Assessment Of The Internal Management Support Service Satisfaction Index General Inspectorate Of The Ministry Of Agrarian And Spatialplanning National Land Agency For The First Semester Of 2023

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Abstract: *In attempting for increasing the sustainable service quality as Ministerial Regulation of Ministry of State Apparatus Utilization and Bureaucratic Reform Number 14 year 2017 about The Guidelines of Preparation for Community Satisfaction Surveys for Public Service Organizing Units, An Evaluation of the public service administration in the inspectorate general of ministry of agrarian affairs and spatial planning/national land agency is needed, on other hand, the author ran the satisfication survey about Supporting Internal Management Service with Regional and Investigation Inspectors and other functional auditor officers as respondents in General Inspectorate ministry of agrarian affairs and spatial planning/national land agency we put attention in Transparancy , Partisipative and Sustainable Principles, in order to improve the Quality of Supporting Management Service, with the hope with receiving objective feedbacks. The implementation of the satisfaction survey was carried out using a Likert scale which was described in several variable indicators. The results of the satisfaction of management support services within the Inspectorate General of the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency survey for the first semester of 2023 obtained a figure of 79.70 and / or concluded in the "Good" category.*
Keywords: *Satification Index, Internal Management*

INTRODUCTION

The General Inspectorate, functioning as the Internal Government Supervisory Apparatus (APIP) within the Ministry of Agrarian and Spatial Planning/National Land Agency (ATR/BPN), plays a crucial role in realizing and ensuring the achievement of the ATR/BPN ministry's objectives. This is achieved through improving the effectiveness of risk management processes, internal controls, governance, and enhancing the accountability of officials.

To support the General Inspectorate's role in achieving these goals, effective management support services are required. This ensures that the control processes over various risks and the governance of the core activities of the ministry can operate effectively. Management support services consist of Financial Services, Infrastructure Services, Human Resource Services, Regional Inspectorate/Investigation Department Secretariat Services, Activity Program Services, and Supervision Information and Data Services. All these

services guarantee the continuity of all supervisory activities conducted by the General Inspectorate.

The improvement of management support services becomes even better when receiving evaluations and feedback from service users, especially inspectors and auditors within the General Inspectorate. The satisfaction of Inspectors and Auditors in receiving support services becomes an indicator of the success of the services in supporting their core duties and functions. Based on survey results and feedback from the respondents, further action plans for service improvement are then formulated..

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The Disconfirmation of Expectations Theory is a cognitive theory that attempts to explain post-purchase, post-adoption, or post-service satisfaction as a function of expectations, perceived performance, and belief disconfirmation. While this theory initially emerged in the realms of psychology and marketing literature, it has been adopted in several other scientific fields, including consumer research, information systems, and public services.

The Expectation-Confirmation Theory suggests that expectations combined with perceived performance will lead to post-purchase/post-service satisfaction. This effect is mediated through positive or negative disconfirmation between expectations and performance. If a product/service exceeds expectations (positive disconfirmation), post-purchase/service satisfaction will occur. If a product/service doesn't meet expectations (negative disconfirmation), consumers are more likely to feel dissatisfied.

The Expectation Confirmation Theory involves four main constructs: expectations, perceived performance, belief disconfirmation, and satisfaction.

Expectation: Expectation refers to the attributes or characteristics anticipated or predicted by an individual associated with an entity such as a product, service, or technological artifact. Expectations are considered to directly influence the perception of performance and belief disconfirmation, and indirectly influence post-purchase, post-adoption, or post-service satisfaction through the mediating relationship via the disconfirmation construct.

Perceived Performance: Perceived performance refers to an individual's perception of the actual performance of a product, service, or technological artifact.

Belief Disconfirmation: Belief disconfirmation refers to an individual's assessment or evaluation concerning a product, service, or technology artifact.

This evaluation or assessment is made in comparison to an individual's initial expectations. When a product, service, or technological artifact exceeds a person's initial expectations, it results in positive disconfirmation, which is considered to enhance post-purchase or post-adoption satisfaction. On the other hand, when a product, service, or technological artifact performs below an individual's initial expectations, it leads to negative disconfirmation, which is deemed to decrease post-purchase or post-adoption satisfaction (i.e., increasing dissatisfaction).

Satisfaction: Post-purchase, post-adoption, or post-service satisfaction refers to the extent to which an individual feels pleased or content with a product, service, or technological artifact after having direct experience with it. The Expectation Confirmation Theory suggests that satisfaction is directly influenced by belief disconfirmation and perceived performance, and indirectly influenced by expectations and perceived performance through a mediating relationship that goes through the disconfirmation construct.

Index of Satisfaction
The Satisfaction Index is a result representing the satisfaction scale of various dimensions formed by multiple indicators or items. The level and index of satisfaction are values provided by stakeholders, in this case, inspectors and auditors within the General Inspectorate of the Ministry of Agrarian and Spatial Planning/National Land Agency, regarding the services provided by the Secretariat of the General Inspectorate of the Ministry of Agrarian and Spatial Planning/National Land Agency. The items are expressed in statements that depict the measurement scale of satisfaction according to the respondents' perceptions.

Management Support

Management support involves a manager's ability within an organization or company to effectively communicate (understood as conveying information) to employees. This communication should encompass support, guidance, or constructive criticism directed towards subordinates. With communicative management support, a company or organization can operate seamlessly.

Ruky (2006: 315) suggests that management support reflects how they do things (making decisions, serving people, etc.), which can be observed and felt, especially by people outside the organization.

Tika (2008: 4) argues that management support is the cornerstone for solving both external and internal issues consistently carried out by a group. This is then passed on to new members as the proper way to understand, think about, and feel about the aforementioned issues.

According to Mc Kenna and Nic Beech (2000: 62), management support within a company is a set of fundamental assumptions through which an existing group creates, discovers, or evolves during the learning process to cope with external adaptation difficulties and internal integration.

In this research, the indicators of management support consist of :

1. Financial Services

   Management support services in terms of budget preparation for the execution of tasks and functions of the General Inspectorate of the Ministry of Agrarian and Spatial Planning/National Land Agency, for example, include the preparation of accommodation such as tickets, hotel expenses, and accommodation funds for official travel purposes related to audits or other supervisory activities.

2. Facilities and Infrastructure Services

   Management support services involving the provision of tools, objects, or services related to items used in the day-to-day execution of tasks. For instance, it includes laptops, computers, office stationery, etc., required by auditors to fulfill the tasks assigned by their superiors.

3. Human Resource Services

   Management support services in the field of human resources have been provided in a timely manner, including promotions, leave requests, other personnel data, and adequate consultations in the area of human resources as needed.

4. Secretariat Services of the Regional Inspectorate/Department

   The administrative process services and all aspects related to the tasks of the Regional Inspectorate/Investigation Department have been carried out in a timely manner, meeting the requirements and following the established mechanisms, such as assignment letters, independence letters, etc.

5. Program Services

   The service involving the preparation of the General Inspectorate's work program has been conducted in a timely, well-communicated, and well-socialized manner to all stakeholders, such as the Annual Supervision Work Program (PKPT) detailing the audit universe, auditable units, and the allocation of available resources.

6. Supervision Information and Data Services

   The supervision information and data services have been provided in a timely manner, with well-socialized reporting mechanisms. Additionally, the presentation of supervision data aligns with the conducted oversight results.

The Hypothesis formulation in this research seems to be:

The Internal Management Support Service Satisfaction Index within the General Inspectorate of the Ministry of Agrarian and Spatial Planning/National Land Agency is categorized as 'Good'.

METHODS

The author used a Likert scale for measurement. According to Sugiyono (2016), the Likert scale is employed to gauge attitudes, opinions, and perceptions of an individual or group regarding social phenomena. Using the Likert scale, the variables to be measured are outlined into variable indicators. These indicators are then used as a starting point to formulate instrument items, which can be in the form of statements or questions. The responses to each instrument item using the Likert scale range from very positive to very negative. The Likert scale table is as follows:

Table 1
Explanation of the Number of Scores for Answer Categories

No	Answer Categories	Unit Score
1	Very Agree	4
2	Agree	3
3	Disagree	2
4	Strongly Disagree	1

The management support service survey was conducted based on the Circular Note of the Secretary of the General Inspectorate dated September 8, 2023, Number 158/ND-900.40.OT.02/IX/2023 regarding the Internal Management Support Service Satisfaction Survey, conducted from September 8 to September 11, 2023. The service survey was carried out via an online survey using a questionnaire instrument based on the perceptions of the auditors and inspectors as respondents. The questionnaire was prepared based on the provisions in the Minister of Agrarian and Spatial Planning/Head of the National Land Agency Regulation Number 16 of 2020 concerning the Organization and Work Procedures of the Ministry of Agrarian and Spatial Planning/National Land Agency. The method used to analyze the survey results was through descriptive statistics to determine the level of satisfaction per satisfaction dimension and overall satisfaction.

RESULTS AND DISCUSSION

Based on the survey results, the number of respondents who completed the survey was 93 out of 104 Inspectors and Auditors, with the following distribution:

Table 2
Percentage of Total Respondents to Total Population of Work Unit

No.	Work Unit	Number of Inspectors and Auditors	Number of Respondents	%
1	Inspectorate Investigation Department	22	22	100
2	Regional Inspectorate I	22	21	95,45
3	Regional Inspectorate II	21	18	85,71
4	Regional Inspectorate III	18	13	72,22
5	Regional Inspectorate IV	21	19	90,48
	Total	**104**	**93**	**89,42**

A. Characteristics of Respondents

The characteristics of the respondents in the Management Support Performance Survey of the General Inspectorate of the Ministry of Agrarian and Spatial Planning/National Land Agency for the First Semester of 2023 consist of six categories, namely:
1. Department/Regional Inspectorate,
2. Gender,
3. Age,
4. Highest Education Attainment,

5. Years of Service, and
6. Positions.

Here are the percentage results for each question regarding respondent characteristics:

1. Percentage of respondents based on their Department/Regional Inspectorate Origin. The distribution as seen in the following graph:
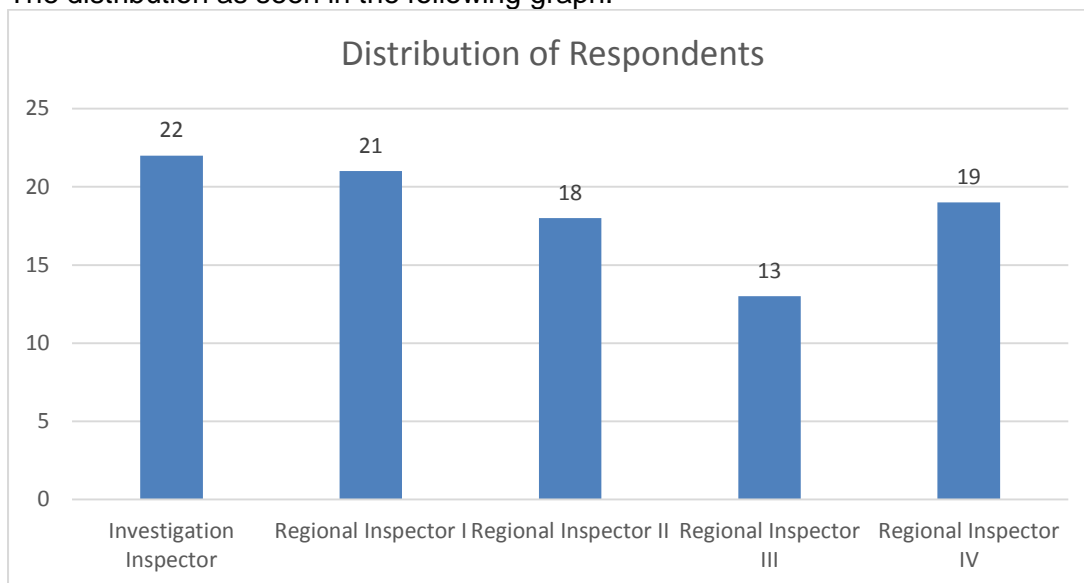

Figure 1
Graph of Respondent Distribution Based on Work Unit

The Inspectorate of the Investigation Department had the highest participation with 23.66% (22 respondents), followed by Inspectorate Regional I at 22.58% (21 respondents), Inspectorate Regional IV at 20.43% (19 respondents), Inspectorate Regional II at 19.35% (18 respondents), and Inspectorate Regional III at 13.98% (13 respondents)

Table 3
Percentage of Respondents in the Work Unit

No.	Work Unit	Number of Respondents	%
1	Inspectorate Investigation Department	22	100
2	Regional Inspectorate I	21	95,45
3	Regional Inspectorate II	18	85,71
4	Regional Inspectorate III	13	72,22
5	Regional Inspectorate IV	19	90,48
Total		**93**	**89,42**

2. Percentage of Respondent by on gender can be seen from the graph below, The female respondents comprise a larger portion, accounting for 51%, which totals 47 respondents, while the male respondents represent 49%, totaling 46 respondents.

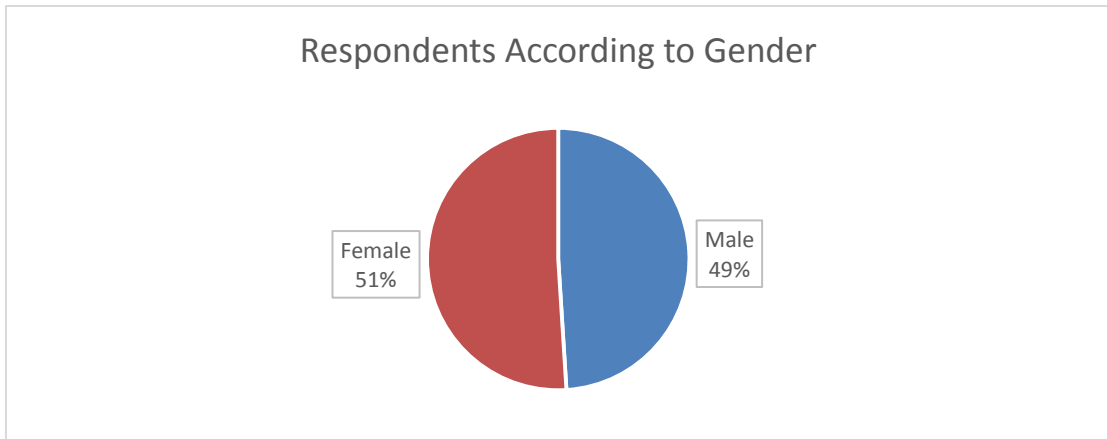**Respondents According to Gender**

Figure 2
Graph of Respondent Distribution by Gender

3. Percentage of respondents by age
   Based on the age group, the largest number of respondents fall within the range of under 25 years, representing 38% or 35 respondents, followed by the age group of 25-35 years, constituting 30% or 28 respondents, the 36-45 age range with 24% or 22 respondents, and the over 45 age group with 8% or 8 respondents.
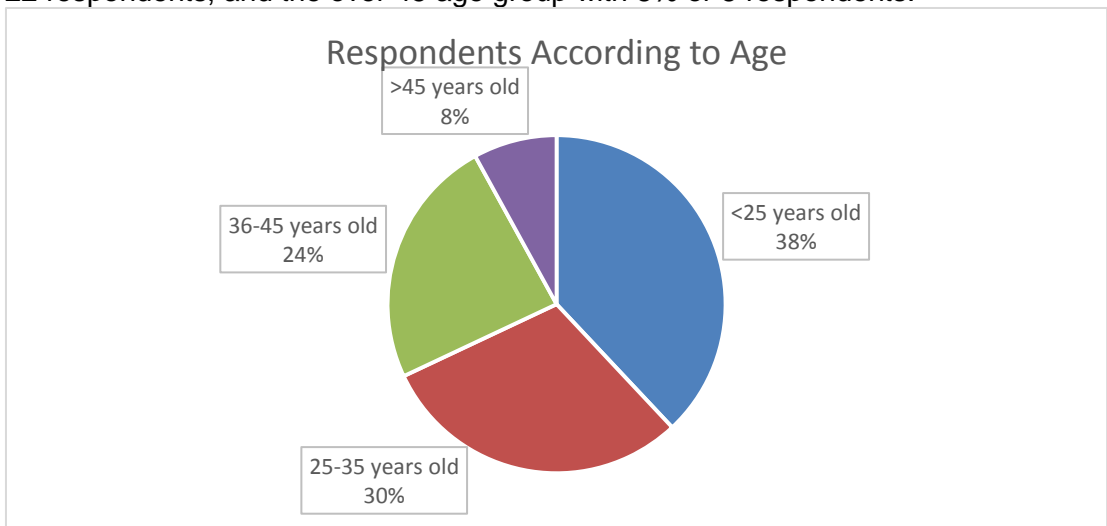
Respondents According to Age

Figure 3
Graph of Respondent Distribution by Age

4. Percentage of respondents by highest education attainment
   Based on the highest education attainment, a majority of respondents have a Diploma degree at 51% (47 respondents), followed by a Bachelor's degree (S1) at 30% (28 respondents), a Master's degree (S2) at 18% (17 respondents), and a Doctorate (S3) at 1% (1 respondent), as shown in the graph below:

Respondents According to Educational Level

- Doctoral Degree 1%
- Master's Degree 18%
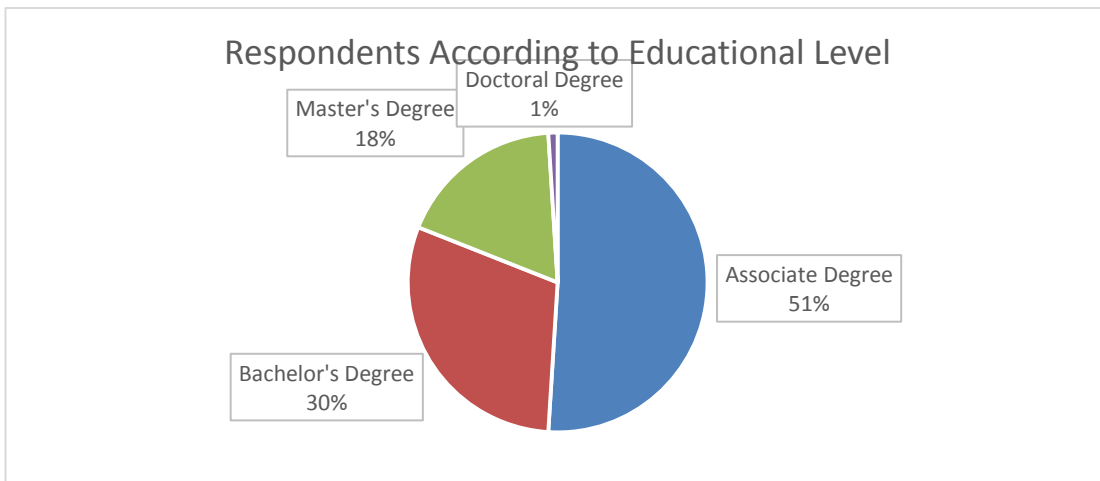- Bachelor's Degree 30%
- Associate Degree 51%

Figure 4
Graph of Respondent Distribution by Educational Level

5. Percentage of respondents by years of service
Based on the length of service, the majority of respondents worked for less than 5 years (<5 Years), accounting for 66% (61 respondents), followed by 10-20 years at 23% (21 respondents), 5-10 years at 5% (5 respondents), over 30 years at 5% (5 respondents), and 20-30 years at 1% (1 respondent), as shown in the graph below.

Respondents According to Work Period

- 20-30 years 1%
- >30 years 5%
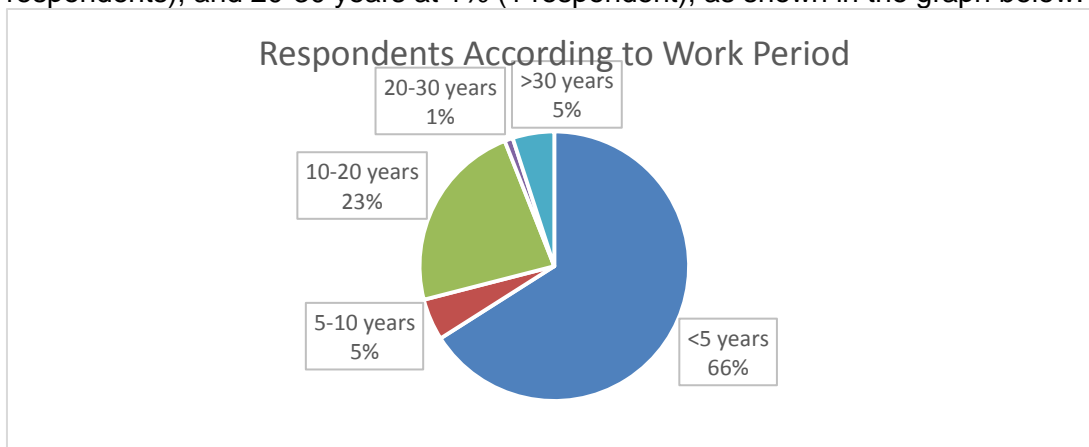- 10-20 years 23%
- 5-10 years 5%
- <5 years 66%

Figure 5
Graph of Respondent Distribution by Years of Service

6. Percentage of respondents based on job positions
Based on job positions, the majority of respondents are Skilled Auditors at 46.50% (46 respondents), followed by First Expert Auditor at 19.20% (19 respondents), Junior Expert Auditor at 15.16% (15 respondents), Intermediate Expert Auditor at 8.9% (8 respondents), Other Functional roles at 2.2% (2 respondents), Low-Level Executives at 2.2% (2 respondents), and Supervisory Auditor at 1.1% (1 respondent), as shown in the graph below.
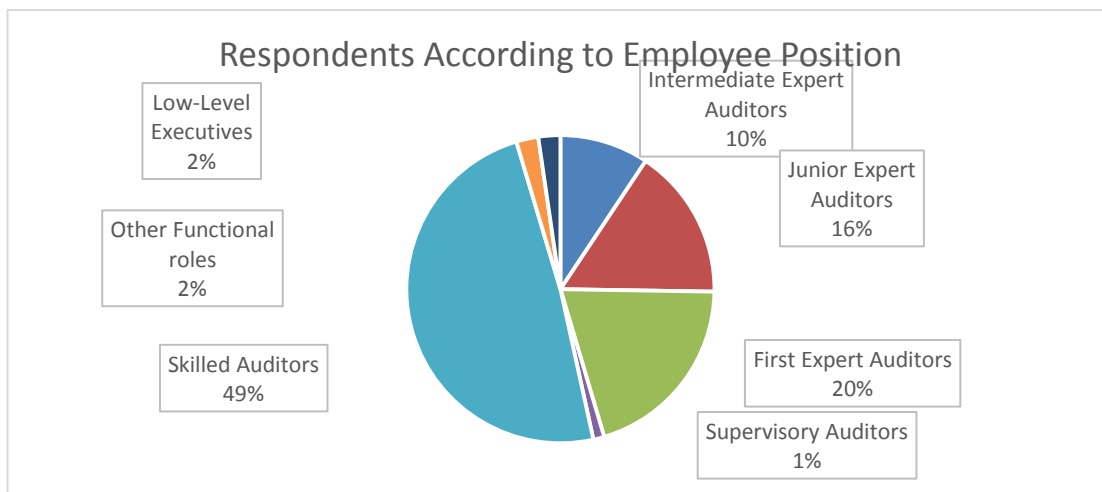
Figure 6
Graph of Respondent Distribution by Job Positions

B. Assessment Method

The online survey was conducted to assess the respondents' feedback regarding 6 (six) types of management support services, which consist of:
1. Financial Services,
2. Facilities and Infrastructure Services,
3. Human Resources Services,
4. Secretariat Services at Regional/Departmental Inspectorates,
5. Program Services,
6. Supervision Information and Data Services.

In each service, respondents are asked to provide answers to 8 (eight) qualitative questions with options like "Very Agree," "Agree," "Disagree," and "Strongly Disagree," which are then scored sequentially from 4, 3, 2, to 1. Each question across all services is given the same weight, so to measure the satisfaction level of a service, the average score of all the answers within that service is calculated. Since the highest value of an answer is 4, the service satisfaction level is calculated as the percentage of the average score of the answers against the highest value. The formula for the calculation is as follows:

$$S\text{-}Fin = (N\text{-}Fin/4) \times 100\%$$
$$S\text{-}Fac = (N\text{-}Fac/4) \times 100\%$$
$$S\text{-}Hum = (N\text{-}Hum/4) \times 100\%$$
$$S\text{-}Sec = (N\text{-}Sec/4) \times 100\%$$
$$S\text{-}Prog = (N\text{-}Prog/4) \times 100\%$$
$$S\text{-}Inf = (N\text{-}Inf/4) \times 100\%$$

Which:
S-Fin : The satisfaction level of Financial Services
S-Fac : The satisfaction level of Infrastructure and Facilities Services
S-Hum : The satisfaction level of Human Resource Services
S-Sec : The Satification level of Secretariat Services at Regional/Deparment
S-Prog : The satisfaction level for Program Services
S-Inf : The satisfaction level for Information and Supervision Data Service
N-Fin : Average score for Financial Services
N-Fac : Average score for Infrastructure and Facilities Services
N-Hum : Average score for Human Resources Services
N-Sec : Average score for Secretariat Services at Regional/Deparment
N-Prog : Average score for Program Services
N-Inf : Average score for Information and Supervision Data Services

Next, The Satisfaction Level of Management Supoort Services is average from all the satification level of services, the equation as below:

$$S\text{-}MS = (S\text{-}Fin + S\text{-}Fac + S\text{-}Hum + S\text{-}Sec + S\text{-}Prog + S\text{-}Inf)/6$$

Which:

S-MS   : The satification level of Management Support Services
S-Fin   : The satisfaction level of Financial Services
S-Fac   : The satisfaction level of Infrastructure and Facilities Services
S-Hum   : The satisfaction level of Human Resource Services
S-Sec   : The satification level of Secretariat Services at Regional/Deparment
S-Prog   : The satisfaction level for Program Services
S-Inf   : The satisfaction level for Information and Supervision Data Service

The Satification Level of Service will be categorized as its level like below:
a. "Excellent" if the score ranges between 90% to 100%;
b. "Good" if the score ranges between 75% to 89%;
c. "Satisfactory" if the score ranges between 50% to 74% ;
d. "Poor" if the score ranges between 25% to 49%.

C. Data Processing Results

From the responses of 93 (ninety-three) respondents to 8 (eight) questions for each service, the level of satisfaction for each service can be ascertained. All questions/statements presented were in a positive context regarding the services, with answer options ranging from very agree, agree, disagree, and strongly disagree. The tabulation of respondent answers is as follows:

1. Financial Service

Question 1	All planned activities have been supported by adequate funding
Question 2	The allocation of funds for activities has been carried out in a timely manner according to the requirements
Question 3	The mechanisms and procedures for disbursement of activity funds have been well socialized
Question 4	The amount of funds disbursed for an activity has been in accordance with the needs and planning documents
Question 5	The funding consultation services have been provided, facilitating the smooth operation of the activities
Question 6	The initiative of the officers in providing financial services is excellent
Question 7	Information regarding the mechanism and procedure for disbursing activity funds can be easily obtained by service
Question 8	The friendliness and ethics of the employees in financial services have been well demonstrated

	Very Agree	Agree	Disagree	Strongly Disagree	Total
Question 1	23	65	5	0	93
Question 2	22	69	2	0	93

	Very Agree	Agree	Disagree	Strongly Disagree	Total
Question 3	29	58	6	0	93
Question 4	29	64	0	0	93
Question 5	25	65	2	1	93
Question 6	22	67	3	1	93
Question 7	24	64	5	0	93
Question 8	28	64	0	1	93
Total	**202**	**516**	**23**	**3**	**744**

Most respondents agreed with positive statements about financial services, with a total of 516 or 69.35% of all responses. The rest strongly agreed with 202 or 27.15%, disagreed with 23 or 3.09%, and strongly disagreed with 3 or 0.40%.
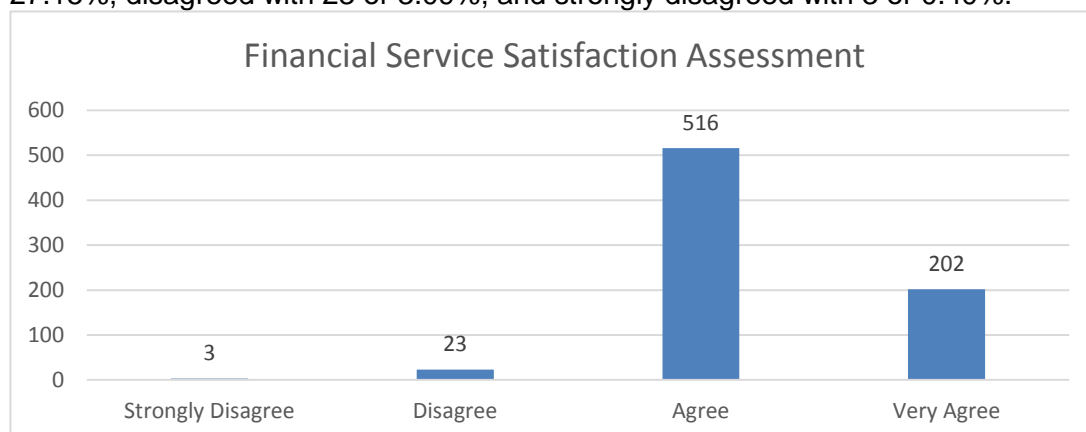

Figure 7
Graph of Financial Service Satisfaction Ratings

To evaluate the satisfaction of the service, each answer will be converted into a score, and then the average score value (N-Fin) will be determined as follows:

Table 4
Total Score of Respondents' Answers for Satisfaction of Financial Service

No.	Answer Categories	Total	Score	Total Score
1	Very Agree	202	4	808
2	Agree	516	3	1.548
3	Disagree	23	2	46
4	Strongly Disagree	3	1	3
Total		**744**		**2.405**

N-Fin   =   Total Score/Total Answer

         =   2.405/744

         =   3,23

So, the level of satisfaction in financial service is calculated as follows:

S-Fin = (N-Fin/4) x 100%
= (3,23/4) x 100%
= 80,81%

or it falls into the Good category.

2. Facilities and Infrastructure Services

Question 1	The entire planned activities have been supported by adequate facilities and infrastructure
Question 2	The preparation of facilities and infrastructure for the activities has been carried out on time according to the requirements
Question 3	The mechanism and procedures for preparing activity facilities and infrastructure have been well socialized
Question 4	The facilities and infrastructure provided for an activity have been in accordance with the needs and planning
Question 5	Consultation services for facilities and infrastructure have been provided, facilitating the smooth progress of activities
Question 6	The initiative of the officers in preparing the facilities and infrastructure for the activity is excellent
Question 7	Information regarding the mechanism and procedures for providing facilities and infrastructure for activities can be easily obtained by service users
Question 8	The friendliness and ethical conduct of the employees in providing facilities and infrastructure for activities have been displayed well

	Very Agree	Agree	Disagree	Strongly Disagree	Total
Question 1	22	70	1	0	93
Question 2	19	70	4	0	93
Question 3	20	70	3	0	93
Question 4	19	72	2	0	93
Question 5	20	72	1	0	93
Question 6	20	68	5	0	93
Question 7	19	71	3	0	93
Question 8	22	71	0	0	93
Total	**161**	**564**	**19**	**0**	**744**

Regarding the positive aspects of the facilities and infrastructure services, the majority expressed agreement, with 564 or 75.81% agreeing, 161 or 21.64% strongly agreeing, 19 or 2.55% disagreeing, and none strongly disagreeing.
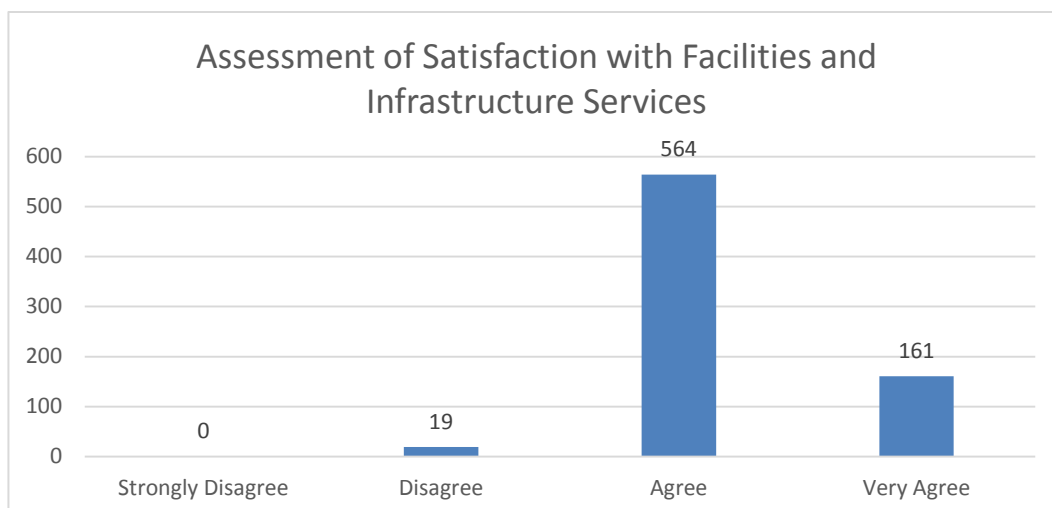
Figure 8
Graph of Satisfaction Rating for Facilities and Infrastructure Services

The average score value (N-pras) is calculated as follows:

Table 5
The Total Score of Respondents' Answers for Satisfaction with Facilities and Infrastructure Services

No.	Answer Categories	Total	Score	Total Score
1	Very Agree	161	4	644
2	Agree	564	3	1.692
3	Disagree	19	2	38
4	Strongly Disagree	0	1	0
Total		**744**		**2.374**

N-Fac   =   Total Score/Total Score

         =   2.374/744

         =   3,19

So, the satisfaction level of facilities and infrastructure services is calculated as follows:

S-Fac   =   (S-Fac/4) x 100%
         =   (3,19/4) x 100%
         =   79,77%

or falls into the Good category.

3. Human Resources Service

Question 1	The management of personnel has been well executed
Question 2	The process of providing data and handling personnel affairs can be presented promptly when needed
Question 3	The mechanism and procedures for presenting personnel data and affairs have been well socialized
Question 4	The personnel data presented is in accordance with the latest conditions

Question 5	Personnel consultation services have been conducted and facilitate service users
Question 6	The officers' initiative in providing personnel services is excellent
Question 7	Information regarding the mechanisms and procedures for personnel affairs services (promotion, transfers, leave, etc.) can be easily obtained by service users
Question 8	The friendliness and ethical conduct of the employees in handling personnel affairs have been displayed well

	Very Agree	Agree	Disagree	Strongly Disagree	Total
Question 1	20	70	2	1	93
Question 2	19	70	4	0	93
Question 3	19	70	4	0	93
Question 4	22	66	5	0	93
Question 5	22	67	4	0	93
Question 6	22	68	3	0	93
Question 7	19	68	6	0	93
Question 8	23	70	0	0	93
Total	**166**	**549**	**28**	**1**	**744**

The personnel service received a positive response, with the majority of respondents stating their agreement, 549 or 73.79%, followed by strongly agreeing, 166 or 22.31%, disagreeing, 28 or 3.76%, and strongly disagreeing, 1 or 0.13%
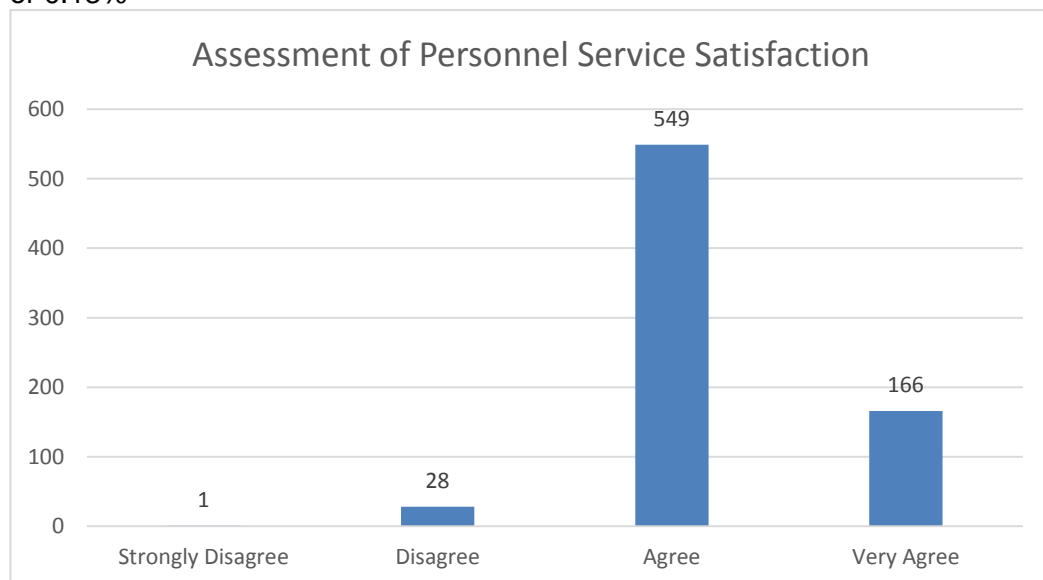

Figure 9
Graph of Human Resource Service Satisfaction Ratings

The average score value (N-Hum) is calculated as follows:

Table 6
The Total Score of Respondents' Answers for Human Resource Service Satisfaction

No.	Answer Categories	Total	Score	Total Score
1	Very Agree	166	4	664
2	Agree	549	3	1.647
3	Disagree	28	2	56
4	Strongly Disagree	1	1	1
Total		**744**		**2.368**

N-Hum   =   Total Score/Total Answer

            =   2.368/744

            =   3,18

So, the satisfaction level of Human Resource services is calculated as follows:

S-Hum   =   (N-Hum/4) x 100%
           =   (3,18/4) x 100%
           =   79,57%

or falls into the Good category.

4. Secretariat Services at Regional/Deparment

Question 1	The secretarial and administrative services required for the execution of Regional Inspectorate/Investigation Department tasks have been very adequately provided
Question 2	The administrative process of activities and all matters related to the tasks of the Regional Inspectorate/Investigation Department have been carried out timely according to requirements
Question 3	The mechanism and procedures for administrative and secretarial services in the Regional Inspectorate/Investigation Department have been well socialized
Question 4	The secretarial and administrative services within the Regional Inspectorate/Investigation Department have met the requirements.
Question 5	Consultation services regarding secretarial and administrative activities have been provided, facilitating the smooth progress of the activities
Question 6	The officers' initiative in providing secretarial and administrative services is excellent
Question 7	Information regarding the mechanisms and procedures for secretarial and administrative activities can be easily obtained
Question 8	The staff's friendliness and ethics in providing secretarial and administrative services have been displayed well

	Very Agree	Agree	Disagree	Strongly Disagree	Total
Question 1	21	70	2	0	93
Question 2	20	71	2	0	93
Question 3	18	73	2	0	93
Question 4	17	75	1	0	93
Question 5	18	72	3	0	93
Question 6	18	72	3	0	93
Question 7	19	72	2	0	93
Question 8	20	72	1	0	93
Total	**151**	**577**	**16**	**0**	**744**

The majority of respondents expressed agreement with the positive aspects of the Secretariat Service at Regional and Deparment, with 577 or 77.55% agreeing, 151 or 20.30% strongly agreeing, 16 or 2.15% disagreeing, and none strongly disagreeing.
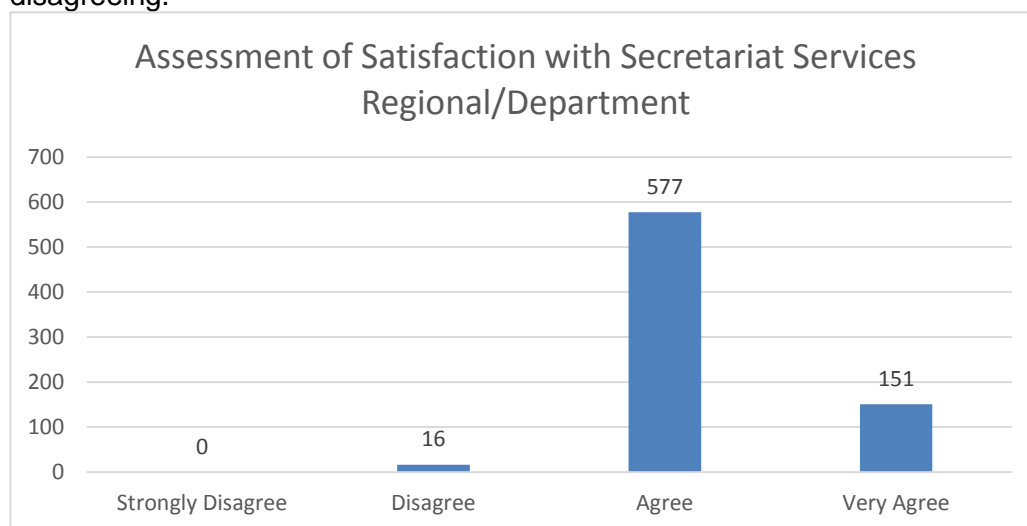

Figure 10
Graph of Satisfaction Rating for Secretariat Services Regional/Department

The average score value (N-Sec) is calculated as follows:

Table 7
The total score of respondents' answers for satisfaction with Secretariat Services Regional/Department

No.	Answer Categories	Total	Score	Total Score
1	Very Agree	151	4	604
2	Agree	577	3	1.731
3	Disagree	16	2	32
4	Strongly Disagree	0	1	0
Total		**744**		**2.367**

N-Sec   =   Total Score/Total Answer

        =   2.367/744

        =   3,18

So, the satisfaction level of Secretariat Services Regional/Department services is calculated as follows:

S-Sec   =   (N-Sec/4) x 100%
        =   (3,18/4) x 100%
        =   79,57%

or falls into the Good category.

5. Program Services

Question 1	The main duties and functions of the Inspectorate General have been structured within an adequate Work Program
Question 2	The preparation of the Work Program for the Inspectorate General has been carried out on time according to the provisions
Question 3	The mechanisms and procedures for formulating the work program have been well socialized
Question 4	The Work Program formulation has accommodated all aspects such as human resources, time allocation, and budgeting in accordance with regulations and needs
Question 5	Consultation services in formulating the work program have been provided, facilitating the smooth progress of activities
Question 6	The initiative of the officers in providing services for the formulation of program activities is excellent
Question 7	Information regarding the mechanisms and procedures for the formulation of program activities can be easily obtained by service users
Question 8	The staff's friendliness and ethical conduct in providing work program services have been displayed well

	Very Agree	Agree	Disagree	Strongly Disagree	Total
Question 1	22	68	3	0	93
Question 2	18	73	2	0	93
Question 3	15	71	7	0	93
Question 4	21	66	6	0	93
Question 5	20	68	5	0	93
Question 6	19	72	2	0	93
Question 7	20	68	5	0	93
Question 8	21	71	1	0	93

	Very Agree	Agree	Disagree	Strongly Disagree	Total
Total	**156**	**557**	**31**	**0**	**744**

Regarding the positive aspects of the program services, the majority of respondents also agreed, with 557 or 74.87%, strongly agreed 156 or 20.97%, disagreed 31 or 4.17%, and none strongly disagreed.
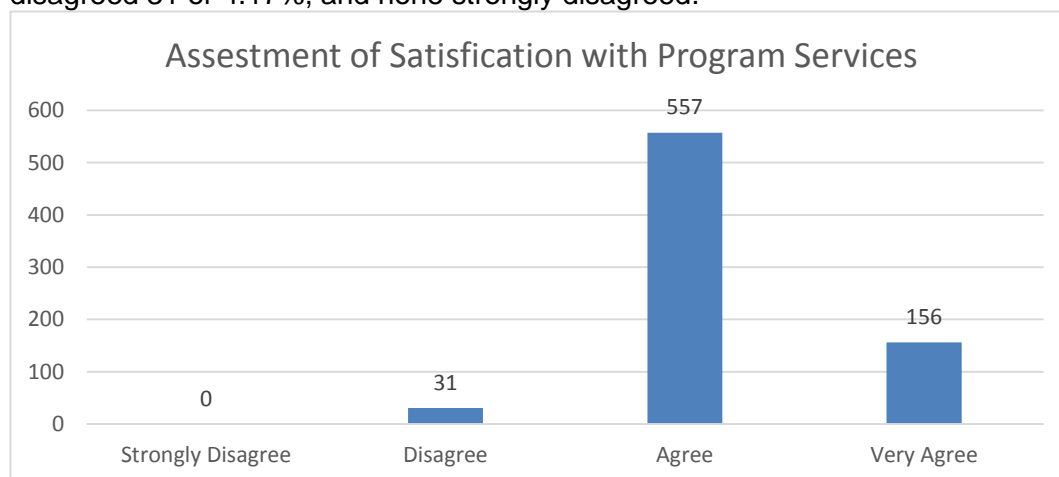

Figure 11

Graph of Satification Rating for Program Service

The average score value (N-Prog) is calculated as follows:

Table 8
The Total Score of Respondents' Answers for Program Service Satisfaction

No.	Answer Categories	Total	Score	Total Score
1	Very Agree	156	4	624
2	Agree	557	3	1.671
3	Disagree	31	2	62
4	Strongly Disagree	0	1	0
Total		**744**		**2.357**

N-Prog = Total Score/Total Answer

= 2.357/744

= 3,17

So, the satisfaction level of Program services is calculated as follows:
S-Prog = (N-Prog/4) x 100%
= (3,17/4) x 100%
= 79,20%
or falls into Good Category.

6. Information and Supervision Data Services

Question 1	The information and monitoring data services have been organized and can be utilized well and adequately

Question 2	The preparation of information and monitoring data has been carried out on time according to the requirements
Question 3	The mechanisms and procedures for obtaining information and monitoring data have been well socialized
Question 4	Information and Supervision Data presented are in accordance with the results of the Inspectorate General's monitoring activities
Question 5	Consultation services for monitoring data results have been provided, facilitating information management and communication
Question 6	The officers' initiative in providing monitoring data and information services is excellent
Question 7	Information regarding the mechanisms and procedures for reporting and providing monitoring data can be easily obtained by service users
Question 8	The staff's friendliness and ethical conduct in providing information and monitoring data services have been displayed well

	Very Agree	Agree	Disagree	Strongly Disagree	Total
Question 1	17	70	6	0	93
Question 2	16	71	6	0	93
Question 3	13	74	6	0	93
Question 4	16	75	2	0	93
Question 5	16	74	3	0	93
Question 6	18	71	4	0	93
Question 7	17	70	6	0	93
Question 8	18	74	1	0	93
Total	**131**	**579**	**34**	**0**	**744**

Regarding the positive aspects of the information and monitoring data services, the majority of respondents agreed, with 579 or 77.82%, strongly agreed 131 or 17.61%, disagreed 34 or 4.57%, and none strongly disagreed.
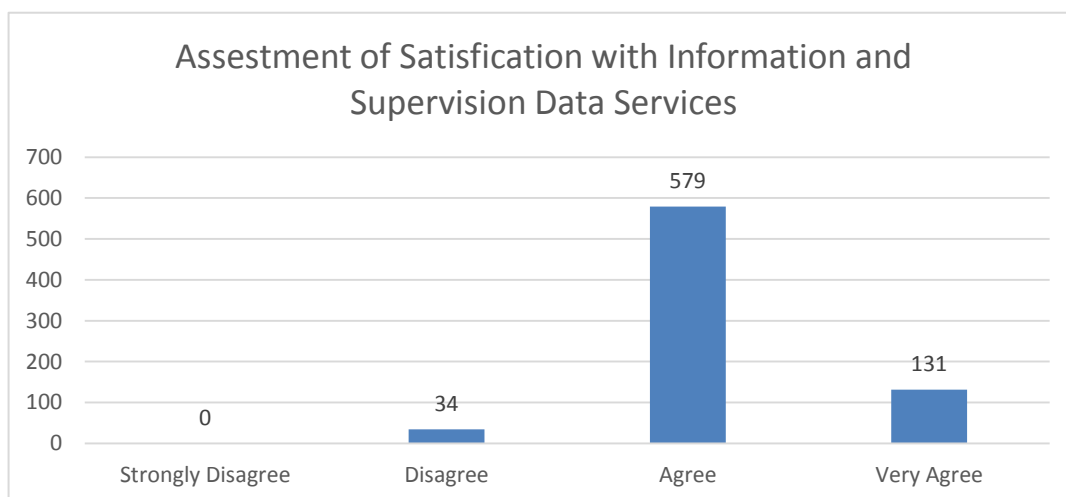
Figure 12

Graph of Satificcation Rating for Information and Supervision Data Service

The average score value (N-Inf) is calculated as follows:

Table 9

The Total Score of Respondents' Answers for Satisfaction with Information and Supervision Data Services.

No.	Answer Categories	Total	Score	Total Score
1	Very Agree	131	4	524
2	Agree	579	3	1.737
3	Disagree	34	2	68
4	Strongly Disagree	0	1	0
	Total	**744**		**2.329**

N-Inf   =   Total Score/Total Answer

          =   2.329/744

          =   3,13

So, The Satificcation Level of Information and Supervision Data Service as follows::

S-Inf   =   (N-Inf/4) x 100%

          =   (3,13/4) x 100%

          =   79,26%

or falls into Good Category.

7. The Satificcation Level of Management Supoort Service
    The level of satisfaction in management support services is an accumulation of the satisfaction level of 6 (six) services beneath it: financial services (S-Fin), facilities and infrastructure services (S-Fac), Human Resources Service (N-Hum), Secretariat Services at Regional/Department (S-Sec), program services (S-Prog), and information and Supervision data services (S-Inf). When all service ratings are accumulated, it is depicted like this:
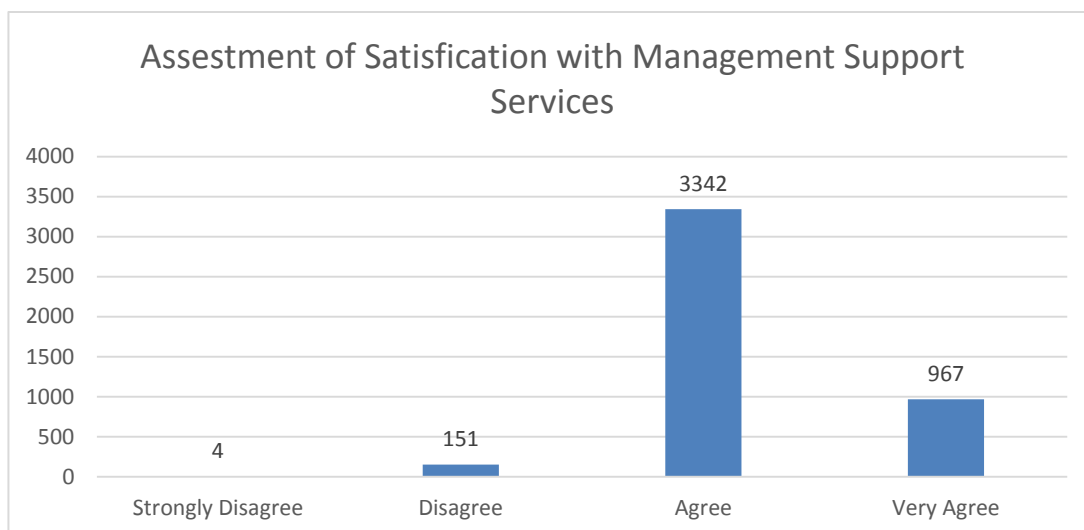
Figure 13
Graph of Satification Rating for Management Support Services

The satisfaction levels for each service are as follows:

Table 10
Satisfaction Level and Categories per Service Type

No.	Service Types	Satification Level	Category
1	Financial	80,81%	Good
2	Facilities and Infrastructures	79,77%	Good
3	Human Resources	79,57%	Good
4	Secretariat at Regional/Deparment	79,57%	Good
5	Program	79,20%	Good
6	Information and Supervision Data	79,26%	Good

The satisfaction level of Management Support Services, which is an accumulation of services, is calculated using the following formula:

$$\text{S-MS} = (\text{S-Fin} + \text{S-Fac} + \text{S-Hum} + \text{S-Sec} + \text{S-Prog} + \text{S-Inf})/6$$
$$= (80,81\% + 79,77\% + 79,57\% + 79,57\% + 79,20\% + 79,26\%)/6$$
$$= 79,70\%$$

or falls into Good Category.

CONCLUSIONS

Based on the results of the survey on the level of satisfaction with management support services within the Inspectorate General of the Ministry of Agrarian and Spatial Planning/National Land Agency for the 1st Semester of 2023, an index of 79.70% was obtained, categorizing it as 'Good.' However, the survey also presented some feedback from respondents that could be used for enhancement, evaluation, and improvement, as follows:

1. Financial Service
   a. To conduct socialization related to accountability documents and disbursement formats in line with new regulations or changes due to revisions.
   b. Implementing E-BussinessTrip using the SIWAS application.

    c. Identifying the need for guidelines related to supervision, conducting socialization of existing guidelines, and evaluating them, both in terms of substance and compliance in their implementation.

    d. It is advisable to establish a uniform perception among all financial service officers.

    e. If there are new regulations concerning disbursement, socialization can be conducted.

    f. Occasionally verify the accuracy of the submitted evidence.

    g. Ticket purchases should be expedited to avoid running out.

2. Facilities and Infastructure Service
   a. Providing a library.
   b. Inadequate attention to infrastructure improvement.

3. Human Resources Service
   a. Periodic rotations/transfers between regions, at most once every 3 years, and if necessary, it could be 1 or 2 years.
   b. Societalization should be conducted as many employees are unaware of regulations regarding promotions, transfers, leave, and others.
   c. To create a digital database related to personnel and competency development for smoother service, avoiding repetitive data requests.
   d. To create a unified employee data mechanism.
   e. Building a verified and updated database, automatically, so there's no need for continuous requests for the latest documents.

4. Secretariat Service at Regional/Deparment
   a. Enhancing the existing secretarial services in the region.
   b. Improving the speed in the administration of secretarial services.

5. Program Service
   The work program should be established in detail and with thorough consideration; the schedule and resources should be deeply calculated to ensure clear execution and budgeting.

6. Information and Supervision Data
   Difficulties in reporting data, especially regarding the follow-up of the Supreme Audit Agency (BPK) audits, should have auditors compiling the data. It's advisable to establish an adequate system.

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