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Index of Public Satisfaction with Employee Services at Secondary Education Centers in Yogyakarta City

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Abstract

Analysis of the D. I. Yogyakarta Government's community satisfaction survey for the Yogyakarta City Middle Education Center, 2019 to 2022, shows the phenomenon of a decrease in scores. Obtain the average score, namely: 86.80; 83.66; 83.72; and 81.34. The research objective is to describe the performance criteria and to analyze the community satisfaction index (IKM). The research method is descriptive qualitative with a phenomenological approach. Data collection was carried out by interviews and

observation. The results of the study show that the performance criteria which include staff having a job and having job management are declared ready to be measured through the IKM. The decline in the score of the IKM questionnaire was caused by several factors: individual, psychological, and organizational. The conclusions of the research are: wise database inventory, give time and assistance to staff who do not have experience and relationships, and provide trust and rewards.

Keywords: Community Satisfaction Index, Employees, Employee Performance

Introduction

The existence of UPT Baldikmen City of Yogyakarta is stated in the Governor of Yogyakarta Special Region Regulation Number 8 of 2018 dated 18 October 2018. The Baldikmen employee structure consists of: Head of Balai, Administrative Coordinator and staff of seven members, Head of Education Service Section and seven service staff, and Functional Positions (Supervisors as many as 8 people). Paying attention to the Pergub, it can be described that UPT Baldikmen Yogyakarta City can be said to be still new, because it was established in January 2018. One of the functions of Baldikmen Yogyakarta City is to prepare work programs, provide services and coaching, evaluate and carry out other tasks given by superiors related to UPT Baldikmen duties.

To compile and to realize its functions, Baldikmen employees consist of 17 employees with civil servant (PNS) status and 8 people as supervisors. Conceptually, the understanding of employees according to Mangkunegara (2011) ^[20] states that employees are physical and spiritual human workers who are always needed and are one of the main assets in cooperative efforts to achieve certain goals (organizations). While Fattah and Hussein. (2017) ^[6] stated that an employee is someone who is assigned as a worker from a company to carry out company operations and he works for a salary and is the prime mover of every organization.

The definition of employee performance according to Mangkunegara (2011) ^[20] is stated as the result of work both in quality and quantity achieved by an employee in carrying out tasks according to his responsibilities. To reveal employee performance, researchers need to analyze performance indicators or employee performance indicators. The description of the performance of Baldikmen employees in the City of Yogyakarta is based on the results of an analysis of community satisfaction survey reports (SKM) from 2019 to 2022. The SKM is formulated in accordance with the Regulation of the Minister of Administrative Reform (PERMENPAN) Number 14 of 2017 concerning the preparation of a public satisfaction survey for service delivery units. public. SKM data acquisition uses a community satisfaction index (IKM) questionnaire with nine types of services, namely: requirements; systems, mechanisms, and procedures; turnaround time; fees/tariffs; product specification type of service; executor competency; executor behavior; handling complaints, suggestions, and feedback; facilities and infrastructure. Analyzing the types of SMI services, in this study uses the concept of employee performance from Ayun and Qurrotun (2011) ^[2] which includes: goals, standards, feedback between goals, standards, and feedback that are interrelated, tools or means, competencies, motives, and opportunities. The Community Satisfaction Index is expressed as data and information about the level of community satisfaction obtained from the results of the community's answers to the questionnaire in obtaining public services from public service providers, namely the Baldikmen staff of the City of Yogyakarta. While the target of the

Community Satisfaction Index is the level of achievement of the performance of government agency service units (in this case the UPT Baldikmen Yogyakarta City) in providing services to the community (teachers, education staff, people related to education interests in the City of Yogyakarta).

The IKM carried out by the DIY Provincial Government is carried out from 2018 until now, so that the reporting starts from 2019 to 2022. Dissemination and data collection starts from January to December each year. There are nine components to the types of services measured in the IKM, namely: public information, complaints, transfers of high school/vocational high school students, legalization of diplomas, school activities and permits/recommendations for school activities, staffing management, salary management, financial management of regional expenditure revenue budgets (APBD), management of regional property. Based on the Community Satisfaction Survey report from the DIY Provincial Government for the IKM UPT Baldikmen City of Yogyakarta from the 2019 to 2022 report, it can be said to be good because this UPT has just been established. The results of the IKM measurements compiled in the form of a community satisfaction survey report and issued by the DIY Government are as follows:

Table 1: IKM Baldikmen Score Acquisition in Yogyakarta City

S. No	Report Year	Score Average Service	Predicate
1	2019	86, 80	Very Good (VG)
2	2020	83,66	Very Good (VG)
3	2021	83, 72	Very Good (VG)
4	2022	81,34	Very Good (VG)

Source: Community Satisfaction Survey Report from the Regional Government of D.I. Yogyakarta

Based on table 1, it can be described that since UPT Baldikmen was established, namely January 2018, the average service score for four consecutive years has earned the title of Very Good criteria (score 81.26 – 100.00). The acquisition of this score became a phenomenon because UPT Baldikmen Yogyakarta City was a new institution under the Office of Education, Youth and Sports in DIY. However, the achievement of the Very Good criteria for four consecutive years, if you pay attention to the acquisition of the score, then there is a decrease even though it is still classified as Very Good criteria. This phenomenon needs to be analyzed for IKM because PERMENPAN Number 14 of 2017 states that the IKM score is a form of employee performance indicator in serving the community. Suharsimi (2013) [25] states that criteria or benchmarks are standards used to assess environmental conditions or situations studied, so criteria are not measuring tools. While the indicator is a tool to measure the realization of the standard. Darwin Syah (2017) states that an indicator is a characteristic or sign that shows that people have met the competency standards that have been set and enforced. The concept of disclosing employee performance criteria, in this study uses the concept from Sinambela and Lijan Poltak (2016) [26] which includes components, namely: professional and technical knowledge; organizational and business knowledge; between personal and communication; influencing skills; critical thinking; self-management and learning; achievements and Actions; initiative and action; strategic point of view; and capacity for change.

Theoretical review

The word satisfaction comes from the Latin word Satis which means good enough, adequate, and the word fatio which means to do or make. So that the notion of satisfaction is an attempt to fulfill or make something adequate. Ginting and Desmon (2016) [10] explained that satisfaction is the level of one's feelings after comparing performance with expectations. In the elaboration of the meaning above, the performance in question is the service business provided by institutional staff, in this study the Baldikmen staff of the City of Yogyakarta. Meanwhile, hope is a desire from consumers or the community being served, in this case the general public who have an interest in institutions, teachers and education staff for senior high schools (SMA) and vocational high schools (SMK) in the city of Yogyakarta.

Guidelines for the community satisfaction index (IKM) are regulated in the Decree of the Minister of Administrative Reform (KEPMENPAN) Number 14 of 2017, namely Concerning General Guidelines for Compiling the Community Satisfaction Index for Government Service Units. IKM is a data and information about the level of community satisfaction obtained from the results of quantitative and qualitative measurements of public opinion in obtaining services from public service providers by comparing their expectations and needs. The target of IKM is the level of performance achievement of government agency service units in providing services to the community. IKM is aimed at structuring systems, mechanisms and service procedures so that services can be carried out in a higher quality, efficient, effective manner, fostering creativity, initiative and community participation in efforts to improve the quality of public services. The objective of IKM is to determine the performance level of service units on a regular basis as material for establishing policies in order to further improve the quality of public services.

The benefits of the IKM are:

1. Know the weaknesses or deficiencies of each element in the administration of public services.
2. It is known the performance of service delivery that has been carried out by the unit periodic public service.
3. As material for determining policies that need to be taken and efforts that need to be made.
4. It is known that the index of overall community satisfaction with the results of the implementation of public services in the scope of central and regional government.
5. Encouraging positive competition between service delivery units at the central and regional government levels in an effort to improve service performance.
6. For the community, an overview of the performance of the service unit can be known.

IKM elements consist of:

1. Requirements
Requirements are requirements that must be met in managing a type of service, both technical and administrative requirements.
2. Systems, Mechanisms, and Procedures
Systems, mechanisms and procedures are standardized service procedures for service providers and recipients, including complaints.

3. Completion Time

Completion time is the period of time required to complete the entire service process of each type of service.

4. Fees/Tariffs

Costs/tariffs are fees charged to service recipients in managing and or obtaining services from the operator, the amount of which is determined based on an agreement between the provider and the public.

5. Product Specifications Type of Service

Product specifications for types of service are the results of services provided and received in accordance with predetermined conditions. This service product is the result of each type of service specifications.

6. Executor Competency

Executor competence is the ability that must be possessed by executors, including: knowledge, expertise, skills, and experience.

7. Executor's Behavior

Implementer behavior is the attitude of officers in providing services.

8. Handling of Complaints, Suggestions, and Feedback

Handling of complaints, suggestions and input is the procedure for handling and following up.

9. Facilities and Infrastructure

Means are anything that can be used as a tool in achieving goals and objectives. Infrastructure is everything that is the main support for the implementation of a process (business, development, project). Facilities are used for movable objects (computers, machines) and infrastructure for immovable objects (buildings).

Idris and Amiruddin (2016) ^[14] state that an employee is anyone who works by selling his energy (physical and mental) to the company and gets remuneration in accordance with the agreement. Kusmaningtyas and Amiartuti (2014) ^[17] state that employees are physical and spiritual (mental and mind) human workers who are always needed, because they are one of the main capital in cooperative efforts to achieve certain goals (organization). Furthermore, Riniwati and Harsuko (2016) ^[23] state that an employee is a worker or worker who is directly driven by a superior to act as an executor who will carry out work so as to produce the expected works in an effort to achieve organizational goals that have been set.

Mental attitude is a mental condition that encourages a person to try to achieve maximum work potential. Mangkunegara and Anwar Prabu. (2013) ^[21] as quoted by Sjafri and Mangkuprawira (2014) ^[28] argues that there is a positive relationship between achievement motives and work achievement. Achievement motive is an encouragement in a person to carry out an activity or task as well as possible in order to be able to achieve work performance (performance) with a commendable predicate. Mangkunegara and Anwar Prabu (2013) ^[21] suggest that there are six characteristics of someone who has high motives, namely:

1. have a high responsibility.
2. Dare to take risks.
3. Have realistic goals.
4. have a thorough work plan and strive to realize goals.
5. Utilize concrete feedback in all work activities carried out.

6. Look for opportunities to realize the plans that have been programmed.

Rismawati and Mattalata (2018) ^[24] suggest that there are three factors that influence performance, namely:

1. Individual Factors: A person's abilities, skills, family background, work experience, social level, and demographics.
2. Psychological Factors: Perception, role, attitude, personality, motivation, and job satisfaction.
3. Organizational Factors: Organizational structure, job design, leadership, reward system.

Sinambela and Lijan Poltak (2016) ^[26] state that organizational performance is the effectiveness of the organization as a whole to meet the stated needs of the group with regard to systematic efforts and continuously improve the ability of the organization to achieve its needs effectively. the following performance criteria:

1. Professional and technical knowledge
Mastery and use of professional/technical knowledge and expertise and related to relevant work.
2. Organizational and business knowledge
Effective knowledge of organization and appreciation of issues wider business.
3. Between personal and communication
The ability to open relationships with other people in a good manner individually as well as in teams and to convey and receive messages, face to face or in writing.
4. Skills for influencing
Take action to influence the behavior and decisions of others.
5. Think critically
Able to understand problems, identify and solve problems and think while walking.
6. Manage yourself and learn
Ability to maintain precisely directed energy, stamina, self-control and learn new behaviors.
7. Achievements and actions
Focus on achieving results, persistence, to get going and keep going.
8. Initiative and action
Creating and valuing new ideas and points of view. Can see possibilities and dare to challenge practices that have been done in a constructive way.
9. Strategic point of view
Able to think broadly, analyze and appreciate different points of view.
10. Capacity for change
Ability to deal with complex changes and uncertainties.

Kusriyanto in Ardayansyah and Wasilawati (2014) ^[1] states that performance is a result or level of success achieved by workers or civil servants in their field of work, according to certain criteria that apply to a particular job and are evaluated by certain people. In other words, Kusriyanto argued that performance can be assessed through certain criteria that are used as benchmarks in measuring the success or success of a job carried out by an employee where the work will then be evaluated by the leadership. There are seven indicators described by Hersey, Blanchard, Johnson in Ayun and Qurrotun (2011) ^[2] with the following explanation:

1. Purpose
Goals are states that are actively sought by an individual or organization to achieve.

2. **Standard**
Standards have an important meaning because they tell when a goal can be completed.
3. **Feedback**
Between goals, standards, and feedback are interrelated. Feedback reports progress, both quality and quantity, in achieving the objectives defined by the standard
4. **Tools or Means**
Tools or facilities are resources that can be used to help complete goals successfully.
5. **Competence**
Competence is the main requirement in performance. Competence is the ability possessed by a person to carry out the work assigned to him properly.
6. **Motives**
Motive is the reason or driving force for someone to do something.
7. **Opportunity**
Employees need to get the opportunity to show their work performance. There are two factors contributing to the lack of opportunities for achievement, namely the availability of time and the ability to meet the requirements.

Method

This type of research is qualitative with data collected in the form of words, pictures, not numbers. The definition of qualitative research according to Bogdan and Taylor (Moleong, 2018) ^[18] states that qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. The qualitative research data needs to be described, so this research approach is descriptive. So descriptive research is research that seeks to tell or tell current problem solving based on data. This type of qualitative descriptive research used in this study is intended to obtain information about the phenomenon of community satisfaction index analysis on the performance of Baldikmen employees in the City of Yogyakarta.

Research on the analysis of the community satisfaction index on employee performance was carried out at the Baldikmen office in Yogyakarta City. The time of the activity starts from August 2022 to February 2023. The object of research in this study is stated as a social situation that one wants to know or understand about what is happening in it. Sugiyono (2014) ^[27] states that the object of research is a researcher's in-depth observation of the activities of people in a certain place. The object of this study is the analysis of IKM on the performance of Baldikmen employees in the City of Yogyakarta.

The research subject is the primary data source whose information is requested according to the focus of the research problem. Suharsimi Arikunto (2013) ^[25] states that what is meant by data sources in research is the subject from which the data was obtained. Subjects in this case are often referred to as research informants. The criteria for informants in this study are:

1. Know the policies for planning, implementing and evaluating the Baldikmen work program in the City of Yogyakarta.
2. Involved directly as head of Baldikmen, Administrative Coordinator, Service Section Head, service staff, and Administration staff.
3. Know the administrative activities, services, and

community participation in providing an assessment of Yogyakarta City Baldikmen services.

4. Get involved in coordinating in relation to assisting in the management and reporting of the Baldikmen community satisfaction survey report in the City of Yogyakarta.

From the parameters above, the research subjects who were considered to meet the characteristics were the Head of Baldikmen Yogyakarta City, Administrative Coordinator, Head of Service Section, Administrative and Service staff.

The definition of data according to Nanang and Martono (2014) ^[22] is a collection of information obtained based on observations where data can be in the form of numbers or symbols. Arikunto Suharsimi (2013) ^[25] states that data is a series of facts as well as numbers that can be used as one of the ingredients to compile information. Meanwhile Masyuri and Machfudz (2014) state that data is information about something that has often happened and in the form of a series of numbers, facts, pictures, graphic tables, words, symbols, letters, and others that express a thought, condition, motorcycle taxi, and situation. Based on the above understanding, the researcher formulates that data is a series of facts in the form of words and numbers to describe the state of the object.

The data in this research is divided into two, namely primary data and secondary data. Primary data is information from interviews and direct observation in the research field. While secondary data is a variety of information that has existed before and is deliberately collected by researchers to complement the needs of research data. Burhan Bungin (2017) ^[3], states that the data collection method is how and how the necessary data can be collected so that the final results of the research are able to present valid and reliable information. Suharsimi Arikunto (2013) ^[25] states that research methods are the various methods used by researchers in collecting research data. The means in question are interviews, observations, and documentation studies.

Interviews are a way of gathering information that is carried out by asking and answering orally unilaterally face to face, and with the direction and objectives that have been set. Observation according to Sugiyono (2014) ^[27] is a data collection technique that has specific characteristics when compared to other techniques. Observation is also not limited to people, but also other natural objects. Burhan Bungin (2017) ^[3] states that observation is an observing activity, which is followed by sequential recording. Documentation according to Suharsimi Arikunto (2013:206) ^[25] is searching data in the form of notes, transcripts, books, newspapers, magazines, inscriptions, meeting minutes, leggers, agendas and so on. Burhan Bungin (2017) ^[3] states that the study of documentation is a way of collecting data through written heritage mainly in the form of archives and also includes books regarding opinions, arguments related to the problem of investigation.

The credibility (trust) of data in qualitative research is done by triangulation. Moleong (2018) ^[18] states that triangulation is a technique for checking the validity of data that uses something other than the data for checking purposes or as a comparison of the data. In fulfilling the validity of the research data, triangulation is carried out with sources. Moleong (2007) states that triangulation with sources means comparing and checking back the degree of trust in information obtained through different times and tools in

qualitative research. Triangulation with sources was carried out in this study, namely comparing the results of interviews with the contents of related documents.

The data that has been obtained will be analyzed qualitatively and described in descriptive form. According to Patton (Moleong, 2018) ^[18] states that data analysis is the process of arranging data sequences, organizing them into a pattern, category and basic description. The data analysis technique uses the steps proposed by Burhan Bungin (2018), which are as follows: Data Collection using interviews and documentation studies; Data Reduction: making summaries, coding, exploring themes, making clusters, writing memos and so on with the intention of eliminating irrelevant data/information; Display Data is a description of a set of structured information that provides the possibility of drawing conclusions and taking action. Presentation of qualitative data is presented in text form narrative, such as: matrices, diagrams, tables and charts; Conclusion Verification and Confirmation (Conclusion Drawing and Verification).

Results and Discussion

Performance appraisal or performance criteria is the activity of assessing and evaluating the achievements, capabilities, and seeing the growth of employees. The results showed that the performance criteria for Baldikmen Yogyakarta City employees were:

1. Informants have professional and technical knowledge
Baldikmen staff as a whole have an educational background (SMA, S-1, S-2, and S-3) and sufficient experience to carry out their work. Educational background influences the mindset at work. While experience provides speed in managing work jobs.
2. Informants have organizational and business knowledge
Organizational knowledge which is defined as knowledge about the structure and mechanism of work in Baldikmen Yogyakarta City has been understood by research subjects.
3. Informants have the ability to open up between personal and communication
Research subjects already have the ability to open relationships with other people both individually and in teams and convey and receive messages, face to face or in writing.
4. Informants have the skills to influence
The subject already has a way of taking action to influence the behavior and decisions of guests or people who need service.
5. Informants have the ability to think critically
The subject already has an understanding of the problem, identifies and solves the problem and thinks critically about the problem.
6. Informants have the ability to manage themselves and learn.
Research subjects already have ways of maintaining precisely directed energy, stamina, self-control and learning new behaviors.
7. Informants focus on achieving results and Actions
Research subjects already have a focus on achieving results and action.
8. Informants have initiative and action
Research subjects already have initiatives and actions, such as: obtaining a job division, becoming activity coordinators, and planning and implementing activities.

9. Informants have the ability to view from various strategic perspectives
The subject already has the ability to view from various strategic perspectives in solving problems that arise.
10. Informants have the capacity for change
Research subjects already have the capacity for change, such as understanding that change must exist, providing the best service, conducting evaluations as a form of reflection.

The performance indicators for Baldikmen employees in the City of Yogyakarta can be described as follows:

1. Informants understand the goals of Baldikmen to be achieved, such as: awareness of serving and building familiarity with teachers and education staff.
2. The informant understands the standards for when a goal can be completed, such as: having a job work flow, executing program and coordinator, and evaluation forms.
3. Informants have feedback in reporting progress, achieving goals defined by standards, such as: preparing activity plans and budgets, routine coordination, and accommodating new activities based on evaluation results.
4. Informants are able to sort and select the means that can be used to help complete the objectives successfully.
5. Informants have the competence to carry out the work assigned to them well, such as: building relationships with teachers, education staff, and the community.
6. The informant has a motive to do his job, which is shown by the ability to utilize the evaluation results for better service.
7. Informants get the opportunity to show their work achievements, such as: there is motivation from the head of Baldikmen to staff that one day they will be given a job position as a leader.

The results of the analysis per type of service from the IKM variable are as follows:

1. Public information services
The score for public information services from 2019 to 2022 is as follows: 82.75; 80.50; 81, 35; and 83, 76. Acquisition of scores starting in 2020 has decreased to the Good criteria (B). this is because the facilities do not yet support and the web manager is not consistent.
2. Personnel management services
The score for staffing services from 2019 to 2022 is: 84.36; 82.00; 81.76; and 81, 50. The score obtained for this service has decreased even though it is still included in the Very Good (SB) criteria. The score can be said to be constant due to the work synergy between TU and Service staff.
3. Financial management services
The score for financial management services from 2019 to 2022 is: 90.50; 87, 08; 90.75; and 89.75. The service's score is very good. This is because the APBD financial manager is a person who has experience in financial management from the Department before occupying the Baldikmen City of Yogyakarta.
4. Salary management services
The score for salary management services from 2019 to 2022 is: 82.50; 80.96; 81, 76; and 81, 85. The score obtained tends to be the same, because the questionnaire fillers are only teachers and education

staff. This tendency is also due to the fact that the salary service method tends to be monotonous and the salary manager has experience before being placed in Baldikmen, Yogyakarta.

5. Goods management services
The score for goods management services from 2019 to 2022 is: 79.80; 78, 80; 80, 50; and 80, 75. The score for this service is in good criteria. This is due to the limited personal ability to manage computers and manage goods.
6. Student transfer services
The score for the student transfer service from 2019 to 2022 is: 90.75; 91, 56; 90, 85; and 91.90. The score for this service is very good. This is because the staff already have a system and there is synergy between Baldikmen and SMA/K schools in the city of Yogyakarta.
7. Complaint service
The score for complaint services from 2019 to 2022 is: 85.80; 82, 50; 81, 75; and 80, 50. The score obtained for this service tends to decrease and in the community satisfaction survey report issued by the Regional Government of D.I. Yogyakarta in 2022 provides criteria for being Good (B). Baldikmen staff complaint handling mechanism at the beginning of its existence had a handling system, but since several personnel have been replaced because some have retired and transferred the handling mechanism cannot be carried out optimally.
8. SK service division of tasks, additional teaching hours, KTSP.
The score for SK service division of tasks, additional teaching hours, KTSP from 2019 to 2022 is: 88.75; 83, 73; 82, 75; and 82, 75. The score obtained in this service tends to decrease even though it is still in the Very Good (SB) criteria. The trend is decreasing because replacement staff do not yet have the courage to take policies from each serving the school.
9. Legalization of diplomas
Scores for diploma legalization services from 2019 to 2022 are: 90.87; 86, 49; 81, 85; and 81, 50. Acquisition of scores on this service tends to decrease. At the beginning of its establishment, the personnel who handled this service could be said to be proficient, because they had an understanding of the system for completion. But then it is not optimal to understand how to handle it.

Based on the results of the research above, it can be said that the performance criteria for Baldikmen employees in the City of Yogyakarta can be measured through a community satisfaction index questionnaire. This is because the results of the study found that there were two focuses on readiness, namely:

1. The staff is aware of the job entrusted.
2. Staff have been able to create a system to handle mandated work jobs.

The two readiness focuses are in line with Kusriyanto's statement in Ardayansyah and Wasilawati (2014)^[1] which states that performance can be assessed through certain criteria used as benchmarks in measuring the success or success of a job performed by an employee where the work will then be evaluated by the leadership.

The results of the analysis based on the variable type of service are in accordance with PERMENPAN Number 14 of 2017 concerning guidelines for compiling community satisfaction surveys for public service delivery units, namely:

1. Requirements
It has been fulfilled because the staff understands the job mandated, for example the goods manager is capable of computers and has served as a goods manager in the previous Office.
2. Systems, Mechanisms, and Procedures
Systems, mechanisms, and procedures are procedures for managing the workflow of mandated jobs, staff have been able to arrange according to their work patterns.
3. Completion time, related to the work of the staff at Baldikmen that has been programmed in the job management system.
4. Product Specifications Type of Service, in TU staff have been adjusted to educational background and experience. This is evidenced by one of the readiness in the legalization of diplomas.
5. Competency of the Executor, including: knowledge, expertise, skills, and experience at the beginning of its establishment was good, but as retirement and job transfers occur, new staff continue to improve and learn.
6. Executor's behavior, looks ready because the mandated job management system has been owned. Readiness to have a database and formulated in the form of software causes staff behavior to become familiar.
7. Handling of Complaints, Suggestions, and input, has been included in the mandated job management system.
8. Facilities and Infrastructure
Facilities such as computers and official cars already exist. The building as infrastructure is very good. Support for holding measurements through IKM, Baldikmen Yogyakarta City has been fulfilled in terms of facilities and infrastructure.

Based on the description above, the performance criteria for the Yogyakarta City Baldikmen employees can be said to be ready to provide services to the community.

An analysis of the score obtained from the types of services in IKM related to the performance of Baldikmen staff can be described as follows:

1. Baldikmen staff in 2018 and 2019 have education and experience related to mandated work jobs. Education as a way of forming a mindset produces:
 1. Habituation of each activity with coordination.
Coordinating activities show that the staff has the ability (ability). Ability in this case is the ability to work in the field of work occupied to support service programs, such as: conducting effective communication, developing motivation, and utilizing relationships.
Furthermore, the habit of coordinating shows that Baldikmen staff have an attitude. Attitude in the sense here is behavior that must be highlighted as servants who have education.
 2. Determine the method of implementing activities.
Baldikmen staff who have education influences the ways to choose and determine methods that are supported by the database. This shows the seriousness

of the staff in providing services as shown by their attention. The purpose of having attention is that Baldikmen staff care about the community related to the needs and desires of customers, as well as understanding their suggestions and criticisms.

3. Carry out activities involving teachers or school education staff.

The mindset of staff who have good education is to carry out activities involving teachers and education staff. This involvement is one of the action activities (Action) in the service variable. Activities involving this are a form of a sense of responsibility (Accountability) of staff with the presence of Baldikmen Yogyakarta City. By involving teachers and education staff, it shows that the Yogyakarta City Baldikmen has an attitude of partiality towards the community to minimize dissatisfaction in service.

4. Formulate activity evaluation.

The activity of formulating an evaluation for each activity is a form of maintaining the existence or appearance (Appearance) of Baldikmen as a service institution. Having an evaluation means that Baldikmen's credibility will be maintained and will provide guarantees to the public about the existence of more services in the future.

Meanwhile, from experience, Baldikmen staff have service principles that can be measured and produce optimal service, namely: having attitude, attention, and action.

The high score obtained in 2019 compared to 2020 is because Baldikmen staff have six characteristics of achievement motives, as stated by Mangkunegara and Anwar Prabu (2013)^[21], namely:

- a. Have high responsibility, such as: formulating job management jobs.
- b. Dare to take risks, such as: dividing work jobs into per-activity coordinators.
- c. Have realistic goals, such as having activity targets divided among members so that their achievement is more optimal.
- d. Having a comprehensive work plan and striving to realize goals, such as: coordinating before formulating plans, carrying out activities as agreed upon, and conducting evaluations as a form of reflection.
- e. Utilizing concrete feedback in all work activities carried out, such as: at the end of the activity there is a further evaluation to formulate policies for implementing activities for the following year.
- f. Looking for opportunities to realize the planned plans, such as: making activity plans and personal assignments in carrying out activities.

2. Baldikmen staff from mid-2019 to 2021 will experience changes due to retirement and job transfers. Services provided to the community experienced a decrease in its IKM score. This can be described by researchers from understanding:

- a. Work experience.
Work experience is not yet owned, so they tend to adapt to the environment, understand the job, and try to build special management of the job that is mandated.
- b. Relationships
The ability to develop relationships for incoming staff from the end of 2019 to 2021 at Baldikmen is not

optimal. This is because there is a sense of discomfort due to the difference in age.

- c. Perceptions, roles, and attitudes.
The perceptions, roles, and attitudes displayed by staff at Baldikmen who entered at the end of 2019 to 2021 are still focused on the job mandated.
- d. Motivation and job satisfaction
The motivation that emerged from research subjects who joined from the end of 2019 to 2021 was high learning in mastering job jobs and managing these job jobs. While job satisfaction is directed at the completion of the report on the mandated job.
- e. Organizational structure and job design
The organizational structure that has changed means that staff who do not have experience will adapt and look for the system from their job. This makes the relationship competence low.

The decrease in the service score was due to the obstacles faced by the newly grieving staff. The obstacles are: insufficient work experience, limited relationships, perceptions, roles, attitudes, motivation and job satisfaction, and the need for time to adapt to organizational structure and job design, are natural obstacles. This is in line with the understanding of Rismawati and Mattalata (2018)^[24] which states that there are three factors that influence performance, namely:

1. Individual Factors: A person's abilities, skills, family background, work experience, social level, and demographics.
2. Psychological Factors: Perception, role, attitude, personality, motivation, and job satisfaction.
3. Organizational Factors: Organizational structure, job design, leadership, reward system.

So, it can be concluded that the decline in the IKM questionnaire score was caused by three factors, namely individual factors, such as: insufficient work experience, limited relationships; psychological factors, such as: perceptions, roles, attitudes, motivation and job satisfaction; and organizational factors, such as: the need for time to adapt to the organizational structure and job design.

Conclusion

Based on the results of the research, the researchers can conclude, namely:

1. The performance criteria for Baldikmen Yogyakarta City employees, which include staff having a job and also having a job management system, can be said to be ready to be measured through a community satisfaction index (IKM) questionnaire.
2. The decline in the IKM questionnaire score was caused by three factors, namely individual factors, such as: insufficient work experience, limited relationships; psychological factors, such as: perceptions, roles, attitudes, motivation and job satisfaction; and organizational factors, such as: the need for time to adapt to the organizational structure and job design.

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