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Quality of Academic Administration Services at the Faculty of Social Sciences Gorontalo State University: Analysis with the SERVQUAL Model

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Abstract

Academic administration services are a central element in supporting the smooth educational process in higher education because it is the entrance to all student academic activities. This study aims to describe the quality of academic administration services at the Faculty of Social Sciences, Gorontalo State University using the SERVQUAL model. The research approach is qualitative with interview, observation, and documentation techniques. The results show that the reliability and physical evidence of the service are good, but responsiveness, reassurance, and empathy need to be improved especially in periods of high workload. The research recommends optimizing SOPs, increasing human resource capacity, and digitizing services to improve the quality of academic administration services.

Keywords: Academic administration services; SERVQUAL; reliability; responsiveness; insurance; empathy; tangible

INTRODUCTION

Academic administration services are a central element in supporting the smooth educational process in higher education because it is the entrance to all student academic activities. Starting from the registration process, filling out the KRS, managing leave, to the issuance of academic documents such as transcripts and certificates, everything is determined by the effectiveness of administrative services. (Akmal et al., 2022) Effectiveness is how well the work is done, the extent to which people produce

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outputs as expected. When administrative procedures run smoothly, students can focus on learning activities without being burdened by complicated bureaucratic problems. Therefore, the quality of administrative services is an important indicator that reflects the academic governance of a faculty or university. (Suardika & Indriani, 2023) Service quality is the result of a comparison between perceived actual performance

In addition, academic administration services function as a link between the university management system and the needs of students. (Larastiyana Susanto & Siswanto, 2021) Academic administration services are provided by universities to students, and the service user community to achieve the academic goals that have been set. In many studies, unresponsive or inaccurate administrative services have been shown to have an impact on students' perceptions of the professionalism of institutions. When services are inconsistent, slow, or uncommunicative, frustration and dissatisfaction arise which ultimately lowers students' trust in educational institutions. (Along, 2020) Academic administration also reflects the image of the institution in the eyes of students and society. In other words, academic administration is not just an administrative function, but also an instrument of public service that demands effectiveness, empathy, and clarity of information.

The Faculty of Social Sciences, Gorontalo State University still faces challenges related to service speed, especially in periods with high administrative burdens such as the beginning of the semester such as filling out KRS, and graduation registration. The slowdown in services during these times shows an imbalance between the volume of work and the operational capacity owned. When the number of requests increases, procedures that should run quickly become hampered because the distribution of tasks is not optimal and there is a lack of digital systems that are able to automate the process. These barriers create major barriers that have a direct impact on student satisfaction, and in the long run can lower public trust in the quality of faculty governance. On the other hand, the limitation of human resources at certain times worsens the consistency of the implementation of SOPs, so that the service standards that have been prepared cannot be applied evenly. When staff are inadequate or the division of tasks is disproportionate, procedural consistency becomes difficult to maintain. As a result, some services are carried out quickly and precisely, while others experience delays or inaccuracies in information. This condition indicates that the problem is not only in the quality of SOPs, but also in the implementation, supervision, and readiness of the human resources who carry them out. Without adaptive workload planning and staff competency improvement, faculty will continue to face the same cycle of problems every academic period. This study aims to assess the quality of academic administration services at the Faculty of Social Sciences, State University of Gorontalo using the five dimensions of SERVQUAL: Reliability, Responsiveness, Assurance, Empathy, and Tangible.

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LITERATURE REVIEW

Public Administration

(Marliani, 2018) Administration in a broad sense is interpreted as Cooperation, In a narrow sense administration is often interpreted as administrative activities. Henry (1989) states that public administration functions to achieve program objectives determined by public policymakers (Revida. et al., 2021). Hughes (1994) stated that public administration is an activity of serving the public and/or the activity of public servants in implementing policies obtained from other parties (Revida. et al., 2021).

(Lance Barbier, 2023) Public administration is said to be an activity related to the management of public affairs and the provision of public services. (Heiden & Tonino-Heiden, 2021) Public administration is a process carried out by the government to manage the public and programs that have been designed to meet the needs of citizens or communities. (Utami, 2023) Public administration refers to a series of activities and processes carried out by the government or public institutions to manage resources, formulate policies, and provide services to the community (Fajar et al., 2022) Public Administration is a well-organized and coordinated process.

(Supriyadi & Asih, 2020) Public administration is a process carried out by the government to manage the public and programs that have been designed to meet the needs of citizens or communities. Public administration refers to a series of activities and processes carried out by the government or public institutions to manage resources, formulate policies, and provide services to the community.

Quality of Public Services

(Akib et al., 2024) Good service quality occurs when service providers already know what they are going to do. (Tui et al., 2022) Public services are activities to meet service needs in accordance with the law for every citizen for goods and services.

(Akmal et al., 2022) The quality of public services is the main basis for the realization of good governance. (Basyo & Anirwan, 2023) Public service is an effort to help or benefit the public through the provision of necessary goods and or services. (Widanti, 2024) Public services are activities or a series of activities in order to meet service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers.

(Nani et al., 2023) Public service is the provision of guarantees for the fulfillment of the basic rights of every citizen. (Hanasi et al., 2024) Public services are activities put forward by parties aimed at meeting the interests of the public. (Erlianti, 2019) Public service can be interpreted as providing services (serving) the needs of people or communities who have an interest in the organization in accordance with the main rules and procedures that have been set.

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(Aneta et al., 2022) Public service or commonly referred to as public service is any form of service, including public services and goods that are the responsibility of the central government agency and are carried out in a region, as well as in the environment owned by the state. The quality of public services is an effort to meet everything related to production, services, people, processes, the environment, and what is the needs and desires of consumers, (Abdussamad, 2019).

Academic Administration Services

If the quality of academic services is perceived to be the same or exceeds the expected quality of service, the service is said to be of high quality (Niss. et al., 2020). (Rabi'atul Adawiyah. et al., 2022) Academic services are efforts that aim to provide convenience in matters related to academics provided by a university. (Widiastuti et al., 2022) Academic services are a benchmark that the organization can be well accepted, it must always be measurable so that stakeholders can continue to improve the quality of higher education

Meanwhile, according to Lupiyoadi (2006), the quality of academic services is the value provided by customers to the extent that the academic services provided are in accordance with customer expectations (Niss. et al., 2020).

(Andayana, 2020) The Ministry of National Education defines academic administration as a process, joint activity in academia which includes planning, organizing, directing, coordinating, supervising, financing, and reporting by using or utilizing available facilities, both personnel, material, and spiritual to achieve academic goals effectively and efficiently.

Model SERVQUAL

(Farid Fauzi, 2019) The SERVQUAL model is a model to find out how far the quality of service provided by universities to customers from universities.According to Tjiptono (2002:59), service quality is the fulfillment of customer needs and desires as well as the accuracy of delivery to keep up with customer expectations (Anggit & Setyorini, 2022).

(Shang, 2020) SERVQUAL (SQ) stands for "Service Quality". This model is an evaluation system that reflects consumer perceptions and expectations of the services received, and is applied to the measurement and management of service quality marketing.

(Wider et al., 2024) The SERVQUAL model is generally used to assess the quality of services in various sectors, including higher education institutions

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(Parasuraman, Zeithaml, & Berry, 1988) This framework evaluates the gap between student expectations and real experiences in five dimensions: tangible evidence, reliability, responsiveness, reassurance, and empathy, (Wider et al., 2024).

METHODOLOGY

This study uses a qualitative approach, showing that the methodological basis of the research refers to the view of experts that the qualitative approach is suitable to be used to understand social phenomena in depth. According to Mukhtar (2013), the qualitative descriptive research method is a method used by researchers to find knowledge or theories about research at a certain time (Finanda et al., 2024). Informants include students, administrative staff, and faculty leaders. Data collection techniques include service observation, semi-structured interviews, and document analysis such as SOPs and academic data. Data analysis was carried out through reduction, presentation, and conclusion drawn, and validated through source triangulation and peer discussion.

RESULTS AND DISCUSSION

Results

Reliability Dimension.

This dimension is one of the important aspects in the Academic Administration Service of Gorontalo State University, as emphasized by naras umber:

"Yes, the reliability aspect is an important part of academic administration services at the Faculty of Social Sciences. We always try to provide accurate and timely services, so that students and lecturers can rely on the administrative process without obstacles."

The dimensions of reliability shown in academic administration services at the Faculty of Social Sciences, Gorontalo State University:

"We show from the accuracy and consistency in providing services. For example, when a student takes care of a letter, we try to finish it in a not too long time."

How to apply the dimension of ethics in providing academic administration services:

"I apply the dimension of reliability by trying to provide timely and procedural service"

Dimension of responsiveness (responsibility).

The dimension of responsiveness is one of the aspects in administrative services:

"Yes, the responsiveness dimension is one of the main aspects in the quality of academic administration services at the Faculty of Social Sciences. In the SERVQUAL model, responsiveness describes the willingness and ability of officers to help students and provide services quickly and appropriately."That is why

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What kind of responsiveness is shown in academic administration services:

"The directions given are clear, so the process is not confusing. However, if there are many students or fewer employees because they always arrive late, the waiting time can be long, even up to a few hours. In addition, service is not always optimal at certain hours even though it is still time for service."

Applying the responsiveness dimension in providing academic services:

"I apply the dimension of responsiveness by always being ready to provide assistance and information to students quickly and appropriately"

Assurance Aspect

Guarantee is one of the aspects in academic administration services:

"Yes, the dimension of guarantee is very important. As a department operator, I must be able to provide trust and certainty to students."

What kind of guarantees are shown in academic administration services:

"Certainty of information to students. Every document we issue, such as certificates, transcripts, or other academic data, is always verified first so that there are no errors. However, sometimes the verification process is also an obstacle in ensuring the speed of service because it must be done carefully."

Applying the dimension of Assurance in providing academic services:

"I apply it by always being friendly to students. I try to provide correct information and in accordance with the provisions so that students feel confident in the services I provide."

Empathy

The Empathy *Dimension is* one of the aspects in administrative services:

"Yes, because that's where we can better understand the needs and conditions of students."

What is the Dimension of Empathy shown:

"This dimension is shown through a quick response, friendly, and caring attitude to the needs of students. For example, when students want to make an active letter for lectures, the receptionist and student affairs staff immediately ask the purpose of arrival."

Apply dimensions Empathy *(Empathy)* In providing academic services:

"Building good and open communication to students and lecturers. For example, if there are students who are confused about the administrative process, I explain the steps in easy-to-understand language."

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Tangible Evidence

Physical Evidence *(Tangibles)* is one of the aspects in academic administration services:

"Yes, the physical evidence here is not only in the form of documents but also facilities, office facilities"

What kind of Physical Evidence *(Tangibles)* is shown in academic administration services:

"From the appearance of the service room, tables, chairs, and computer facilities are neatly arranged. However, there are still several things that need to be improved, such as the availability of supporting facilities, such as limited waiting seats. "A lot of students are sitting on the stairs."

Applying the dimension of Physical Evidence *(Tangibles)* in providing academic services:

"If I am a professional operator, I try to keep the appearance of the service room clean, the computer is always in a condition ready to use."

DISCUSSION

Reliability Dimension.

Reliability dimensions (*Reliability*) proved to be an important aspect in academic administration services at the Faculty of Social Sciences, Gorontalo State University. As reflected in the statement of the resource person who emphasized that accuracy, accuracy, and consistency are the main principles in the implementation of academic administration services. The commitment to providing accurate and timely services shows that the administrative unit strives to ensure that the academic process is reliable without hindrance. In line with research findings (M. Ilhamdi, 2023) The reliability dimension is defined as the ability of the academic service unit to provide prompt, accurate, and satisfactory services. In addition, the results of the study (Prahesti et al., 2021) It shows that reliability is one of the dimensions of service quality that contributes positively to the image of the university, considering that consistent and standard service is able to build a positive perception of students towards the institution. This is further strengthened through the explanation of the informant who stated that reliability is realized through the accuracy of service completion. Compliance with operational standards is also an integral part of ensuring the consistency and effectiveness of services, thereby increasing the trust of students and lecturers as service users.

Overall, the findings of the interviews show that the reliability dimension has been applied consistently and serves as a basis for improving the quality of academic administration services at the Faculty of Social Sciences, Gorontalo State University. In line with empirical findings from the study (Mutmainah et al., 2024) which shows that the

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Reliability has a significant influence on student satisfaction. The study emphasized that speed, accuracy of service, smooth communication between students and staff, and the ability of staff to provide direction are indicators of reliability that are considered very good by students. By paying attention to the alignment between the field findings and the empirical evidence from previous research, it can be affirmed that reliability is the main foundation that ensures academic administrative services run well.

Responsiveness dimension.

The responsiveness dimension emerged as one of the important aspects in the quality of academic administration services at the Faculty of Social Sciences, Gorontalo State University. Based on the results of the interview, the administrative officer showed a willingness to help students and provide services quickly and precisely, in accordance with the concept of responsiveness in the SERVQUAL model. Information from the resource persons indicated that the staff was able to provide clear directions so that it was easier for students to understand the procedures that must be passed. However, field findings also show that there are obstacles in the implementation of responsiveness consistently, such as employee delays and the high number of students at certain times that cause an increase in waiting times of up to several hours. This condition shows that responsiveness is not fully maximized, especially during service hours that should still be optimized. Nonetheless, the officers' commitment to remain ready to provide assistance and information quickly illustrates the efforts to maintain a responsive quality of service.

(Zuljalali Walikram & Ardiansyah, 2025) Demonstrates that the prompt and proactive responsiveness of staff is able to minimize wait time for service users. Similar findings were also presented by (Larasati et al., 2025) which revealed that students considered the administrative staff to be quite responsive, although the handling of complaints was still an aspect that needed to be improved. In addition, (Minardi et al., 2023) emphasizing that speed of response, readiness to help, and clarity of information are important factors that affect the satisfaction of service users. In line with the findings of Sutrisno (2020) which emphasizes the importance of responsiveness in education services, (Zuljalali Walikram & Ardiansyah, 2025). However, this study identified specific constraints that have not been discussed much in previous studies, namely inconsistency in responsiveness due to employee delays and high student volumes at certain hours. This shows that efforts to improve responsiveness depend not only on individual commitment, but also on service load management, timeliness, and consistency of employee attendance. Thus, this study complements the existing literature by emphasizing that the responsiveness dimension requires improvements both in the aspect of service behavior and the structural aspect of the organization so that the quality of service can be maintained optimally.

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Assurance Aspect

The assurance dimension is an important aspect in academic administration services at the Faculty of Social Sciences, Gorontalo State University, which aims to provide a sense of trust and certainty to students. Based on the findings of the administrative officers, it shows the application of guarantees through the delivery of accurate information and certainty on academic documents, such as certificates, transcripts, and other academic data, which are always carefully verified. While this verification process sometimes slows down the speed of service, it reflects efforts to maintain the reliability and credibility of the service. In addition, the friendly attitude and the delivery of correct information and in accordance with the provisions by the officers also strengthen students' confidence in the quality of administrative services.

These findings are in line with previous studies that have shown that the assurance dimension plays an important role in academic service. Research (Minardi et al., 2023) shows that *Insurance* have a close relationship with the level of trust students have in administrative services, especially through the ability of staff to provide correct and accountable information. Furthermore, (Mutmainah et al., 2024) emphasized that service assurance has a significant effect on student satisfaction, especially related to the professionalism of staff in verifying documents and providing certainty in the administrative process. Thus, the accuracy of information and the reliability of staff are important indicators that shape students' perception of service quality.

In addition, the research (Prahesti et al., 2021) reinforcing these findings by showing that guarantees in academic services include a sense of security and certainty about the quality of documents published by educational institutions. The accuracy of staff in examining data and the ability to explain procedures are factors that build the credibility of the institution. It is also relevant to the view (M. Ilhamdi, 2023) which states that the guarantee covers not only technical aspects such as document verification, but also interpersonal aspects such as courtesy, friendliness, and the ability to communicate effectively. A professional service attitude is able to increase students' confidence that the administrative process is carried out according to operational standards.

Empathy

The dimension of empathy is one of the important aspects of academic administration services at the Faculty of Social Sciences, Gorontalo State University, which focuses on understanding the needs and conditions of students. The results of the interviews show that administrative officers apply empathy through a quick response, friendly, and caring attitude towards students, for example by asking the purpose of the arrival of students who want to take care of the active letter of college so that their needs can be handled immediately. In addition, the application of empathy is also realized

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through the development of good and open communication, where officers provide a clear and easy-to-understand explanation of the administrative process for students who experience confusion. These practices show that the empathy dimension not only improves the quality of interaction between officers and students, but also helps create services that are responsive, comfortable, and oriented towards user satisfaction.

(Aluwis & Son, 2022) found that there was a positive and significant relationship between the empathy provided by administrative staff and student satisfaction with academic services. The higher the level of empathy (personal attention and understanding of student needs), the greater the level of student satisfaction. In addition, (Mustafa et al., 2022) conducted at a faculty in a university in Indonesia shows that the quality of academic services that include the aspect of empathy affects student satisfaction.

Tangible Evidence

The dimension of physical evidence (*tangibles*) is one of the important aspects in academic administration services at the Faculty of Social Sciences, Gorontalo State University, which includes documents, facilities, and office facilities to support service quality. Academic administration services show an important role in shaping the perception of professionalism and credibility of the institution. The neat arrangement of the service room, the availability of well-arranged tables and chairs, and ready-to-use computer devices give the impression of an organized work environment and support the smooth administration process. This condition is in line with the concept of service quality which emphasizes the importance of physical facilities as the main indicator in creating a positive service experience. However, the informant also revealed that there are limitations in the aspect of supporting facilities, such as the inadequate number of waiting chairs so that some students have to sit on the stairs. This situation shows that although efforts have been made to maintain the quality of physical evidence, there is still a gap between the needs of users and the capacity of available facilities. In addition, the commitment of the officers in maintaining the cleanliness of the service room and ensuring that the computer devices function optimally illustrates the consistency of the application of professional service standards.

(Anandikha et al., 2024) Found that facilities (including campus physical facilities) and administrative service systems have an influence on student satisfaction. While (Nayma et al., 2025) Shows that the quality of campus facilities and technological support (e.g. devices, infrastructure) affect the level of student satisfaction. (Hizbul Muflihin, 2023) Explaining that academic administrative facilities and services both affect lecture services shows the importance of physical facilities/infrastructure that support academic administration and processes.

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CONCLUSION AND RECOMMENDATIONS

Academic administration services at the Faculty of Social Sciences, Gorontalo State University in general have been running quite well, especially in terms of reliability and tangible evidence. The service is considered accurate, consistent, and supported by adequate facilities even though there are still shortcomings such as limited waiting seats.

However, there are several dimensions of SERVQUAL's service quality that still need to be improved, namely responsiveness, assurance, and empathy. In periods of high workload such as the beginning of the semester, services often experience delays due to the high number of students, employee delays, and limited human resources. This has an impact on the length of waiting time and inconsistency in the implementation of SOPs.

From the overall analysis, the study concluded that although some of the service dimensions are good, improvements in the aspects of service speed, professionalism, and personal attention to students are needed so that the quality of academic administration services can meet the expectations of service users.

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