



Quality of Academic Services: A Phenomenological Study at the Bureau of Academic and Student Affairs

Munari¹, Mohamad Irfan Mufti¹, Abd.Hakim², Muh. Zainuddin Badollahi³, Telly Hetty Isje Kondo⁴

¹Prodi Administrasi Publik, Universitas Tadulako, Indonesia

²Prodi Sosiologi, Universitas Tadulako, Indonesia

³Prodi Antropologi, Universitas Tadulako, Indonesia

⁴Politeknik Negeri Manado, Indonesia

*Corresponding Author: Munari

Email: munaribudiawan867@gmail.com



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Abstract

This study investigates the quality of academic services at the Bureau of Academic, Student Affairs, and Planning (BAKP) of Tadulako University in Palu. The research uses a qualitative phenomenological approach to explore how academic services are delivered and perceived by students, focusing on five key dimensions: reliability, assurance, physical evidence (tangibles), empathy, and responsiveness. Data were collected through interviews, observations, and documentation from both students and administrative staff. The findings reveal a range of issues that hinder optimal service delivery, including long waiting times, lack of punctuality, inadequate infrastructure, insufficient responsiveness, and undertrained personnel. Students often face delays and miscommunications due to bureaucratic inefficiencies and limited access to information. Moreover, the physical environment, such as cramped waiting areas and poor air conditioning, contributes to user dissatisfaction. Although Standard Operating Procedures (SOPs) are in place, they are not consistently implemented or publicly displayed, further complicating the service process. Officers acknowledge constraints such as understaffing and technical challenges, including frequent network disruptions. Despite efforts to improve services via online platforms, many processes still require manual handling, reducing efficiency and service satisfaction. The study concludes that academic service quality at BAKP requires strategic improvements in human resources, infrastructure, and digital integration to meet students' expectations and support the university's academic reputation.

Introduction

In the current era of globalization, the quality of service, 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, in addition to the fact that satisfactory service quality is one of the factors that determines public choice, the satisfaction desired by the public is achieved if the quality of the service that serves it can provide services according to needs (Lanin & Hermanto, 2019; Mustamin & Rahmi, 2020; Engdaw, 2020)

Indonesia as a developing country on par with other developing countries, continues to improve its public services, especially services in the academic field (Iswardhana et al., 2022; Soedarwo et al., 2022). Several universities in Indonesia continue to improve to meet the demands so that they can be on par with universities in other developing countries. Indonesia as an archipelagic country has consequences for the quality of public services, geographical factors,

facilities and infrastructure, human resources (HR), and tight competition are of particular concern to the world of higher education in Indonesia (Ihsan et al., 2022; Ramaditya et al., 2023; Yusup et al., 2021).

The Government of the Republic of Indonesia in implementing development is expected to achieve its goal of building a complete human being or a quality society based on Pancasila and the 1945 Constitution. One aspect of development that can improve the quality of human life is in the field of education, in article 31 paragraph (1) of the 1945 Constitution, that every citizen has the right to education. Fulfillment of the educational needs of the community is a form of very basic public service that needs attention from the government, namely quality service.

Public services in Indonesia that often get bad reviews from foreign countries cannot be ignored, because they will have a negative effect, especially on the aspect of higher education. According (Iskarim et al., 2016; Lewis & Pattinasarany, 2009;), the negative assessment from the world community is a positive correction for our country, especially in the world of higher education in Indonesia.

Geographically, universities in Indonesia are located in the western and eastern zones, these two zones also reflect the inequality of higher education infrastructure development, in the infrastructure of the academic community (Lecturers, Administrative Staff, and Students) the quality is also based on the zone (Leasiwal et al., 2022; Putri, 2025; Widodo et al., 2025). The quality of higher education in both zones can be represented by several universities, for example, in the western zone there are Gajah Mada University (UGM), University of Indonesia (UI), Unpad, and others, while the eastern zone is always represented by Unhas, Unsrat, and Untad (Tadulako University) Palu which is located in the eastern zone, precisely in Central Sulawesi Province, is considered a developing university among state universities on the island of Sulawesi.

The problems faced by universities in these two zones are clearly very different (Francom et al., 2021; Lahiya et al., 2025; Yokubjonova et al., 2025). Universities in the western zone that are close to the center of government, clearly the accuracy of the application and implementation of policies is immediately felt, the advantages and problems when universities in the western zone are always the benchmark for the face of universities in Indonesia, even universities in the western zone become universities that are expected to be able to compete with universities in countries around the world, especially in Asia and Southeast Asia. This means that the infrastructure and superstructure of universities in the western zone should have international standards, international competitiveness, and international academic services ("Construction Management Characteristics and Quality Control Strategies for Higher Education Infrastructure Projects," 2024). The question is, is it true that universities in the western zone already have certification as universities with these international standards? Because the characteristic of an international standard university is not only that the university has used services in "digital" form, even though the implementation of university services has used digital, empirical facts cannot be denied that bureaucratic practices have not been able to be reduced in academic services.

What about universities in the eastern zone? The problems faced are certainly much more severe and quite varied, challenging and complex, compared to the problems faced by universities in the western zone (Moshtari & Safarpour, 2024; Tilak & Kumar, 2022). Tadulako University Palu is one of the universities in the eastern zone that certainly has much more severe problems than universities in the same zone, or compared to universities in the western zone. The problems faced by Tadulako University Palu are no different from the general

problems of state universities in the country. However, in general, the problems faced by Tadulako University Palu based on observations can be seen in two aspects of the problem, namely the external problem aspect and the internal problem aspect. The external problem is that Tadulako University Palu's accreditation qualification has not yet reached A accreditation, while internally it is a general service problem, especially BAKP services to students that have not fully met student expectations.

This internal problem, especially academic services by the Academic, Student Affairs and Planning Bureau of Tadulako University to students, is a special concern, where information obtained based on these observations is that; (1) The time spent waiting to be served is very difficult, especially time discipline; Speed, accuracy in service to students is still low; Accuracy in carrying out promises is often broken; Friendliness and politeness of officers in behaving and speaking are still relatively not in accordance with expectations; (2) Knowledge and skills of officers in service are still relatively low; Ease of academic matters still seems less responsive; (3) Service facilities and infrastructure are less comfortable, less clean, especially facilities such as toilets for students, creating smooth service is still relatively not smooth, Information centers are still limited, especially those related to tracking improvements in quality in service, not fully in accordance with expectations (Albahri et al., 2023; Xiao et al., 2022).

According to the description above, the problem is that it will reduce the quality of the Tadulako University institution, this statement is supported by the opinion of (Sufiyyah, 2011), according to him, universities as one of the educational institutions in order to be accountable and quality are required to provide quality academic services. Universities as a service industry must start thinking about the importance of customer service more maturely, because now it is increasingly recognized that customer service and satisfaction are vital aspects in order to survive in business and win the competition. Quality is something that is dynamic and continues to move, if it moves forward, it is said that there is an increase in quality, if it moves backward, it is said that the quality is decreasing. Quality can mean superiority or excellence, namely exceeding the applicable general standards.

Something can be said to be of quality if there is a match between the requirements possessed by the object or service that requires it (Fauzi, 2023). The quality of academic service in this study is the value given regarding how good the academic service is provided by the academic bureau of student affairs and planning (BAKP) of Tadulako University, Palu, so as to provide quality students (Rochmatullah et al., 2023; Syaiful et al., 2025; Muhtar et al., 2025). In fact, talking about service, one cannot separate oneself from the various elements that facilitate service and deliver service until a word comes out of the lips of the person being served saying good, good, on time, not complicated, transparent and accountable, is a real accumulation that the person who serves and his institution gets appreciation that meets the needs of the person being served (Sundari, 2021). But if the opposite is true, then the assessment of the person being served will be bad, complicated, hard to find, delayed and so on, words that indicate that the service process or quality of service at the institution is not good or of poor quality.

In this study, we will discuss the quality of service and student satisfaction which focuses on how to know that they are satisfied and what causes them to feel satisfied with educational services (Addha et al., 2024; Supriyanto et al., 2025; Bouranta et al., 2025). Student satisfaction is a mission that must be realized if an educational institution wants to be accepted by the community and can continue to exist and develop amidst community support. According (Fadhilatul et al., 2019), quality has eight dimensions of measurement consisting of aspects, namely, 1) Performance, 2) Product Features (features), 3) Reliability/limitations (reliability),

4) Conformance, 5) Durability, 6) Service ability, 7) Aesthetics, 8) Perceived quality. According to (Permatasari, 2020), "A service is considered satisfactory if the service can meet the needs and expectations of service users". When connected with Philip Kotler's service theory, where the content of Philip Kotler's theory emphasizes that the success of service quality is influenced by five elements or variables, the five elements or variables in service quality that can be detailed are: 1. Trust or reliability. The ability to carry out promised services accurately and reliably; 2. Responsiveness. The ability to help customers and provide services quickly or responsiveness; 3. Assurance. Knowledge and courtesy of administrative staff and their ability to inspire trust and confidence; 3. Empathy. Requirements for caring, giving personal attention to customers; 5. Tangible.

The appearance of physical facilities, equipment, personnel, and communication media. According to Kotler, the guarantee of academic service quality in a service perspective greatly determines the quality of service (Lutfi, 2018). The variables in Kotler's theory have a very large influence in general on the quality that students will obtain (Sumarni et al., 2018). Service or to service, in an administration is different from services in other community activities, such as health services, population services and religious services. The difference is certainly associated with the tasks and functions of each field, although basically a service has the same or adjacent principles. For that in carrying out services, it is not only monotonous services that are always presented. But the service must be prioritized on customer satisfaction.

According to (Pelayanan et al., 2014), Basically, the definition of customer satisfaction/dissatisfaction is the difference between expectations and perceived reality. So, the definition of customer satisfaction means at least the same as what is expected. Like a customer expecting the administration to serve on time, but in reality, it is late, so it is disappointing/causes dissatisfaction. In line with research from (Widya et al., 2023), it states that satisfaction is the result felt by consumers who experience the performance of an institution that is in accordance with their expectations. In the context of public administration, Indonesia is collaborating a number of service concepts so that good service quality occurs, specifically, Tadulako University Palu is classified as a university that continues to innovate in improving services to its students, through BAKP, the quality of service to students is a determining factor as a benchmark for the progress of a university.

Methods

The research design used in this study was qualitative based on a phenomenological approach. The qualitative inquiry was selected based on the purpose of understanding academic service quality as a lived experience, rather than a procedural outcome, and being a product of interactions, perceptions, and meanings constructed by the service users and the service providers. Phenomenology was viewed as ideally fitting since it does allow the investigator to explore the experience of academic services in the everyday practice, as well as how these experiences are perceived by the individuals who are personally engaged in the service process.

This study was conducted in the Bureau of Academic Affairs, Student Affairs, and Planning of Tadulako University located in Palu. The selected institutional unit has been specifically selected due to the fact that it is the central administrative unit, which takes care of its core academic services, which directly impact students throughout their academic trajectory. Focusing this study in this context enabled the research to attain the complexities of service delivery as it occurs within real organizational setting, such as the institutional norms, routines and constraints that organize service interactions.

Both primary and secondary sources were used to obtain the data to produce a holistic view of the phenomenon studied. Primary data were collected among people who were directly involved with the academic services such as students as beneficiaries of services and the administrative personnel as the providers of services. The aspects that informed the choice of these participants were their experience and their participation in academic service processes, thus enabling the researcher to tap into information that was relevant and very rich. Secondary data supported these reports and comprised of formal documents, service guidelines, standard operating procedures, institutional records, and relevant scholarly literature which contextualized the results in extended debates on service quality in the higher education.

To reflect the richness and complexity of experiences of the participants, data were collected using observation, in-depth interviews, and documents. The direct observation helped the researcher to observe the service flow, the physical setting of the services and the dynamics of staff-student interaction. In-depth interviews offered room in which the subjects were able to express their assumptions, anticipations, and analyses of academic services, especially in regard to reliability, assurance, tangibles, empathy, and responsiveness. Documentation was also used to provide the evidence, which helped to support the interview data and show how the institutional level taught how the formal standards in service should be formed.

In such a qualitative research, the researcher was the main data collection and interpretation tool. To support this role, interview guides and observation notes were used so as to keep everything on track and at the same time, flexibility was provided to the participants to narrate their experiences as they see fit. This formula made sure that data collection was not rigid when it came to proving some predefined categories but instead responsive to the emergent themes and meanings.

The analysis of data was implemented as an iterative and reflective process which was maintained during the research. The analysis started with sorting and making the researcher conversant with the data and then narrowing down on the data by meticulously selecting and coding valuable segments. These data were further put in thematic forms which enabled patterns and relationships to be viewed. The last step was a conclusion and verification of interpretation repeatedly going back to the information so that the results were not lost in the accounts of the participants or observed facts.

To provide increased credibility of the study, triangulation was employed to increase the credibility of data. The data received in various sources and approaches were compared and cross-verified to find out similarities and changes in opinion. With the combination of observations, interview accounts, and documentary data, the research aimed at creating an objective and a realistic picture of the quality of service in academics as perceived in the context of the Bureau of Academic Affairs, Student Affairs, and Planning at the Tadulako University.

Results and Discussion

The research aimed to assess the quality of academic services at the Bureau of Academic, Student Affairs, and Planning (BAKP) of Tadulako University, Palu, with a specific focus on the role of the Kepala Biro (Head of Berou) in the policy elements for planning human resource development services in the tourism sector. The findings highlight various aspects related to service quality and the involvement of the Head of Bureau in the development and implementation of policies aimed at improving human resources within the tourism sector.

Quality of Academic Services

The academic services at BAKP were evaluated based on five key dimensions: reliability, assurance, physical evidence, empathy, and responsiveness. The results showed that while

BAKP had established Standard Operating Procedures (SOPs) for service delivery, there were significant challenges related to service speed, infrastructure, and personnel readiness. Students reported delays, miscommunications, and dissatisfaction with the physical environment, such as inadequate seating arrangements and poor air conditioning.

A key aspect of the study was the involvement of the Head of Bureau in the human resource development services within the tourism sector. The Head of Bureau plays a critical role in formulating and implementing policies that impact the development of human resources, particularly in the context of tourism.

The Head of Bureau is responsible for integrating human resource planning with tourism development strategies, ensuring that staff possess the necessary skills and competencies to meet the demands of the tourism industry. The Head of Bureau works in collaboration with other departments to design training programs, workshops, and continuous development opportunities aimed at enhancing the capacity of human resources in the tourism sector.

Head of Bureau emphasized the importance of aligning human resource development policies with the strategic goals of the tourism sector. The Head of Bureau mentioned,

"Our primary goal is to ensure that our human resources are well-equipped to handle the challenges of the tourism sector, which is growing rapidly in our region. We focus on creating policies that support skill development, especially in service quality, management, and customer relations."

The Head of Bureau highlighted the role of continuous professional development in improving the quality of services offered within the tourism sector. "We work closely with training institutions to ensure that our workforce is up to date with the latest trends and best practices in the tourism industry. This includes both soft skills, such as customer service, and technical skills, such as hospitality management," said the Head of Bureau.

According to the Head of Bureau, there are several challenges in effectively implementing human resource development policies.

"The biggest challenge is the inconsistent execution of training programs due to limited funding and resources. Additionally, we are working to overcome geographical barriers that affect the accessibility of training for staff in remote tourism areas."

The Head of Bureau emphasized the importance of collaboration with various stakeholders, including local governments, educational institutions, and tourism operators. "Our efforts to develop human resources in the tourism sector are strengthened through partnerships with local government bodies and private-sector players. By working together, we can create a more sustainable and effective workforce," explained the Head of Bureau.

Quality of Academic Services at BAKP Tadulako University

The results of the researcher's observations regarding the form of academic service quality applied at BAKP Tadulako University Palu show that the service still needs to be improved. The 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, which can be described as follows:

Reliability

Assessment of the quality of service regarding reliability shown in the form of the level of ability of BAKP officers in providing services to service users such as delivering the promised

services accurately. in the form of the level of ability of officers to convince by behaving politely and fostering a sense of trust and confidence from service users. Based on the results of interviews with KK student informants, regarding this aspect of reliability, it states that:

“In general, the quality of service provided by BAKP officers, especially the registration section, has not shown satisfactory service quality. I feel that to take care of registration, we feel it is not fast enough, not accurate enough, it takes two days to finish. Then sometimes we cannot distinguish between officers and students because they do not wear uniforms, one of the causes is because the online network provided often goes down so that it cannot be accessed for re-registration or re-registration on time. (Interview, June 10, 2019)”.

The results of the interview from the form of quality-of-service reliability that needs to be shown by officers to students by providing a fast, accurate academic service process and instilling trust to show professional service. The fact is that there are still many officers who have not been able to show reliable service because among the employees there are still many who are slow in providing academic services (Goh, E., & Baum, T. (2021).

The researcher then conducted an interview with the officer informant to ask about the quality of service applied to BAKP to students, the interview was conducted on June 10, 2019 with the Registration and Statistics service section, namely the initials RU, the following statement:

I think the service provided by BAKP is in accordance with the SOP. I instructed all my staff to work according to the Standard Operating Procedures set by the Chancellor, namely fast, precise, and easy service. our service so far, so that with good ones that are in accordance with the rules can meet the expectations of students as customers, and have received good service, such as new student services (Interview, June 10, 2019).

The essence of this interview is that for every service, students must follow the SOP that has been set at BAKP, according to the researcher's observation that the SOP already exists but is not displayed at the service location so that students can read and follow the flow and instructions according to the SOP on the announcement board, so that students do not feel difficulty in following the mechanisms and procedures in the service.

Meanwhile, related to the reliability aspect of the Academic and evaluation services that handle graduation registration services, an interview was conducted with an informant with the initials AC, a prospective graduate student who was queuing at the Academic and Evaluation Sub-Division service that serves Graduation registration. Stating that:

"The quality of service provided by BAKP officers, especially the Academic section that handles graduation registration, has not shown satisfactory service quality. I feel that to take care of graduation registration, we feel it is not fast enough, not accurate enough, because we have to deal with the faculty first so we have to spend two days to finish. Then sometimes we cannot distinguish between officers and students because they do not wear uniforms, one of the reasons is because their clothes are the same as students. (Interview, June 10, 2019)".

From the results of interviews and observations, researchers still need a long time because the graduation registration process must take care of files at the faculty. So, it seems that graduation registration is still complicated, having to go through several doors, namely the faculty, Bank and BAKP.

Including officers who cannot be trusted in providing services, because officers do not wear uniforms to distinguish between officers and customers in this case students. Likewise, the reliability of officers has not shown professionalism, because there are several officers who are placed to serve in the service room or counter who do not understand what to do, so they still often consult with their coworkers and even ask for opinions from the leadership.

The researcher then conducted an interview with an officer informant to ask about the quality of academic services applied by the Bureau of Academic Student Affairs and Planning to students, the interview was conducted on September 10, 2019 with the Head of the Academic and Evaluation Sub-Division of BAKP, namely SKM. The following is an excerpt from the interview:

In my opinion, the service provided by the Academic and Evaluation staff of BAKP is in accordance with the SOP. Because our officers have served students well, regarding information about graduation, it is already in the online system, the bakp.untad.ac.id website and so far it has been running smoothly, only sometimes prospective graduates and alumni do not open the online system, so I feel that the service mechanism that has been set is in accordance with the SOP, regarding student satisfaction, it is relative because in my opinion students have received good service, namely during graduation registration and collecting diplomas (Interview, September 10, 2019).

From the results of this interview, the service provided to students is in accordance with the applicable service procedures and Standard Operating Procedures, and information about graduation is available on the bakp.untad.ac.id website. From the researcher's observation, the service is running but it still seems too long because registration is carried out after the administration is completed from the faculty then paid at the bank and returned to BAKP again, this results in the service taking a long time, because students have to deal with here and there.

Assurance

Assessment of service assurance shown by officers who are able to provide timely service assurance, service in accordance with applicable procedures and certainty of service completion. Speed, accuracy, ease, smoothness, and quality service.

Related to service in new student registration, regarding the assurance aspect, the researcher conducted interviews with students who were taking care of re-registration. The following is an excerpt from an interview with a student informant with the initials YD who stated the following:

The quality of service provided to prospective students still takes too long to wait because the staff are always late in coming, even though I arrived at the service room at 07.00. long queues when I wanted to re-register, in the waiting room where the seats were very limited so I sat on the floor because I was tired of standing, while waiting for the BAKP Registration officer who was checking the files (Interview, June 11, 2019)

The results of interviews with student informants, and observations in the field, researchers can conclude that officers are still not disciplined about working hours, so that the service that should be done at 07.30, new employees arrive at 08.00 to 09.00. Employees have also not been able to provide services on time as determined according to working hours. Likewise, related to things that must be done and prepared and must be completed, resulting in slow and

untimely service, and equipped with seating facilities that are in accordance with the capacity of customers in this case students. So, it is considered to be detrimental to students.

Furthermore, the researcher went deeper by interviewing the officer who served the re-registration process, namely with the initials MTK, asking about the file submission service activities and the prerequisites for obtaining a student registration number. The following is an excerpt from the interview:

We have arrived at the office, but we have to prepare files and all the equipment used for the service process. There are indeed officers who are slow, but it does not affect the service. And we are in the process of checking the files submitted by prospective students carefully, and asking for clarification of various forms of letters so that it takes time, if there are files that are not in accordance with either or are still lacking to provide certainty that there is a proper and correct file process, sometimes students themselves do not understand the files to be submitted (Interview, June 10, 2019).

From the results of interviews and observations of researchers on this service, it shows that there are still some employees who serve students who are late to the office so that it affects the service, this also causes the service to be delayed which should have been running but because the officers are late so that it results in not providing a guarantee of certainty of the completion time for processing prospective student registration, in the end the queue will be overflowing and the queue is getting longer.

Meanwhile, the assurance aspect of Academic services and evaluation in graduation registration services, the researcher then conducted an interview regarding the assurance of certainty of completion with prospective graduate informants, the following is an excerpt from the interview with UY informant:

Regarding the quality of service, As a prospective graduate, the service provided to me runs according to procedure, but it is still not optimal because the process is still long, because I have to complete the files to the faculty, after it is complete, I can register online by paying at the Bank, which should be sufficient to submit the graduation files at the graduation service in the Academic Sub-Division, after the files are completely verified, it is sufficient to register online. (Interview, June 10, 2019)

This fact can also be seen from the results of observations showing that the service guarantee is 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 all data be sent online, so that it enters the database that can be checked quickly so that it can avoid slow service. The results of the researcher's observations also show that employees have not provided a guarantee of fast, easy and smooth completion, because the service work system waits for the filling of files, checking files, processing which sometimes does not have a guarantee of certainty and clarity of completion.

Furthermore, the researcher conducted interviews with officer informants to explore the file submission service activities and prerequisites for graduation registration. The following is an excerpt from an interview with the FAT informant:

To carry out the process of checking files submitted by prospective graduates, we check based on the provisions that have been set out in the requirements, and have been announced on the website and in the flow contained in the SOP, that's all I

check, as well as the authenticity of documents for data input, we also clarify to provide certainty that there is a proper and correct file process, it's just that sometimes students themselves do not understand the files to be entered, and are impatient with the administration, they want it to be fast without the administrative process. (Interview, September 10, 2019)

In this interview, the researcher argued that there are still many prospective graduates who do not understand the prerequisites for identifying files that must be submitted to graduation officers at BAKP, and are less patient in the administrative process, where the process requires precision and accuracy, to ensure the accuracy of the data.

Physical Evidence (tangible)

Regarding physical evidence related to the completeness of the office interior, parking lot, brochure arrangement, service room, appearance of the serving staff, air conditioning facilities, and service room atmosphere facilities, to realize and create a pleasant and conducive atmosphere and quality of service.

Based on the results of the interview regarding the Physical Evidence aspect of the new student registration service, with a prospective student informant with the initials SFY stating:

As a prospective student, when asked about the quality of academic services provided, I am still not optimal because I still have to wait a long time in a long queue when re-submitting the complete required files to get a Student Registration Number, but while waiting for the file examination by queuing in the waiting room where the seats are very limited, the room is hot, because the AC is not cold enough and is not comparable to the number of students who want their files checked, so I wait while standing in the heat. (Interview, September 10, 2019)

The reality seen in the BAKP office space which consists of three floors is still not comfortable, both in terms of the layout of the room and its placement, so that it gives the impression of a chaotic service that can interfere with the concentration of the service. 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 good service. Including the availability of queue chairs with a number that is still lacking, and AC cooling facilities are also very lacking, so that the service is less comfortable. Likewise, the distance between the person being served and the person serving and the queue place is very close, this causes noise and traffic that can interfere with the concentration of service activities. The researcher then conducted an interview regarding physical evidence of graduation services with the officer informant, here is an excerpt from the interview with informant YUS:

According to the mechanism before the files are collected, they are first verified, including the Examination Number, Name of prospective students, and their addresses, the amount of UKT and the study program passed, this is so that there are no errors in issuing student registration numbers., regarding limited seats, according to the room available for service, it is indeed very narrow, not comparable between students who register more so that it is not balanced, besides the air conditioning is also still lacking (Interview, June 10, 2019)

From the results of the interview and the researcher's observations of the service, it shows that the officers have carried out their duties according to the applicable mechanism, namely the service SOP, even very carefully, but there are still shortcomings, namely the service room is still very narrow and the room temperature still feels hot, this also causes the service to be less

comfortable, and less cool because the air conditioning is not balanced with the number of students served. In the graduation and diploma issuance service, the researcher then conducted an interview regarding the physical evidence aspect in the diploma issuance service with informant LIN, a prospective graduate, who was working in the academic and evaluation section that handles diploma matters. The following are the interview results:

My opinion regarding the quality of service provided to students is still not as expected, the room is uncomfortable, the parking lot is narrow, and the process of receiving diplomas cannot be received directly at graduation, after graduating I should have brought my diploma directly because I will take part in the CPNS registration, the diploma has not been signed by the leader, it can only be picked up after a week, this is not effective, and does not satisfy students. (Interview, September 10, 2019)

The parking lot available outside is very narrow, even using the front yard of the office, so that it interferes with the road for special parking for employee vehicles, there are often traffic jams due to students parking carelessly. It can even be said to be unsafe because there are often thefts of vehicles belonging to prospective students and students who want to deal with BAKP.

Another observation regarding the physical evidence found at BAKP that is very serious is that there is no place to install brochures or information notice boards that are in accordance with service standards (Nattino et al., 2023; Singh & Sarma, 2020). The installation of information announcements and brochures is attached to the glass walls and walls of the building, thus disrupting service activities because at the same time there are usually many people gathering in the area where the information and brochures are attached near the front entrance of the office, thus preventing people from entering when it is busy (Kirschke & Sietko, 2021; Oliveira, 2022). This fact needs to be fixed and improved in organizing and arranging information boards.

However, the results of the interview regarding physical evidence of graduation services with officer informants, here is an excerpt from the interview with UUN informants:

Regarding the quality of service in graduation and printing services, it is in accordance with SOP and according to expectations, only regarding the space is indeed less comfortable, the parking lot is narrow, and the process of receiving diplomas cannot be received directly during graduation, this is because the closing time for graduation registration is too close to the graduation date, coupled with the addition of graduation participants close to the graduation date, so that the issuance of diplomas is delayed and results in diplomas and transcripts not being signed by the leadership. (Interview, June 10, 2019)

The researcher's observation results show that the service has been running but has not met the quality service standards, because the service space is not representative enough to serve many people because the parking lot is not comparable to the number of queues, the atmosphere of the service room is noisy, the atmosphere of the service office seems chaotic, so that officers and students become irritated.

The researcher also observed that the appearance of the officers who serve does not reflect an attractive performance in appearance, attitude and interactive service (Belanche et al., 2021; Ling et al., 2021; Munir et al., 2021). It seems that the officers who serve only work to check files, ask to complete files, officers do not look attractive, neat, uniform, behave politely, smile easily and are always friendly and always want to help. It seems that the

appearance of the officers is still far from what is desired. The reality seen in BAKP is that the service room is equipped with AC but it is not adequate, and the atmosphere of the service room does not have aesthetic value such as the availability of flower vases, clean toilets, sinks and mirrors which are sometimes very necessary for students or guests to pay attention to their appearance, what tends to be seen is messy computer cable accessories, likewise there is no photocopy machine available at BAKP, so that the service is hampered because students go out to photocopy files which are very far outside the campus area.

Understanding (empathy)

That empathy related to the service provided by officers fully provides attention to students as customers, provides solutions in dealing with humble service problems, shows a form of fair and non-discriminatory service, is communicative in serving and handling, that empathy for the service shown is of quality according to expectations. The researcher conducted an interview with informant RA who was taking care of the student registration section. The following is an excerpt from the interview:

I feel that the quality of service is still not optimal because when I took care of re-registration at BAKP, the officers who served seemed less friendly in their service, the way they served tended to be less smiling in providing information, the examination took a long time. While there is no certainty of service guarantee, because the files are piled up with other files and it is not known whether the files have been processed or not because the officers only tell them to come the next day to check the files again. (Interview, June 10, 2019).

It can be seen in the fact that officers in providing services have not fully paid attention to students, officers rarely ask what can be helped to be served, the tendency of students to ask officers to be served. Officers have not been able to provide solutions in handling fast, precise service problems. And students get the best service solutions.

The researcher then conducted an interview regarding empathy in graduation services with informants, who were taking a break from serving students. The following is an excerpt from an interview with informant AR:

Regarding the service at BAKP, I think it is in accordance with the SOP, maybe according to the students' assessment it is not optimal because when I served re-registration at BAKP I served sincerely, but maybe if I seemed less friendly in serving, it might just be their feelings, we serve with a smile and greeting in providing information. If the file is in accordance with the data on the server, I will immediately process it and finish it right away. (Interview, June 10, 2019)

The researcher then conducted an interview regarding physical evidence in graduation services with informants of prospective graduates, the following is an excerpt from an interview with informant VV who was taking care of the academic sub-section that took care of graduation registration. Here is an excerpt from the interview:

As a prospective graduate, regarding the quality of academic services provided to prospective graduates, it is still not optimal because the process is still too long, where to register as a graduation participant, starting from completing files, online registration, paying for graduation, and submitting files at the graduation service in the Academic and BAKP evaluation section, waiting in line to be verified by officers is very long. (Interview, June 11, 2019)

It seems that some officers are reluctant to show a communicative attitude to provide services, only serving according to the needs desired by students, and most officers in providing services still do not understand who actually needs to be prioritized to be served. Officers tend to understand that students need services, so they have to be patient to get service. This is the impression of a service that lacks empathy in improving the quality of service.

Furthermore, the researcher conducted interviews with officer informants to explore the file submission service activities and prerequisites for graduation registration. The following is an excerpt from an interview with an SDP informant:

To carry out the process of checking the files submitted by prospective graduates, we check based on the provisions that have been set out in the requirements, and have been announced on the website and in the flow contained in the SOP, that's all I check, as well as the authenticity of the documents for data input, we also clarify to provide certainty that there is a proper and correct file process, it's just that sometimes students themselves do not understand the files to be entered, and are impatient with the administration, they want it to be fast without the administrative process. (Interview, September 10, 2019)

In this interview, the researcher can conclude that there are still many prospective graduates who do not understand the requirements for identifying files that must be submitted to graduation officers at BAKP, and are impatient in the administrative process, where in this process, precision and accuracy are needed, to ensure the accuracy of the data.

Responsiveness

That regarding good service response to students. This can be seen from the attitude shown by the officer must be sufficient time in following up on the services needed by students, such as providing an explanation for filling out the data input form (Head of Bureau et al., 2021; C. Zhang et al., 2023). Officers must respond by helping students, showing a polite, friendly attitude and serving seriously, and must not accept telephone calls while serving students because it can interfere with the service.

To explore this responsiveness, the researcher conducted interviews with student informants who were in need of services in the Registration and Statistics service section at the new student registration service. To prove this, the researcher conducted interviews with student informants with the initials RN, the following is his statement:

I feel that the quality of service is not optimal because when I took care of re-registration at BAKP, the officer who served seemed less serious, the way of serving was slow, checking took a long time, completing the Student ID Card service. Because at the time of service it turned out that the internet network was down, as a result the file could not be processed or the data could not be accessed because the internet was not working, finally the officer only asked to come the next day to re-check the files and Student ID Card. This is what I consider to be no guarantee of service. (Interview, June 11, 2019).

The results of interviews and observations by researchers show that the internet network often goes down during service so that the registration process is hampered, and does not run quickly as expected, sometimes officers also do not provide a positive response to the desired service. In addition, officers who serve in the section show a friendly and humble attitude so that they seem indifferent in serving students.

The researcher then conducted an interview regarding responsiveness with informants from the Student Card issuance section, to obtain more detailed information. The following is an excerpt from an interview with informant AD:

According to the procedure, if prospective students have submitted their files, we verify them, namely the exam number, the name of the prospective student, and the study program that was passed, this is so that there are no errors in issuing the student ID number. As proof that the student in question has been registered as a student, then if it is complete, we will immediately issue the Student ID Card at that time. Regarding the network, which is often problematic because at the same time accessing the internet exceeds Benwich's capacity, so that there is a decrease in the network because the number of students registering is not comparable to the network capacity (Interview, June 10, 2019).

From the results of interviews and observations of researchers, officers have provided services according to applicable SOPs, namely checking files, and issuing Student Identification Numbers, if you have registered as a student, a Student Identity Card will be issued immediately. Regarding complaints that the internet network often drops during service, officers also admitted that the registration process was hampered, did not run as expected, sometimes Head of Bureau officers also did not provide a positive response during service (Horbyk, 2022). Furthermore, on September 10, 2019, researchers conducted interviews with alumni to gather information about graduation services and diploma printing, meeting students who were in the diploma service room. The interview was conducted with an informant with the initials AYU in the academic and evaluation sub-section who would collect the diploma. Here is an excerpt from the interview:

In my opinion, the service mechanism for administering diplomas that has been implemented is quite good, but it is still not optimal, because the officers who serve are still not friendly, then the service usually takes a long time to wait, it is not practical, because between diplomas and transcripts are not processed through one door at BAKP, namely diplomas are taken at BAKP while transcripts are taken at the Faculty, so it seems long-winded because students have to come to BAKP and to the faculty which are far away, especially if there is an error in the transcript, correcting the transcript takes quite a long time (Interview, September 10, 2019)

The results of interviews and observations by researchers show that the diploma administration service process is in accordance with the mechanisms and procedures in force at BAKP, but it is still not optimal because the officers are not friendly enough, the diploma and transcript administration process is separate, even though the diploma and transcript are one package, where if the diploma is taken and issued at BAKP as before to make it more practical and easier for students to process diplomas and transcripts. While currently the transcript is taken at the faculty and the diploma at BAKP. This makes the diploma and transcript service also take a long time, especially since the distance between BAKP and the faculty is quite far so that the service seems long-winded and impractical.

Furthermore, the researcher conducted an in-depth interview with the officer informant to explore the diploma issuance activities, who are on duty in the academic and Evaluation subsection of the Student Academic Bureau (BAKP). The following is an excerpt from the interview with the SKN informant:

The implementation and mechanism of the diploma service that we have carried out are in accordance with the service SOP, but there are still shortcomings, we admit

that it is not optimal, because we as officers who serve are limited in number while there are very many students. Regarding the impractical service, because between diplomas and transcripts are not processed through one door at BAKP, that is the decision and policy of the leadership, we are only carrying out our duties. (Interview, September 12, 2019)

In this interview, the researcher can conclude that the officers have served in accordance with the applicable service standards and procedures, but it is also acknowledged that it is not optimal and there are still shortcomings in the service. This is because the officers who serve are limited while the number of students is large (Demir et al., 2020; Z. Zhang et al., 2024). Regarding the separate process of issuing diplomas and transcripts which makes the service long, that is very true, because basically the making of diplomas and transcripts should be done at BAKP, so as not to prolong the administrative and bureaucratic process, and result in less than satisfactory service to customers in this case students.

Conclusion

The study highlights the crucial role of the Head of Bureau in policy planning for human resource development services in the tourism sector at Tadulako University. While significant efforts have been made to align human resource policies with the growing demands of the tourism industry, challenges remain, particularly in terms of resource allocation, training accessibility, and the implementation of development programs. The Head of Bureau's involvement in creating strategic policies, coordinating training initiatives, and fostering collaboration with various stakeholders is essential for enhancing the quality and competency of the workforce. However, addressing issues such as inconsistent training execution and geographical barriers is critical to ensuring the sustainable development of human resources in the tourism sector.

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