C	Less Good
Service Speed	2.91	72.63	C	Less Good
Service Accuracy	2.81	70.14	C	Less Good
Service Cost/Tariff	2.91	72.76	C	Less Good
Academic Service Results	3.10	77.49	B	Good
Student Services Results	2.99	74.87	C	Less Good
Competence of Service Executors	3.26	81.52	B	Good
Behavior of Service Executors	3.24	81.07	B	Good
Service Declaration	3.16	79.09	B	Good
Handling of Complaints, Suggestions, and Feedback	3.10	77.56	B	Good
Total CSI	3.04	76.11	C	Less Good

### Community satisfaction index at the Faculty of Agriculture

The CSI at the Faculty of Agriculture is categorized as less good, with a CSI score of 2.94 and a conversion score of 73.60. Only two service aspects are categorized as good: Competence of Service Executors and Behavior of Service Executors. Nine other service aspects are categorized as less good.

Table 10. CSI based on service aspects at the Faculty of Agriculture, 2021

Aspect	CSI Score	CSI Conversion Score	Service Quality	Conclusion
Service Requirements	3.00	74.94	C	Less Good
System, Mechanism, and Procedure of Service	2.87	71.83	C	Less Good
Service Speed	2.80	70.10	C	Less Good
Service Accuracy	2.77	69.24	C	Less Good
Service Cost/Tariff	2.79	69.87	C	Less Good
Academic Service Results	2.97	74.19	C	Less Good
Student Services Results	2.84	71.08	C	Less Good
Competence of Service Executors	3.17	79.21	B	Good
Behavior of Service Executors	3.11	77.71	B	Good
Service Declaration	3.02	75.52	C	Less Good
Handling of Complaints, Suggestions, and Feedback	3.03	75.86	C	Less Good
Total CSI	2.94	73.60	C	Less Good

User expectations and service quality performance

User expectations, service quality performance, and the gap between expectations and performance were assessed across six aspects, with 15 sub-aspects and 84 indicators. Detailed expectations, performance, and quality gaps are provided in the table below. Furthermore, Figure 1 presents a radar chart illustrating the gap between expectations and performance in service quality across the six assessed aspects.
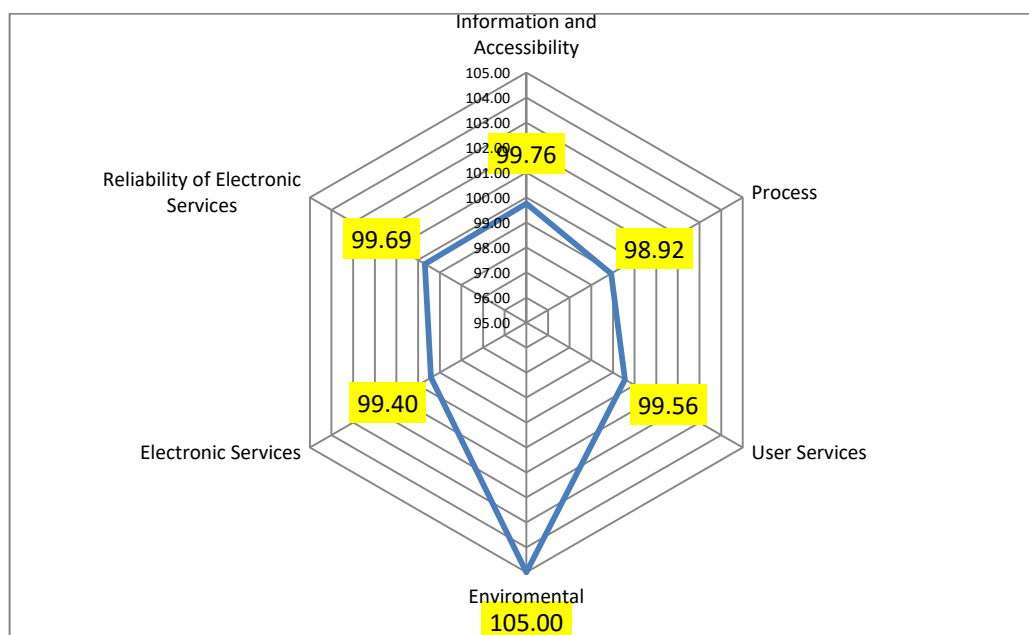
Figure 1. Radar chart of gap between expectations and service quality performance at Jambi University by aspect, 2021

Based on Figure 1, it is evident that of the six service aspects assessed, only the performance of the environmental aspect clearly meets user expectations, with a gap value of 105.00. This indicates that the quality performance of the environmental aspect has met and even exceeded user expectations. Conversely, the performance of the other five aspects has not fully met user expectations. The aspect with the lowest performance in meeting user expectations is the process aspect, with a gap value of 98.92.

In the context of the faculties assessed, it can be concluded that out of seven faculties, three faculties have quality service performance that meets user expectations: the Faculty of Economics and Business, the Faculty of Animal Husbandry, and the Faculty of Law. Conversely, the service performance of the other four faculties has not fully met user expectations.
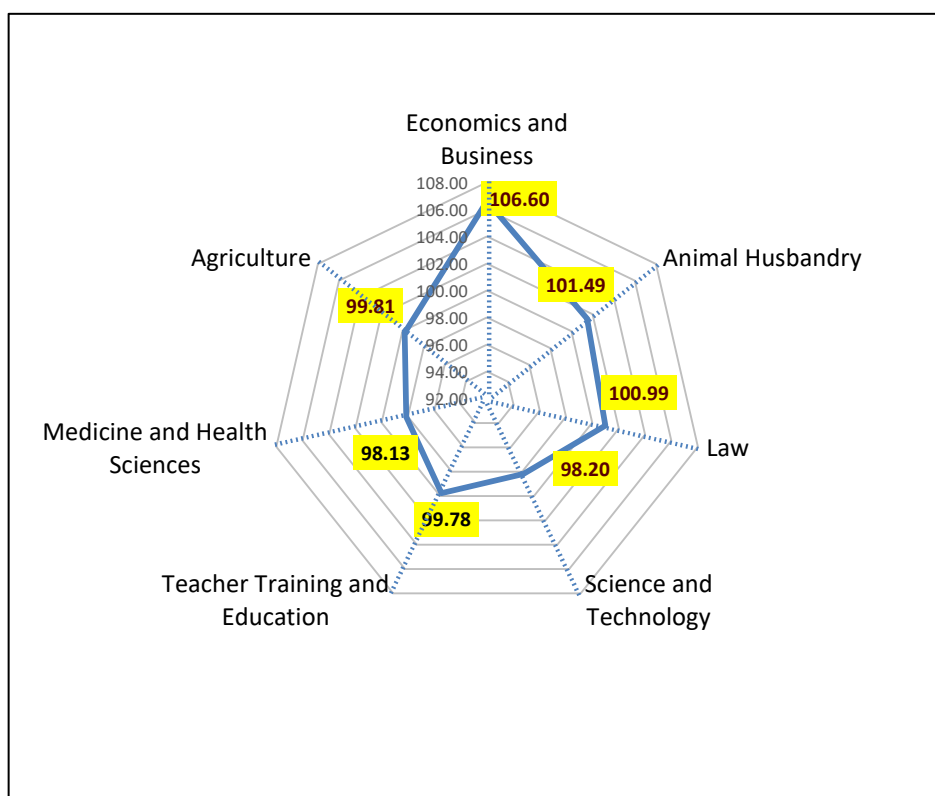

Figure 2. Radar chart of gap between expectations and service quality performance at Jambi University by faculty, 2021

CONCLUSION AND RECOMMENDATIONS

Conclusion

Overall, the Community Satisfaction Index (CSI) for the quality of services at Jambi University is 76.09 on a scale of 0 to 100. This indicates that the satisfaction index for the quality of services at Jambi University falls within the "C" interval, signifying "less good" performance.

When broken down by assessment aspects, it is observed that out of 11 aspects, 5 are categorized as good (score B), and 6 are categorized as less good (score C). There are no aspects categorized as very good (score A).

Based on the total CSI scores for each faculty, it can be concluded that three of the seven faculties at Jambi University are categorized as good: the Faculty of

Economics and Business, the Faculty of Animal Husbandry, and the Faculty of Law. Conversely, four faculties are categorized as less good: the Faculty of Science and Technology, the Faculty of Teacher Training and Education, the Faculty of Medicine and Health Sciences, and the Faculty of Agriculture.

Of the six service aspects assessed, only the performance of the environmental aspect clearly meets user expectations, with a gap value of 105.00. This indicates that the quality performance of the environmental aspect has met and even exceeded user expectations. Conversely, the performance of the other five aspects has not fully met user expectations. The aspect with the lowest performance in meeting user expectations is the process aspect, with a gap value of 98.92.

Recommendations

Jambi University and its units/faculties must focus on and improve various service aspects with less good ratings to enhance the overall community satisfaction index. Specific actions include:

1. Addressing Specific Aspects:
   a) Improve the system, mechanism, and procedure of services.
   b) Enhance the speed and accuracy of services.
   c) Review and optimize service costs/tariffs.
   d) Improve the results of student services.
2. Targeted Improvements:
   a) Focus on faculties that have not met expectations, particularly the Faculty of Science and Technology, the Faculty of Teacher Training and Education, the Faculty of Medicine and Health Sciences, and the Faculty of Agriculture.
   b) Implement best practices from better-performing faculties, such as the Faculty of Economics and Business, the Faculty of Animal Husbandry, and the Faculty of Law.
3. Regular Monitoring and Feedback:
   a) Regular community satisfaction surveys should be conducted to monitor progress and identify areas needing further improvement.
   b) Encourage feedback from students, alumni, faculty, and administrative staff to better understand their needs and expectations.
4. Training and Development:
   a) Invest in training and development programs for staff to enhance their competence, responsiveness, and empathy in service delivery.
   b) Utilize modern technologies to streamline processes and improve service delivery efficiency.

By implementing these recommendations, Jambi University can improve its service quality, meet user expectations more effectively, and increase the overall community satisfaction index.

REFERENCES

Tjiptono, F., & Chandra, G. (2016). *Pemasaran jasa: Prinsip, penerapan dan penelitian*. Yogyakarta: Andi.

Kemenpan RB. (2004). *Keputusan Menteri Pendayagunaan Aparatur Negara Nomor: Kep/25/M.Pan/2/2004 tentang pedoman umum penyusunan indeks kepuasan masyarakat unit pelayanan instansi pemerintah*.

Kemenpan RB. (2017). *Pedoman penyusunan survei kepuasan masyarakat unit penyelenggara pelayanan publik*. Berita Negara Republik Indonesia Tahun 2017 Nomor 708.

Kotler, P. (2002). *Marketing management: The millennium edition*. Upper Saddle River, NJ: Prentice Hall.

Kotler, P. (2002). *Manajemen pemasaran: Edisi millenium, jilid 1*. Jakarta: Prehallindo.

Kotler, P., & Armstrong, G. (2016). *Principles of marketing* (15th ed.). Pearson Education Limited.

Kotler, P., & Keller, K. L. (2009). *Manajemen pemasaran* (13th ed.). Jakarta: Erlangga.

Rizan, M. (2020). Survei indeks kepuasan masyarakat (IKM) pengguna jasa layanan kesehatan BPJS di RS Hasan Sadikin Bandung. *Jurnal Riset Manajemen Sains Indonesia (JRMSI)*, *11*(2), 2301-8313. http://doi.org/10.21009/JRMSI

Muhammad, M. (2019). Sosialisasi "Pelayanan publik secara online berbasis website" di Desa Balusu Kecamatan Balusu Kabupaten Barru. Sekolah Tinggi Ilmu Administrasi Al-Gazali Barru.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1998). SERVQUAL: A multiple-item scale for measuring customer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40

Poltekes Pontianak. (2019). *Laporan indeks kepuasan akademik Poltekkes Kemenkes Pontianak*.

RSUD HM Chotib Quzwain. (2016). *Indeks kepuasan masyarakat terhadap pelayanan publik RSUD HM Chotib Quzwain tahun 2016*.

Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2010). *Services marketing: Strategy*. In J. N. Sheth & N. K. Malhotra (Eds.), *Wiley International Encyclopedia of Marketing*. John Wiley & Sons Ltd.

.