



# LAPORAN SURVEI TINGKAT KEPUASAN PEMANGKU KEPENTINGAN TAHUN AKADEMIK 2021/2022

REPORT OF STAKE HOLDER SATISFACTION  
ACADEMIC YEAR 2021/2022



UNIVERSITAS MUHAMMADIYAH MALANG  
BADAN PENJAMINAN MUTU INTERNAL  
Malang, April 2022

## FOREWORD

*Assalaamu 'alaikum warrahmatullaahi wabarakaatuh*

Alhamdulillahirabil'aalamin, praise be to Allah SWT for His abundance of mercy and grace, the preparation of the Stakeholder Satisfaction Level Survey Report conducted in the even semester of the 2019/2020 Academic Year can be compiled.

This user satisfaction survey report is the result of an evaluation of the implementation of quality culture in the implementation of the tridharma of Universitas Muhammadiyah Malang. Monitoring and evaluation of quality standards in accordance with the indicators and achievement targets set in SPMI. Internal quality audits are carried out by auditors under the control of the Internal Quality Assurance Agency (BPMI) with the assistance of the Internal Quality Assurance Cluster (GPMI). Internal quality assurance efforts organised by the institution are carried out in order to realise the vision and mission and meet the expectations and needs of the external environment and UMM stakeholders.

*Billaahi taufik wal hidayah, wassalaamu 'alaikum warrahmatullaahi wabarakaatuh*

Malang, 26 April 2022

Rector,

Dr Fauzan, MPd

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**ENDORSEMENT SHEET**  
Stakeholder Satisfaction Survey Report  
Even Semester Academic Year 2019/2020

Malang, 26 April 2022

Approved,  
Rector,

Dr Fauzan, MPd

## **CHAPTER I. INTRODUCTION**

The internal quality assurance system (SPMI) at Universitas Muhammadiyah Malang (UMM) is coordinated by the Internal Quality Assurance Agency (BPMI). BPMI oversees the Internal Quality Assurance Cluster (GPMI) which monitors and evaluates quality assurance at the Institutional level, and UPPS (Study Programme Management Unit). BPMI is responsible for the implementation of SPMI at UMM on direct orders from the UMM Chancellor, so BPMI is responsible for preparing SPMI documents to conducting SPMI internal quality audits (AMI) with the assistance of GPMI in the implementation process.

BPMI compiles SPMI documents consisting of: Quality Policy, Quality Manual, Quality Standards and Quality Procedures. The SPMI document consists of two standards, namely SN-Dikti which has been set by the government and Dikti Standards set by UMM. There are ten standards/fields/criteria that are used as sources for formulating SPMI standards. BPMI conducts audits of ten fields/criteria/standards periodically, where the implementation of the audit is determined according to the assignment period. Management in the implementation of SPMI for continuous quality improvement and improvement by implementing each quality standard by paying attention to the cycle of determination, implementation, evaluation, control, and improvement (PPEPP). One of the efforts to evaluate the implementation of the quality assurance system is carried out by surveying and measuring the level of user satisfaction with each standard. The results of this evaluation are then analysed to determine an action plan for performance indicators that have not met quality standards as an effort to control quality standards. This then becomes the basis for determining recommendations (improvements) for fulfilling quality standards.

## **CHAPTER II . SURVEY IMPLEMENTATION METHOD**

### **2.1 Methods**

The methodology used in this activity is a survey. A survey is a type of quantitative research using the same structured questions to each respondent involved, then all answers obtained by researchers are recorded, processed, and analysed.

### **2.2 Population and Sample**

The population of this activity is the academic community in the Institution which consists of lecturers, education staff, students, alumni, and partners. The number of respondents as a survey sample is approximately 30% of the number of each element. The number of respondents was 6947 consisting of 4216 students, 256 lecturers, 306 education personnel, 967 alumni, 945 alumni users and 257 cooperation partners.

### **2.3 Time and Place**

The survey was conducted in the Even Semester of the 2021-2022 Academic Year (March - April 2020). The survey was conducted on the campus of Universitas Muhammadiyah Malang Jl. Raya Tlogomas No. 246 Malang.

### **2.4 Instrument**

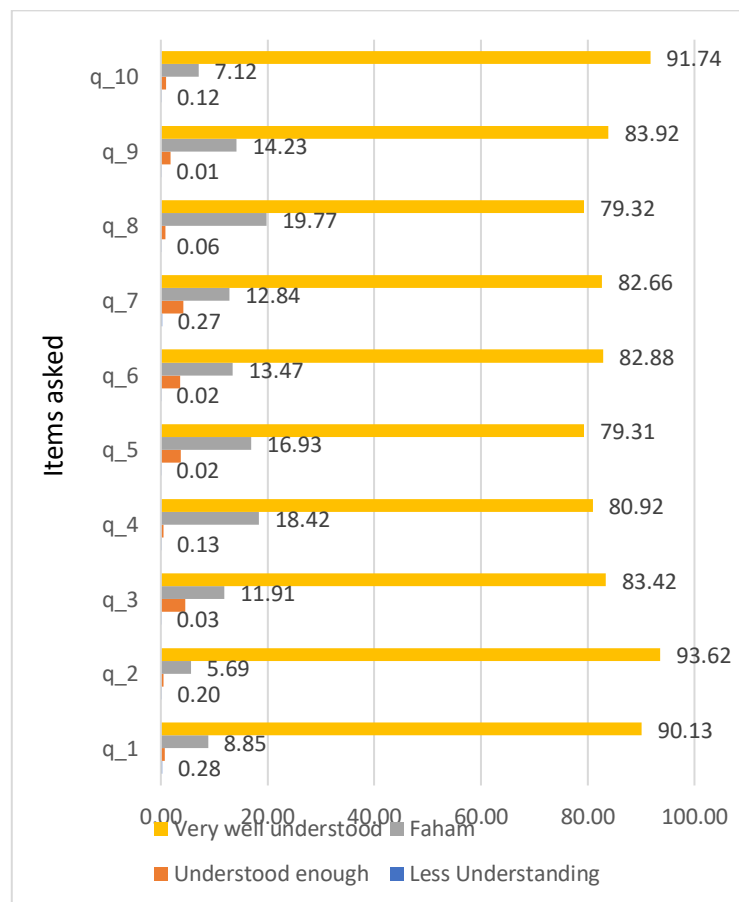
The measurement of user satisfaction uses an instrument that is prepared and developed centrally by BPMI. The instrument used is a survey using four Likert scales (1 = less good, 2 = quite good, 3 = good, and 4 = very good). For vision, mission, goals, and strategies, the measure was understanding (1 = poorly understood, 2 = moderately understood, 3 = understood, and 4 = very well understood). The survey was administered online in a form similar to Google form but integrated with <https://survei-spmi.umm.ac.id/>. Data recording and analysis were conducted by the Institution through GPMI and BPMI. Data analysis was conducted using descriptive statistics by looking at the percentage value of each item/aspect of satisfaction.

## **CHAPTER III. SURVEY RESULTS AND FOLLOW-UP**

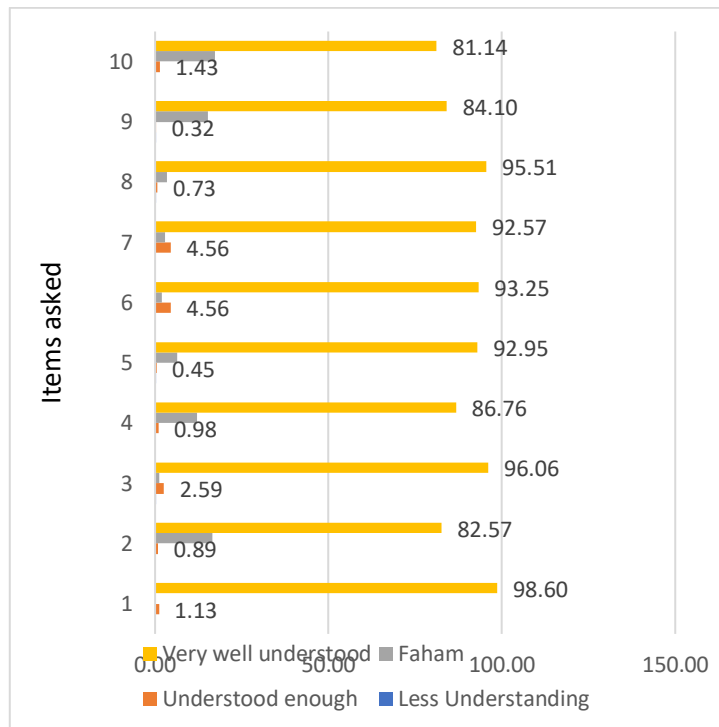
### 3.1 Survey Results

#### 1. *Level of Understanding of Vision, Mission, Objectives, and Strategy*

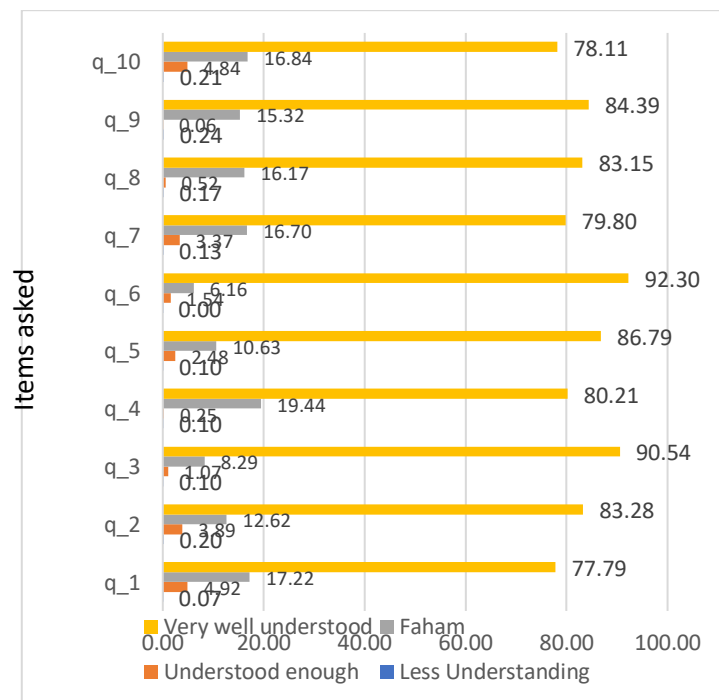
The survey of the level of understanding of the vision, mission, goals, and strategies involved respondents from among students, lecturers, education personnel, and alumni from UMM Institutions. A total of 5745 respondents were involved, consisting of 4216 students, 256 lecturers, 306 education personnel, and 967 alumni who filled out a survey consisting of ten knowledge statement items. The survey results are presented in Figure 1.



(a) Percentage of student understanding

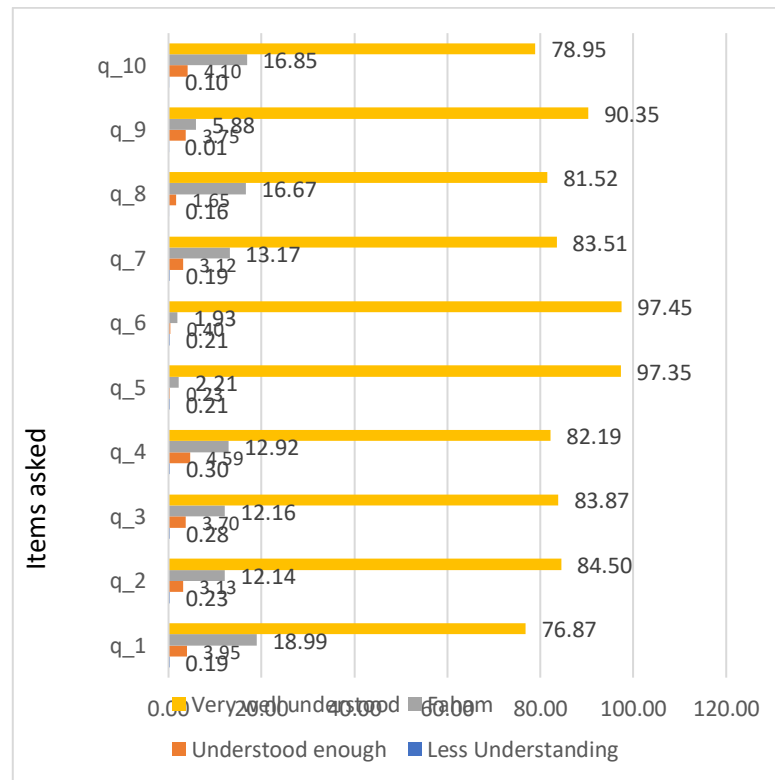


(b) Percentage of lecturer understanding



(c) Percentage of education personnel understanding





(d) Percentage of Alumni understanding

The results of the survey on understanding the vision, mission, goals, and strategies of the Institution -UMM.on (a) students; (b) lecturers; (c) education staff; (d) alumni (percentage).

Based on the graph presented in Figure 1, respondents' level of understanding of the Institution's vision and mission is high. Based on the analysis of each item, very few respondents expressed a lack of understanding in all ten items asked. The results of this survey indicate that the narrative of the vision and mission. The narrative of the Institution's vision and mission is quite easy to understand and is reduced to simpler terms. In addition, the socialisation of the VMTS has also been done appropriately by the Institution.

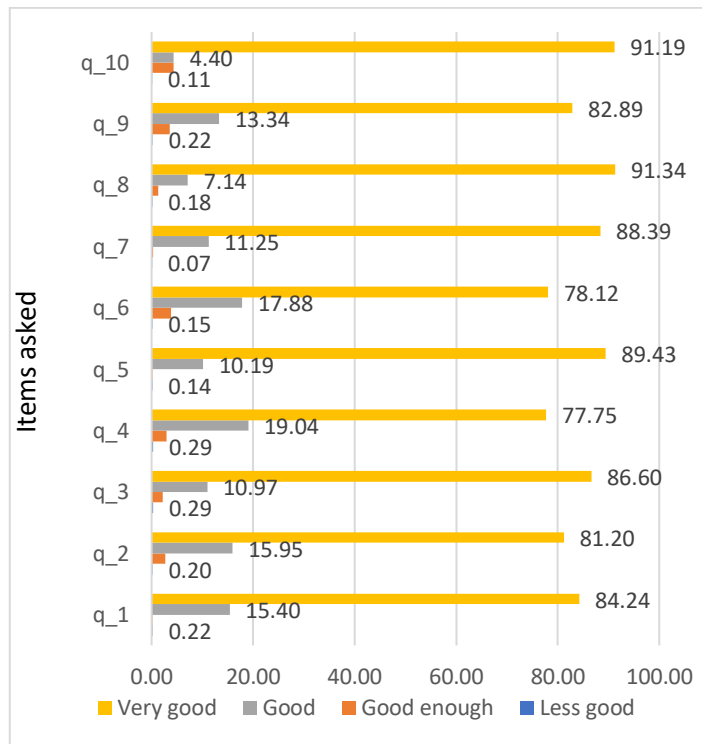
The use of media in the socialisation of the Institution's VMTS makes use of various platforms, both *offline* and *online*. The utilisation of both platforms is intended to optimise public communication. In line with that, 11.47% of the total number of respondents stated that they understood very well and 86.11% of respondents stated

that they understood very well regarding the dissemination of performance indicators for VMTS implementation that had been carried out by the Institution through media and meetings.

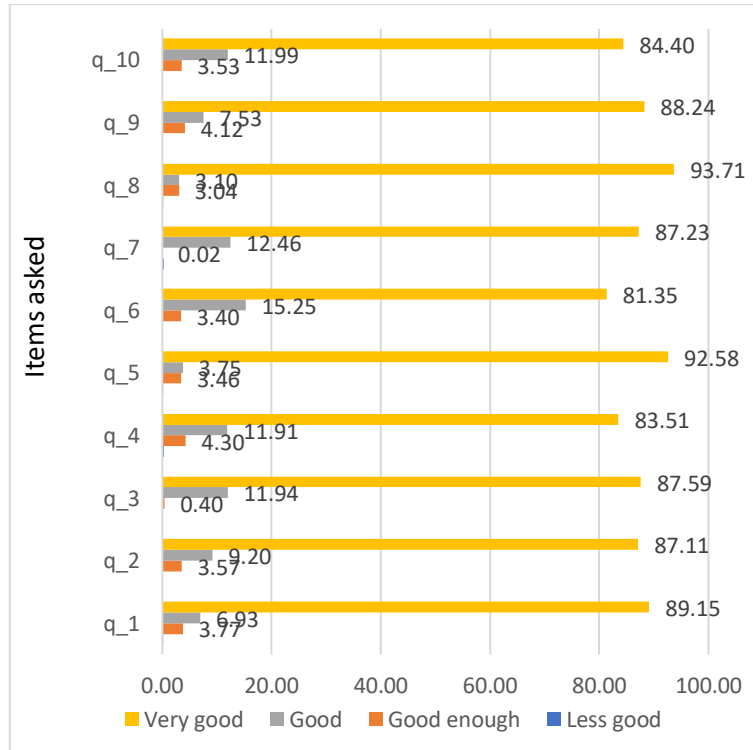
## ***2. Level of Satisfaction with the Implementation of Management of Governance, Governance, and Cooperation***

A total of 4216 students, 256 lecturers, 306 education staff, 967 alumni, and 945 users of graduates have responded to the 15 items of the satisfaction survey on the implementation of governance management, governance, and cooperation. The detailed survey results are presented in Figure 2. In accordance with the survey results presented in the graph in Figure 2, there were no respondents who stated that they were unfavourable in all fifteen items included in the survey. The majority of respondents had good or very good responses across all items. In fact, networks and cooperation partners have relevance to the institution's vision and mission and are beneficial to the development of the tridharma field both at the local/regional, national and international levels were responded very well by 85.78% of the total respondents. A total of 76.2% of respondents also responded very well regarding the leadership's ability to establish cooperation in the field of tridharma as well. The results of this survey inform that all components involved with the Institution are very satisfied with the implementation of the management of governance, governance, and institutional cooperation.

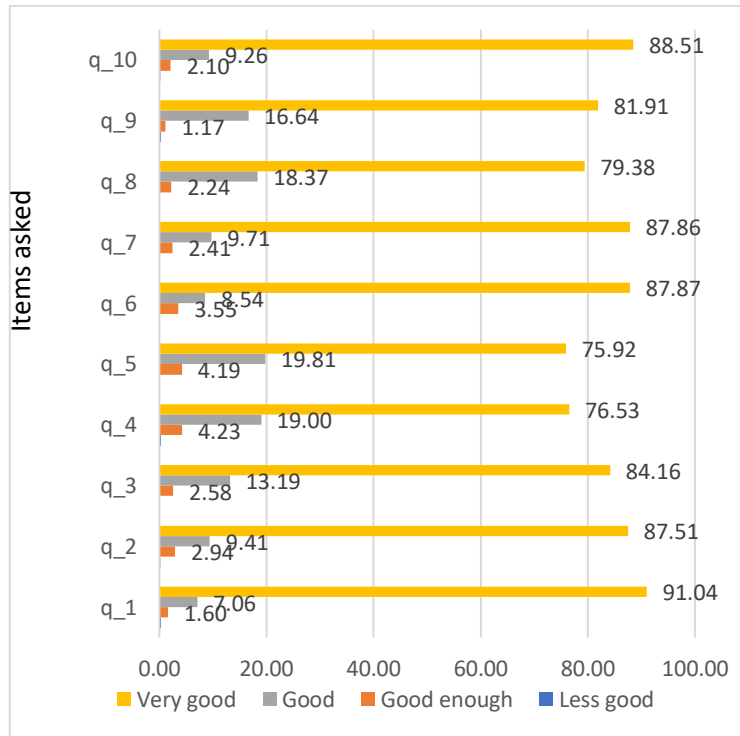
However, when examined further, the items related to international cooperation have a different percentage distribution of responses from the other items. The percentage of "very good" responses in these items is lower than the other items. Therefore, some follow-up actions need to be formulated and must be implemented immediately by the institution.



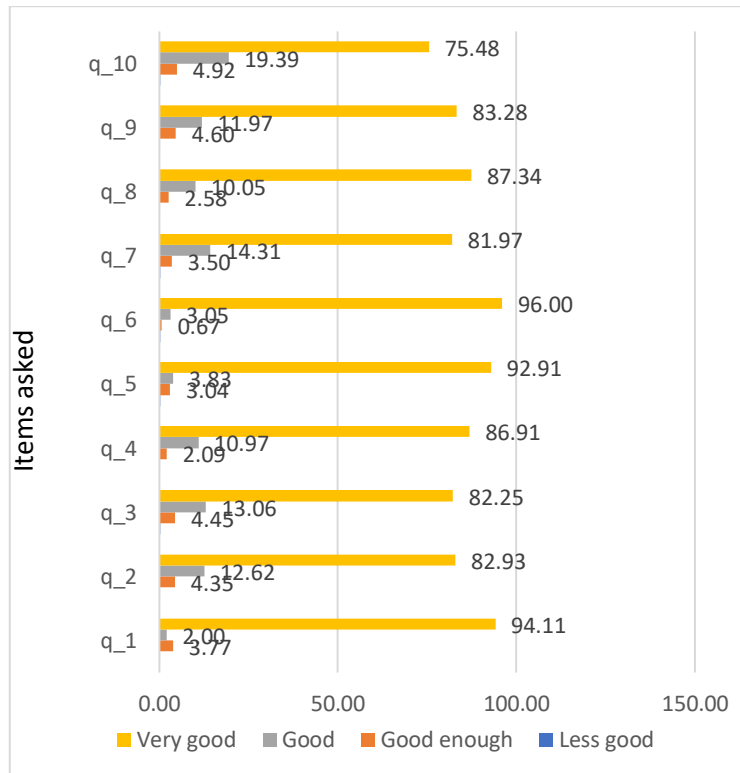
(a) Student response percentage



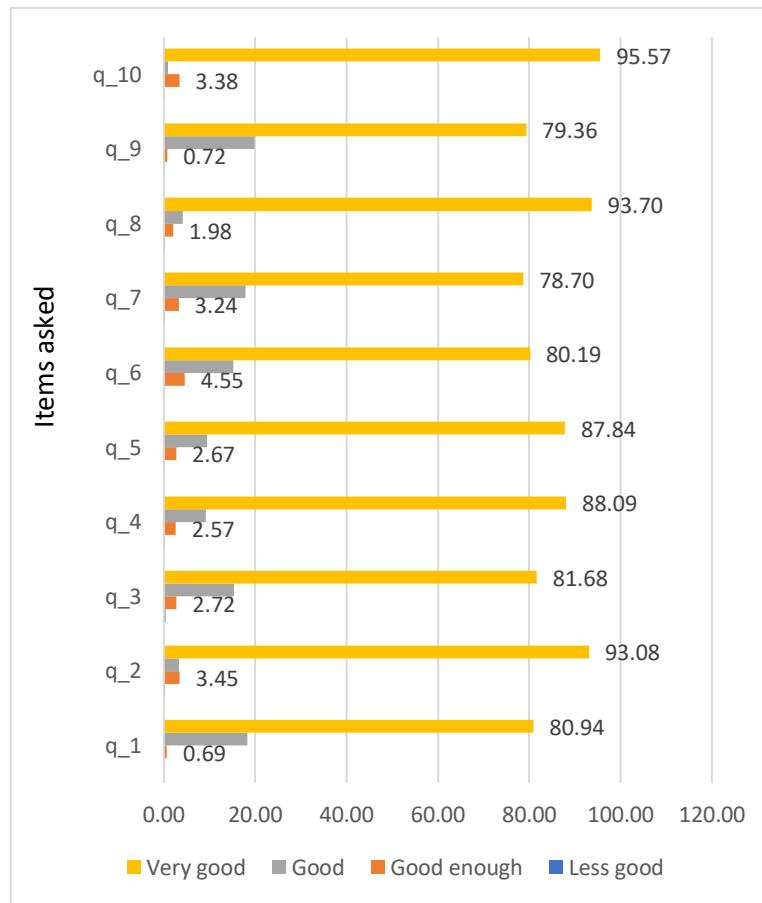
(b) Percentage of lecturer response



(c) Percentage of education personnel response



(d) Percentage of alumni response

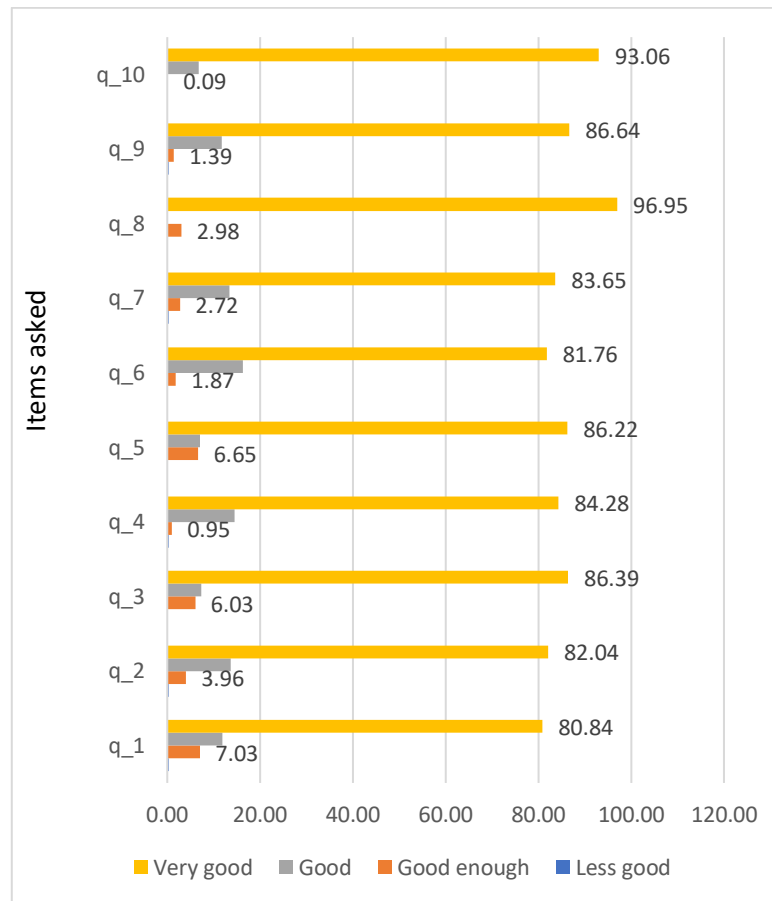


(e) Percentage of alumni user response

The results of the satisfaction survey on the implementation of UMM's management of pamong, governance, and cooperation with respondents: (a) students, (b) lecturers, (c) education staff, (d) alumni, (e) alumni users (percent)

### 3. *Level of Satisfaction with the Organisation of Student Affairs*

In the satisfaction survey on the organisation of the student affairs sector, the respondents involved were students. In total, 4216 students have answered this 10-item survey. Based on Figure 3, there are no items that are responded poorly by all students. Items related to the admission system and selection of new students received a very good response percentage above 80% (80.84% for item 1 which asked about the admission and selection system and 82.04% for item 2 which asked about the admission criteria).

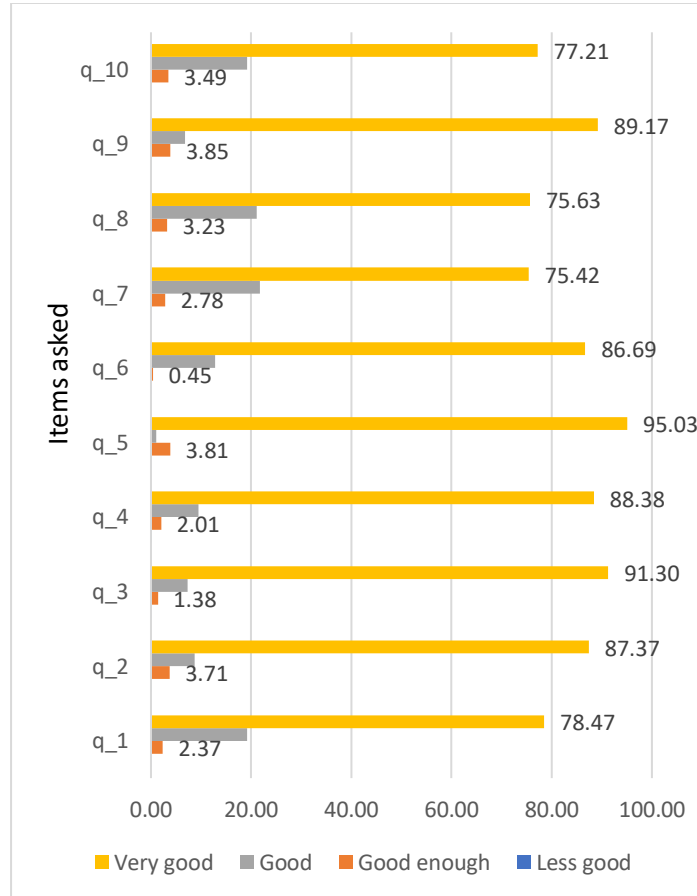


UMM student affairs satisfaction survey results (per cent)

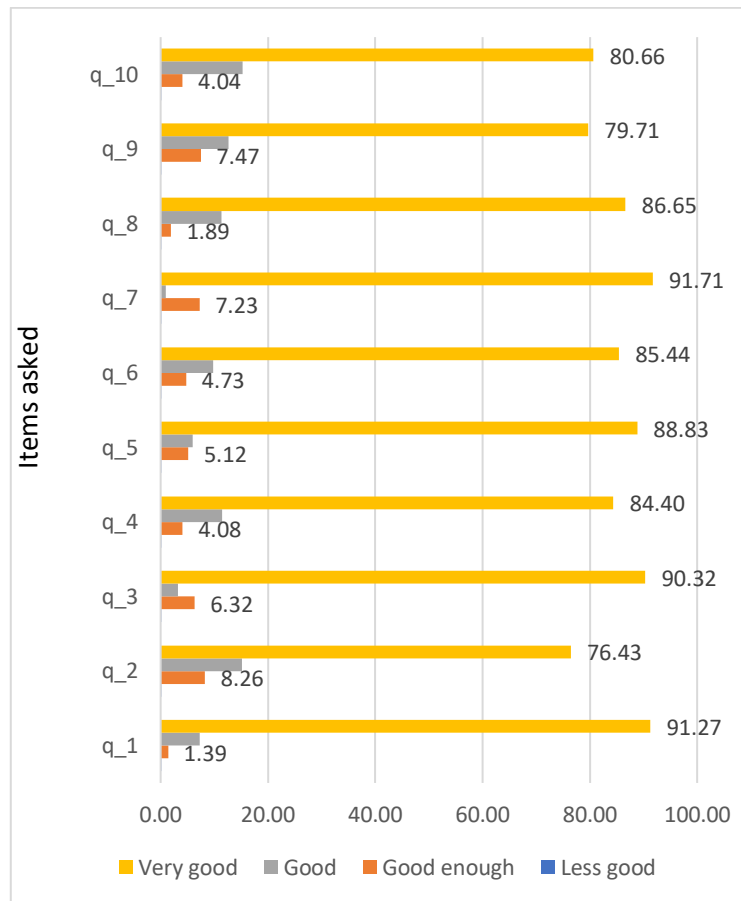
UMM has made maximum efforts in the selection process for new student admissions, the large number of applicants is a benchmark that UMM is still trusted by the community, although it cannot be denied that the number of students who re-register is still considered to be the root of the problem and in the future this will be an improvement plan. Furthermore, the new student admission criteria are one of the quality standards for the quality of student input, UMM always tries to evaluate every year by looking at the development of the world of education and the needs of the market or users of graduates, so that improving the quality of PMB criteria, especially institutions, becomes the main performance indicator for achievement targets to obtain improved student quality.

**4. Satisfaction with the Management and Development of the Human Resources Sector**

The satisfaction survey items on the management and development of the human resources field consisted of ten items. This section was filled in by 256 lecturers and 306 education personnel within the Institute-UMM. The results of the satisfaction survey in this section are presented in Figure 4.



(a) Percentage of lecturer response



(b) Percentage of education personnel response

The results of the satisfaction survey on management and development of UMM's human resources sector with respondents (a) lecturers and (b) education personnel.

When compared to the previous areas, satisfaction with human resource management and development had a better response than the previous three areas. However, just over half of the total number of respondents had a satisfaction level of "very good" responses across all items asked. In this section of the management and development of human resources area, respondents specified their level of satisfaction with the adequacy of resources in relation to the number of study programmes and students and with academic and non-academic services. Management to support the improvement of academic positions, the implementation of tridharma, and the development of the quality of human resources were also asked in this survey.

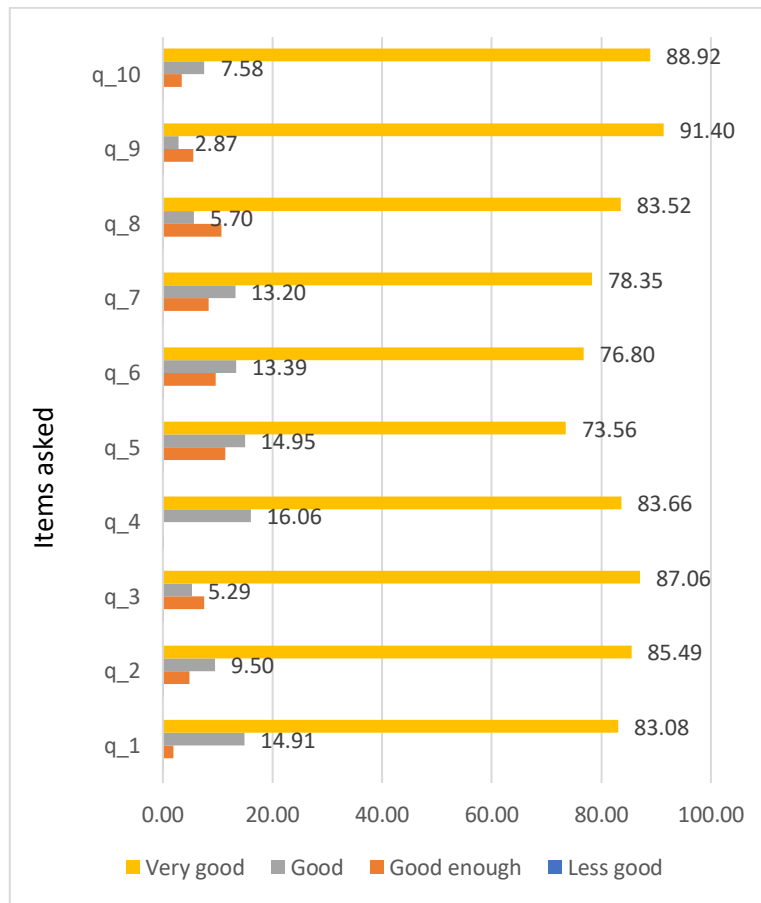


Regarding the satisfactory survey results in this area, it is in line with the efforts of the Institution and UMM in accommodating the needs of each lecturer and education staff in carrying out their duties or improving their careers and competencies. Various assistance, training, and policies are held and implemented so that the management and development of human resources can run well and sustainably.

##### ***5. Level of Satisfaction with the Implementation of the Finance, Facilities and Infrastructure Sector***

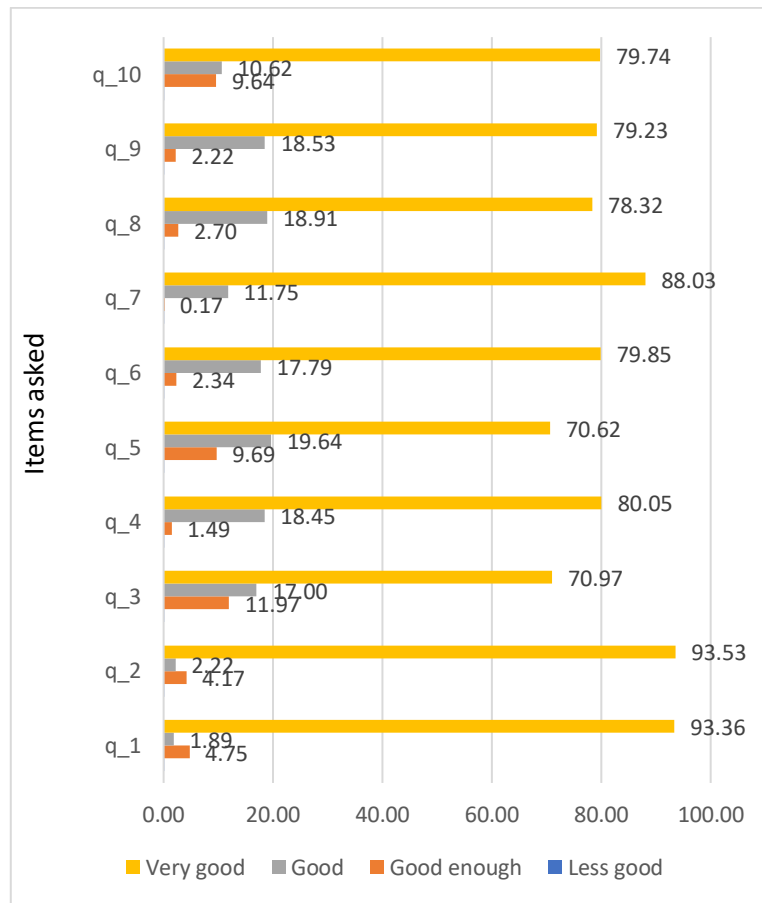
In the areas of finance, facilities, and infrastructure, the number of items answered by students and lecturers is different. A total of 4216 students had to respond to ten items and 256 lecturers had to respond to 14 items. Figure 5 presents the survey results involving students, while Figure 6 presents the survey results involving lecturers of the Institution.

Overall, the results of the analysis show that financial management services have been categorised as good. However, there are several aspects that have a lower level of satisfaction compared to other aspects. One of these aspects is the aspect of the Institution's competitiveness at the international level. Although in general, financial services, facilities, and infrastructure have been developed by following international standards, this aspect has not been maximally developed. This is due to various challenges that exist, for example the unstable value of the currency causes too high a variety of prices for international standardised facilities.



Survey results on student satisfaction with the management of finance, facilities, and infrastructure of UMM (per cent).

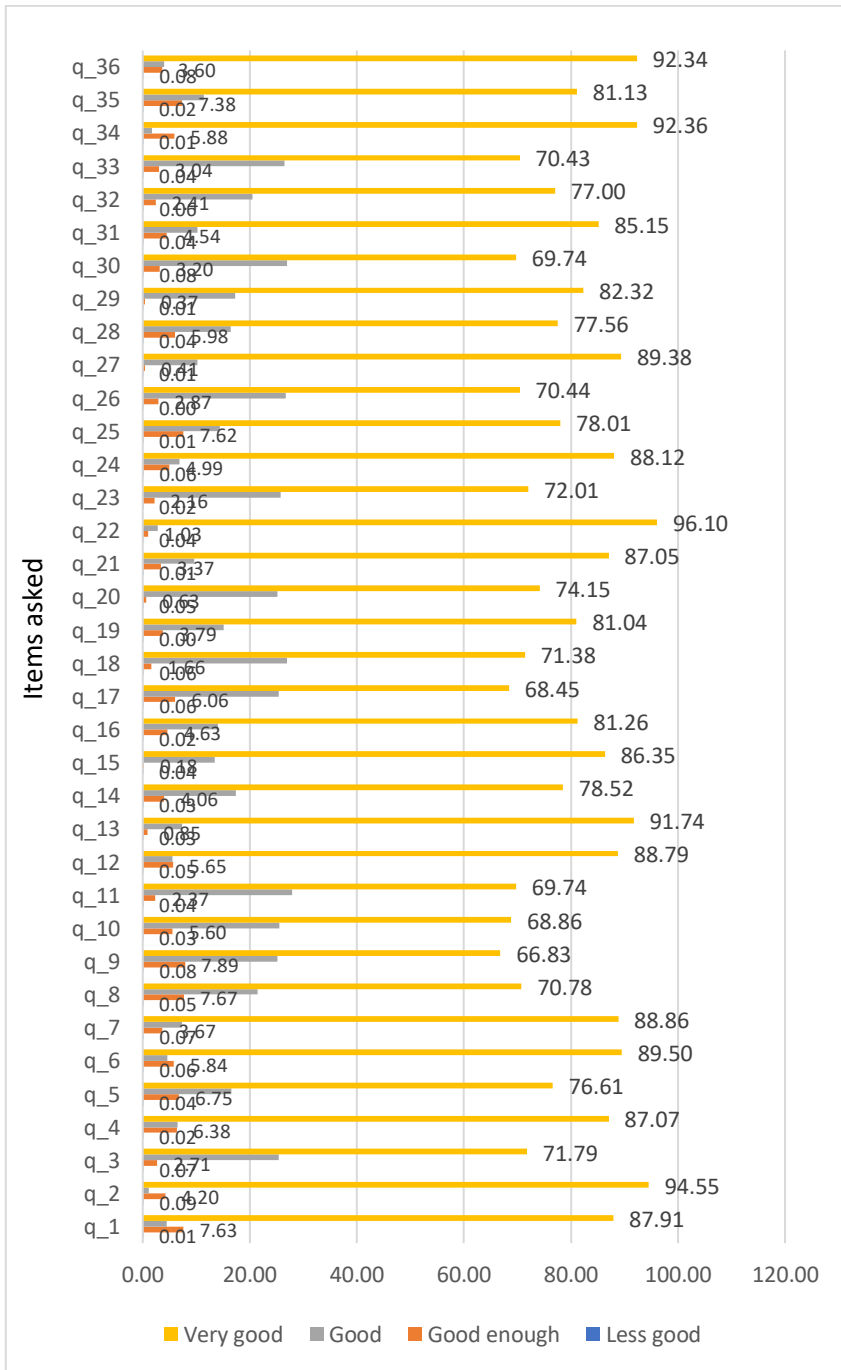
In addition, the aspect of providing up-to-date infrastructure and facilities also received a lower satisfaction score than other aspects. This can be explained that the updating of facilities and infrastructure, especially those in the laboratory, requires enormous effort and funds by considering the rapid advancement of technology.



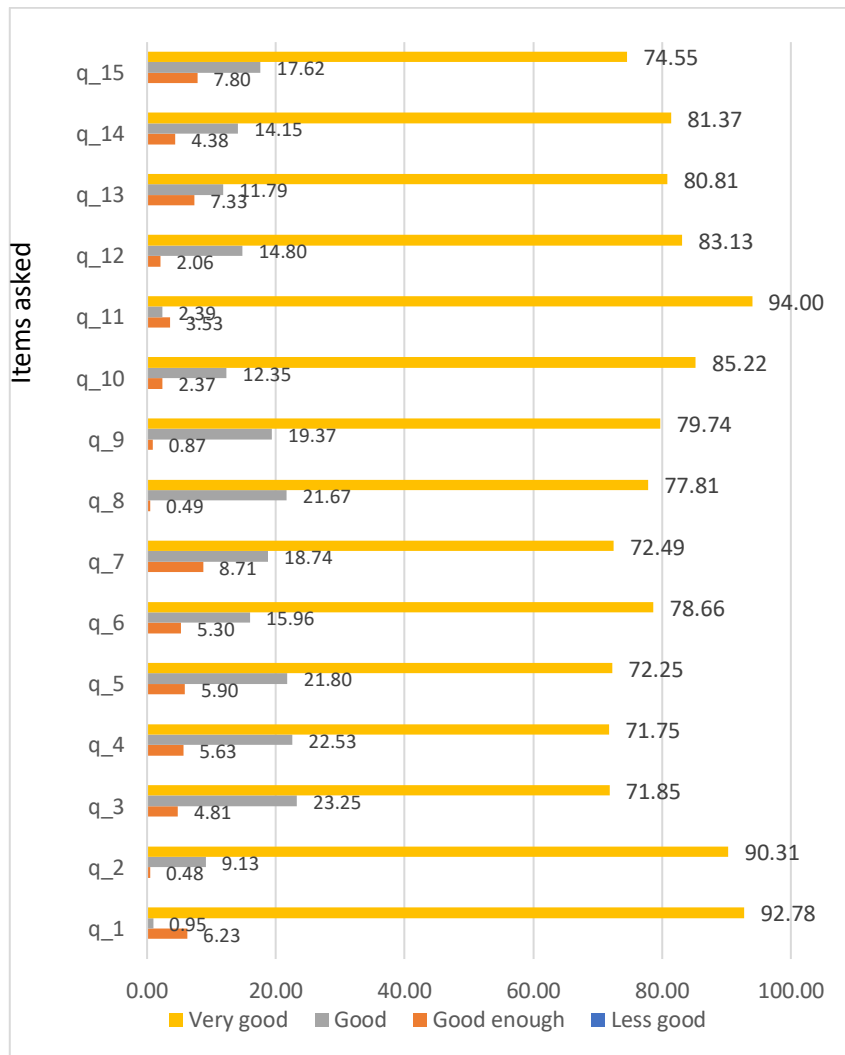
**Figure 6.** Survey results of lecturer satisfaction with the management of finance, facilities, and infrastructure of UMM (percentage)

### 6. *Level of Satisfaction with the Organisation of Education and Learning*

The next area is education and learning. In this area, a total of 4216 student respondents responded to the 15 items provided. All respondents are students of the Institution. Based on Figure 7, the results of measuring student satisfaction with (a) the management of the field of education and learning (b) the educational process covering aspects of reliability, responsiveness, *empathy* and *tangibility* (adequacy, accessibility, quality of facilities and infrastructure) of lecturers, staff and managers and the form of facilities and infrastructure are mostly very good. The results of this survey indicate that the majority of students are very satisfied with the services provided and provided by all components of the Institution in serving their education and learning process during lectures.



(a) management of education and learning (per cent)



(b) Education process

Results of student satisfaction survey on (a) management of education and learning and (b) education process (percentage)

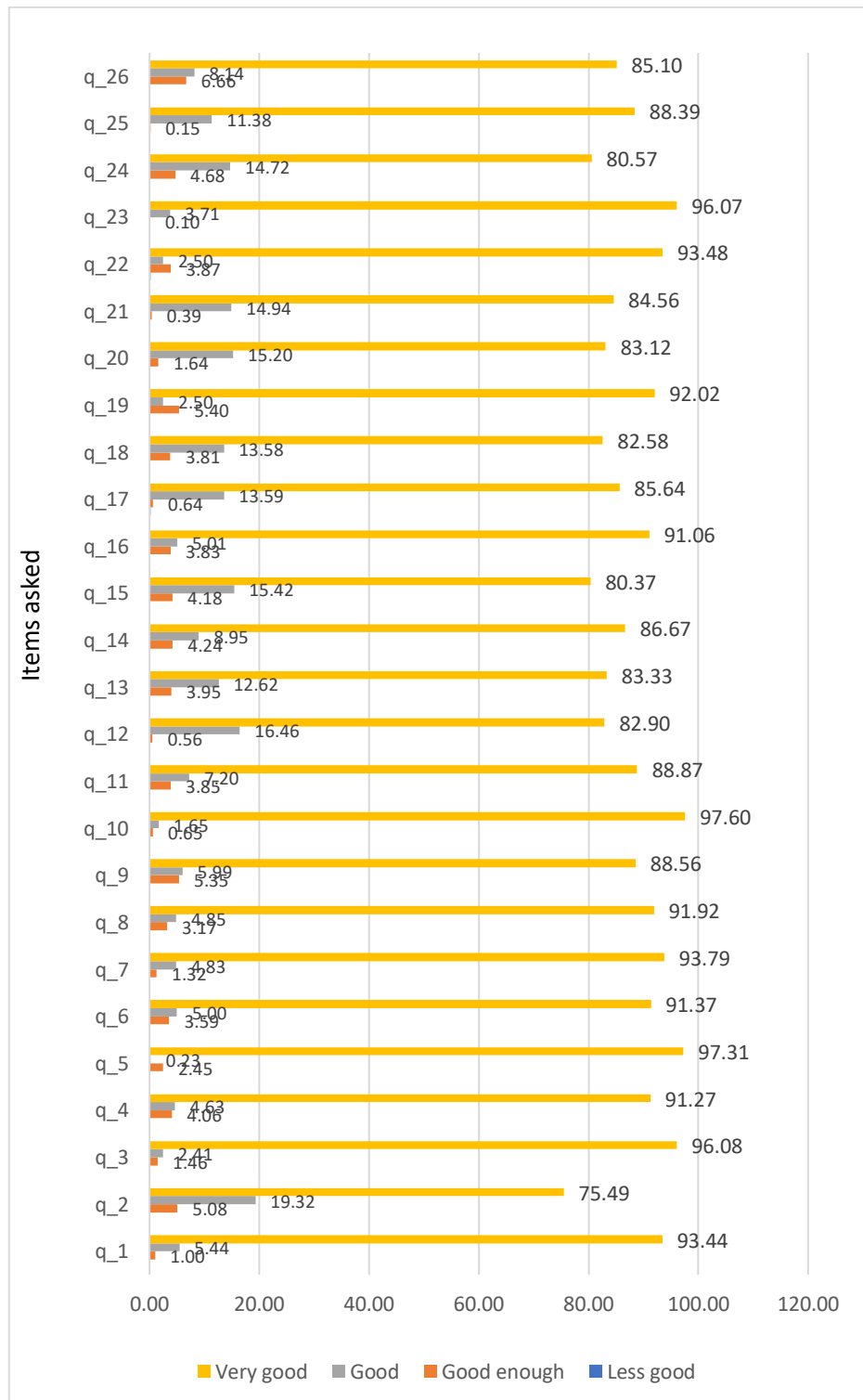
Despite the positive results of the satisfaction survey in the area of education and learning, the adequacy of facilities and infrastructure is the aspect with the smallest percentage of "very good" responses (close to 70%). Facilities and infrastructure have also been mentioned in the survey results in other areas because they have a slightly smaller percentage of satisfaction when compared to other aspects. Although still in the satisfactory response category, efforts can be made by the institution so that the level of student satisfaction can increase to a majority of very satisfied.

### ***7. Level of Satisfaction with the Organisation of the Research Sector***

Respondents totalling 256 lecturers responded to 26 statement items related to the research field. The results of this satisfaction survey are presented in Figure 8. Broadly speaking, the measurement results provide a general conclusion that the implementation of research at the Institution is categorised as good. However, there are some satisfaction items with lower satisfaction scores than other items. The aspect that has a lower percentage of very satisfied responses than other items is the policy aspect of applying research results to Muhammadiyah/Aisiyah institutions. Actually, institutions and Institutions have also encouraged the realisation of these conditions. In fact, this aspect is also stated as one of the IKT in the field of research.

One other item that needs to be considered is the item that asks for lecturers' response to the policy, that each lecturer conducts international/national/local research at least one title per year. The institution has actually encouraged every permanent lecturer to actively participate in conducting international research. However, some lecturers in some study programmes still rarely or even have not tried to apply for and receive international scale research funding.

The next aspect that also scored below average was the accessibility and quality of infrastructure for lecturers' research activities. The results of this measurement indicate that some lecturers who act as researchers at the Institution want to get more optimal infrastructure support. Although the majority of respondents still have a fairly good response, the results of this measurement can be used as a basis for policy making in the following year, especially those related to the provision of research support infrastructure.



**Figure 8:** Survey results of lecturers' satisfaction with UMM research organisations

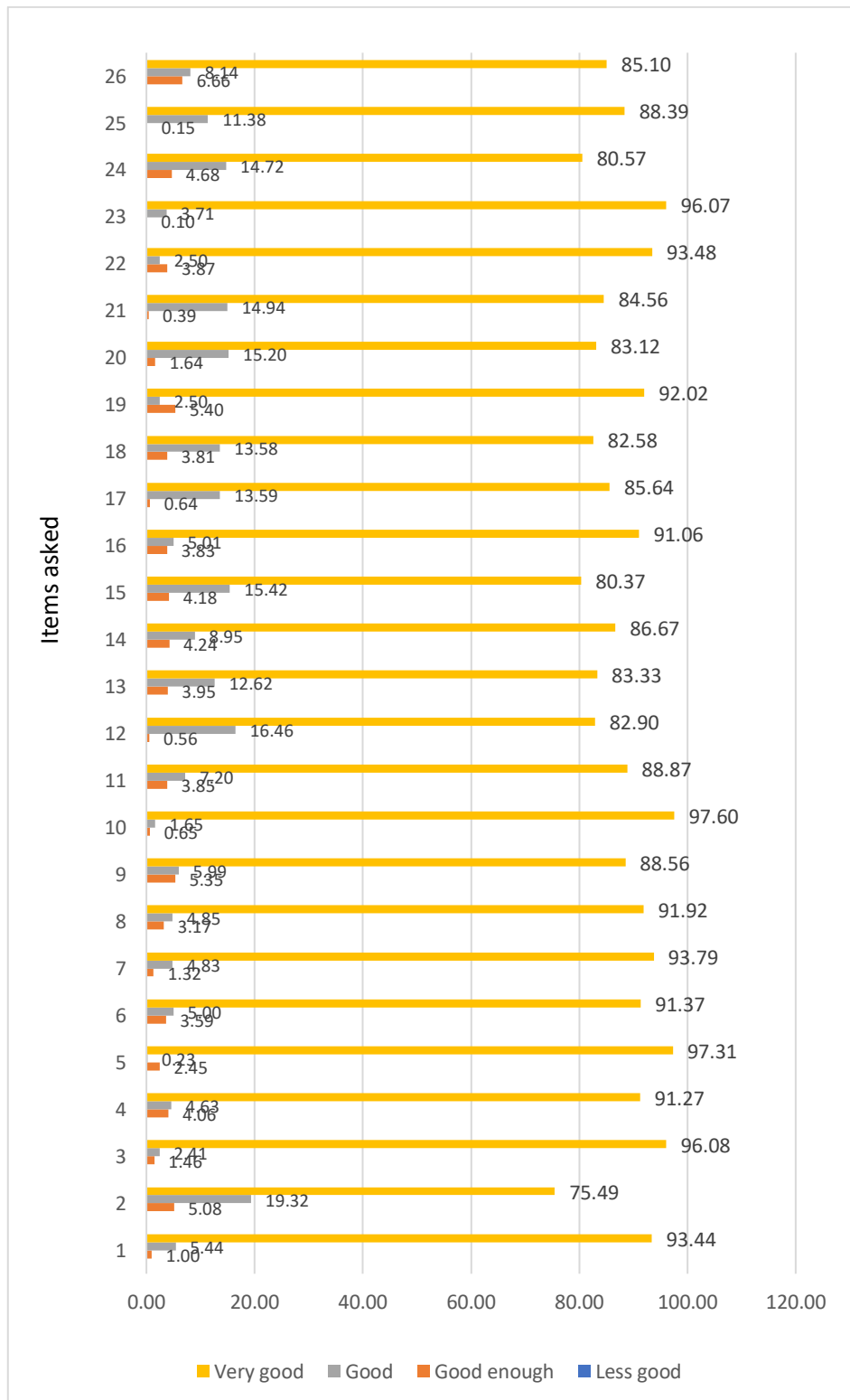
**8. Level of Satisfaction with the Implementation of the Field of Community Service**

A total of 256 lecturers responded to 26 items of questions about the organisation of the Community Service field. The results of this satisfaction survey are presented in Figure 9.

In general, the results of measuring user satisfaction in the PKM field show a very good category. In fact, based on the survey results presented in Figure 9, there are five items that received a 100% excellent response. These items include asking for responses related to the direction of PkM activities in solving problems faced by the community, policies for implementing PkM results in Study Programmes and Muhammadiyah/Aisiyah institutions, and management of PkM activities by the faculty. Regarding the policy of applying the results of PkM to Muhammadiyah/Aisiyah study programmes and institutions that received a perfect response, this result contradicts the research field which has the lowest percentage of excellent responses. This is inseparable from the habit of the lecturers in choosing the location/problem of the research programme which is different from the service programme. The lecturers have been accustomed to carrying out various community service activities in various Muhammadiyah Charities (AUM). Because doing service in AUM, the service activities depart from the problems faced by the AUM. This condition is different from research activities, which are often not located in AUM.

One aspect that needs attention is related to student involvement in lecturers' service activities. Based on the survey results, only 75% of lecturers responded to this item with a "very good" response.

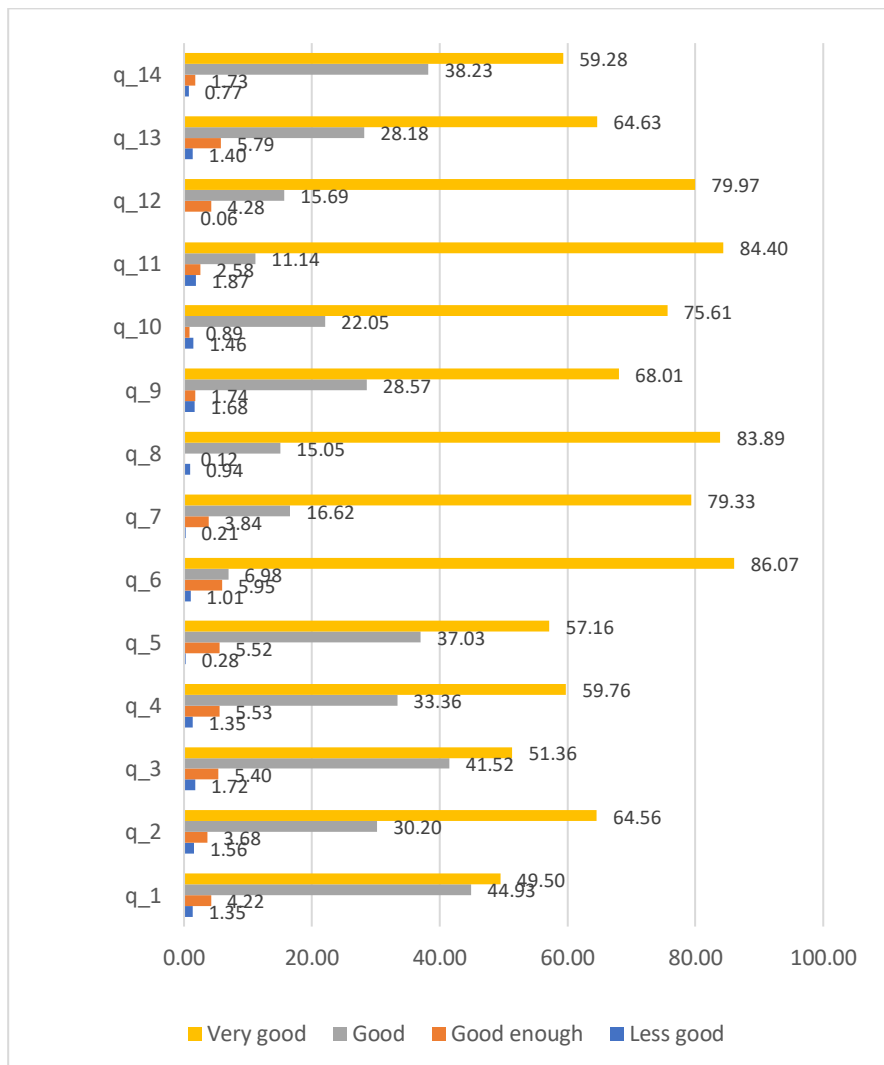




**Figure 9.** Survey results of lecturer satisfaction with the implementation of the UMM service field (percent)

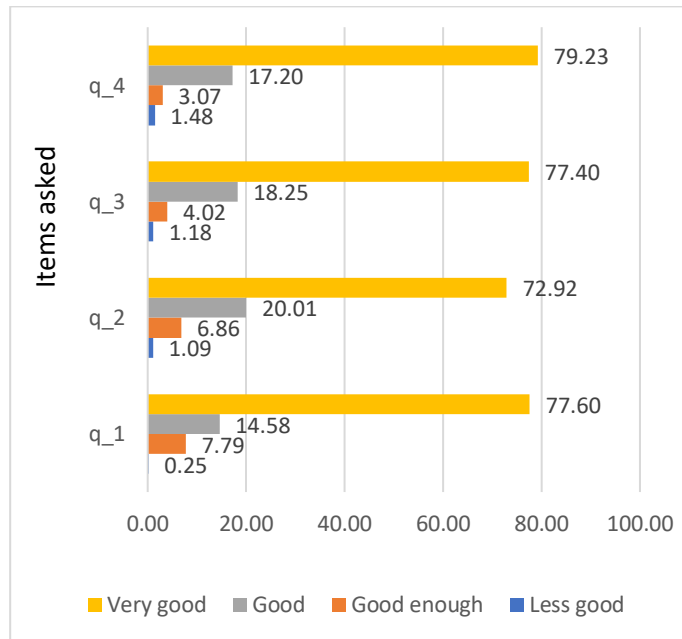
**9. Level of Satisfaction with the Outputs and Achievements of the Tridharma Field of PT.**

Satisfaction with the outcomes and achievements of the tridharma field of HEIs is measured using 4 (four) indicators, namely: a) Satisfaction Level of Cooperation Partners and Alumni Parents, b) Lecturer Satisfaction Level of Academic Atmosphere, c) Alumni User Satisfaction Level, and d) Alumni Tracking (*tracer study*). The results of the survey involving 257 respondents of cooperation partners, 256 lecturers, 945 alumni users and 967 alumni, are graphically presented in **Figure 10** to **Figure 13**.



**Figure 9:** Satisfaction survey results of cooperation partners and parents of students (per cent)

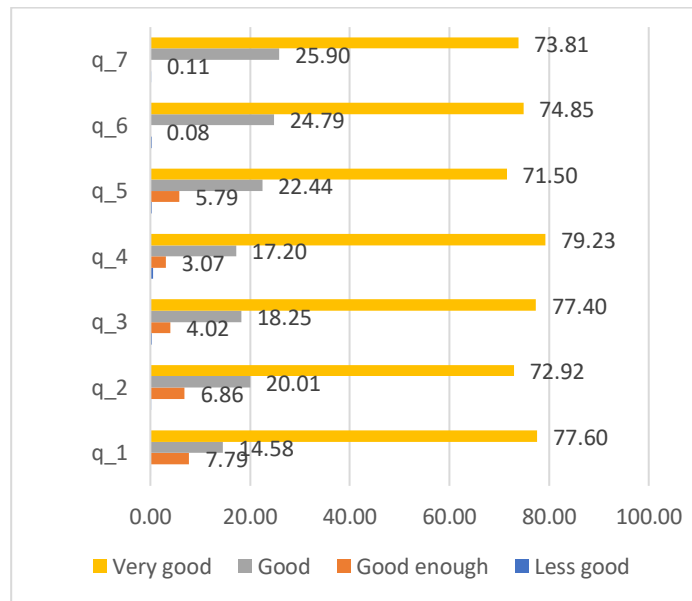
The results of the tracking of cooperation partners and parents of students showed that 77.64% gave a "very good" response and 5.2% gave a very good response. A very good response of less than 80% indicates an opportunity to be improved in the next period.



**Figure 10:** Survey results of lecturers' satisfaction with the academic atmosphere (per cent)

A total of 347 graduate users were involved in this satisfaction survey. In this survey, alumni users were instructed to respond to seven statement items relating to alumni competence and quality. Figure 11 presents the results of the survey. The tracking results of alumni users showed that on average 70% responded "very good" and 22% responded good. An excellent response of less than 80% also indicates an opportunity for improvement in the next period. In question items 1, 2 and 5 there were "quite good" responses although qualitatively small, indicating a gap that needs attention.

Figure 11 shows that the majority of graduate competencies are rated as excellent by alumni users. The competencies measured in this survey include ethics, expertise in the field of science, foreign language skills, use of information technology, communication skills, teamwork, and self-development.

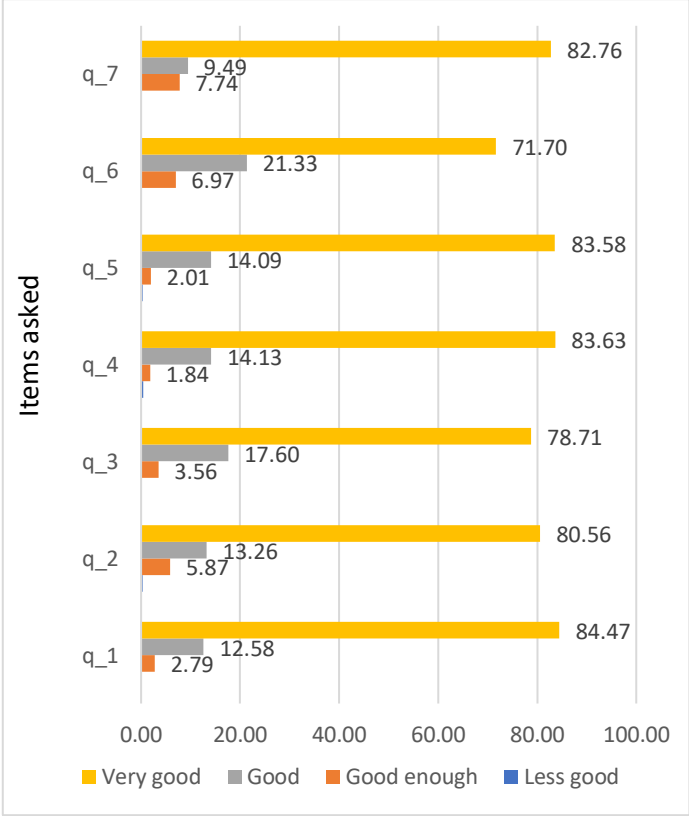


Alumni user satisfaction survey results (per cent)

The ethical aspect has the highest excellent response, reaching 91%. The satisfactory ethical aspects of the Institution's alumni cannot be separated from the education and teaching process at the Institution. The integration of AIK undeniably contributes positively to the ethics of the students. Another aspect with a very good percentage is the aspect of communication skills. A total of 80.2% of respondents gave very good responses on this aspect. The communication skills of the alumni are very good because during the lectures they are educated and accustomed to communicating well.

However, despite the very satisfactory results, there are aspects that need attention. The aspect in question is the competence There is also a competency that still has a fair assessment, namely foreign language. alumni to speak foreign languages. According to the results obtained, this competency has the lowest percentage of "very good", which is only 9.9%. Although the majority of respondents chose a good

response (51.4%) and only 38.7% gave a "moderate" response, improving students' foreign language competence is necessary. The reason is, when compared to the percentage of other aspects, the percentage of "quite good" and "very good" in this aspect is far different from other aspects. Noting some of these things, there are two follow-up efforts made by the master of mathematics education study programme at Muhammadiyah University of Malang, namely maintaining and increasing competence.



Student *tracer study* results -UMM (per cent)

The results of alumni tracking show that 92.9% of alumni gave an "excellent" response regarding their ethics. Ethics is an important character trait that every individual must have in their career and profession. The high percentage of "very good" in the ethics aspect reflects the optimal ethical empowerment of the alumni while they were still studying at the Institution. Furthermore, 71.9% of respondents stated "very good" in the aspect of expertise in their field of knowledge. This result also indicates

that the empowerment of the main competencies that they must have in their respective fields has been optimally organised by the Institution. With high mastery of the field of knowledge, they will be able to optimally perform a role or function in their work.

The aspect that needs to be highlighted is related to foreign language skills. Only 14.3% of respondents gave an "excellent" response in this aspect. This percentage is the lowest percentage of "very good" responses in this alumni tracking survey. Foreign language skills are indeed not the main competencies taught in every study programme at UMM. Therefore, it is not surprising that some alumni did not state that they were able to speak foreign languages very well.

### **3.2 Conclusion**

Based on the results of the survey that has been conducted, the conclusion of the Institution's user satisfaction level is as follows.

1. The majority of students, lecturers, education personnel, and alumni have a good level of understanding and only a few respondents feel that they do not understand the knowledge that was not asked. In general, respondents with the highest percentage of "very understand" were lecturers (90.35%), followed by education personnel (84.79%), students (83.64%) and alumni (82.66%). The question item that had the lowest response from all respondents was related to success in realising the vision, mission, goals and strategies to achieve quality university performance.
2. A very small number of respondents gave unfavourable responses in the areas of governance, management, and cooperation. Lecturers were the respondents with the highest percentage of "very good" responses. The question items that had the lowest response were those related to cooperation, especially international cooperation. Respondents with the highest percentage of "very well understood" were lecturers (87.49%), followed by education staff (85.12%), students (84.07%) and alumni (83.32%) and alumni users (82.92%).
3. The results of the student affairs satisfaction survey informed that eight satisfaction items had a majority of "very good" responses, 86.18% of respondents. Two other responses, namely statements related to new admissions strategies and career guidance activity services, received a majority of "good" responses.

4. The majority of lecturers and education personnel responded "very well" to the ten items asked in the field of human resources. The level of satisfaction by lecturers was 89.15% and the level of satisfaction by education personnel was 85.54%. The question item that has the lowest response is the question related to the HR placement system that pays attention to qualifications and needs.
5. All survey items in the areas of finance, facilities, and infrastructure received a majority of "very good" responses. Against the ten questions asked, 83.67% of lecturer respondents expressed very satisfied and 81.37% of students expressed very satisfied. Up-to-date facilities, tools, and experimental materials were the items with the lowest "very good" response.
6. In general, students have a "very good" level of satisfaction with the implementation of the field of learning and learning. The percentage of respondents who stated that the education sector had very good quality was 80.65%, and in the field of education process was 81.78%. The question items in the "Learning Field" that have a "very good" response with the lowest number of respondents are questions related to the professionalism of lecturers in learning and science according to the subject and confidence in the capacity of education personnel to manage learning administration services.
7. There were no lecturers who gave an "unfavourable" response to all items asked in the research area. The survey results showed that 87.19% of respondents stated that they were very good, 10.03% stated that they were good, and the remaining 2.82% stated that they were quite good at the performance of the research sector. The items that had the lowest number of "very good" responses were items related to the policy of conducting research on a local to international scale, the policy of implementing research results in Muhammadiyah/Aisiyah institutions, and research facilities and infrastructure.
8. In the field of community service there were no lecturers who responded "less good", the majority of items received a response of "very good". The results of the survey of lecturers showed that 85.53% of respondents stated very good, 11.02%

stated good, and the remaining 3.45% stated quite good performance in the field of community service.

9. Satisfaction of cooperation partners showed a "very good" response of 73.84%, a "good" response of 21.95%, a fairly good response of 3.24% and only 0.97% stated that it was not good enough. The question items that showed the lowest response were questions related to the accuracy of the graduate study period and the relevance of graduates to the work field. Alumni user satisfaction showed a "very good" response of 74.85%, a "good" response of 22.59%, a fairly good response of 2.26% and only 0.30% who stated less well. The question item that has the lowest response is related to the use of foreign languages even though it has a response in the range of 70%.
10. The alumni tracking results informed that the ethical aspect had the highest percentage of "excellent" response (86.54%), while the foreign language proficiency aspect had the lowest percentage of "excellent" response (72.14%). In line with the alumni tracking results, the natural user survey also concluded that the ethical aspect had an "excellent" response with the highest percentage (82.88%), while the foreign language proficiency aspect had the lowest percentage of "excellent" response (74.20%).

### **3.3 Feedback Plan and Follow-up**

#### ***1. Level of Understanding of Vision, Mission, Goals, and Strategy***

In general, the understanding survey that has been conducted informs that respondents have a very good level of knowledge regarding the Institution's VMTS. However, to maintain these positive results or to improve them, the Institution must continue to carry out several plans that ensure that the level of understanding of lecturers, students, education staff, and alumni remains very good. *Website* optimisation and the use of various social media is one of the main plans to be carried out by the Institution. In addition, the consistency of Prodi to continue to convey VMTS at every event will also be maintained.



## ***2. Satisfaction with the Implementation of Management of Governance, Governance, and Cooperation***

The survey results indicate that the scope and implementation of international cooperation carried out by the Institution has not covered the tridharma field comprehensively. Therefore, the Institution needs to immediately formulate and plan various international cooperation activities, whether in the fields of education, research, or service.

## ***3. Satisfaction Survey on the Organisation of Student Affairs***

Although the field of student services also provides satisfactory results, several follow-up plans also need to be carried out so that the new student admission system, talent and interest, health services and scholarships, as well as accessibility and quality of student services can be optimised. Follow-up to optimise the new student admission system, including a) proposing / recommending policies regarding new student admissions at the undergraduate study program level as the main priority for obtaining prospective students; b) increasing new and old collaborations with partners in foreign countries, as an effort to increase international student interest; c) Improving the IKU / ICT standards, especially in the criteria and admission of national and international students, as an effort to implicate the basis for new student admission services at the study programme, institution and university levels; d) maximising the introduction / branding strategy of institutions in Indonesia through home students; e) cooperation with the relevant education office for the admission of new students from teachers in the Malang and East Java regions as a short term and nationally as a long term.

Follow-up for talent and interest assessment services include working with the UPT PMB to design a recruitment process for talented students since the admission of new students. In addition, the institution needs to formulate and recommend policy changes that can better integrate academic and non-academic activities and propose the addition/improvement of sports and arts facilities. Strategies to be implemented.

For health activity services, data collection of students to get more services, especially those who do not have BPJS, needs to be done. As for scholarship services, the Institution needs to hold and / or renew cooperation with related / partner agencies in the opportunity to get scholarships for outstanding students and maximise the procurement / donation of alumni as an effort to empower alumni. Then, to increase the accessibility and quality of student services, the Institution needs to maximise the resources available in the Study Program to provide maximum service, especially in the field of education at the school / college level throughout Malang Raya.

#### ***4. Satisfaction with the Management and Development of the Human Resources Sector***

A feedback plan also needs to be conducted on the quality aspect of human resources. Although the survey results also inform that human resource management has a very good level of satisfaction, a feedback plan still needs to be formulated. Activities to improve the competence of human resources through training and mentoring still need to be carried out on an ongoing basis. Such activities are not only to facilitate the improvement of lecturers' functional positions, but also to support tri dharma activities. The training and mentoring activities are aimed at improving the quality of the lecturers' lecture activities, increasing teaching competence, assisting in preparing grant proposals, and assisting in writing international publications.

#### ***5. Level of Satisfaction with the Implementation of the Finance, Facilities and Infrastructure Sector***

One aspect that needs to be highlighted and requires an optimal feedback plan is the aspect related to facilities and infrastructure. This aspect appears to need improvement when based on the results of satisfaction surveys in finance, student affairs, and research. The allocation of funds to support facilities and infrastructure needs to be discussed in a special meeting so that the provision of supporting facilities and infrastructure can be optimised. In order for facilities and infrastructure to be up-

to-date and able to facilitate tri dharma activities, identification and mapping of facilities and infrastructure also need to be done immediately.

#### ***6. Level of Satisfaction with the Organisation of Education and Learning***

In general, the students expressed satisfaction with the implementation of the education and learning field. However, in order to maintain and improve the quality of education and learning, workshop activities on the development of the world of education need to be carried out on an ongoing basis. Curriculum workshops need to be conducted on an ongoing basis because the curriculum must be dynamic and follow the demands of the times. Then, workshops on the use of various technologies in the world of education also need to be planned to improve the competence of lecturers in designing lectures based on the 21st Century. In connection with the use of technology, LMS facilities must still be maintained so that lecturers and students can optimally conduct education online and offline.

#### ***7. Level of Satisfaction with the Organisation of the Research Sector***

The provision of several research facilities needs to be planned because the existence of these facilities will help lecturers conduct research that is of higher quality and in accordance with the times. Interviews and identification of needs to each lecturer need to be done so that the mapping of facilities and infrastructure becomes more precise and as needed. Training and assistance in preparing proposals and international publications also need to be planned so that the funding sources and publication levels of the Institution's lecturers in the international realm will increase.

#### ***8. Level of Satisfaction with the Implementation of the Field of Community Service***

In relation to community service, student involvement in lecturers' service programmes needs to be increased. The formulation of equalisation of student PkM

activities with SKS weighting also needs to be done so that student involvement in PkM activities increases. In connection with this policy, revision of community service guidelines also needs to be accelerated.

### ***9. Alumni Tracking***

The planned follow-up based on the results of the alumni tracking survey is to improve teamwork through student involvement in the committee of study programme events such as seminars or alumni gatherings. Follow-up related to alumni competence in foreign languages is to be improved through English courses and the use of international literature and journals as the main source in the lecture process. Provision of MoU with KBBA related to foreign language training for students. The communication aspect is maintained through the improvement of Indonesian language courses and is required to attend scientific meetings such as National, International Seminars and others. The provision of IT training activities such as e-learning is an effort to increase competence in the use of information technology and self-development is enhanced by asking students to join a scientific forum organisation.

### ***10. Alumni User Survey***

Regarding the alumni competency satisfaction survey by alumni users, several follow-up actions are planned to improve student competencies. Follow-up is still carried out on competencies that are considered very satisfying so that user satisfaction with the Institution's alumni can be maintained or increased. For ethical competence, the follow-up action taken is to improve the quality of AIK (Al Islam Kemuhammadiyah) lectures where the curriculum is designed to improve the character, ethics, and morals of students. Maintaining and improving expertise competence based on the field of science (professionalism) through mathematics education courses where the curriculum is also evaluated regularly.

The breadth between disciplines received a very good assessment. Thus, this competence must be maintained through contextual learning methods. In terms of

leadership, the quality of alumni is also very good, so that each material is integrated into other fields. The follow-up in the lecture process is to apply group-based learning that produces project assignments.

#### **CHAPTER IV. RECOMMENDATIONS**

Regarding the survey of understanding of the Institution's VMTS, overall the survey results concluded that the academic community and education staff fully understand the vision, mission, goals, and target strategies to be achieved by the Institution-UMM. The understanding that has been possessed by the academic community needs to be maintained and needs to be continuously socialised so that they will provide full support in its achievement. It is also recommended to optimise the *website* and various social media accounts owned by the institution as a means to socialise VMTS for all parties involved.

Furthermore, recommendations also need to be submitted based on the results of the satisfaction level survey. The main recommendation that needs to be considered is that the satisfaction survey results must be followed up immediately and the proposed follow-up programme plan must be implemented immediately. The survey results are made one of the main discussions of the institution's management review meeting (RTM) and the results of the meeting also need to be communicated with the university. By involving the university level, it is expected that some findings that need to be followed up immediately can be realised.

In addition, the satisfaction survey process shows that the existence of an integrated and tiered system at all levels will facilitate the implementation of satisfaction surveys. The existence of this system ensures the implementation of service quality in accordance with the principles of planning, implementation, evaluation, review, and improvement (PPEPP) starting from the criteria of vision and mission, governance and governance, student affairs, human resources, facilities, infrastructure, outputs, and the implementation of tridharma including the fields of education,

research, and service. Therefore, the implementation of a scheduled and consistent survey through this system is recommended to continue.

The institution also needs to conduct monitoring and evaluation of all study programmes under the institution. The monitoring and evaluation is not only limited to the implementation of policies and work programmes in each study programme but also to this kind of understanding and satisfaction survey activities. In addition to the Institution, study programmes must also consistently conduct surveys as input to optimise the service and quality of each study programme. Optimising the service and quality of study programmes will contribute greatly to the service and quality of the Institution as a whole.