

STRATEGY TO INCREASE USER SATISFACTION OF PUBLIC SERVICES IN THE EDUCATIONAL PRINCIPAL DATA SECTION (DAPODIK) OF THE EDUCATION SERVICE AND CULTURE OF MEDAN CITY

Herlin Ruliana S¹, Anizar², Vivi Gusrini Rahmadan P³

^{1,2,3}Master Management Program, Post Graduated School Universitas Sumatera Utara

Corresponding E-mail: herlinruliana1@gmail.com

Abstract

This research was investigated to see how much influence the strategy of increasing public service user satisfaction has in the basic education data section (dapodik) of the Medan City Education and Culture Office. This research was conducted using descriptive research and a qualitative approach. The results of the qualitative research were described in the form of words, and language by utilizing various natural methods, research focus is used to limit the scope of the problem so that the research process is not too broad, good research must be supported by valid and accurate data. This data can be obtained from appropriate sources and is appropriate to the problem being studied, Data collection techniques are carried out using appropriate data collection instruments. The research results show that the Dapodik service of the Medan City Education and Culture Service is generally quite good and satisfies service users. Even though it can be said to be quite good, there are still a number of crucial aspects that need to be improved. There are several factors that influence service user satisfaction in the Dapodik section of the Medan City Education and Culture Service. There were at least 6 internal supporting factors and 3 external supporting factors found, and the position of the Dapodik section of the Medan City Education and Culture Service in the SWOT quadrant was found to be between "Weakness" and Opportunity. The WO strategy is the most appropriate to be implemented in the Dapodik section of the Medan City Education and Culture Service.

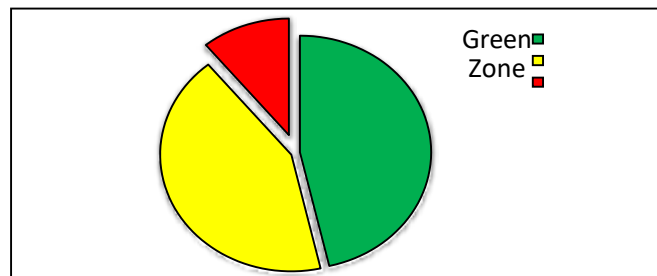
Keywords: *Strategy, Increasing Satisfaction, Public Services, Education*

1. INTRODUCTION

Public services are activities carried out by the government in order to meet the needs of the wider community. Mahmudi (2010) states that public services are all activities carried out to meet public needs. Public services must essentially be carried out by taking into account the interests and needs of society in general. The government as a public service provider must be able to serve the community quickly, effectively, efficiently and affordably. Maulidiah (2014) said that the quality of public services is a measure of government success. The low quality of public services provided by the Indonesian government to the community is an unresolved problem. According to Dwiyanto (2006) various protests and demonstrations against the bureaucracy indicate a crisis of confidence in public services. According to the Ombudsman (2023), long-winded and expensive public services are the face of Indonesian public services today. The Ombudsman of the Republic of Indonesia (2022) assesses that there are still many government agencies that do not meet minimum service standards. This assessment was carried out on 586 government agencies throughout Indonesia with the results in Figure 1 below:

STRATEGY TO INCREASE USER SATISFACTION OF PUBLIC SERVICES IN THE EDUCATIONAL PRINCIPAL DATA SECTION (DAPODIK) OF THE EDUCATION SERVICE AND CULTURE OF MEDAN CITY

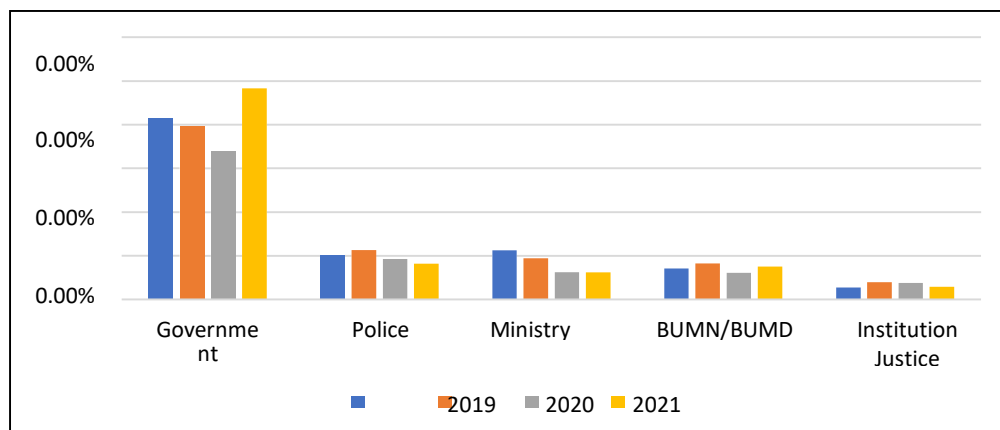
Herlin Ruliana S, Anizar, Vivi Gusri Rahmadan P



Source: Processed by researchers (Ombudsman of the Republic of Indonesia, 2023)

Figure 1. 2022 government administration assessment

Figure 1 shows that agencies with good service quality (green zone) are only 46%. There are still quite a lot of agencies that have poor service quality (yellow zone), namely 43%. What's worse is that there are 11% of agencies that have poor service quality (red zone). Public satisfaction (service users) should be one of the main indicators in assessing the success of public agencies. This is in line with the opinion of Moenir (2015) who said that the target of public services is satisfaction. According to Pasolong (2010), the better the governance and quality of services provided, the higher the public's trust. It can be concluded that public satisfaction (service users) is the main goal of public services. Based on the Ombudsman's annual report for 2019 - 2022, the Regional Government is the agency with the most public complaints. On average, 40% of all public complaints in Indonesia in a year are directed at local governments. This shows that local governments are still unable to provide optimal services to the community. The classification of public reports based on the reported agency in detail can be seen in Figure 2 below:

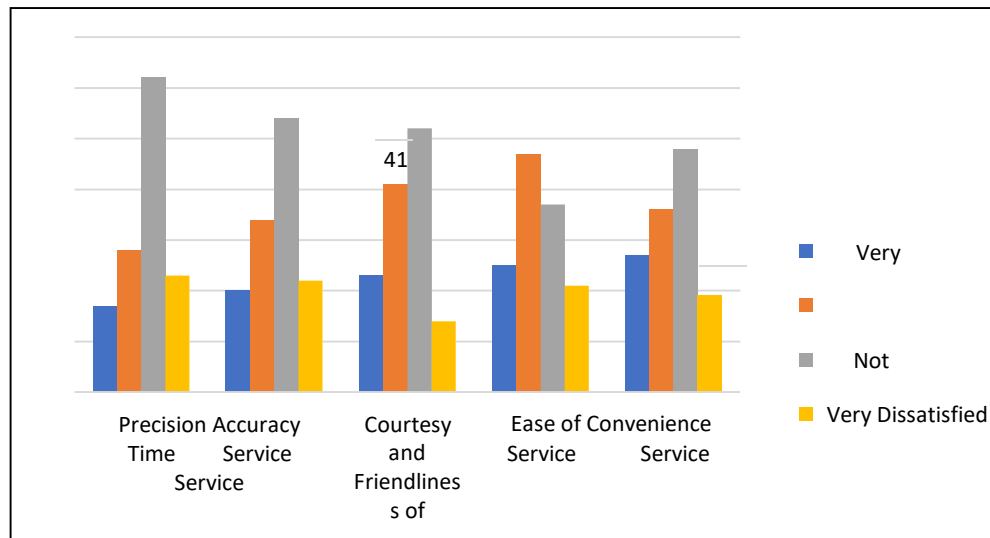


Source: Researcher's Process (Ombudsman of the Republic of Indonesia, 2019 - 2022)

Figure 2. Public Reports Based on Reported Agencies

Regional governments are at the forefront in providing public services to all people in Indonesia. Regional governments are required to be able to interact directly with the community in implementing various policies. As the front guard of public services, local governments are the agencies that the public complains about the most. The Medan City Government has 19 departments and 7 agencies in implementing public services to the community. One of the departments that carries out public services is the Medan City Education and Culture Service. The

services provided by the Medan City Education and Culture Office are technical and administrative support. One of the services provided by the Medan City Education and Culture Service is the Basic Education Data (Dapodik) service. The Ministry of Education and Culture is assisted by the Regional Government (Provincial, Regency and City) through the Education Office in the successful implementation of Dapodik. The Department of Education and Culture has an important role in the successful management of Dapodik in Indonesia. Minister of Education and Culture Regulation (Permendikbud) number 79 of 2015 outlines the main tasks of the Education Service regarding Dapodik.



Source: Researcher survey results (2023)

Figure 3. Service User Satisfaction Survey with Dapodik Services

Figure 3 shows that 65.38% of respondents were dissatisfied with the timeliness of service. In the aspect of service accuracy, it is known that as many as 58.46% of respondents were dissatisfied. As many as 50.77% of respondents expressed dissatisfaction with the politeness and friendliness of the officers. In the aspect of ease of service, it is known that as many as 44.62% of respondents were dissatisfied with Dapodik's services. Finally, as many as 51.54% of respondents were dissatisfied with the comfort of service in the Dapodik section. The survey shows that services in the Dapodik section of the Medan City Education and Culture Service still need to be improved.

2. IMPLEMENTATION METHOD

Types of research

This research was conducted using descriptive research and a qualitative approach. Arikunto (2013) stated that descriptive research was carried out by investigating the circumstances and conditions in the field during the research. According to Moleong (2017) a qualitative approach was taken to understand the phenomena experienced by research subjects holistically. The results of qualitative research are described in the form of words and language using various natural methods.

STRATEGY TO INCREASE USER SATISFACTION OF PUBLIC SERVICES IN THE EDUCATIONAL PRINCIPAL DATA SECTION (DAPODIK) OF THE EDUCATION SERVICE AND CULTURE OF MEDAN CITY

Herlin Ruliana S, Anizar, Vivi Gusri Rahmadan P

Research focus

Research focus is used to limit the scope of the problem so that the research process is not too broad. Sugiyono (2014) said that the focus of research is the boundaries of a problem that is still general in nature. Through research focus, researchers hope to have a focal point and understand the essence of the research in depth.

Research sites

Sugiyono (2014) said that the research location is the place where the social situation will be researched. The research location chosen by the researcher is the Medan City Education and Culture Service which is located at Jl. Pelita IV No. 77, Sidorame Bar. II, Kec. Medan Perjuangan, Medan City, North Sumatra Province.

Research time

According to Sujarweni (2014) research time is the date, month and year in which a research activity will be carried out. Data collection was carried out for 2 months, namely from September to October 2023. The data processing and preparation of research reports was carried out throughout November and December 2023.

Research Objects and Subjects

According to Sugiyono (2014) Research Objects are scientific targets to obtain objective, valid and reliable data about something. The research objects examined in this study are:

1. Community satisfaction with public services in the Dapodik section of the Medan City Education and Culture Service. The level of public satisfaction is related to the public's perception and assessment of the quality of public services.
2. Quality of public services in the Dapodik section of the Medan City Education and Culture Service. Public service quality can include aspects of Tangibles, Reliability, Responsiveness, Assurance, and Emphaty.

Types of Research Data

Good research must be supported by valid and accurate data. This data can be obtained from appropriate sources and is appropriate to the problem being studied. Moleong (2017) said that the main types of data in qualitative research are words, actions, documents and others.

Data collection technique

According to Riduwan (2015) data collection techniques are the methods used by researchers to collect the data needed in research. Data collection techniques are carried out using appropriate data collection instruments. There are (4) four methods used by researchers in the data collection process for this research.

3. RESULTS AND DISCUSSION

Service User Satisfaction with the Quality of Public Services

1. *Tangibles*(Physical Evidence)

Hardiansyah (2011) states that there are 5 components to measure the quality of public services in terms of tangibles. Physical evidence is something that can be seen/felt, such as employees and infrastructure. The following is a number of data obtained by researchers during the data collection process :

a. Appearance of officers in service

The officer's appearance is one form of physical evidence that can influence the assessment of service users. The survey results showed that 90.8% of respondents stated that the performance of officers in the Dapodik section was satisfactory. There were 9.2% of respondents who stated that the officers' appearance was still unsatisfactory.

b. Comfortable place to provide services

Place comfort is related to the completeness of supporting facilities, the atmosphere of the service place, the capacity of the service place, and so on. The results of the survey conducted showed that 46.1% of respondents were dissatisfied with the comfort of the Dapodik service location. Respondents who were satisfied with the Dapodik service were 53.9%.

c. Ease of access and facilities in obtaining services

Ease of access to obtain public services is important in efforts to meet community needs. The easier it is to access services, the better the quality of public services. The survey results showed that 63.1% of respondents were dissatisfied with the ease of access and service facilities in the Dapodik section. A total of 36.9% of respondents stated that ease of access in the Dapodik section was still not satisfactory.

d. Discipline of officers in carrying out services

Discipline can be related to the attitude/behavior of officers towards the rules and their responsibilities as public servants. Based on the survey, information was obtained that 56.1% of respondents thought that Dapodik officers were not disciplined enough. On the other hand, as many as 43.9% of respondents considered that Dapodik officers were disciplined enough in serving.

e. Use of assistive devices in service

The use of assistive devices in services is a measure of whether or not facilities are utilized in services. The survey results showed that 64.7% of respondents were satisfied with the use of tools in the Dapodik section. 35.4% of respondents assessed that the use of assistive devices in services in the Dapodik section was still not good.

2. *Reliability*(reliability)

According to Hardiansyah (2011) there are 3 components that can be used to measure reliability indicators of a service. These three components relate to officer accuracy, clarity of procedures, and officer ability. The following is the data obtained related to the reliability component in the Dapodik section of the Medan City Education and Culture Service:

a. The accuracy of officers in serving the community

Officer accuracy is related to the accuracy of officers in providing services to service users. This includes the accuracy of the information/directions conveyed by officers to

service users. Based on the survey, it was found that as many as 60% of respondents thought that officers were careful enough in providing services. As many as 40% of respondents considered that officers were still not careful in providing services.

b. Have clear service standards (SOP).

Standard Operating Procedure (SOP) is a guide for implementing a process so that it runs smoothly. By having a clear SOP, it is hoped that the rules and service mechanisms will be clear and not confusing. The survey results showed that as many as 51.5% of respondents expressed dissatisfaction with the transparency of SOPs in the Dapodik section. On the other hand, as many as 48.5% of respondents were not satisfied with the clarity of the SOP in the Dapodik section.

c. The ability and expertise of officers in using tools to process services

This component is related to the officer's ability to optimize available facilities to simplify and speed up services. The survey results showed that 72.3% of respondents were satisfied with the officers' ability to use assistive devices. Only 27.7% of respondents were dissatisfied with the officers' ability to use assistive devices.

3. Responsiveness(responsiveness)

Hardiansyah (2011) states that there are at least 4 (four) components used to measure the level of responsiveness. In general, responsiveness indicators are closely related to the alertness and speed of officers in serving. The following is the data collected in this research related to responsiveness indicators:

a. The officer's ability to respond to every applicant who wants to receive services

This component is related to the alertness of officers to respond to service users when they come to the service location. The better the response/alertness of the officers, the higher the satisfaction of service users. The results of a survey conducted by researchers showed that 52.3% of respondents said they were satisfied with the response/alertness of the officers. On the other hand, as many as 47.7% of respondents were dissatisfied with the alertness of Dapodik officers when serving them.

b. The ability of officers to provide services quickly and accurately

The survey results showed that as many as 50.8% of respondents thought that officers were unable to provide services quickly. As many as 49.2% of respondents stated that officers were fast enough in providing services.

c. The ability of officers to provide services in a timely manner

The survey results in this study showed that as many as 57% of respondents were dissatisfied with the officers' punctuality. As many as 43% of respondents considered that officers were quite good at punctuality of service.

d. All applicant complaints can be responded to properly

Regarding the handling of complaints/complaints, there were still many respondents who expressed their disappointment with the handling of complaints in the Dapodik section. In the results of the survey conducted, it was found that as many as 51.6% of respondents were dissatisfied with the handling of complaints.

4. Assurance(guarantee)

The guarantee in question relates to certainty of costs, time and legality (requirements, procedures and mechanisms) in obtaining services. Guarantees are important so that service users feel safe while processing the service. In this context, a number of research results were obtained with the following details:

a. Guarantee of punctuality in service

The survey results showed that there were 53.1% of respondents who felt they did not receive a guarantee of punctuality in the Dapodik section. Around 46.9% of respondents felt that they had sufficient guarantees regarding service time.

b. Guaranteed cost certainty in services

Guarantee of cost certainty means that service users get clarity regarding the costs that must be incurred. In the survey results, it was found that the majority of respondents were satisfied with the certainty of costs in the Dapodik section. This is shown by 83.1% of respondents being satisfied and only 16.9% of respondents feeling dissatisfied.

c. Guaranteed legality in service

Guarantee of legality in services is related to certainty of requirements, mechanisms and procedures in obtaining services. The survey results showed that 59.3% of respondents were satisfied with the certainty of the legality of services in the Dapodik section. As many as 40.7% of respondents were dissatisfied with the guarantee of legality in obtaining services.

5. Empathy(empathy)

Empathy is related to the officer's ability to understand and comprehend the needs of service users. This includes the officer's ability to communicate with all service users. The following is data obtained by researchers related to empathy indicators.

a. Prioritize the interests of the applicant

Prioritizing the interests of applicants means that service officers try to understand/comprehend what service users need. Officers are also required to be able to provide solutions needed by users.

b. Friendly attitude of officers in serving

The friendly attitude of officers in serving is closely related to soft and calm words towards service users. Based on the survey results, it was found that 56.9% of respondents felt that the officers were friendly in providing services. As many as 43.1% of respondents were dissatisfied with the friendliness of the officers.

c. Politeness of officers in serving

Politeness is closely related to the respectful and respectful behavior shown by officers. In practice, politeness can be shown through grammar and body gestures. The survey results showed that 56.9% of respondents stated that officers were polite enough in serving them. As many as 43.1% of respondents stated that officers were still not polite enough in providing services.

d. Officers do not discriminate in serving

Discrimination means an attitude that treats a person or certain group unfairly or differently from other people. From the survey results, it was discovered that 64.6% of respondents assessed that officers were not discriminatory. Around 35.4% of respondents assessed that officers acted discriminatory in serving them.

STRATEGY TO INCREASE USER SATISFACTION OF PUBLIC SERVICES IN THE EDUCATIONAL PRINCIPAL DATA SECTION (DAPODIK) OF THE EDUCATION SERVICE AND CULTURE OF MEDAN CITY

Herlin Ruliana S, Anizar, Vivi Gusriani Rahmadan P

e. Officers respect each applicant

Based on the survey results, it was found that 58.4% of respondents stated that officers respected applicants enough in processing services. As many as 41.6% of respondents considered that officers did not respect respondents enough when processing services.

Calculation of service user satisfaction indicator scores

Based on the results of the survey that was conducted, the researcher tried to analyze the scores for each assessment component. The score calculation is based on the average value of the opinions of all respondents in the survey process. The average scores obtained will be grouped based on 4 assessment categories as follows:

1. Very good : > 3.5
2. Pretty good : > 2.5 to 3.5
3. Not good : > 1.5 to 2.5
4. Very bad: < 1.5

The results of the analysis of the score calculation for each component of the service user satisfaction assessment can be seen in Table 1 below:

Table 1. Calculation of service user satisfaction indicator scores

Indicator	Component	Average score	Category
<i>Tangibles</i>	Officer's appearance	3.03	Pretty good
	Comfort of place	2.48	Not good
	Ease of access	2.62	Pretty good
	Officer discipline	2.35	Not good
	Use of assistive devices	2.68	Pretty good
<i>Reliability</i>	Officer's accuracy	2.59	Pretty good
	Clarity of procedures	2.44	Not good
	Internal officer capabilities using tools	2.79	Pretty good
<i>Responsiveness</i>	Officer alertness	2.45	Not good
	Officer speed	2.39	Not good
	Timeliness of service	2.28	Not good
	Complaint handling	2.43	Not good
<i>Assurance</i>	Guarantee on time	2.32	Not good
	Guarantee on costs	3.12	Pretty good
	Guarantee of legality	2.63	Pretty good
<i>Empathy</i>	Officers prioritize applicant's interests	2.44	Not good
	Friendly attitude of officers	2.56	Pretty good
	Officer courtesy	2.57	Pretty good
	Officers do not discriminate	2.66	Pretty good
	Officers appreciate it	2.57	Pretty good

	Application		
--	-------------	--	--

Source: Processed by researchers (2023)

Discussion

1. Service User Satisfaction with the Quality of Public Services

a. *Tangibles*(Physical Evidence)

Based on the research results presented in the previous chapter IV, the tangible indicators in the Dapodik Section can be said to be good. This is because the survey results show that service users are satisfied with 4 of the 5 tangibles components measured. Service users are satisfied with the appearance of the officers, the comfort of the service location, the ease of access to services, and the use of assistive devices. On the other hand, service users are dissatisfied with the discipline of officers in the service. The average score calculation for the tangible indicators is 2.63, which means it is quite good.

b. *Reliability*(reliability)

Based on the results of the research that has been carried out, the researcher concludes that the reliability indicators are good but still need to be improved. Of the three components measured, the officer's accuracy and the officer's ability to use assistive devices were assessed as good. On the other hand, the component regarding clarity of standard procedures (SOP) is still not good enough. The average score for the reliability indicator is 2.60 which is included in the quite good category.

c. *Responsiveness*(responsiveness)

Based on the 4 components of the responsiveness indicator assessment, the researchers concluded that the quality of Dapodik's services was not good enough. This is based on the majority of respondents being dissatisfied with 3 of the 4 components assessed. It is known that respondents are not satisfied with the officers' ability to serve quickly, on time and handle complaints. The average score calculation also shows that the responsiveness indicator is still not good enough because it only reaches 2.38.

d. *Assurance*(guarantee)

There are 3 (three) components to measure how good the assurance indicators are. The research results presented in chapter IV show that the Dapodik section is quite good regarding assurance indicators. The majority of respondents felt they had received guarantees regarding service costs and legality of services. Only the guarantee component for punctuality is considered not good enough. This result is also supported by the average score of the assurance indicators which reached 2.69.

e. *Empathy*(empathy)

Empathy(empathy) is closely related to the officer's ability to understand service users. There are 5 components used as benchmarks for assessing empathy indicators. The research results show that the majority of respondents assess that the empathy indicators in the Dapodik section are quite good. One assessment component is still not good enough, but the other 4 indicators are good. The average empathy assessment score is 2.56, which also shows that the quality is quite good.

2. Factors that influence service user satisfaction

Based on the research results, it was found that there are many things that influence user satisfaction with a service. Researchers tried to classify a number of factors found into 4 (four) groups:

STRATEGY TO INCREASE USER SATISFACTION OF PUBLIC SERVICES IN THE EDUCATIONAL PRINCIPAL DATA SECTION (DAPODIK) OF THE EDUCATION SERVICE AND CULTURE OF MEDAN CITY

Herlin Ruliana S, Anizar, Vivi Gusri Rahmadan P

a. Internal supporting factors

Internal supporting factors are positive factors that come from within Dapodik. The following are internal supporting factors from the Dapodik section of the Medan City Education and Culture Service:

- 1) The officer's appearance in serving the applicant
- 2) Ease of access to get services
- 3) The officer's ability to use assistive devices
- 4) Accuracy of officers in serving
- 5) Guarantee of costs and legality
- 6) Officer's attitude in serving applicants

b. External supporting factors

External supporting factors are factors originating from outside parties that have a positive influence on service user satisfaction. The following are external supporting factors from the Dapodik section of the Medan City Education and Culture Service:

- 1) Dapodik policies and procedures are made centrally by the Ministry of Education.
- 2) Information about Dapodik available on the official website Ministry of Education.
- 3) The Ministry of Education provides training/training for Dapodik operators in the Department of Education.

c. Internal inhibiting factors

Internal inhibiting factors are internal deficiencies that have a negative effect on service user satisfaction. The following are external supporting factors from the Dapodik section of the Medan City Education and Culture Service:

- 1) The place to wait for service is uncomfortable
- 2) Officers are not time disciplined
- 3) There is no clarity on service procedures
- 4) Service speed is not good
- 5) Less optimal use of technology
- 6) Unclear service queue system

d. External inhibiting factors

External inhibiting factors are deficiencies originating from outside parties that have a negative effect on service user satisfaction. The following are external supporting factors from the Dapodik section of the Medan City Education and Culture Service:

- 1) Repair/procurement of facilities at the Medan City Education and Culture Office depends on the decision of the Mayor of Medan.
- 2) All policies related to Dapodik depend on the decisions of the Ministry of Education.
- 3) The number of applicants who come cannot be predicted.

3. Strategy to increase service user satisfaction from the Dapodik section of the Medan City Education and Culture Office

a. IFAS and EFAS matrices

Based on the results of data analysis, researchers tried to formulate SWOT components for the Dapodik Section of the Medan City Education and Culture Service. SWOT components are summarized based on a number of internal and external factors discovered in the research process. Apart from identifying existing factors, researchers also formulated a number of main strategies that can be used. The results of the SWOT analysis which have been included in the IFAS and EFAS matrices can be seen in Table 2 below:

Table 2. IFAS and EFAS matrices in the Dapodik section of the Education Service and Medan City Culture

<div style="text-align: center;"> IFAS EFAS </div>	<p><i>Strength(S)</i></p> <ul style="list-style-type: none"> • Officer's appearance • Ease of access • The officer's ability to use assistive devices • Officer's accuracy • Guarantee on costs • and legality • Officer's attitude 	<p><i>Weakness(W)</i></p> <ul style="list-style-type: none"> • The service place is not convenient • Officers are not disciplined • Procedures are not clear • Service is not fast • Utilization technology is lacking • Service queue unclear
	<p><i>Opportunities(O)</i></p> <ul style="list-style-type: none"> • Massive technological developments • There is support from the Ministry 	<p><i>Strategy (SO)</i></p> <ul style="list-style-type: none"> • Maximizing technological developments and officer capabilities • Making ministry regulations the basis for service <p><i>Strategy (WO)</i></p> <ul style="list-style-type: none"> • Use of technology to improve officer discipline • Utilization of websites/social media to socialize procedures • Optimizing technology to improve service facilities

STRATEGY TO INCREASE USER SATISFACTION OF PUBLIC SERVICES IN THE EDUCATIONAL PRINCIPAL DATA SECTION (DAPODIK) OF THE EDUCATION SERVICE AND CULTURE OF MEDAN CITY

Herlin Ruliana S, Anizar, Vivi Gusri Rahmadan P

Threats(T)	Strategy (ST)	Strategy (WT)
<ul style="list-style-type: none"> • Dependence on Ministry and Mayor policies • The number of applicants is unpredictable 	<ul style="list-style-type: none"> • Maximize existing tools to streamline services • Improve the ability of officers to be able to make quick decisions when facing obstacles 	<ul style="list-style-type: none"> • Carry out all policies that have been set by the ministry and the Mayor to minimize existing deficiencies • Improve the service queue system

Source: Processed by researchers (2023)

b. IFAS and EFAS table

The IFAS and EFAS tables were prepared to be able to map the position of the Dapodik section. The position in question is the strategic position SO, WO, ST, WT which is described in table 5.1. Based on the IFAS and EFAS matrices that have been formulated, researchers created IFAS and EFAS tables. The table will be created taking into account the impact on service users. The more these factors have a direct influence on service users, the greater the weight and rating will be. The IFAS and EFAS tables that have been formulated can be seen in full in Table 3 and Table 4.

Table 3. IFAS table in the Dapodik section of the Education and Culture Service Medan city

No	Internal factors	Weight	Ratings	Mark
S1	Officer's appearance	0.05	2.00	0.1
S2	Ease of access	0.1	3.00	0.4
S3	Ability and accuracy of officers	0.15	4.00	0.6
S4	Guarantee of costs and legality	0.1	3.00	0.3
S5	The attitude of officers in serving	0.05	2.00	0.1
Sub-Total		0.45		1.5
W1	The service place is not convenient	0.1	3.00	0.3
W2	The officers were not fast and punctual	0.15	4.00	0.6
W3	Service procedures are not clear	0.05	2.00	0.1
W4	Less use of technology	0.1	3.00	0.3
W5	The service queue is not clear	0.15	4.00	0.6
Sub-Total		0.55		1.9

Source: Processed by researchers (2023)

Table 4. EFAS table in the Dapodik section of the Education and Culture Service
Medan city

No	External Factors	Weight	Ratings	Mark
O1	Massive technological developments	0.3	4.00	1,2
O2	There is support from the Ministry	0.15	1.00	0.15
Sub-Total		0.45		1.35
T1	System error/problem	0.2	2.00	0.4
T2	Dependence on policy Ministries and Mayors	0.15	1.00	0.15
T3	The number of applicants Come	0.2	3.00	0.6
Sub-Total		0.55		1.15

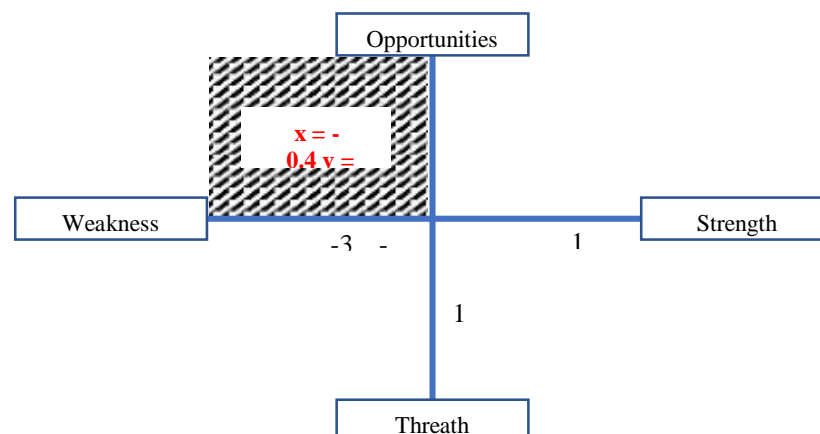
Source: Processed by researchers (2023)

c. SWOT Quadrant

1) Based on Table 3 and Table 4 which have been described, it is known that the IFAS and EFAS scores are as follows:

- IFAS Score
[Total S Value] – [Total W Value] = 1.5 – 1.9 = -0.4
- EFAS Score
[Total O Score] – [Total T Score] = 1.35 – 1.15 = 0.2

2) From the known IFAS and EFAS scores, the researcher created a SWOT quadrant according to Figure 4 below:



Source: Processed by researchers (2023)

Figure 4. SWOT quadrant in part Dapodik Department of Education and
Medan City Culture

STRATEGY TO INCREASE USER SATISFACTION OF PUBLIC SERVICES IN THE EDUCATIONAL PRINCIPAL DATA SECTION (DAPODIK) OF THE EDUCATION SERVICE AND CULTURE OF MEDAN CITY

Herlin Ruliana S, Anizar, Vivi Gusri Rahmadan P

Based on Figure 4, it is known that the position of the Dapodik section in the Medan City Education and Culture Service is in quadrant II. What this means is that the position of the Dapodik section based on the mapping results is between "Weakness" and Opportunity". The right strategy to increase service user satisfaction in the Dapodik section of the Medan City Education and Culture Service is the WO strategy.

4. CONCLUSION

Based on the research results that have been presented and analyzed, the researcher tries to draw several conclusions, namely:

1. The Dapodik service of the Medan City Education and Culture Service is generally quite good and satisfies service users. Even though it can be said to be quite good, there are still a number of crucial aspects that need to be improved. Several crucial aspects relate to officer discipline, speed of service, comfort of the service location, and clarity of procedures.
2. There are several factors that influence service user satisfaction in the Dapodik section of the Medan City Education and Culture Service. There were at least 6 internal supporting factors and 3 external supporting factors found. Regarding inhibiting factors, at least 6 internal factors and 3 external factors were found.
3. The position of the Dapodik section of the Medan City Education and Culture Service in the SWOT quadrant is known to be between "Weakness" and Opportunity. The WO strategy is the most appropriate to be implemented in the Dapodik section of the Medan City Education and Culture Service.

REFERENCES

- Ahmadi, Rulam. 2016. *Metode Penelitian Kualitatif*. Yogyakarta: Ar-Ruzz Media.
- Arikunto, Suharsimi. 2013. *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- David, Fred. 2010. *Strategic Management. Manajemen Strategis edisi kedua belas. Buku satu*. Jakarta : Salemba Empat.
- Direktorat Sekolah Dasar, Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi. 2022. *Yuk Kenali Lebih Dalam Dapodik, Sumber Data Utama Pendidikan Di Indonesia*. Diakses pada 21 Maret 2023. Melalui : <https://ditpsd.kemdikbud.go.id/artikel/detail/yuk-kenali-lebih-dalam-dapodik-sumber-data-utama-pendidikan-di-indonesia>
- Galavan, R. 2014. *Doing Business Strategy*. Ireland :NuBooks.
- Hardiansyah. 2011. *Kualitas Pelayanan Publik*. Yogyakarta : Gava Media
- Hayat. 2017. *Manajemen Pelayanan Publik*. Depok: PT. Raja Grafindo Persada
- Indrasari, M. 2019. *Pemasaran dan Kepuasan Pelanggan*. Surabaya: Unitomo Press.
- Kasmir. 2017. *Customer Service Excellent Teori dan Praktik*. Jakarta : RajaGrafindo Persada.
- Kementerian Pemberdayagunaan Aparatur Negera dan Reformasi Birokrasi. 2021. *Pelayanan Publik Berorientasi Pada Kepuasan Pelanggan*. Diakses pada 19 Maret 2023. Melalui <https://www.menpan.go.id/site/berita-terkini/pelayanan-publik-berorientasi-pada-kepuasan-pelanggan>
- Keputusan Menteri Pemberdayagunaan Aparatur Negera nomor 63 tahun 2003 tentang Pedoman Umum Penyelenggaraan Pelayanan Publik.

- Maulidiah, Sri. 2014. *Pelayanan Publik. Pelayanan Administrasi Terpadu Kecamatan (PATEN)*. Bandung : CV. Indra Prahasta.
- Moenir, H.A.S. 2015. *Manajemen Pelayanan Umum di Indoensia*. Jakarta: PT. Bumi Aksara.
- Moleong, Lexy. 2017. *Metodologi Penelitian Kualitatif*. Bandung : Remaja Rosdakarya.
- Muljono, Djoko. 2012. *Buku Pintar Strategi Bisnis Koperasi Simpan Pinjam*. Jakarta : Andi Offset.
- Nasution, M Nur. 2010. *Manajemen Mutu Terpadu*. Bogor: Penerbit Ghalia Indonesia.
- Ombudsman Republik Indonesia. 2019. *Laporan Tahunan 2019 “untuk pelayanan publik yang lebih adil dan pasti”*. Diakses pada 30 April 2023. Melalui https://ombudsman.go.id/produk/lihat/330/SUB_LT_5a1ea951d55c4_file_20200303_154858.pdf
- _____. 2020. *Layanan Publik dan Kepuasan Masyarakat*. Diakses pada 29 April 2023. Melalui <https://ombudsman.go.id/artikel/r/artikel--layanan-publik-dan-kepuasan-masyarakat->
- _____. 2020. *Laporan Tahunan 2020 “Mengawal Pelayanan Publik di masa Pandemi Covid-19”*. Diakses pada 30 April 2023. Melalui https://ombudsman.go.id/produk/lihat/573/SUB_LT_5a1ea951d55c4_file_20210226_140136.pdf
- _____. 2021. *Laporan Tahunan 2021 “Mengawasi Kepatuhan dan Kesigapan Penyelenggara Pelayanan Publik dalam Menghadapi Ketidakpastian”*. Diakses pada 30 April 2023. Melalui https://ombudsman.go.id/produk/lihat/673/SUB_LT_5a1ea951d55c4_file_20220401_110804.pdf
- _____. 2022. *Ombudsman RI Luncurkan Laporan Tahunan 2021, Layanan Pemda Paling Banyak Dilaporkan Masyarakat*. Diakses pada 27 April 2023. Melalui <https://ombudsman.go.id/news/r/ombudsman-ri-luncurkan-laporan-tahunan-2021--layanan-pemda-paling-banyak-dilaporkan-masyarakat>
- _____. 2022. *Laporan Triwulan I 2022*. Diakses pada 29 April 2023. Melalui https://ombudsman.go.id/produk/lihat/743/LTR_file_20220829_101320.pdf
- _____. 2022. *Laporan Tahunan 2022 “Mengawasi Pelayanan Publik Bagi Pemulihan yang Lebih Kuat”*. Diakses pada 30 April 2023. Melalui https://ombudsman.go.id/produk/lihat/754/SUB_LT_5a1ea951d55c4_file_20230331_151307.pdf
- _____. 2023. *Pelayanan Publik Kita Masih Buruk*. Diakses pada 27 April 2023. Melalui <https://ombudsman.go.id/artikel/r/pwkinternal--pelayanan-publik-kita-masih-buruk>
- Pasolong, Harbani. 2010. *Kepemimpinan Birokrasi*. Bandung : CV Alfabeta.
- Peraturan Menteri Pemberdayagunaan Aparatur Negara dan Reformasi Birokrasi nomor 36 tahun 2012 tentang Petunjuk Teknis Penyusunan, Penetapan, dan Penerapan Standar Pelayanan.
- Peraturan Menteri Pemberdayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia nomor 14 tahun 2017 tentang Pedoman Penyusunan Survei Kepuasan Masyarakat Unit Penyelenggara Pelayanan Publik
- Peraturan Menteri Pendidikan dan Kebudayaan Republik Indonesia nomor 79 tahun 2015 tentang Data Pokok Pendidikan
- Prawirosentoso, Suryadi dan Dewi P. 2014. *Manajemen Strategik dan Pengambilan Keputusan Korporasi*. Jakarta : PT. Bumi Aksara.
- Rangkuti, Freddy. 2013. *Analisis SWOT: Teknik Membedah Kasus Bisnis*. Jakarta: PT. Gramedia Pustaka Utama.
- Riduwan. 2015. *Dasar-Dasar Statistika*. Bandung : Alfabeta.
- Sari, Hanna. 2019. *Pengaruh Pelayanan Publik Terhadap Kepuasan Masyarakat di Kantor Camat Lappariaja Kabupaten Bone*. Makassar : Universitas Muhammadiyah Makassar.
- Sinambela, L. P. 2011. *Reformasi Pelayanan Publik: Teori, Kebijakan, Dan Implementasi*. Jakarta : Bumi Aksara.
- Siswadhi, Ferry. 2016. *Analisa Pengaruh Kualitas Pelayanan Dan Kinerja Karyawan Badan Pertanahan Nasional Kabupaten Kerinci Terhadap Kepuasan Masyarakat*. Jurnal Benefita.

STRATEGY TO INCREASE USER SATISFACTION OF PUBLIC SERVICES IN THE EDUCATIONAL PRINCIPAL DATA SECTION (DAPODIK) OF THE EDUCATION SERVICE AND CULTURE OF MEDAN CITY

Herlin Ruliana S, Anizar, Vivi Gusri Rahmadan P

- Sugiyono. 2014. *Memahami Penelitian Kualitatif*. Bandung: Alfabeta.
- _____. 2018. *Metode Penelitian Kuantitatif*. Bandung: Alfabeta.
- Sujarweni, Wiratna. 2014. *Metodologi Penelitian*. Yogyakarta : Pustaka Baru Press.
- Suryati, Lili. 2015. *Manajemen Pemasaran: Suatu Strategi dalam Meningkatkan Loyalias Pelanggan*. Yogyakarta: Penerbit Deepublish.
- The Global Economy. 2023. *Public Service Index – Country Ranking*. Diakses pada 30 september 2023. Melalui https://www.theglobaleconomy.com/rankings/public_services_index/.
- Ulumudin, Aceng. 2014. *Pengaruh Kualitas Pelayanan Administrasi Kependudukan Terhadap Kepuasan Masyarakat di Kecamatan Bayongbong Kabupaten Garut*. Jurnal Pembangunan dan Kebijakan Publik Vol. 04, no 01, tahun 2014. Fakultas ISIP, Universitas Garut.
- Umar, Husein. 2015. *Riset Pemasaran dan Perilaku Konsumen*. Jakarta: Gramedia Pustaka Utama
- Undang-Undang Republik Indonesia nomor 25 tahun 2009 tentang Pelayanan Publik.
- Website Resmi Dinas Pendidikan dan Kebudayaan Kota Medan. Diakses pada 19 Maret 2023. Melalui <http://disdikbud.pemkomedan.go.id/>.
- Website Resmi Pemerintah Kota Medan. Diakses pada 21 Maret 2023. Melalui <https://portal.pemkomedan.go.id/menu/pemerintahan/visi-dan-misi>.
- Website Resmi Balai Besar Penjamin Mutu Pendidikan (LPMP) Provinsi Jawa Tengah. Diakses pada 30 September 2023. Melalui <https://2022.lpmptateng.go.id/sekilas-tentang-dapodik/>
- Wijayanti, T. 2017. *Marketing Plan dalam bisnis* (3rd ed.). Jakarta: PT Alex Media Komputido.