

Performance Evaluation of Public Relations and Protocol Universitas Muhammadiyah Yogyakarta

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ABSTRACT

Performance evaluation of a department is very important to maintain the quality of service. Evaluation of performance in a particular period will be the benchmark to determine the increase or the decrease of the work performance of a department. Productivity measurement can help the university and faculty in evaluating the performance of a supporting unit.

The Public Relations and Protocol Bureau (BHP) has several affairs. Each affair composes and evaluates its program for the running fiscal year. However, until now, BHP UMY still does not assessed properly on assessing the achievement of the performance of any existing work programs. Therefore, BHP was evaluated which the result of the processing of the work program data for the 2015 -2016 period shows an improvement of the performance of the unit, as well as UMY in a whole.

Keywords : Performance, Evaluation, Service

1. PREFACE

The university is business organizations that also conduct marketing activities. The goal is that universities can maintain itself economically, in addition, to educate students being competitive. Without modern marketing activities, the university would be difficult to obtain a student. The marketing activities of the university is different from business organizations. The difference of course is caused by purpose, scale and different customers..

University marketing is often referred to as a marketing public relations. So that university are more reliant on public relation marketing a larger portion to achieve the real goal.

Strategic of Public Relations in communicating needs to be done in order to convey information to the public activity can be done well and appears to be positive. Also, it can be used as guidelines so that all activities undertaken by the PR can be structured, especially in community relations.

Public relations that can also be called PR, has a close relationship with progress in society in various fields of any kind in the field of education, industry and technical, political, economic, social and cultural, need of cooperation on mutual interest. Public Relations is generally taken to mean that all activities undertaken by an institution or organization or structure of communication in order to create better mutual understanding between the agency with the audience (Cutlip, 2006: 45-47).

Public Relations is a profession that links

between institutions or organizations with the public that will determine the viability of the institution. Because of the public relations function foster good relations between all components, to give understanding, motivation and participation. Public relations is basically creating a partnership based on good relations with the public. In public relations distinguish two kinds of public to whom the internal and external public.

Public Relations and Protocol is often referred to as PR (Public Relations), so that Public Relations and Protocol at Universitas Muhammadiyah Yogyakarta is often referred to as PR of UMY. Main function of PR is to build the image of the institution, so that the function of Public Relations and Protocol is to build the image of a good university, productive and humane. Communication and management style become the basis fundamental to the work of a PR.

Communication within an organization will go through or not is determined by the public relations function within the organization. In other words, a PR is key to success and effectiveness of communication within the organization. In this case it can be said a man who worked in the Public Relations and Protocol was instrumental in the success and effectiveness of communication at UMY. especially in conjunction with stakeholders.

But in practice the role of PR sometimes can not run optimally. Ironically, when it happens because of the weakness of the Public Relations itself, who has not been able to demonstrate the value of PR for the company's contribution. Leader's doubts within the

company to support the PR program always appear as they do not know clearly the objectives to be achieved and how to measure it.

The term performance measurement communication companies may still relatively new for firms in Indonesia in general. It is recognized that in terms of performance measurement experience, the field of corporate communications or PR bit behind with other areas such as HR, Marketing, or Finance.

Weak measurement of public relations activity is entail no adverse consequences for the value of the PR agency itself. Many parties, especially from corporate executives cannot see the importance of PR in activities or programs in increasing the value of the company. PR Week World Wire edition October 15, 2015 reports on Sam Burne James titled "A fifth of the UK's Reviews largest firms cut Reviews their PR budgets in Q3", the report said: One-fifth of the largest companies in the UK cut spending their PR Budget in Quartal 3'. While at the PR Week World Wire older edition on February 24, 2003 Eleanor Trickett reports on about "PR Budgets cut by 39%". the report said in 2002 budget PR dropped to 39%. What interesting about that is what CEO Biz 360, You Mon Tsang said. He hooked PR budgets fall with the weak factor of PR measurement. Meanwhile another study conducted on 109 directors of companies in the UK revealed that 42% of directors of the company (or the majority) say they are willing to spend a larger budget for PR if they are convinced of its effectiveness. Weak of PR performance measurement will ultimately harm the public relations profession itself. PR considered activities that cost you quite a lot, but the usefulness to the company to be "meaningless" when performance is difficult to measure.

As an organization, BHP is geared to achieve specific goals and objectives. Organizations formed parts or functions to streamline its efforts in achieving the goals / objectives. Here, performance measurement becomes important, which is to determine whether the goals or objectives are achieved or not. Even the measurement of performance does not always attached to the regular operation of the company, any business. Performance measurement will provide a foundation for management in controlling the company's business activities run effectively. What happens when a company runs its activities without measuring the performance? Can the company make improvements, to improve its service to customers, efficiency or provide proper treatment to their employees?

Since the conditions of Universities competition increasingly competitive, the PR is required to actively and dynamically follow the pattern of change. When PR is measured and is able to function well it is expected to support the management of the Public Relations will also increase. If the management support of Public Relations increases, the expected public relations programs will run well and gain public support. If the public support increases, the expected

value of the organization / institution will also increase. PR has a great responsibility to be able to provide the best for our customers and stakeholders. To find out how well it has done by Public Relations, the device needed to evaluate the performance.

2. RESEARCH METHODS

Analysis of Quality of Service or Service Quality (SERVQUAL acronym) is a descriptive method to describe the level of customer satisfaction. This method was developed in 1985 by A. Parasuraman, Valarie A. Zeithaml, and Leonard L. Berry.

Quality of service, according to them, is a comparison between expectations (Expectation) with performance (Performance). Citing Lewis and Booms, 1983, they state:

"Service quality (quality of service) is a measure of how well a service encounter compatibility with customer expectations. The implementation of quality of service means making compromises with the customer expectations in a manner that is consistent."

In early attempts to build around the concept of service quality, Parasuraman, Zeithaml, and Berry filed the following scheme:

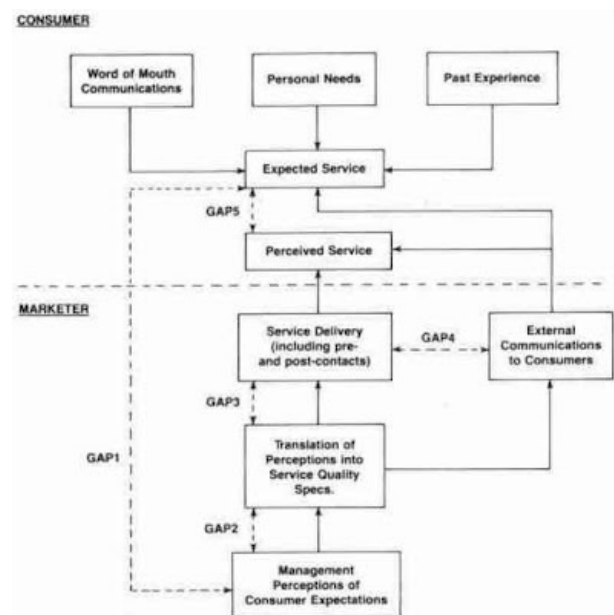


Figure 1. Model of service quality gaps (Parasuraman et al., 1985; Curry, 1999; Luk and Layton, 2002)

The concept of measuring the difference between expectations and perceptions in the form of the SERVQUAL gap score proved very useful for assessing levels of service quality. Parasuraman et al., argue that, with minor modification, SERVQUAL can be adapted to any service organisation. They further argue that information on service quality gaps can help managers diagnose where performance improvement can best be targeted. The largest negative gaps, combined with

assessment of where expectations are highest, facilitates prioritization of performance improvement. Equally, if gap scores in some aspects of service do turn out to be positive, implying expectations are actually not just being met but exceeded, then this allows managers to review whether they may be "over-supplying" this particular feature of the service and whether there is potential for re-deployment of resources into features which are underperforming.

2.1 Qualitative Descriptive Methods

Qualitative research methods by Lexy J. Moleong based on a foundation of research, the research paradigm, the formulation of the problem, the stages research, research techniques, criteria and technical examination and analysis of data

Based on the above research, this study aims to determine the performance evaluation of Public Relation and Protocol Bureau of Universitas Muhammadiyah Yogyakarta. This research uses Qualitative descriptive type.

This qualitative descriptive study aimed to describe anything is currently in effect. In it there is the attempt to describe, record, analysis and interpretation of the conditions that now or ever happens.

2.2 Research subjects

This research was conducted in the Office Public Relation and Protocol Bureau. The reason to choose public relations department of Universitas Muhammadiyah Yogyakarta is because there has never been standardized performance evaluation is used to assess the performance of Public Relation and Protocol of Universitas Muhammadiyah Yogyakarta.

2.3. Types and Sources of Data

The types and sources of data used in this research is data qualitative. Qualitative data is data which is not the form of numbers, but described in the form of words.

The qualitative data include:

1. Data on general overview of the research object
2. Any other data that is not a number

The types of data sources used in this study is divided into two kinds, namely primary data sources and secondary data sources.

Sources of primary data in this study are the data obtained from informants whom people of influence in the process of obtaining the data or can be called key member that holds the key source of research data, because the informant really know and are involved in activities at the Public Relations and Protocol Bureau of Universitas Muhammadiyah Yogyakarta. Determination of informant as Respondent done by taking the right people who have been elected by the researchers according to specific characteristics possessed by the sample or choose an appropriate sample to research purposes.

To perform a qualitative research, it is necessary to know the stages which will be passed in the research process. This stage is arranged in a systematic order. Data obtained systematically anyway.

2.4 Data Analysis Techniques

Analysis of the data is a stage of organizing and sorting data into patterns, categories and descriptions unit basis in order to facilitate in determining the theme and can formulate appropriate working hypothesis with the data. At this stage of the study in order to obtain valid data and can accountable, then data obtained through:

a. Interview

Interview as an attempt bring information by asking questions directly to the informant. Without an interview, researchers will lose information which can only be obtained by asking directly. As for the interview conducted unstructured interviews, which in this method allow the questions lasted flexible, more open line of questioning, stay focused, in order to obtain the information rich and talks.

As for the data collection, the researchers did a joint interview among others, the Head of Public Relation and Protocol Bureau of Universitas Muhammadiyah Yogyakarta. It thus carried out for the purpose of the data widely and thoroughly in accordance with current conditions.

b. Direct Observation

Direct observation is a data collection by doing recording carefully and systematically. Observation should be done carefully and systematically to obtain reliable results, and researchers must have a background or a broader knowledge about the object research has the basic theory and attitude.

With direct observation, researchers can understand the context of the data in various situation, that can obtain a thorough view. Therefore researchers can conduct direct observations in obtaining evidence associated with the object of research.

c. The document, which is the process of looking back at the sources of data from documents there is and can be used to expand the data that has been found. The source of the document data obtained from the field in the form of books, archives, magazine even corporate documents or official documents relating with a research focus.

The most common method for measuring the subjective elements of service quality is SERVQUAL. Through a survey, we ask customers to rate the delivered service compared to their expectations.

Its questions cover what SERVQUAL claims are the 5 elements of service quality:

- a. Reliability - the ability to deliver the promised service in a consistent and accurate manner.

- b. Assurance - the knowledge level and politeness of the employees and to what extent they create trust and confidence.
- c. Tangibles - the appearance; of e.g. the building, website, equipment, and employees.
- d. Empathy - to what extent the employees care and give individual attention.
- e. Responsiveness - how willing the employees are to offer a speedy service

3. THEORITICAL REVIEW

Service Quality is an assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction.

Service organizations are responsible and accountable to citizens and communities as well as to customers and service users. There are wider service organization agendas than simply service quality: improving access to existing services; equity and equality of service provision; providing efficient and effective services within political as well as resource constraints. The definition of service quality therefore takes on a wider meaning and accordingly its measurement becomes both more complex and more difficult.

There are seven major gaps in the service quality concept, which are shown in Figure 1. The model is an extension of Parasuraman et al. (1985). According to the following explanation (ASI Quality Systems, 1992; Curry, 1999; Luk and Layton, 2002), the two important gaps, which are more associated with the external customers are Gap1, and Gap5; since they have a direct relationship with customers. .

- a. Gap1: Customers' expectations versus management perceptions: as a result of the lack of a marketing research orientation, inadequate upward communication and too many layers of management.
- b. Gap2: Management perceptions versus service specifications: as a result of inadequate commitment to service quality, a perception of unfeasibility, inadequate task standardisation and an absence of goal setting.
- c. Gap3: Service specifications versus service delivery: as a result of role ambiguity and conflict, poor employee-job fit and poor technology-job fit, inappropriate supervisory control systems, lack of perceived control and lack of teamwork.
- d. Gap4: Service delivery versus external communication: as a result of inadequate horizontal communications and propensity to over-promise.
- e. Gap5: The discrepancy between customer expectations and their perceptions of the service delivered: as a result of the influences exerted from the customer side and the

shortfalls (gaps) on the part of the service provider. In this case, customer expectations are influenced by the extent of personal needs, word of mouth recommendation and past service experiences.

Providing high-quality service is a major concern for nearly any business. Quality of service can be a major factor when customers decide which business to use to solve their needs. Customers have certain expectations about the level of satisfaction they will get from businesses they patronize. Businesses that make a habit of meeting these expectations can enjoy consistent business and a loyal customer base. However, it's difficult to improve the quality of service if we don't have any input from customers about how to improve. Thus, gathering customer feedback and using it to measure service quality should be a significant part of nearly any business's game plan.

Clearly, from a Best Value perspective the measurement of service quality in the service sector should take into account customer expectations of service as well as perceptions of service. However, as Robinson (1999) concludes: "It is apparent that there is little consensus of opinion and much disagreement about how to measure service quality". One service quality measurement model that has been extensively applied is the SERVQUAL model developed by Parasuraman et al. (1985, 1986, 1988, 1991, 1993, 1994; Zeithaml et al., 1990). SERVQUAL as the most often used approach for measuring service quality has been to compare customers' expectations before a service encounter and their perceptions of the actual service delivered (Gronroos, 1982; Lewis and Booms, 1983; Parasuraman et al., 1985).

The SERVQUAL instrument has been the predominant method used to measure consumers' perceptions of service quality. It has five generic dimensions or factors and are stated as follows (van Iwaarden et al., 2003):

- (1) Tangibles. Physical facilities, equipment and appearance of personnel.
- (2) Reliability. Ability to perform the promised service dependably and accurately.
- (3) Responsiveness. Willingness to help customers and provide prompt service.
- (4) Assurance (including competence, courtesy, credibility and security). Knowledge and courtesy of employees and their ability to inspire trust and confidence.
- (5) Empathy (including access, communication, understanding the customer). Caring and individualized attention that the firm provides to its customers.

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paper by using other versions' Word, please give clear indication of what version of Word you use when you submit the paper by email.

3. RESULT AND DISCUSSION

Many researchers have struggled with the issue of how to measure service quality. Perhaps the most widely used measure is based on a set of five dimensions which have been consistently ranked by customers to be most important for service quality, regardless of service industry. These dimensions defined by the SERVQUAL measurement instrument are as follows:

Tangibles: appearance of physical facilities, equipment, personnel, and communication materials;

Reliability: ability to perform the promised service dependably and accurately;

Responsiveness: willingness to help customers and provide prompt service;

Assurance: knowledge and courtesy of employees and their ability to convey trust and confidence; and

Empathy: the caring, individualized attention the firm provides its customers.

These five SERVQUAL dimensions are used to measure the gap between customers' expectation for excellence and their perception of actual service delivered. The SERVQUAL instrument, when applied over time, helps service providers understand both customer expectations, perceptions of specific services, and areas of needed quality improvements.

The summary scores for each dimension are shown in Table I, with the percentage scores per dimension having been totalled to achieve the overall SERVQUAL score.

Table 1: Rank of Public Relation and Protocol Services

ASPECT	MIN	MAKS
Tangibles	6.2	35.6
Reliability	6.3	43.4
Responsiveness	6.2	42.6
Assurance	39.5	15.5
Empathy	32,5	17,5

Source : processed primary data

Based on the survey results of the quality of service Public Relations and Protocol in the table Ranking Ratings Services Public Relations and Protocol, looks as follows:

Responden and participant are 129 students and

employee coming from 8 Faculty (Religious Science, Economics, Engineering, Social and Political Sciences, Law, Medicine, Language Education and Agriculture) also from another Bureau and department said that Reliability took number one on service satisfaction aspects. Followed with Responsiveness aspect, Tangibles Aspects, Empathy and the last is the Assurance aspects.

Based on the survey results, reliability aspect is the most felt aspect by student, with a satisfaction index of 43.4%. Aspects of responsiveness that has an index of 42.6% is in the second place, aspect of the tangibles including of great facilities, completeness, additional facilities, layout is the aspect that ranks third in the ratings. The Empathy aspect has 17.05 % ,while for the Assurance only has the satisfaction index of 15.5%.

These results indicate that the interaction between service reliability and personal values are almost equal satisfaction index, in other words, service reliability is determined by the interaction of personal support on responsiveness aspect. Likewise, the Assurance and empathy. Where aspects of the assurance have low satisfaction index score, which is significant as those which still less by the students.

Furthermore, the analysis is conducted to obtain information about the communication climate and organizational culture and employee satisfaction levels within the institution. In this analysis, assessing the technically performance, Service Excellent understanding, comprehension and ease of information, and public relations of which the information was obtained (related to the relationship with the media). Customers allocated to Assurance the lowest weighting, indicating it to be of least importance to them, yet they expect most from this service dimension. This apparent anomaly is probably due to the fact that customers expect staff to be knowledgeable about the service and therefore they can see no reason for this dimension not to be achieved. It is assumed that for this reason, customers have weighted this dimension lowest.

Table 2 :Customer Satisfaction Reliability Aspect

NO	RESPONS	TOTAL	
		Vol	Percentage
1	Strongly Agree	56	43,4
2	Agree	46	35,66
3	Fair	13	10,08
4	Disagree	6	4,65
5	Strongly Disagree	8	6,20
	N	129	100

Source :Primary data is processed

**Table 3 :Customer Satisfaction
Responsiveness Aspect**

NO	RESPONS	TOTAL	
		Vol	Percentage
1	Strongly Agree	55	42,63
2	Agree	35	27,13
3	Fair	18	13,95
4	Disagree	13	10,08
5	Strongly Disagree	8	6,20
	N	129	100

Source : processed Primary data

**Table 4 :Customer Satisfaction
Tangibles Aspect**

NO	RESPONS	TOTAL	
		Vol	Percentage
1	Strongly Agree	46	35,66
2	Agree	34	26,36
3	Fair	26	20,15
4	Disagree	15	11,63
5	Strongly Disagree	8	6,20
	N	129	100

Source : processed Primary data

**Table 5 :Customer Satisfaction
Empathy Aspect**

NO	RESPONS	TOTAL	
		Vol	Percentage
1	Strongly Agree	22	17,05
2	Agree	16	12,40
3	Fair	13	10,08
4	Disagree	36	27,91
5	Strongly Disagree	42	32,55
	N	129	100

Source : processed Primary data

**Table 6 :Customer Satisfaction
Assurance Aspect**

NO	RESPONS	TOTAL	
		Vol	Percentage
1	Strongly Agree	20	15,50
2	Agree	16	12,40
3	Fair	13	10,07
4	Disagree	29	22,49
5	Strongly Disagree	51	39,54
	N	129	100

Source : processed Primary

6. CONCLUSION

In this paper, service quality and its model were reviewed. SERVQUAL methodology as an analytical approach for evaluating the difference between customers' expectations and perceptions of quality was also studied. While this research provides some perspectives to the field of service quality, it is believed that there are a number of things that should be done to confirm the demonstrated methodologies as well as to expand the use of SERVQUAL in design and improvement of quality services. Just as the SERVQUAL instrument is extensively used to assess external service quality, the instrument can also be modified to assess the quality of the internal service provided by departments and divisions within a company to employees in other departments and divisions. The results of the current study illustrate that organizations can at least assess five dimensions of service quality to ascertain the level of services provided, and to determine which dimensions need improvement. In order to improve service quality, it is necessary to contact employees regularly and assess their service experiences. Like the external customer, an internal customer too considers categories of service attributes, such as reliability and responsiveness, in judging the quality of the internal service. With the knowledge of the internal service quality dimensions, the service organizations can then judge how well the organization or employees performed on each dimension and managers could identify the weakness in order to make improvements. Future research should seek to examine the use of SERVQUAL to close other service quality gaps or maybe could some methods like Balanced Score Card to determine the performance evaluation for different types of organizations. Also, an important issue for future research is about the relationship between internal service quality and external customer satisfaction as well as other constructs, such as employee service orientation, and

external service quality. In conclusion, knowing how customers perceive the service quality and being able to measure service quality can benefit industry professionals in quantitative and qualitative ways. The measurement of service quality can provide specific data that can be used in quality management; hence, service organizations would be able to monitor and maintain quality service. Assessing service quality and better understanding how various dimensions affect overall service quality would enable organizations to efficiently design the service delivery process. By identifying strengths and weaknesses pertaining to the dimensions of service quality organizations can better allocate resources to provide better service and ultimately better service to external customers. The study of service quality is both important and challenging. Future efforts should continue to advance the understanding of the concept and the means to measure and improve service quality.

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