

# SURVEY OF CUSTOMER SATISFACTION TOWARDS HR MANAGEMENT

YEAR 2022

# INTRODUCTION

1. The objective is to identify the level of satisfaction of employees towards the HR management, particularly whether the management has met their needs and expectations.
2. The survey was conducted online from September 13 – 20.
3. The rating of the survey ranges from 1 to 5, with the target as set in the strategic planning at least 3.
4. The data were collected from 324 respondents, consisting of:
  - Non-Teaching Staff: 212 Respondents
  - Lecturers: 112 Respondents

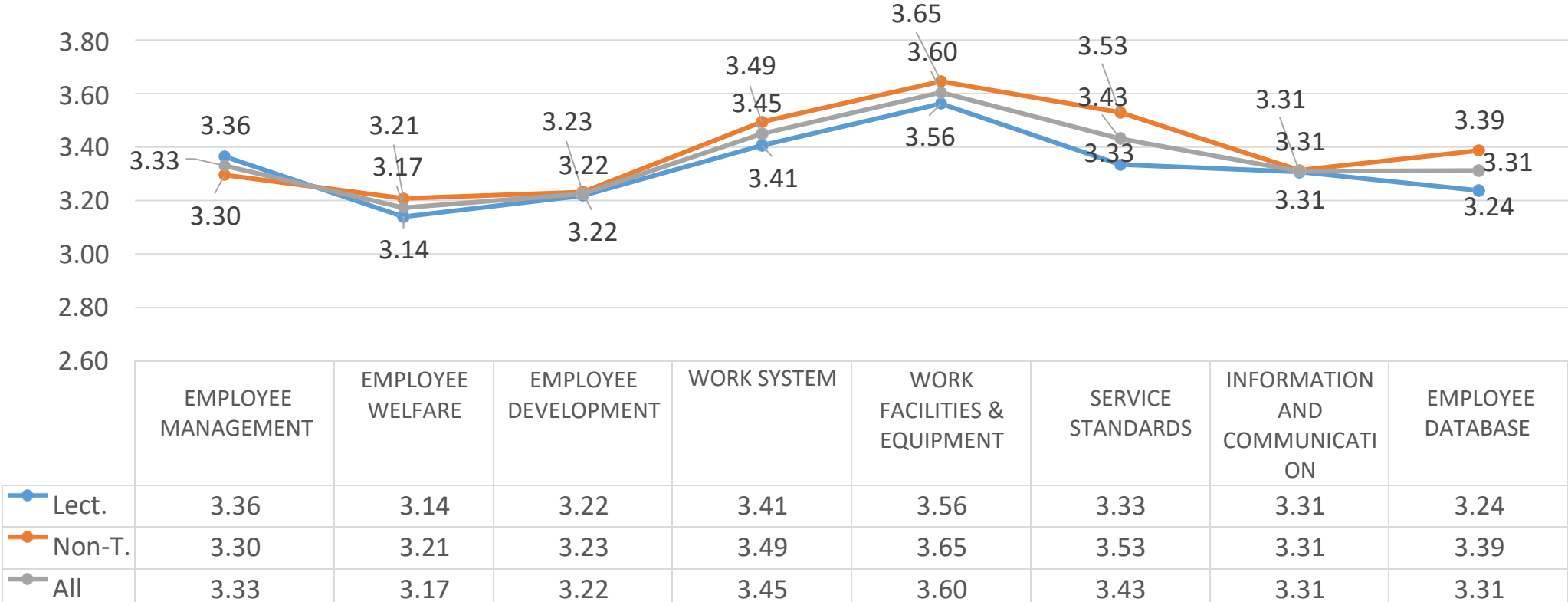
UNIT/FACULTY	LECTURERS	NON-TEACHING STAFF	Grand Total
01-FEB	6	11	17
02-FIABIKOM	9	7	16
03-FPB	16	7	23
04-FT	40	13	53
05-FH	7	7	14
06-FKIK	8	9	17
07-FP	13	9	22
08-FTB	7	17	24
BAA		9	9
BAK		5	5
BKAK		6	6
BMPRA		19	19
BPPS		10	10
BSDM		4	4
BSTI		14	14

UNIT/FACULTY	LECTURERS	NON-TEACHING STAFF	Grand Total
Campus Ministry	1	5	6
SCHOLARSHIP OFF.		2	2
LIPP	2	10	12
LPM		4	4
LPPM		5	5
PENERBIT		1	1
PKBB	1	1	2
PKPM		1	1
PPB		2	2
PPE		1	1
PPH		4	4
PPM		2	2
SECRETARY UNIV		5	5
UPT AJIB	1	1	2
UPT Dormitory		2	2
UPT IO		4	4
UPT LIBRARY	1	11	12
UPT PGN		2	2
UPT PPB		2	2
<b>Grand Total</b>	<b>112</b>	<b>212</b>	<b>324</b>

**COMPOSITION OF SUBMITTAL RESPONDENTS**

# OVERALL EMPLOYEE SATISFACTION 2023

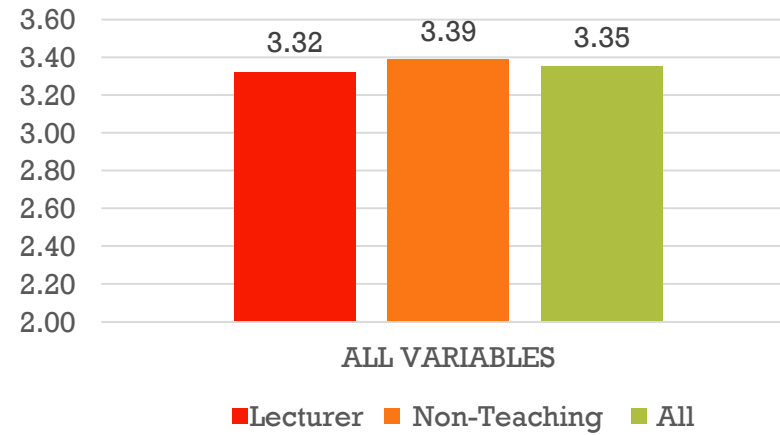
OVERALL EMPLOYEE SATISFACTION 2023 - N = 324



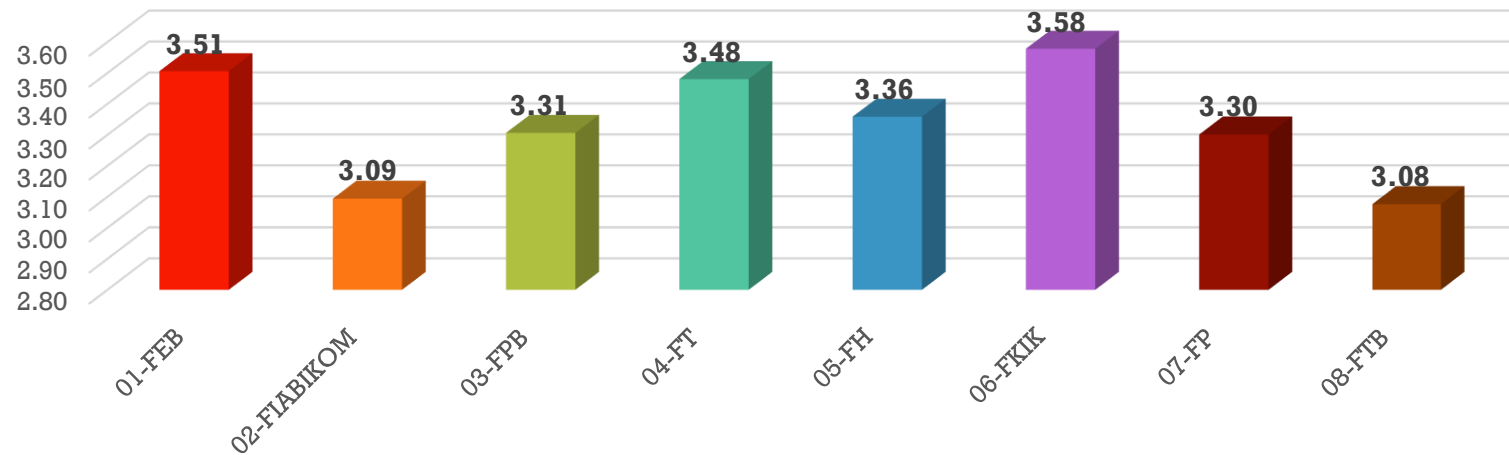
—●— Lecturer —●— Non-Teaching —●— All

# SATISFACTION TOWARDS HR MANAGEMENT BASED ON EMPLOYEE STATUS IN 2023

EMPLOYEE SATISFACTION TOWARDS  
HR MANAGEMENT - N =324

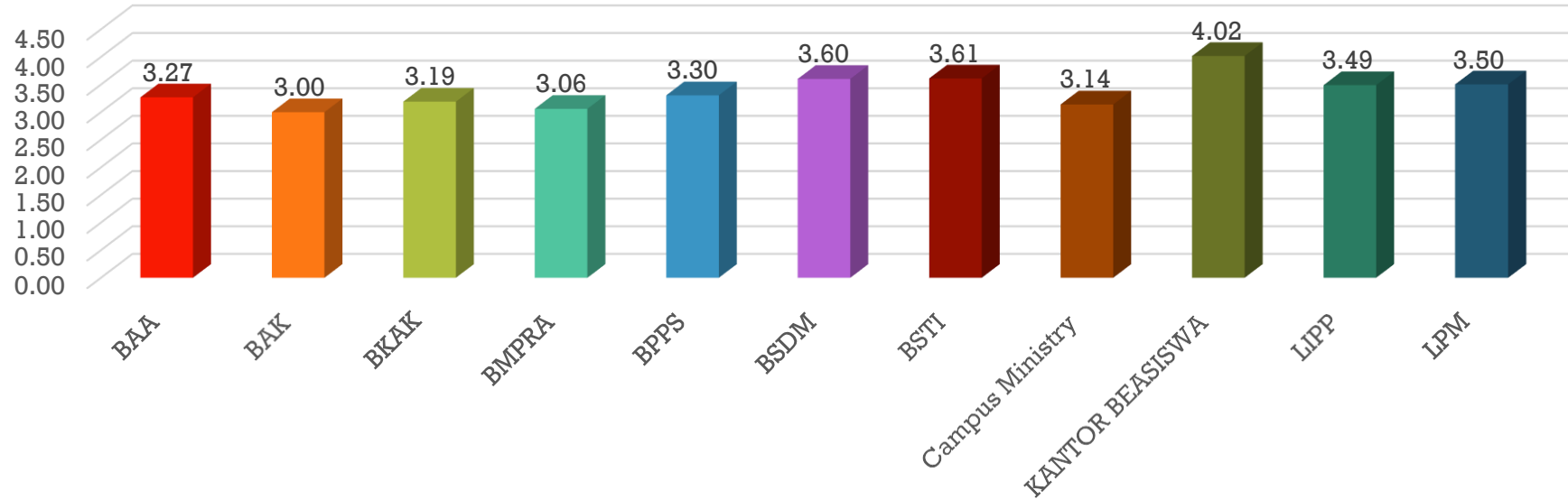


LECTURERS' SATISFACTION TOWARDS HR  
MANAGEMENT BASED ON FACULTY IN 2023

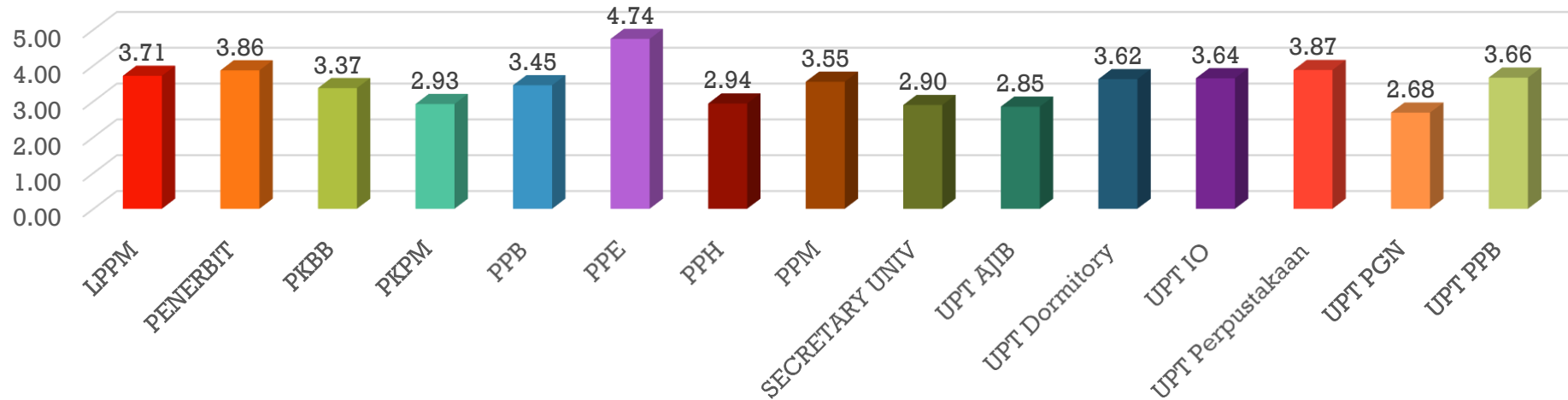


# SATISFACTION TOWARDS HR MANAGEMENT BASED ON WORK UNITS IN 2023

## LECTURERS' SATISFACTION TOWARDS HR MANAGEMENT IN BUREAUS/INSTITUTES/UNITS IN 2023

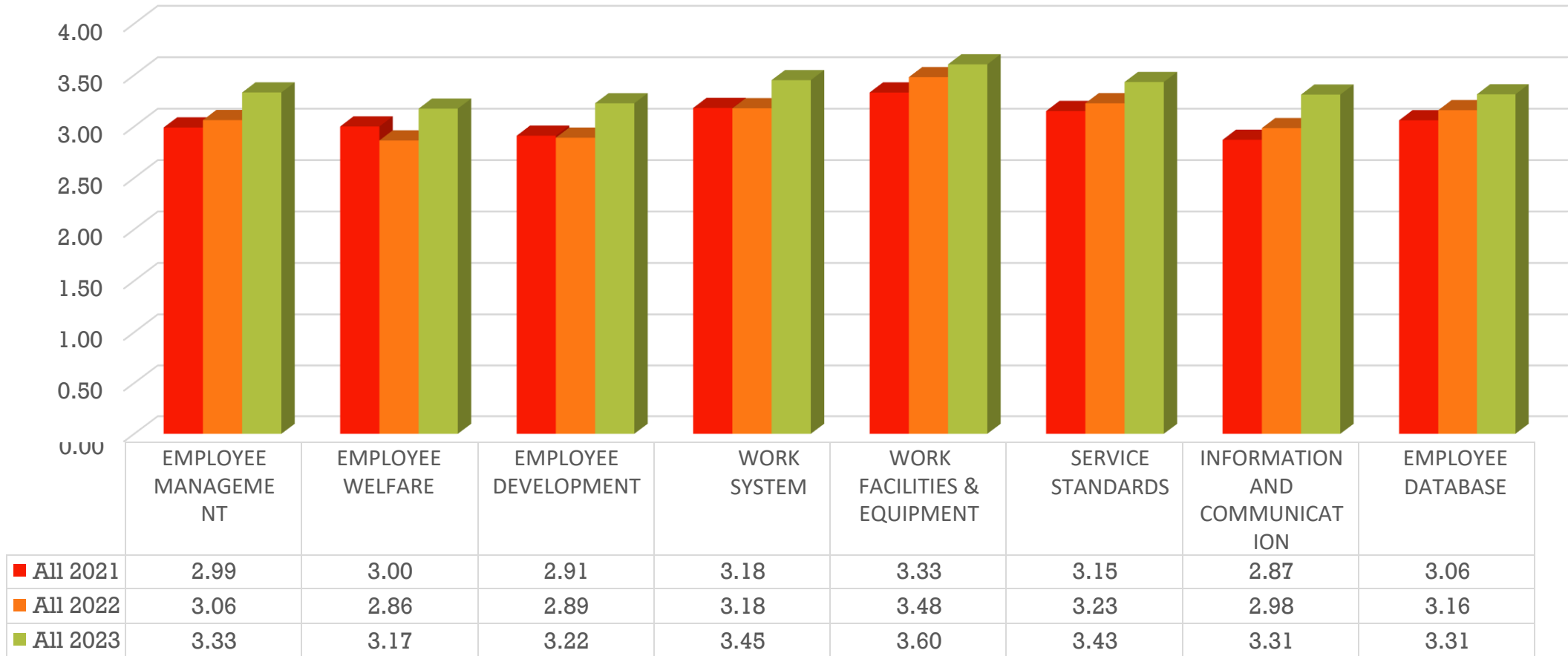


## LECTURERS' SATISFACTION TOWARDS HR MANAGEMENT IN BUREAUS/INSTITUTES/UNITS IN 2023



# COMPARISON OF ALL EMPLOYEES' SATISFACTION TOWARDS HR MANAGEMENT – THE LAST 3 YEARS

## ALL EMPLOYEES



■ All 2021   
 ■ All 2022   
 ■ All 2023

# COMPARISON OF NON-TEACHING STAFF'S SATISFACTION TOWARDS HR MANAGEMENT – THE LAST 3 YEARS

## NON-TEACHING STAFF



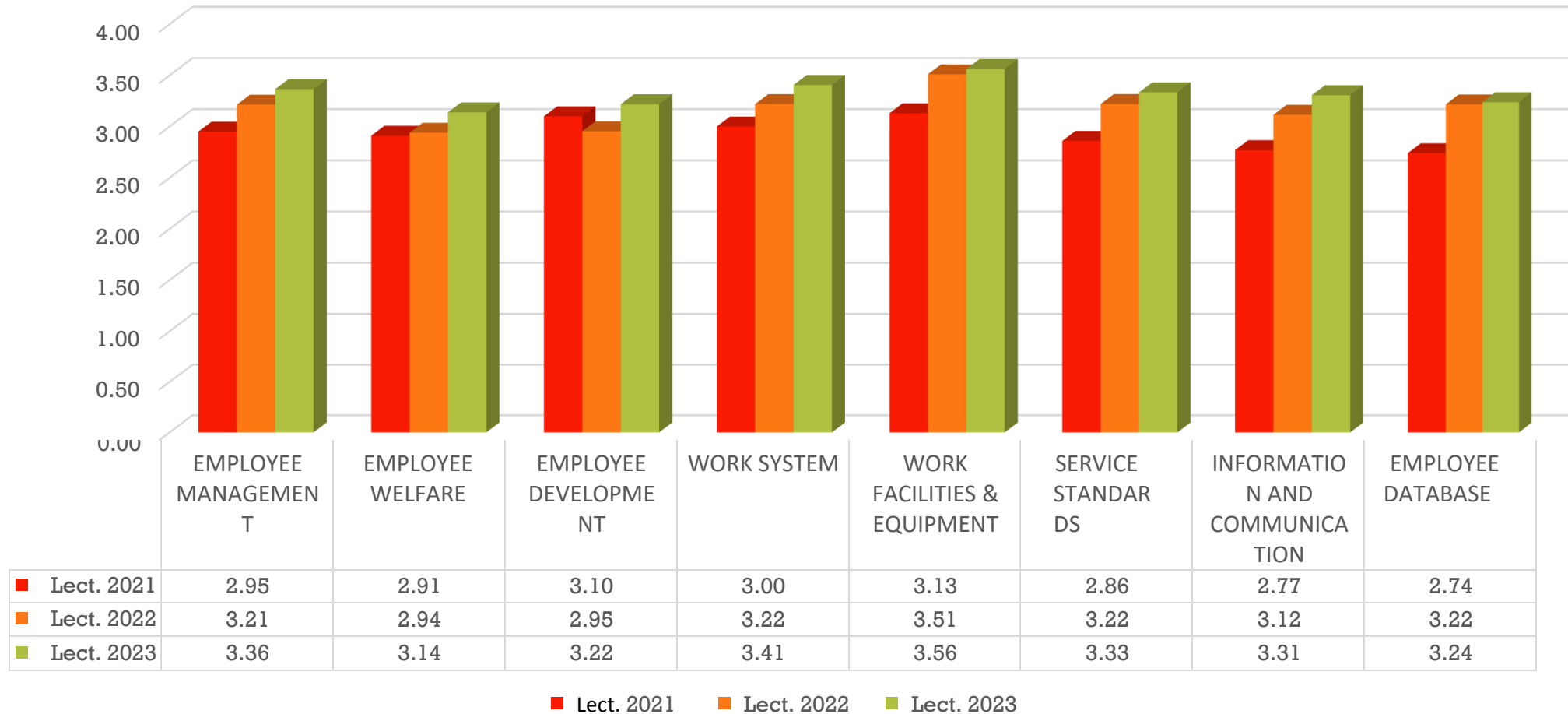
■ NT Staff 2021	3.03	3.06	2.77	3.31	3.48	3.36	2.95	3.29
■ NT Staff 2022	2.82	2.74	2.79	3.11	3.43	3.23	2.77	3.06
■ NT Staff 2023	3.30	3.21	3.23	3.49	3.65	3.53	3.31	3.39

■ NT Staff 2021   ■ NT Staff 2022   ■ NT Staff 2023

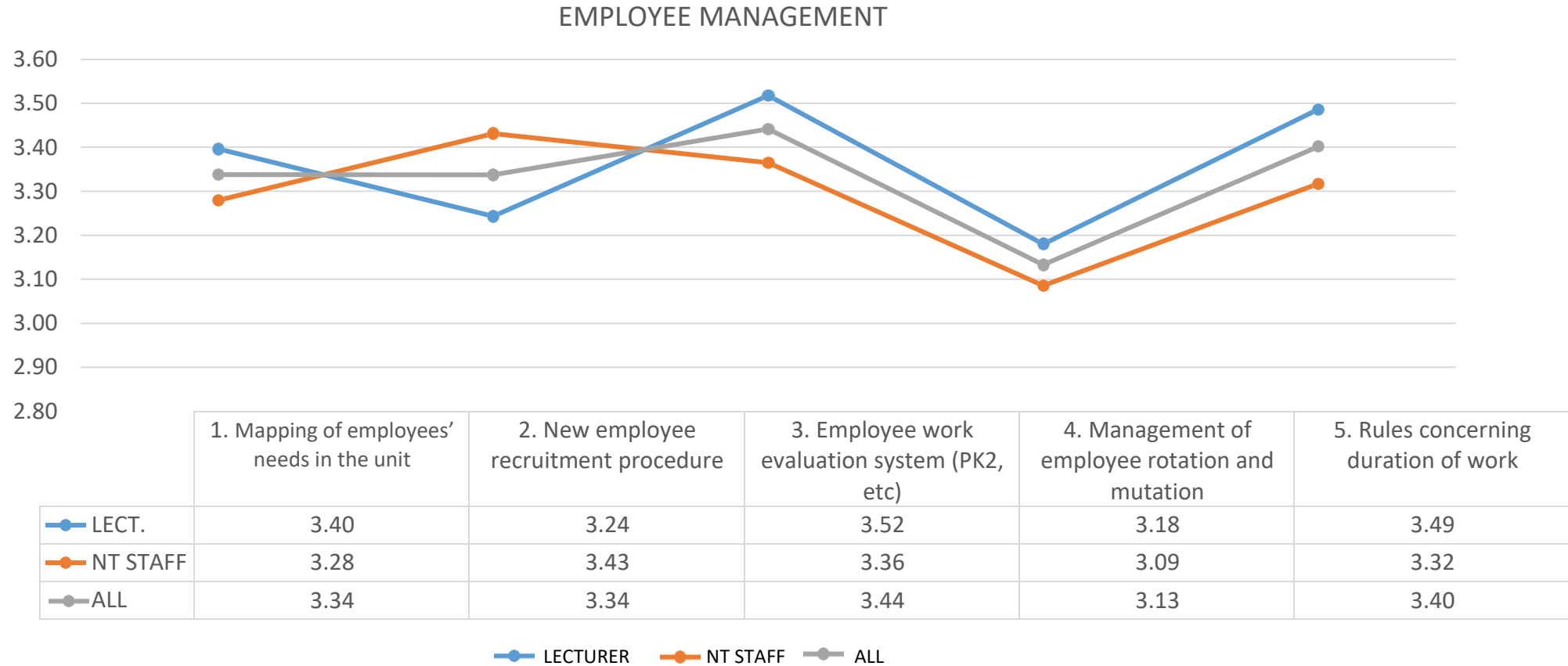


# COMPARISON OF LECTURERS' SATISFACTION TOWARDS HR MANAGEMENT – THE LAST 3 YEARS

## LECTURERS



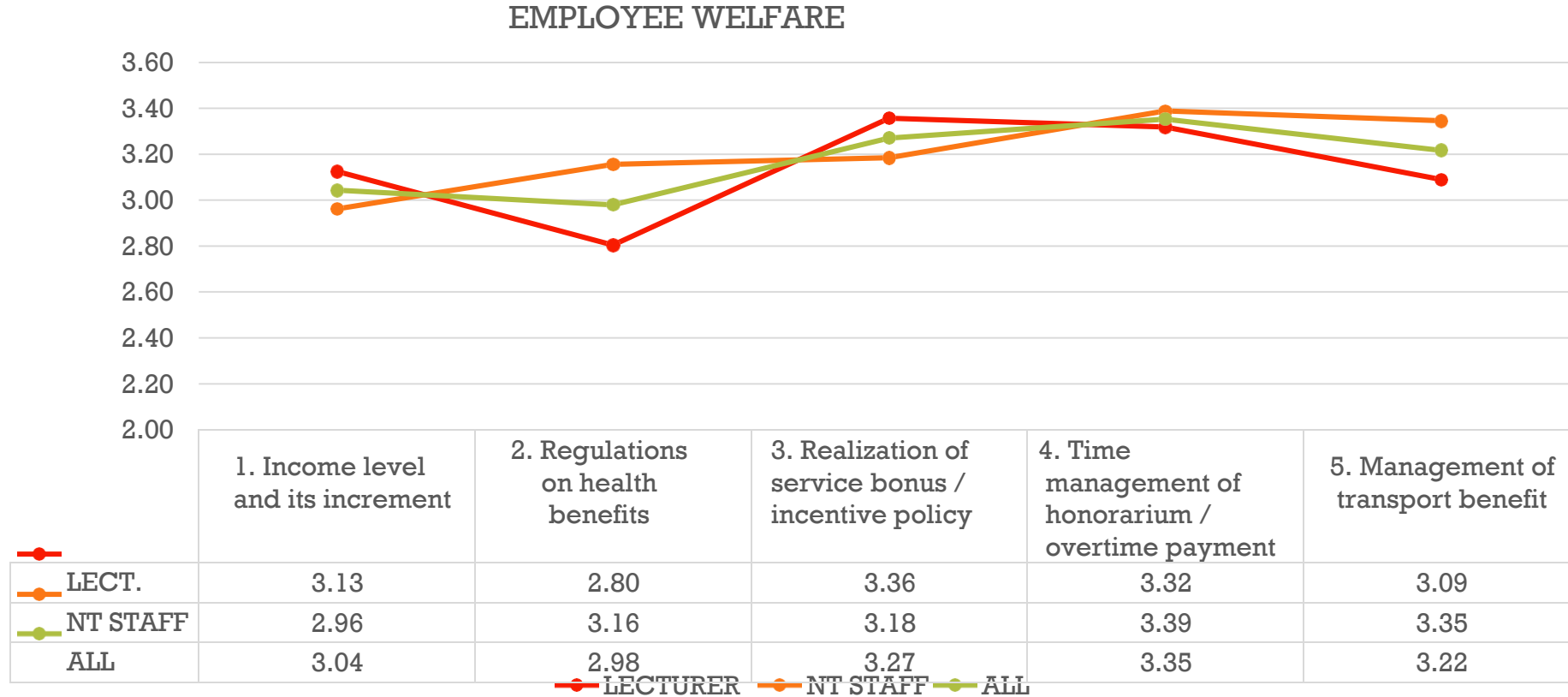
# EMPLOYEE MANAGEMENT



The lowest satisfaction is evident in

- Lecturers in the variable **Rotation rules and employee mutation (3.18)**
- Non-Teaching staff in the **variables rotation arrangement and employee mutation (3.09)**
- The lowest average of all variables: **rotation arrangement and employee mutation. (3.13)**

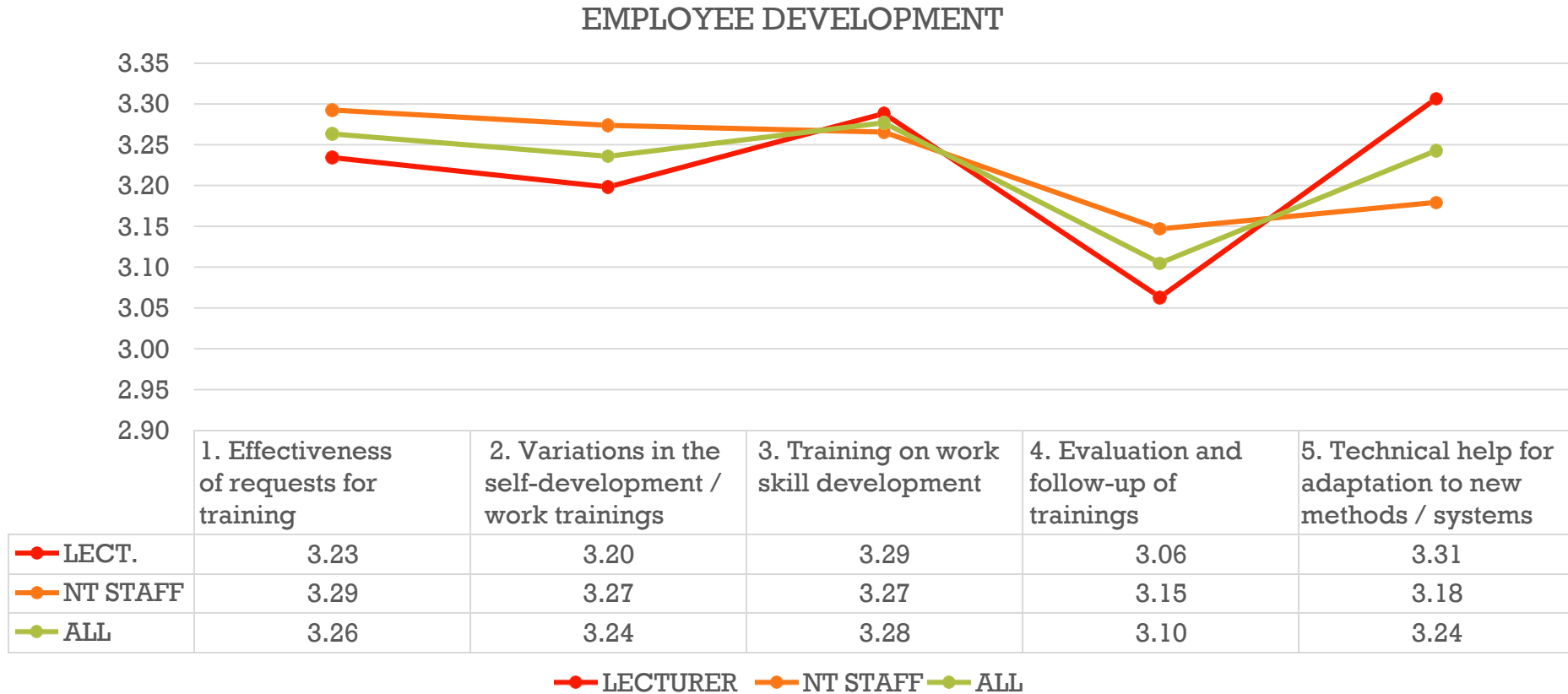
# EMPLOYEE WELFARE



The lowest satisfaction is evident in

- Lecturers in the variable **Regulations on Health Benefits (2.80)**.
- Non-Teaching staff in the variable **Income level and its increment (2.96)**.
- The lowest average of all variables: **Regulation on Health Benefits (2.96)**.

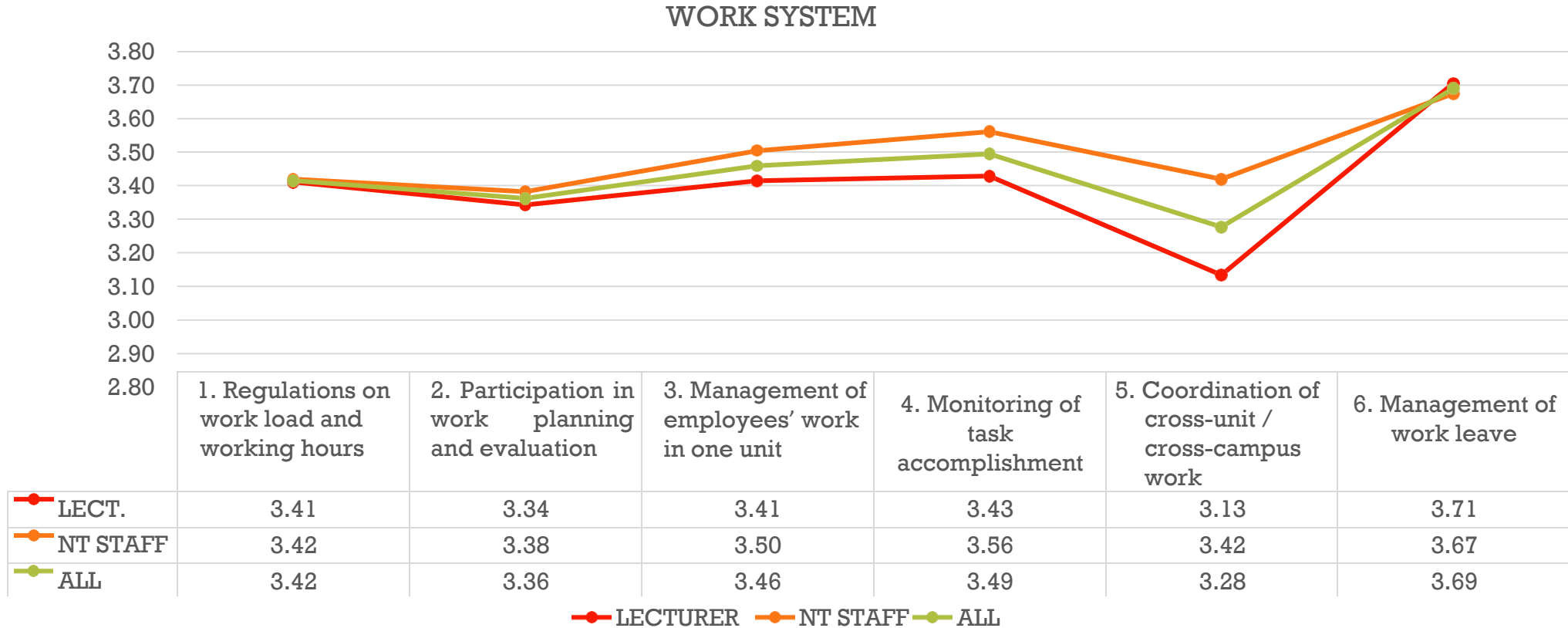
# EMPLOYEE DEVELOPMENT



The lowest satisfaction is evident in

- Lecturers in the variable **Evaluation and follow-up of trainings (3.06)**.
- Non-Teaching staff in the variable **Evaluation and follow-up of trainings (3.15)**.
- The lowest average of all variables: **Evaluation and follow-up of trainings (3.10)**.

# WORK SYSTEM

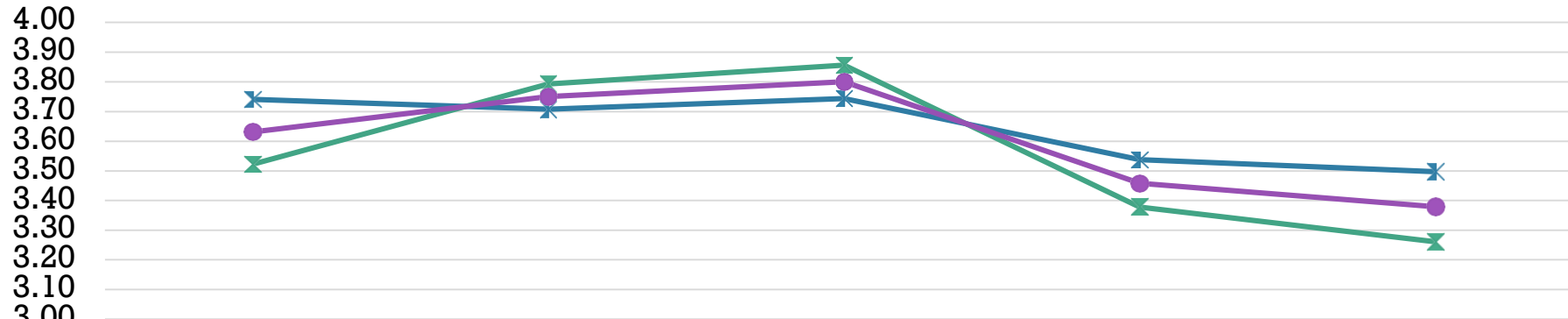


The lowest satisfaction is evident in

- Lecturers in the variable **Coordination of cross-unit / cross-campus work (3.13)**.
- Non-Teaching staff in the variable **Participation in work planning and evaluation (3.38)**.
- The lowest average of all variables: **Coordination of cross-unit / cross-campus work (3.28)**.

# WORK FACILITIES AND

## WORK FACILITIES AND EQUIPMENT



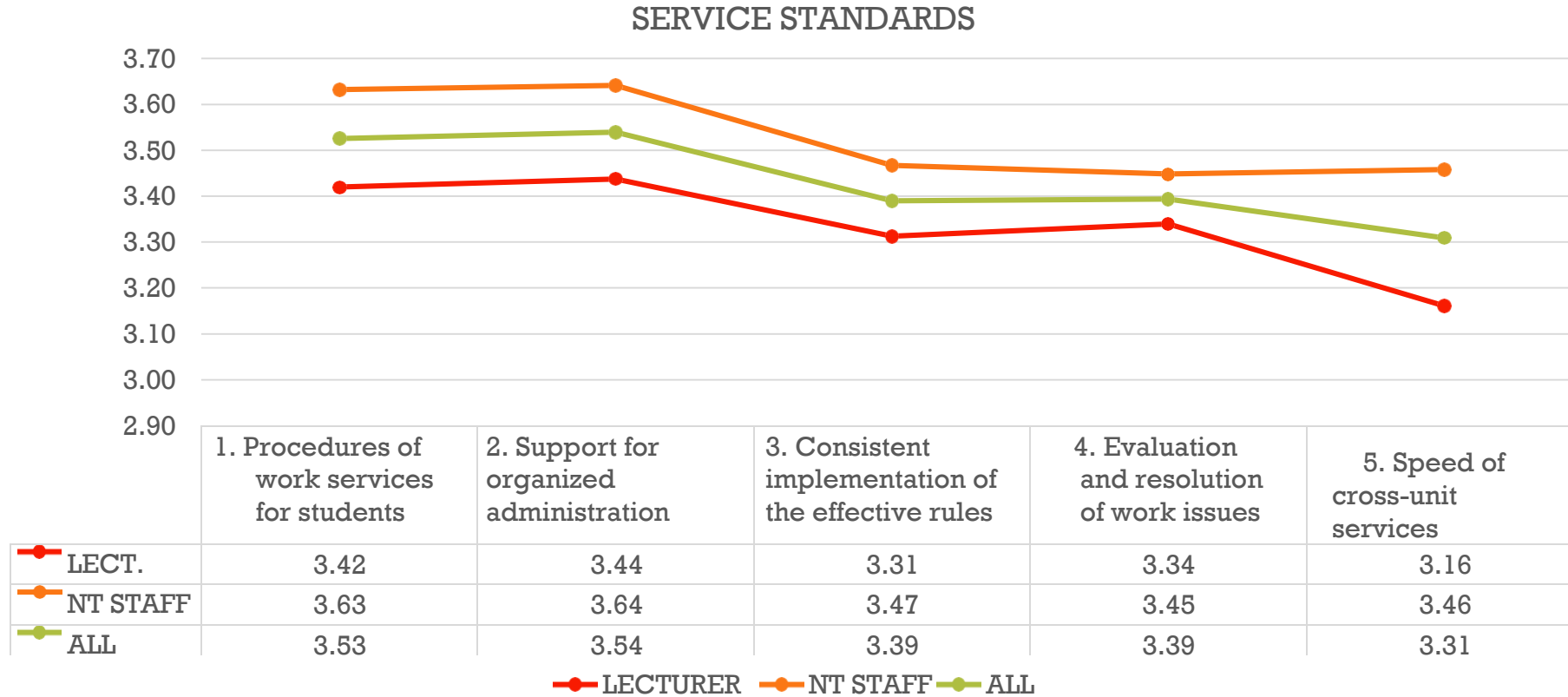
	1. Ease of access to work locations	2. Spacious working space	3. Comfortable working environment	4. Adequacy of work equipment (computer etc.)	5. Enhancement of work equipment
LECT.	3.52	3.79	3.86	3.38	3.26
NT STAFF	3.74	3.71	3.74	3.54	3.50
ALL	3.63	3.75	3.80	3.46	3.38

LECTURER NT STAFF ALL

The lowest satisfaction is evident in

- Lecturers in the variable **Enhancement of work equipment (3.26)**.
- Non-Teaching staff in the variable **Enhancement of work equipment (3.50)**.
- The lowest average of all variables: **Enhancement of work equipment (3.08)**.

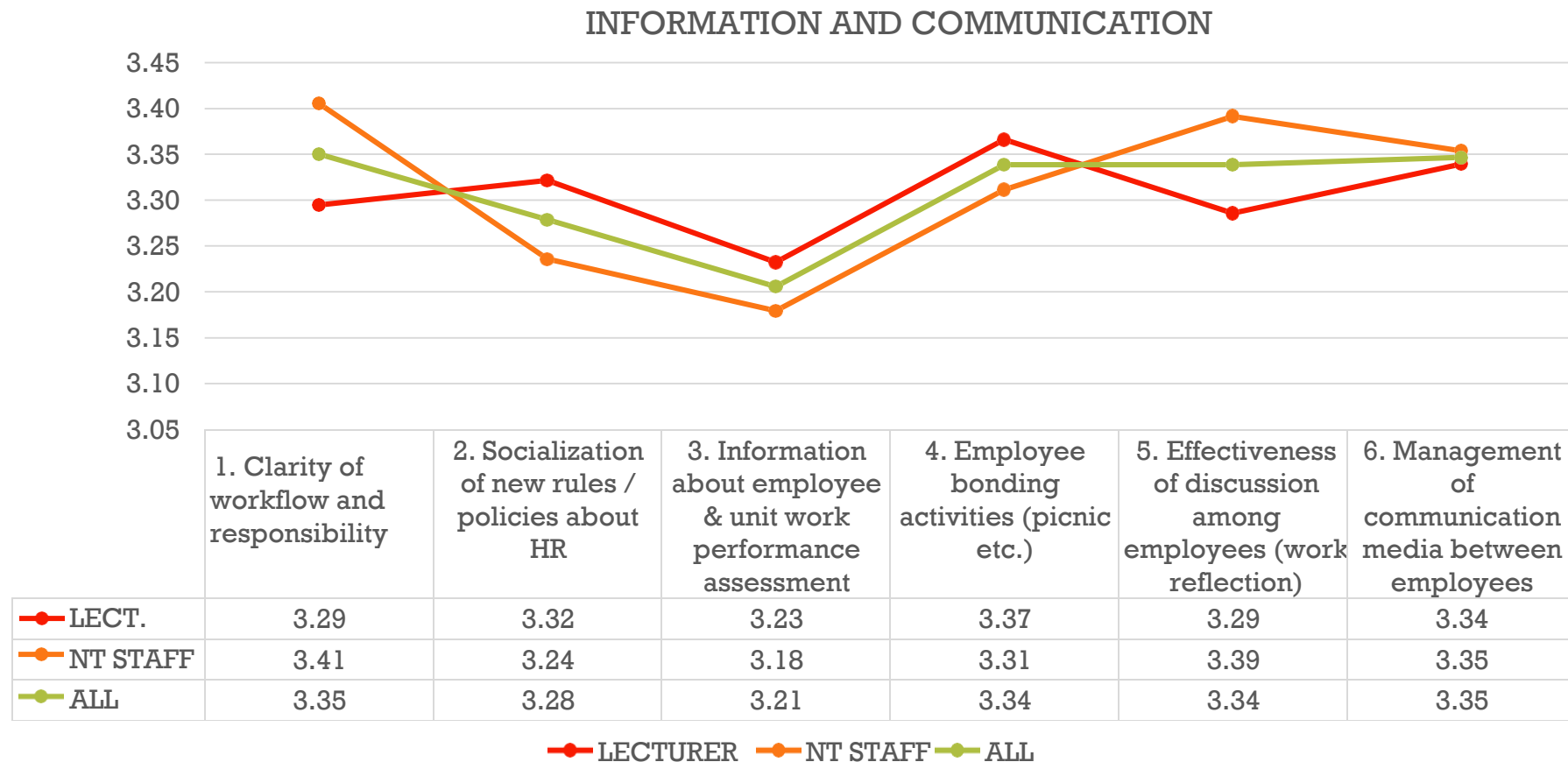
# SERVICE STANDARDS



The lowest satisfaction is evident in

- Lecturers in the variable **Speed of cross-unit services (3.16)**.
- Non-Teaching staff in the variable **Evaluation and resolution of work issues (3.45)**.
- The lowest average of all variables: **Speed of cross-unit services (3.31)**.

# INFORMATION AND COMMUNICATION



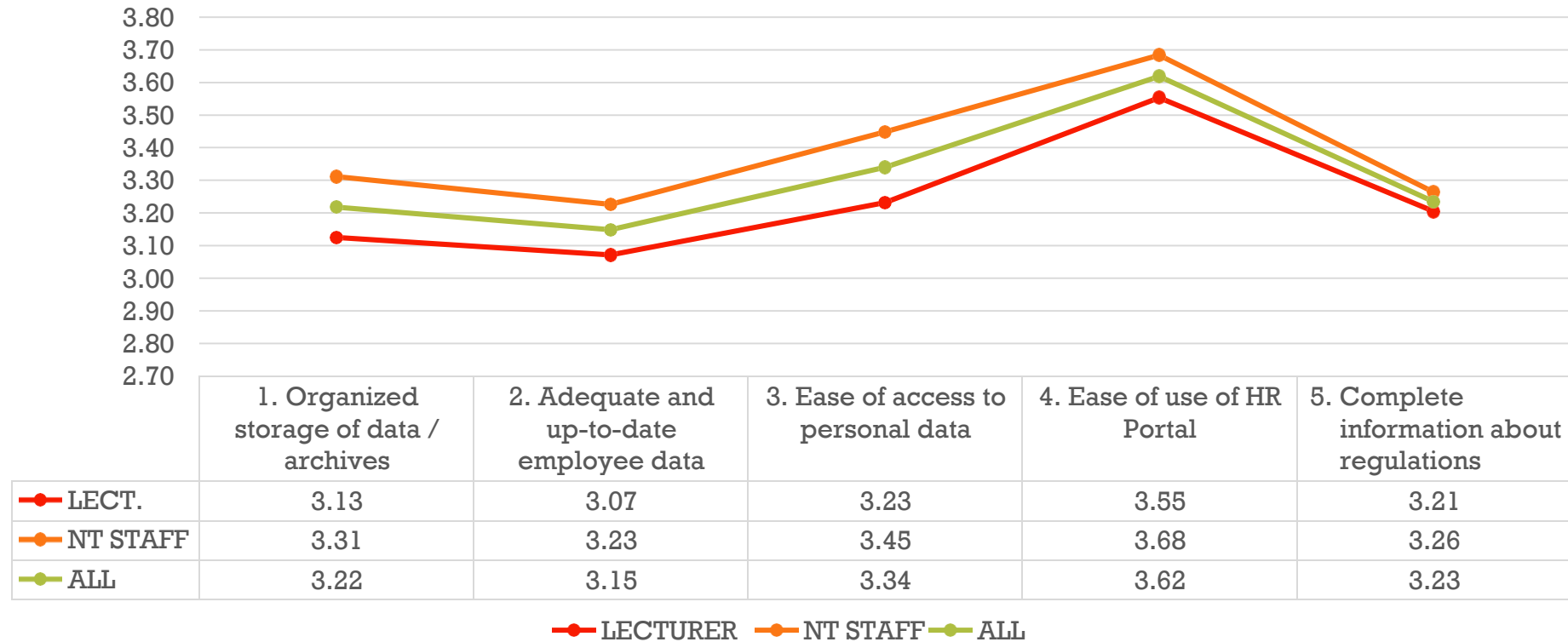
The lowest satisfaction is evident in

- Lecturers in the variable **Information about employee & unit work performance assessment (3.23)**.
- Non-Teaching staff in the variable **Information about employee & unit work performance assessment (3.18)**.
- The lowest average of all variables: **Information about employee & unit work performance assessment (3.21)**.



# EMPLOYEE DATABASE

EMPLOYEE DATABASE



The lowest satisfaction is evident in

- Lecturers in the variable **Adequate and up-to-date employee data (3.07)**.
- Non-Teaching staff in the variable **Adequate and up-to-date employee data (3.23)**.
- The lowest average of all variables: **Adequate and up-to-date employee data (3.15)**.

## SUGGESTIONS AND CRITICISMS

01-FEB

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1. Cross-unit coordination should be improved.
2. BSDM should have a log book containing information about, let's say, lecturers' in-passing process, request for data updates to LLDIKTI through Sijali/Sister etc—all of which will allow easier monitoring processing.

The career path of non-teaching staff should be socialized again, notably the grading of these staff, the professional development to improve the staff's skills via PTB as well as certifications, especially among the non-teaching staff at the faculty level.

It's high time that some work facilities like the computers should be replaced because they are just way too slow.

Increment in the fee for corrections and transportation allowance

Open to suggestions. Being more objective when dealing with both older and newer employees. Please revoke the policy of salary rounding at the structural level, which has caused many to have their salary unfairly rounded down though they spend the expected amount of time working.

Please consider the fee for correction, honorarium for thesis advisors, and please adjust the transportation allowance in light of the current inflation rate. Thank you.

The request for reimbursement of health insurance should not be made complicated, please.

Improvement in the work communication and information sharing.

Review or adjustment of the health insurance, increment in transportation fee, and exam proctoring.

Information about certain job descriptions should be improved to support a better business flow so as to provide the best service to both internal and external counterparts.

Review of some tasks related to the employees' participation in training so that they did not only join the training but they also got the benefit or opportunity, if they are interested, to move to other branches/develop their won performance (e.g., those who had submitted requests for Mutation Decree but they were not approved)

There should be a review of the policies concerning non-teaching staff so as to make them clearer and more objective, particularly in relation to the career path of the staff (level of position/category of staff).

Regulations concerning the development of employees should be implemented more effectively and objectively

There should be more facilities and equipment, or some of them should be repaired or added in line with the technology development. Atma Jaya has a lot of systems, so please do provide a complete user manual to allow ease of use for the employees, lecturers and new students. Some sessions of training can be conducted to support or enhance the qualification of the staff.

The work supporting facilities should be revamped and replaced with better ones to support the work of the employees in their service towards students and lectures

Please constantly provided updates about employee data or please encourage the concerned employees to update their data and inform the BSDM.

Nothing.

# SUGGESTIONS AND CRITICISMS

## 02-FIABIKOM

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Can all the units or bureaus that support the faculty's activity coordinate with each other well? Hope this can be improved. Regards.
There are more things to be done than just doing surveys all the time.
Please improve the service provided to students.
Regeneration of the staff.
The adjustment of transportation allowance to BSD should be different based on the teaching schedules. The cost to go to BSDM is usually three times as high as the cost to go to Semanggi, which is even more troublesome when we take the public transportation because the gap between classes is just ridiculously short. We teach for 2.5 hours, spend 4 hours on cars or 6 hours on public transport. I can't just take a break even after arriving.
The facilities for the students should be improved.
The HR of Unika Atma Jaya Jakarta consist of people from all educational backgrounds and generations (baby boomers, Gen X, Gen Y), with their different level of understanding (which is also the case when they answer these surveys).
All the working space/cubicles should have doors and higher partitions, allowing better privacy and preventing any unrelated parties to enter or even eavesdrop.
Nothing
No ideas
No regulations on appreciation and fair and equal work allocation for the employees. The employee data updates are not done even when already reported prior. Feedback oftentimes does not align with the expected outcomes.
Benefits and facilities that can improve the work motivation should be taken into account.

### 03-FPB

1. The work supporting facilities such as lecturers' laptops need some crucial updates. The laptops are just too slow as the memory is quickly overwhelmed with data.
2. Lecturers' performance assessment. Tri Dharma: is each aspect graded with equal values or is the research aspect valued higher than the aspects of teaching and community service? It seems that the last two aspects, although realized well, do not contribute much to the overall lecturers' performance, making it likely to be undervalued. Is this true?
3. I hope there should be some increments in the salary of the staff given the increasing living cost nowadays.

There should be a better coordination between teams/individuals within a bureau.

The health insurance of the employees should be reviewed considering that BPJS is just unreliable and out of the question. No problem if the insurance is deducted from the whole salary.

The health insurance of the employees should be considered and its benefits can be improved.

The health insurance of the employees should be considered.

I hope that there is one shared printer in one working space consisting of several lecturers so we don't need to bother printing documents in the secretariate.

I hope that there is an event to enhance the employees' spiritual life in the form of probably employees' retreat.

I hope every employee receives some sorts of mentorship/assistantship to support their career development at Unika Atma Jaya

None.

The working hours should be exactly 8 hours and all the work's done.

The speed of data synchronization, which often takes too much time.

The coordination between units should be improved, and the way we work should embody the values of Christianity, Competitiveness, Professionalism and Care.

The coordination between units should be improved, especially concerning the services towards new lecturers.

The employees' welfare should be improved.

Why is there still PK2? Does it even still exist?

Please pay more attention to the coordination, collaboration and communication between units, bureaus, institutes, faculties, and study programs at Atma Jaya. Please be responsive to any requests for help, questions, or needs at the faculty/study program level. There are some employees who don't even bother responding when called, though their roles are really crucial. It is unfortunate that these behaviors do not demonstrate the values of KUPP.

The cross-functional services should be improved, especially concerning the data collection as well as information flow between units.

The management and development of the human resources should be the priority in the context of the university management.

The coordination between bureaus and faculties should be improved because there is lack of clarity in the coordination on many occasions.

The facilities barely receive any attention.

The overall standards of UAJ have seemingly declines, including:

1. The imbalance between the physical and spiritual needs, the long working hours (given the break time)—the working hours from 8 to 16 are already quite exhausting.
2. The unresponsive bureaucracy, the complicated and tiring procedures to follow.
3. The productivity of several units has encountered issues, including the promotion measures, academic administration, or even HR-related affairs—all of which lack the necessary competence that can support the units.
4. There is increasingly lack of empathy towards senior lecturers and also towards new staff/lecturers.
5. The new system relies on trial and error system, resulting in high risks without the necessary control measures.

The health insurance of the employees should be considered.

The information about health insurance claim should be clearer, such as the reimbursed amount of insurance, the duration of the claim process (how many working days), and the receipt of disbursement. Up to now, we employees do not receive enough information about this and we always need to request it on a personal basis. It would be better if there were a system that can provide such information and give access to employees to monitor their insurance claim.

PLEASE RECONSIDER THE HONORARIUM FOR EXAM PROCTORING TO MAKE IT MORE HUMANE.

Data update and improvement in communication and information sharing.

## 04-FT

The use of health insurance should be made easier.

- The transport allowances should be increased.
- The degree evaluation of those doing learning tasks (PTB) should not take too long (15 years)
- The use of health insurance should be made easier.
- The change in grades should be in conjunction with change in income.

- 1) In the category "Employee Performance Assessment", it has been 2 years that the term PK2 has no longer been used, replaced with the term RKP/KPI instead. So, isn't it better that the questionnaire should follow the trends at Atma Jaya.
- 2) In the questionnaire items for Lecturers, the questions concerning "Rotation/Mutation" can be considered irrelevant.
- 3) In the questionnaire items for Lecturers, the questions concerning "Time management of overtime payment" can be rendered irrelevant.
- 4) In the questionnaire items for Lecturers, wouldn't it be better if the variable "Employee Development" should include the question related to the process of acquisition of Academic Positions, Degrees, and any strategic efforts that can empower the lecturers to pursue their professorship.

In the event that the data of presence is missing, please do not "deduct" the transport allowances of the employees. It's better if the system is improved in a way that it relies more on cross-checking process with the related supervisors/leaders.

The health insurance should be considered.

Provide examples, not just instructions.

The service towards lecturers should be done in a professional manner.

The duration of problem resolution is often uncertain or unclear, especially for administrative work, such as proposals, request letters, or any cross-functional affairs from the unit level to the university level (Rectorate, Marketing, BAA, BSDM, etc).

There should be some health benefits in the form of insurance the way there used to be because with the current system, the employees are expected to be always in their prime condition, forcing them to just pretend not to be sick or endure their sickness because of no funds.

Coordination between employees, especially lecturers.

The welfare of the employees should receive some attention. This can be assessed even from the simplest thing. For example, is the current health insurance (health benefits) already well-managed? Because even now, the spouse and kids are not included in the insurance for dental care. Then, the level of increment in salary across years or categories is still very small with the benchmarking with other private universities with the same level as Atma Jaya, especially with the bonus schemes and whatnot). The last one is the types of employees that Atma Jaya actually wants. (1) Employees who do not really care about their welfare but care more about time flexibility; (2) employees who are ready to outperform as long as there is a good guarantee of their welfare; (3) Employees who are inherently religious so they do not really care about the time and welfare as for them it's all about service; (4) Employees who cannot develop themselves anywhere, so they only work for the money. These should be taken into account, because these different types should have their respective regulations, and going back the question of which types of employees Atma Jaya wants, it is necessary to consider this if Atma Jaya desires some advancement. Let' say, it is a good idea to recruit employees no. 2 but with a clear compensation or incentive system or if it's no. 3, it's probably better to recruit people from seminary schools or religious institutions. As to no. 1 and no. 4, I don't see any hopes for improvement.

The employees' welfare

The current system really helps in the archiving of lecturers' data. However, in the future, please provide a system that is integrated into the third-party applications (like Sister). Thank you.

It's already good enough, but more attention should be paid to the employees' welfare. Thank you.

None.

Improve the coordination between units and the clarity of services.

The update of the data/documents, socialization and accessibility of new rules/policies (reminder)

## 04-FT = CONTINUED

Better communication and mentorship with lecturers, especially the new ones.

Coordination between units should be improved.

Regeneration of staff should be considered.

The allocation of work load should be more equal/in line with the functions.

The coordination between units, especially the service towards new students. There are a lot of complaints among the new students who feel like they are being directed here and there regarding services and information.

The coordination between units, with each unit willing to learn and humble themselves.

The services towards the students should be improved, which requires support from both teaching and non-teaching staff. Personally, welfare is not only about the income but also about the health insurance that keeps declining compared to the previous years.

Improve everything.

Keep moving forward, UAJ!

Please pay more attention to salary increment and benefits.

No Comment (Because even if I comment, I reckon there won't be any changes!)

The mapping of new lecturers should be improved as it should consider not only the number of students but also the workload of lecturers at the study program.

Resolution of service-related issues should be improved.

Add more operational elevators.

Please improve the speed of the internet and transportation allowances.

The communication between units should be improved.

Be more professional!

Please bring back the health insurance.

Please provide periodical reminders about any new rules from BSDM.

**05-FH**

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(1) The salary of new employees should be lower than that of older ones; (2) when needed, overtime work should be compensated (3) teaching outside the working hours should also be compensated

Dat in the BSDM portal should be updated. More training to improve work performance should be conducted. Thank you.

Please improve the facilities.

Be much better!

The space of the lecturers' cubicles shall be wider. Please consider this.

None.

Keep improving!

None.

Please improve the quality of response to the faculty's needs.

Please improve the communication between teaching and non-teaching staff to avoid any unnecessary gaps.

The health benefits, transport allowances, and the up-to-dateness of the employee data.

What is already good should be improved.



## 06-FKIK

There should be more variations of training of self-development for employees.

There should be administrative staff that can support the department.

Conduct FGD. Adjust the Sekata with the Sister Database. BSDM should open another branch in other campuses besides Semanggi.

There should be administrative staff, with at least 1 administrator for several departments. This is to support the productivity and to avoid lengthy time spent on administrative matters. Thanks before!

Good.

Information related to the regulations is hard to find, so please provide one specific folder for this. Thank you.

The work facilities and equipment should be revamped to boost the work efficiency.

The employees' welfare (salary increment in line with the length of work, clear health insurance policy, and the like)

Keep improving!

Monev and feedback

Training for employees is necessary, especially for lecturers and for the matters related to service standards, because there should better coordination between the lecturers and students. There is feedback from students as the user to the providers, which can improve the university in general.

The service concerning correspondence should be improved, the calculation of salary grades should be done with more care.

The management of HR is the core of the success of management. Please be sure to regulate the grades of the non-teaching staff, because it's since 2020 there has not been any upgrades in categories/grades for non-teaching staff. Please work on this.

Increment in salary and insurance should be considered and improved. The calculation of transport allowances should be adjusted to the domicile.

The working space to support the work activities.

## --07-FP

The employee data is easier to access.

Information about employee regulations, concerning salary increment because of competence/achievement.

The needs for work automatization

Transparency, accountability, responsibility

Please improve the archiving of data

Keep improving!

Please conduct program for soft-skill development that can really result in optimal benefits for each unit.

Please improve the supporting system (IT, non-teaching staff) so that lecturers can focus on their main tasks (Tri-Dharma) instead of dealing with administrative work.

Please improve the work coordination between units at UAJ.

Please improve the employee database updates and the transparency of employee assessment.

All systems at Atma Jaya should be reevaluated.

Synchronization of employee data at each work unit and BSDM should be better.

Already good.

Transparency and professional are very important.

**08-FTB**

Please bring back health insurance instead of the reimbursement system

The data are already available, and we can see all the details including the address, age, salary, We don't to fill out too many things and then leave them be.

Keep improving.

There should be opportunities for training, and also, the submission of overtime work is often difficult because it can only be inputted during the overtime hours. The working hours outside the main ones should be noted as well, not just the missing working hours.

Effectiveness of training and mentorship after training should be improved.

Integration of HR data with the Sekata system.

The bonding events for staff cannot be attended by all employees because they are held during working hours. The training on the use of facilities at the campus is still very lacking.

The employees' welfare should be reconsidered. In the past, the dental care for our kids could be covered, but now it can't.

Coordination between units is already there but needs more improvement.

Please provide more information about who in BSDM is in charge of the presence data, health and also other sectors, which can help employees in other units.

Please do follow up on all the suggestions from the employees. What's good should be maintained and improved, and what's lacking should be resolved.

N/A

Detailed information about facilities/equipment for new employees, whether online/offline (written), should be provided.

There should be a unit for data and analysis center that maintains and manages the university data portal. All data from all units can be stored in the repository of the university data center.

More improvement needed.

I hope there are opportunities for self-development in the form of contrastive training sessions. There should be salary increment based on performance (not only based on the inflation rate). There should be uniform implementation of rules/policies, say, regarding the employee events: why do in the other units employee can stop their work routines to participate in the bonding event, while in my unit, employees are expected to still stay in the workplace?

Decree relating to employees should be there in the internal documents.

Already good.

Data should need more updates, making use of the current IT system.

Keep improving the employees' welfare.

Keep improving.

Keep improving.

## **SUGGESTIONS AND CRITICISMS**

**From other Units, Bureaus and Institutes can be seen in separate PDF files.**

*Thank You!*



**LEMB.AG.A PEN AMIN.AN MUTU**