

## **Excellent Service with the Concept of 3A (*Attitude, Attention, Action*) at LPPP State University of Malang**

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### **Abstract**

*This research aims to obtain information about excellent service with the concept of Attitude, Attention, and Action carried out at the Malang State University Education and Learning Development Institute (LPPP UM) office. The research method used is descriptive qualitative. Data collection was carried out through interviews with educational staff, observation, and documentation. The data obtained were analyzed using the Miles & Huberman model. The results showed that excellent service carried out by academic staff at LPPP UM has implemented the 3A concept well. Excellent service provided with the idea of Attitude has three main things, namely a polite and physically harmonious appearance, serving with a positive and logical attitude, and serving with an attitude of respect. Excellent service with the concept of Attention also has three main things, understanding sincerely, respecting behavior, and devoting full attention to guests. Excellent service with the Action concept has five main things, including always noting what guests want, recording guest needs, confirming and summarizing guest needs, trying to realize guest wishes as expected, and thanking guests.*

**Keywords:** *Excellent Service; Excellent Service Concept; Excellent Service at University*

## **INTRODUCTION**

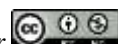
The university is a higher education institution that provides a wide range of courses such as social sciences, humanities, applied sciences, health sciences, business sciences, engineering, and many others. At the university a student can pursue bachelor's, master's, and doctoral degrees (University Sky, 2023). In this regard, in order to support the course of education carried out at the university level, there is a need for support in the form of development activities in addition to the teaching and learning process in the classroom. The Institute for Education and Learning Development at the State University of Malang (LPPP UM) is one of the work units that supports this. LPPP UM carries out an institutional mission to develop the competence and professionalism of teaching staff, support curriculum development in each study program, evaluate the teaching staff professionalism development program and curriculum implementation, coordinate the teaching and learning process at the university level.

LPPP UM also facilitates efforts to improve and develop learning media and fieldwork programs, teacher professional training, student counseling and harmonious interfaith relations on campus. As one of the service providers at the university level, LPPP UM needs to provide its best service in order to increase the trust and credibility of the institution. Therefore, it is necessary to improve the quality of service to lecturers, education staff, students, and the community with excellent service.

## **Theoretical Studies**

### **Excellent Service**

Excellent service can be interpreted as services that are carried out optimally and best by an agency for long-term sustainability. According to excellent service, it is literally excellent or best service because it is adjusted to the service standards imposed in the agency. In line with this opinion, (Mukarom & Implement, 2015) (Daryanto et al., 2014) they have the same opinion, namely excellent service is the best service carried out by an agency to meet customer expectations and needs.



Generally, the mention of excellent service is not referred to as "*premium service*", but "*excellent service*" which is interpreted as superior service and with very good quality. Other terms are also put forward by, among others: (a) ( Zulkarnain & Sumarsono , 2018) ( Rangkuti , 2017) *service excellence*, which is excellent/special service; (b) *customer service*, which is the service performed to the customer; (c) *Customer care*, which is concern for customers.

Follow-up service is an action or deed that is carried out to meet customer satisfaction inside and outside. Customers are not only people who buy or benefit from the company's services, but also customers within the company. Service in the context is defined as service between employees and leaders, or fellow employees. While outside services are services provided to customers. ( Cashmere , 2017)

Excellent service can be provided to internal customers as well as external customers in accordance with service standards and procedures. Excellent service according to business people is an effort by business people to provide the best service to customers as a manifestation of concern. Service can be said to be excellent if it can meet customer expectations and needs in accordance with the quality standards imposed by the agency. ( Frimayasa & Kamal, 2017) ( Rangkuti , 2017)

The definition of excellent service from some of the opinions above is the service carried out by an agency to internal and external customers by prioritizing the best, high-quality, superior, and maximum service in order to meet customer expectations and needs for long-term sustainability in accordance with the service standards that are enforced.

### Excellent Service Objectives

The purpose of excellent service according ( Daryanto et al., 2014) to is to provide services that can satisfy the community which is based on the axiom that "service is empowerment". Service is usually profit-oriented, but excellent service focuses on how to provide the best service so that it can build customer trust and loyalty to the agency by prioritizing the quality provided. In providing services, the orientation is no longer profit for the agency but customer satisfaction. So, it can be concluded that the purpose of excellent service is to build trust, loyalty, and loyalty in order to meet or even exceed customer satisfaction with the products or services provided.

The main goal of excellent service can provide services according to customer needs in order to empower the community as customers and rebuild public trust. ( Rangkuti , 2017)

Excellent service is one of the requirements for retaining customers who are classified as *intangible experience*. Customer perception when dealing with agencies is highly dependent on customer expectations. If the service received is better than the customer's expectations, then it can be called *excellent service*. But on the other hand, if the service received does not meet customer expectations, it will cause disappointment. As can be observed in the following image.



Figure 1. Expectation Diagram  
Source: modified from ( Rangkuti , 2017)

### Excellent Service Concept

The concept of excellent service is based on *the right* attitude, attentive *attention*, and *fast and appropriate* action.

#### 1. Attitude

Attitude is a behavior that is shown when dealing with customers ( Daryanto et al., 2014) . The attitudes highlighted include (a) dressing politely, neatly, and harmoniously; (b) positive, logical, and healthy thinking; and (c) valuing customers. ( Anonymous , 2003)

Attitude is a behavior that must be highlighted when dealing with customers. Attitude can reflect a person's movements when facing something. Attitudes are not brought from birth, but are formed and raised because of the interaction between one person and another. Excellent service based on *the concept of attitude* includes: (a) serving with *harmonious performance*; (b) serving with *positive thinking*; (c) Serve with respect to customers. ( Rangkuti , 2017)

The services provided to customers do not only include products and services, but also include other aspects such as attitudes and behaviors from employees, speed of service, level of response speed, ability to find solutions, handle complaints, and so on. Employees must have clear and polite communication skills, as well as provide appropriate and accurate information to represent that employees really master what is their field.

Basically, quality service is provided through certain standards imposed by the company. The importance of employees knowing the basics of service as stated by , namely employees must: (a) have an attractive, neat, clean appearance, and use clothes that are in accordance with those imposed by the agency; (b) has a fragrant and refreshing body scent so that customers feel comfortable, employees can use perfumes or fragrances with a scent that is not too deflating; (c) high self-confidence, act familiar as if they already know each other, and always serve with a smile that shows a happy face; (d) greet the customer gently and try to mention the customer's name so that the customer feels appreciated; (e) calmly and diligently listening to customer needs by listening carefully to what is conveyed; (f) politeness must be shown from the beginning to the end of the conversation, do it in an educated manner and adjust to the culture of the agency; (g) respect customers to feel placed in a respectable position; (h) speak polite language and use easy-to-understand terms; (i) serve with enthusiasm and show cheerfulness; (j) do not interrupt or interrupt the conversation when the customer is talking; (k) be able to convince customers with reasonable and clear arguments; (l) if you have difficulties, ask for help from other colleagues; (m) If the problem has not been resolved, then give certainty for the promised time for follow-up services. ( Cashmere , 2017)

## 2. Attention

Attention is concern for the needs and desires that are met to the maximum to customers ( Daryanto et al., 2014) . The attention given to customers can be in the form of listening to all criticisms and suggestions well, understanding the complaints submitted, understanding the wants and needs expected by customers. In addition, the service process must be efficient in order to reduce waiting times and ensure customer satisfaction. Employees are expected to have the ability to show concern for any problems faced by customers and professionally be able to provide the best solutions. ( Anonymous , 2003)

In this Attention concept, employees are required to be able to communicate gently, politely, clearly, informatively, accurately, precisely, completely. The services provided must always prioritize satisfaction. The goal is to build customer loyalty and can improve the company's reputation which has implications for sustainable growth.

In practice, sometimes employees still do not understand the customer's intentions and needs. Therefore, employees must pay close attention to what is the employee's needs. In general, according to there are 4 (four) types of assistance that can be provided to customers, namely (a) full assistance, services that are carried out comprehensively starting from introducing products or services to the completion of the transaction process; (b) assistance as necessary, employees only help when customers need assistance, the rest can be done by customers independently; (c) Assistance by telephone, the customer does not face the employee directly but by phone for time efficiency and sometimes only brief information is needed, but there are shortcomings in the service using the telephone, namely the lack of comprehensive information provided and sometimes there is miscommunication so that there may be misunderstandings due to unclear information between the two parties. ( Cashmere , 2017)

Excellent service based on *Attention*, includes several things including (a) listening carefully and earnestly what are the expectations and needs of customers; (b) always respect what customers do; (c) give full attention and pay close attention to customers. ( Rangkuti , 2017)

### 3. Action

The actions taken are a follow-up step after giving full attention to customers, for example by reaffirming what customers expect, following up on complaints, realizing customer suggestions, realizing customer wishes. Action according (Rangkuti, 2017) to is an activity that is carried out in real terms in providing services. If it is associated with service, then Action is an effort to meet needs aimed at meeting customer expectations.

Action-based services include several things, including (a) always recording customer complaints and finding the best solutions; (b) can detail customer requirements; (c) be able to meet what is expected by the customer; (d) be able to affirm and infer customer needs; (e) the existence of customer gratitude.

### Criteria for Good and Heartfelt Service

Each company has its own criteria and service standards. Generally, each agency must have its own service standards, but between one agency and another must have its own characteristics in the eyes of its customers even though sometimes there are similarities with other agencies. The criteria for good service according to (Cashmere, 2017) are as follows:

1. Have employees who can professionally deal directly with customers.
2. There are adequate facilities and infrastructure so that the service process can run smoothly and on time.
3. Diverse products and according to customer wishes.
4. Responsible for customer service from start to finish.
5. The service is carried out completely until it is completed.
6. Able to serve quickly and appropriately so that it does not take too much time.
7. Able to communicate clearly and understand customer intent.
8. Provides assurance of confidentiality so that customers feel safe and increases customer trust level.
9. Have a good knowledge of what is being talked about.
10. Able to give trust to customers.
11. It has its own characteristics in accordance with the culture of the agency.

### METHOD

This study uses a descriptive qualitative approach. The research was conducted during March-April 2024 at the Institute for Education and Learning Development of the State University of Malang (hereinafter referred to as LPPP UM) which is located at Jalan Semarang No. 5, Malang City. The subjects of this study are education staff employees who work under the auspices of LPPP UM, both education personnel in the program and finance fields.

The technique used to determine the informant is *snowball sampling*, which is that the informant can increase from the predetermined along with the development of information from the previous informant. Like a snowball that rolls, it gets bigger (Lenaini, 2021).

Data collection was carried out using three methods, including interviews, observations, and documentation. The interview is conducted directly and in-depth based on the interview instrument. The questions asked are not only contained in the instrument, but can develop according to the answers from the informant. Furthermore, observations were made by reviewing the location of the LPPP UM office. Observation was carried out by observing the rooms used for services, including the living room for employees, both lecturers and education staff, the living room for students, the living room for guests from outside, and the waiting room. Then, secondary data is obtained by documentation techniques, such as portraits of rooms used for services, service announcements, and so on. Furthermore, the data obtained was analyzed with the Miles & Huberman model, namely data reduction, data display, and conclusion drawn. (Rijal Fadli, 2021)

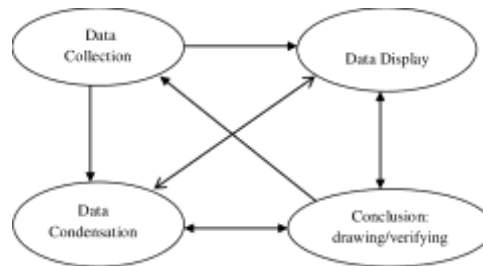


Figure 2. Miles & Huberman Data Analysis Techniques  
Source: modified from ( Binar Academy, 2024)

## RESULTS AND DISCUSSION

Based on the research conducted, the results obtained are as follows.

### Services by LPPP UM

The Institute for Education and Learning Development of the State University of Malang (LPPP UM) is an academic support institution that handles various services. Education personnel who work under the auspices of LPPP UM are categorized into two parts, namely Program Staff and General and Financial Staff. The Program Staff is responsible for the smooth running of activities that will, are underway, and have been carried out. Meanwhile, the General and Finance Staff simultaneously collaborate with the Program Staff to support everything related to finance. For example, when there is a National Seminar activity, what is handled by the Program Staff is the administration starting from making banners and *pamphlets*, socialization, information dissemination, documentation, and so on. Meanwhile, what is handled by the General and Financial Staff such as consumption, honorarium payments, expenses incurred for the purposes of the National Seminar.

Based on the subject of the service, the services carried out by LPPP UM are divided into 2 (two) categories, namely:

1. Services to internal parties, including leaders, fellow education staff, lecturers, and students.
2. Services to external parties, including services to partners, services to guests from outside the agency, guests from other agencies, and so on.

There are centers under the auspices of LPPP UM including:

1. Centre for Curriculum and Learning (PKP)
2. Center for Educational Evaluation (PEP)
3. Service Center for Persons with Special Needs (PLPBK)
4. Center for Media and Learning Resources (PMSB)
5. Universitas Course Center (PMKU)
6. Center for Work Practice and Field Experience (PKPL)
7. Center for Counseling, Career, and Entrepreneurship Guidance (PBK3)

Based on the type of service, the services that can be carried out by LPPP UM education staff to support the implementation of programs by the central heads, can be in the form of:

1. Making Invitation Letters for incidental and routine activities;
2. Preparation of a Letter of Assignment for the purposes of official trips, committees, supporting activities, *monitoring*, and so on;
3. Preparation of a Decree for the determination of committees whose working period is more than 3 (three) months, resource persons, and others;
4. Payment of resource person honorarium, committee honorarium, supervisor honorarium, and others;
5. Payment of incentives to students who participate in internships or teaching assistance;
6. Administration of seminars related to programs proposed by LPPP UM;
7. Assisting in the administration of PEKERTI and Applied Approach (AA) training;
8. Managing UM Channel as a Youtube *channel* of the State University of Malang that provides academic content;
9. *Update* information about KPL Education and Non-Education, Teaching Assistance, MKU, and other programs through the official website and social media;
10. Assisting in the implementation of *workshops*, trainings, workshops, and similar programs;
11. Processing of Cooperation Agreement documents;
12. Receipt of cooperation funds;

13. Receive incoming mail both electronically and physically;
14. And others.

**Excellent Service Concept (*Attitude, Attention, Action*)**

Based on the results of the research, excellent service with the concept of 3A (*Attitude, Attention, and Action*) according to (Rangkuti, 2017) the dimensions and indicators applied in the LPPP UM financial office environment is as follows.

**Table 1. Dimensions and Indicators of Excellent Service**

It	Dimension	Indicators
1	<i>Attitude</i>	<ul style="list-style-type: none"> <li>- Serve with a harmonious and polite performance or appearance</li> <li>- Serving guests with a positive and logical attitude</li> <li>- Serving guests with respect</li> </ul>
2	<i>Attention</i>	<ul style="list-style-type: none"> <li>- Listening and understanding the needs of guests</li> <li>- Able to observe and appreciate guest behavior</li> <li>- Give your guests your full attention</li> </ul>
3	<i>Action</i>	<ul style="list-style-type: none"> <li>- Always be able to record every message that guests want and complain about</li> <li>- Always record guest needs</li> <li>- Be able to affirm and infer the needs of guests</li> <li>- Realize the wishes of guests as expected</li> <li>- Thank you to guests</li> </ul>

**a. Attitude**

Attitude is a behavior that is highlighted when dealing with guests, starting from how to dress (performance), how to communicate, and ethics in dealing with guests. Based on the indicators in Table 1 above, the excellent service applied to LPPP UM is seen from three things, namely how to dress, how to serve with a positive and logical attitude, and how to respect guests.

Serving with a polite performance is shown by dressing well. Dressing within the scope of the State University of Malang is regulated in the circular letter of the Vice Chancellor II No. 7.12.48/UN32.II/KP/2022 dated December 7, 2022 concerning Employee Work Clothes in the State University of Malang. The rule was made to improve the discipline and neatness of employees, both lecturers and education staff. Details of the rules can be seen in Table 2 below.

**Table 2. Officer Workwear**

It	Day	Types of Clothing
1	Monday	Daily Civil Clothing (PSH)
2	Tuesday	White shirt top and black/dark blue pants/skirt
3	Wednesday	Clothes with UM batik shirt and black/dark blue pants/skirt
4	Thursday	Dress freely, neatly and modestly
5	Friday	Free Batik
6	Flag ceremony	Clothing according to applicable regulations

In practice, within the scope of LPPP UM, employees consisting of lecturers and education staff have implemented these rules in an orderly manner. The existence of a *briefing* that is held every morning encourages the enthusiasm of employees to always obey the applicable rules, one of which is the rules in dressing within the scope of the State University of Malang. The use of one of the official clothes can be seen in Figure 3 below.



**Figure 3. Use of UM Batik Uniform**

Serving with a positive and logical attitude is done by communicating well to guests, namely by using polite language, friendly, patient, and *diligent* attitudes both to young and old guests. It will be even better if employees are able to apply the principles of ES TOMAT (Four S's [Smile, Greeting, Politeness, Courtesy], Please, Sorry, and Thanks).

LPPP UM services are carried out in 2 (two) ways, namely directly and *online*. Direct services can be done by visiting the LPPP UM office directly on the 5th Floor of the Rectorate Graha, located at Jalan Semarang No. 5, Malang City. While online services can be accessed through the official website of LPPP UM on [the https://lp3.um.ac.id page](https://lp3.um.ac.id), but if you want to get more information about the State University of Malang, you can access the following official page: <https://um.ac.id>. In addition to the website, LPPP UM also has an Instagram account with User ID @lppp.um.official. As for quick response information, you can contact the education staff through their respective *WhatsApp* numbers according to their needs.

Direct services can be served according to applicable working hours. The circular regarding working hours, attendance, and daily journals of education staff was submitted in the circular letter of the Vice Chancellor II No. 3.1.37/UN32.II/KP/2022 dated January 3, 2022. In order to maintain order and smooth implementation of duties and optimize the performance achievements of education personnel, the working hours of civil servants and non-civil servants starting January 10, 2022, the working hours of employees are regulated as in Table 3 below.

**Table 3. Working Hours of Education Personnel**

It	Day	Business Hours
1	Monday to Thursday Rest	Pukul 07.00 – 16.00 WIB Maximum 1 (one) hour
2	Friday Rest	Pukul 07.00 – 14.30 WIB Pukul 11.00 – 13.00 WIB

Related to the rule, several other things that were conveyed were: (1) the tolerance for late attendance is a maximum of 15 minutes and the shortfall in working hours is replaced by 15 minutes after the normal working hours end; (2) education personnel are required to record attendance using a *fingerprint* machine 2 (two) times a day, namely at the time of entry and return; (3) applications for permits, sickness, and leave are submitted through the *e-office* application. One example of excellent service carried out by employees within the scope of LPPP UM is by working according to the specified time, can be seen in the following Figure 4 which contains Fingerprint Data information



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Laman: www.um.ac.id

**DATA PRESENSI FINGER PRINT**

Nama :   
NIP :   
Unit Kerja : Umum dan Keuangan Lembaga Pengembangan Pendidikan dan Pembelajaran  
Bulan : Maret

Tgl	Hari	Jam Datang	Mulai Istirahat	Selesai Istirahat	Jam Pulang	Keterlambatan	Durasi Istirahat	Pulang Awal	Kekurangan Jam Kerja	Kelebihan Jam Kerja	Akumulasi	Ket.
1	Jum'at	06:49:59	-	-	15:01:33	-	02:00:00	-	-	00:41:34	-	
2	Sabtu	-	-	-	-	-	-	-	-	-	-	Libur
3	Minggu	-	-	-	-	-	-	-	-	-	-	Libur
4	Senin	06:29:34	-	-	16:13:09	-	01:00:00	-	-	00:43:35	-	
5	Selasa	06:19:34	-	-	16:37:56	-	01:00:00	-	-	01:18:22	-	
6	Rabu	06:19:19	-	-	16:04:10	-	01:00:00	-	-	00:44:51	-	
7	Kamis	06:52:29	-	-	16:24:24	-	01:00:00	-	-	00:31:55	-	
8	Jum'at	06:28:51	-	-	15:07:10	-	02:00:00	-	-	01:08:19	-	
9	Sabtu	-	-	-	-	-	-	-	-	-	-	Libur
10	Minggu	-	-	-	-	-	-	-	-	-	-	Libur
11	Senin	-	-	-	-	-	-	-	-	-	-	Libur
12	Selasa	-	-	-	-	-	-	-	-	-	-	Libur
13	Rabu	07:39:06	-	-	15:10:34	-	01:00:00	-	-	00:01:28	-	
14	Kamis	06:50:56	-	-	15:14:45	-	01:00:00	-	-	00:53:49	-	
15	Jum'at	06:35:51	-	-	15:00:12	-	01:00:00	-	-	00:54:21	-	
16	Sabtu	-	-	-	-	-	-	-	-	-	-	Libur
17	Minggu	-	-	-	-	-	-	-	-	-	-	Libur
18	Senin	06:46:51	-	-	15:08:25	-	01:00:00	-	-	00:51:34	-	
19	Selasa	06:46:57	-	-	15:02:39	-	01:00:00	-	-	00:45:42	-	
20	Rabu	06:34:10	-	-	15:09:23	-	01:00:00	-	-	01:05:13	-	
21	Kamis	06:27:10	-	-	15:23:28	-	01:00:00	-	-	01:26:18	-	
22	Jum'at	06:38:46	-	-	15:12:02	-	01:00:00	-	-	01:03:16	-	
23	Sabtu	-	-	-	-	-	-	-	-	-	-	Libur
24	Minggu	-	-	-	-	-	-	-	-	-	-	Libur
25	Senin	06:14:25	-	-	15:09:33	-	01:00:00	-	-	01:25:08	-	
26	Selasa	06:29:28	-	-	15:50:22	-	01:00:00	-	-	01:50:54	-	
27	Rabu	06:21:46	-	-	15:23:45	-	01:00:00	-	-	01:31:59	-	
28	Kamis	06:29:42	-	-	15:09:11	-	01:00:00	-	-	01:09:29	-	
29	Jum'at	-	-	-	-	-	-	-	-	-	-	Libur
30	Sabtu	-	-	-	-	-	-	-	-	-	-	Libur
31	Minggu	-	-	-	-	-	-	-	-	-	-	Libur
Total										18:07:47	00:00:00	

**Figure 4. Fingerprint Attendance Data for March 2024**  
(Source: LPPP UM Documentation)

In the image above, it shows that employees at LPPP UM come according to the specified time and go home according to the rules in place. Since March is classified as the month of Ramadan, there is an adjustment to the work schedule which was originally from 07.00 – 16.00 WIB, changed to 07.30 – 15.00 WIB. If the employee is late for *fingerprinting*, the time of delay will be recorded in the "Delay" column.

Online services can be served according to the applicable working hours or in accordance with the policies of the respective service providers. Often, education staff serve outside of working hours so that problems or needs that need to be solved quickly can be solved immediately and implemented. Quick response service through *online* is one of the forms of excellent service provided by education staff at LPPP UM.

Serving with respect is shown by polite manners, good language, and impressiveness. The language used must be polite and easy to understand so that it does not cause meaning bias. In addition, good manners or ethics are also needed in serving. For example, when a student visits the LPPP Administration room to ask about Teaching Assistance, then what the employee does is:

1. Be friendly when greeting;
2. Inquire about the purpose and requirements of arrival;
3. Providing an opportunity to answer;
4. When speaking look into the eyes of the guest;
5. Speak in good and easy-to-understand language;
6. Directing interested education personnel;
7. Serving wholeheartedly and with a cheerful face.

**b. Attention**



Based on the results of the research, the concept of *Attention* is applied at LPPP UM by giving a speech when there are guests, both from lecturers, education staff, students, and the general public. Attention is also given by always asking what the needs and requirements of arrival are. Education staff at LPPP UM always try so that whatever is needed can be fulfilled. However, there are times when employees feel overwhelmed or unable to serve because too many people ask for services. For example, when students flock to one of the LPPP UM employees at the same time for Teaching Assistance (AM) purposes, there is a long queue. Therefore, LPPP UM provides a waiting seat service so that a conducive environment is created and all guests can be served optimally. The waiting seats can be seen in Figure 5 below.



**Figure 5. Guest Lounge Seats**  
(Source: Personal Documentation)

There are differences in guest service places adjusted to their needs. If the guest needs a longer time to discuss, they will be welcome to occupy the service desk in Figure 6 (left), while if the guest only needs a short time, such as just asking for signatures, asking for stamps, handing over files, collecting files, and others, then they will be welcome to occupy the guest service desk in Figure 6 (right).



**Figure 6. Guest Service Desk**  
(Source: Personal Documentation)

### c. Action

*Action* is an action taken on a complaint or problem that is submitted. Based on the results of the research, *the action* carried out as a form of excellent service for employees at LPPP UM is to realize the needs and desires of guests as conveyed. The nature of this service is *fast response* so that the needs of guests can be solved immediately and provide the right solution. For example, when one of the central heads needs special data, the employee concerned is willing to search for the data until it is found, both in physical and non-physical form. This is done in order to build trust in LPPP UM, create satisfaction, provide convenience and smoothness, and transparency in accordance with the established workflow.

## CONCLUSION

Overall, the concept of excellent service applied at LPPP UM is not only about providing adequate services, but also creating a satisfying and meaningful experience for various parties. The goal is not only to meet guest satisfaction, but also to build loyalty and a superior reputation for LPPP UM. Excellent service provided with the concept of *Attitude* has three main things, namely a polite and physically harmonious appearance, serving with a positive and logical attitude, serving with an

appreciative attitude. Excellent service with *the concept of Attention* also has three main things, namely understanding seriously, respecting behavior, and devoting full attention to guests. Excellent service with the concept of *Action* has five main things, including always recording what guests want, recording guest needs, affirming and concluding guest needs, trying to realize guest wishes according to expectations, and gratitude to guests.

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