

MEASUREMENT OF CUSTOMER SATISFACTION AT CAREER CENTRE IN HIGHER EDUCATION INSTITUTION

Harry Widyantoro

STIE Perbanas Surabaya

E-mail: harry@perbanas.ac.id

Nginden Semolo Street 34-36 Surabaya 60118, Jawa Timur, Indonesia

ABSTRACT

The role of career center in a higher education institution (HEI) is vital as it is aimed at helping the graduates adapt to work when they get a job. Besides that, it is also a key to determine the success of the education process. This research attempts to investigate the students' satisfaction on the pre-job services provided by the career center in preparing them with knowledge and skills to get a job through the following programs namely job preparation courses, job fairs, and a hiring program. The research is qualitative and the data were gathered from a tracer study. It showed that the students were satisfied with the ease to obtain the pre-job services provided in campus and the availability of vacancy board regularly informing vacancies needed by companies. However, the students were not satisfied with the service provided by the career centre staff. As such, it is now recommended that the career center staff's skills must be improved by briefing them with soft skills and making them updated with information on career center programs and the vacancies, since from the students' point of view, the unit service performance was also considered the institution's performance as a whole.

Key words: Career center, service quality, higher education, campus hiring, job preparation.

PENGUKURAN KUALITAS PUSAT LAYANAN MAHASISWA DI PERGURUAN TINGGI

ABSTRAK

Peranan Pusat Pelayanan Karir (career center) di perguruan tinggi sangat penting karena pusat ini bertujuan membantu para lulusan beradaptasi dengan pekerjaan ketika mereka mencari pekerjaan. Pusat ini juga merupakan kunci proses pendidikan. Penelitian ini berusaha menginvestigasi kepuasan mahasiswa terhadap pelayanan awal pencarian pekerjaan yang disediakan oleh career center dalam menyiapkan mereka untuk mendapatkan pengetahuan dan keterampilan mencari pekerjaan. Ini dikerjakan lewat program persiapan kerja yang dinamakan kursus pra persiapan kerja, job fair, dan program perekrutan. Metodologi yang digunakan adalah penelitian kualitatif dimana data dikumpulkan dengan cara tracer study. Diketahui bahwa mahasiswa merasa puas dengan kemudahan memperoleh layanan pra pekerjaan yang disediakan oleh kampus dan tersedianya papan pengumuman terkait informasi lowongan pekerjaan yang dibutuhkan oleh perusahaan. Namun, mereka tidak puas dengan karyawan yang ada di career center karena pemahaman yang kurang tentang soft skill dan juga perlu diupdate dengan informasi tentang program yang ada, termasuk tentang lowongan pekerjaan, karena mahasiswa menganggap bahwa unit pelayanan ini juga merupakan kinerja lembaga kampus secara keseluruhan.

Kata Kunci: Pusat layanan Karir, kualitas pelayanan, pendidikan tinggi, perekrutan kampus, persiapan pekerjaan.

INTRODUCTION

It has been noted that the role of career center as a media in higher education institution (HEI) is important for helping the graduates in getting the job information. It is also a key to determining the success of HEI in producing a good output and outcome of their learning system. It can be argued that the process of quality education is not merely to give confidence to stakeholders without being followed by a real effort and active career of a unit. It has been the fact that such an endeavor is deemed to improve the graduate employability in the job field, in which the career center is a mediator between the graduates and the users.

In this respect, Perbanas Career Centre (PCC) is existentially established as a forum for activities intended to enhance the absorption of graduates in the world of industries. Such a media significantly and actively attempts to implement these activities through job preparation programs, campus hiring, and job fairs. PCC service users recently consist of graduated students and the bank association (Perbanas), students and graduates outside Perbanas, both government and private companies in the fields of trade, manufacturing and banking, and other service companies.

As more and more activities are carried out by the PCC and the increasing number of users, PCC services require an assessment to determine the satisfaction of PCC services. This study is the tracer study which is expected to provide scalable performance for the determination of PCC as well as information or input to the next work program improvement.

As the above rationale, the formulation of the problem in this study is how the service users' satisfaction of PCC, as a media, synergizes with the business in an effort to improve the employability of the graduates in the workforce. The purpose of this study is to determine the PCC service users' satisfaction, by mapping the interests of the aspects of the users' satisfaction compared to the level of service performance of PCC.

THEORETICAL FRAMEWORK

Consumer Satisfaction

It is stated that the attitude of consumers is an important factor because it has a positive and strong correlation with the behavior and attitudes. Beside, it is an effective predictor of consumer behavior (Tatik Suryani, 2008:159). Positive attitude toward an attitude object can affect the emergence of consumer satisfaction. For that reason, understanding customer satisfaction can be identified by three (3) components: 1) customer satisfaction is a response (emotional or cognitive), 2) the response includes a special focus, such as expectations, products or services, consumer experiences, and 3) the response occurs in certain time (after consumption, after the election, or is based on the accumulated experience). In summary, satisfaction is a response to a specific focus or set it at a certain time (Giese and Joseph, 2000:2).

In relation to the definition of satisfaction, the debate is whether satisfaction is a process or results (outcomes). More extensively, it is whether an evaluation process or in response to the evaluation process. Yet, most of the definitions lead to customer satisfaction in response to the evaluation process (Giese and Joseph, 2000:5).

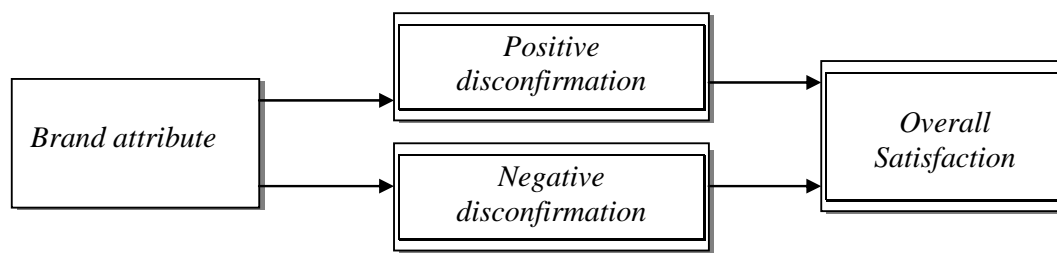
Conceptual Model of Consumer Satisfaction

Expectancy Disconfirmation Model

Some theoretical models used by researchers can explain the factors that affect consumer satisfaction or dissatisfaction. Among them is the disconfirmation of expectations (expectancy disconfirmation model). According to Michael Knie, disconfirmation theory is based on adaptation-level theory of Helson, where the consumer compares the actual experience of the product with the expectation (Knie and Anderson, 2001:5). The use of paradigms confirmation or disconfirmation is useful to explain the perception of satisfaction and the relationship between satisfaction and trust.

When consumers buy and use a product

Figure 1
Relationship between Disconfirmation and Satisfaction



Source: Adapted from Sung-Joon Yoon and Joo-Ho Kim, 2000, p. 128.

or service, they can be either satisfied or not. The interaction between expectations and performance of products or services actually result in satisfaction or dissatisfaction. However, it shows no direct relationship between the level of hope and that of satisfaction. Disconfirmation of expectation is considered to be a significant mediator in the situation. Expectancy disconfirmation model of consumer satisfaction as an evaluation describes the results where the experience is felt at least as good or as expected (Tjiptono Fandy, 2000: 97-98).

Accordingly, the consumption or use of products or services specified, consumers form expectations about the performance that should be of the product or service in question. An expectation for the performance was compared with the actual performance of the products or services (ie, the perception of the quality of products or services). If the quality is lower than the expectation, there exists emotional dissatisfaction (negative disconfirmation). Meanwhile, when the performance is greater than the expectation, there will be emotional satisfaction (positive disconfirmation). If performance conforms to expectations, there is confirmation of expectations. Confirmation poses a higher satisfaction than negative confirmation, while the positive confirmation would lead to satisfaction at the highest level.

Thus, confirmation of expectations is a positive condition for the consumer. Richard L. Oliver, in Tjiptono (2000: 97), uses the term to describe the non-satisfaction confirms the situation, when consumers do

not feel disappointed and will not complain. However, such situations can not reduce the likelihood of customers to seek a better alternative when the need or the same problem reappeared. According to Taylor, in Sung-Joon Yoon (Yoon, 2000: 121), there is a tendency that the negative events result in a greater mobilization of response to social, psychological, cognitive and emotional individual. Therefore, negative disconfirmation on an attribute will have a greater influence on overall satisfaction than positive disconfirmation at the same attributes.

Service reuse decision would be influenced by negative disconfirmation than by positive disconfirmation. In addition, performance of products or services affects satisfaction or dissatisfaction through two mechanisms: 1) directly through the observation of the consumer regarding the performance of the product or service is good or bad, and 2) indirectly as the input to the comparison of disconfirmation. The illustration is shown in Figure 1.

The expectation towards the performance of the product serves as a comparison of a standard relationship between disconfirmation and satisfaction on the performance of the actual product. There are three kinds of approaches in conceptualizing pre-purchase expectations for the performance of the product (Fandy Tjiptono, 2000:97) First, it is an equitable performance, reflecting the normative assessment of performance that should be acceptable to consumers at the expense and effort which has been devoted to purchase and consume the goods or services. Secondly, it is an ideal perform-

ance, the optimum or ideal levels of performance expected by a consumer. Thirdly, it is an expected performance, the performance levels expected or anticipated by most consumers. This type is the most widely used in the studies of satisfaction or dissatisfaction, especially those based on the expectancy disconfirmation model.

The strategy to shape up the belief about the actual performance is through the type of multi-attribute models, in which consumers evaluate the products from a variety of attributes and then measure the performance of each attribute. Such an evaluation is then combined to form an evaluation of the level of product performance. In such instances, the previous experience with the brand and the consumer attitude to brand influences the perception of product performance. In other words, the expectations for the performance of the products can actually influence the perception of performance. This description

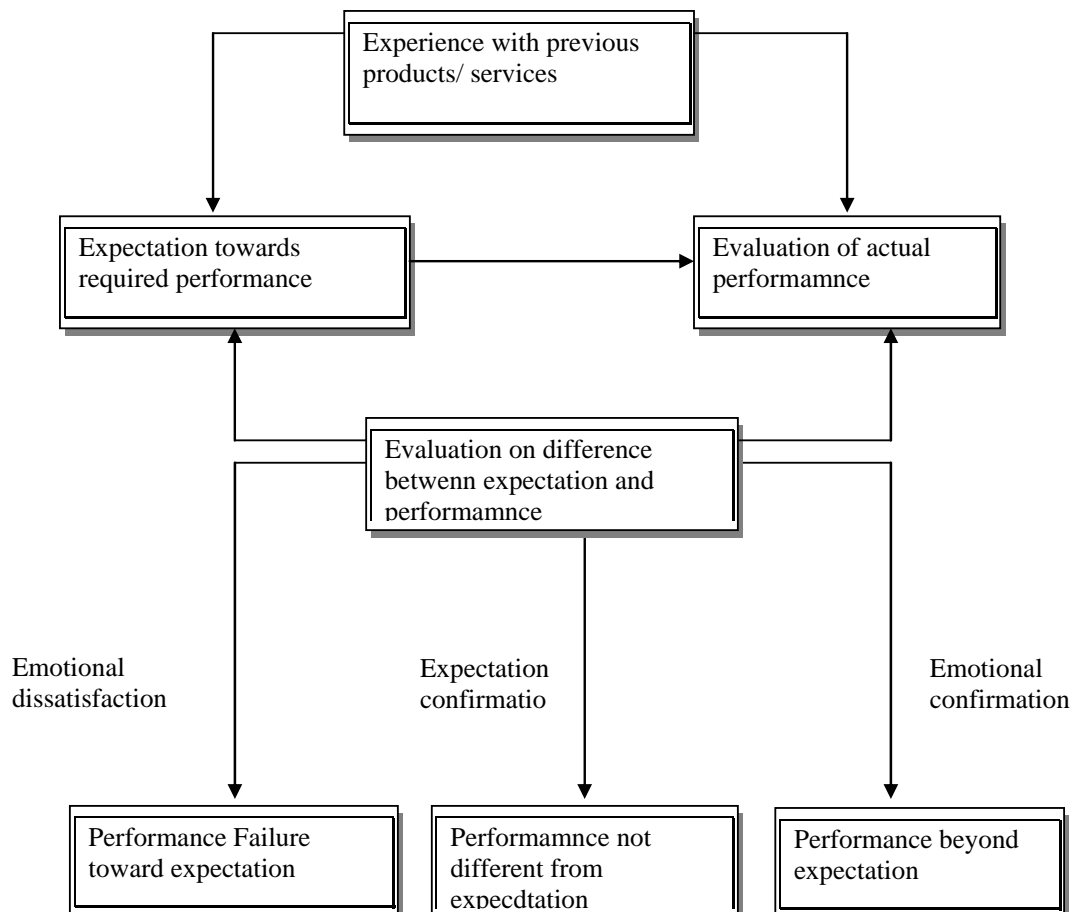
can be shown in Figure 2. This figure accounts for the relationship of performance expectations for the evaluation of actual performance.

It is obvious that performance has a dimension, instrumental performance, physical function associated with a product that reflects the operation of the product, and expressive or symbolic performance related to the performance of an aesthetic or an increase in self-image. For example, Hawkins added even more dimension, namely affective performance, the emotional response that is provided by the product of having or using a product or service. This arises from the performance of instrumental performance and/or being symbolic in a product or service itself.

Equity Theory

In equity theory, it is argued that individuals analyze the ratio of input and results with the

Figure 2
Formation from Satisfaction/ Dissatisfaction by Consumers



ratio of input and outcome of their partner interaction. If an individual feels that the ratio is unfavorable compared to other members in the interaction, then the individual will feel unfair or unequal. They will be satisfied if the ratio of the results obtained compared with the input used is considered unfair. Equity and disconfirmation process are different, although there are some common features, namely the two are the process of benchmarking, and using the standard in comparison and both affect the onset of satisfaction or dissatisfaction. The fundamental difference is the standard used for comparison, the inputs used, and the stages in the process of benchmarking and emotional reactions to various situations on the two concepts.

Attribution Theory

In this theory, it is stated there are 3 dimensions that determine the success or failure of the results. Thus, it can be determined whether a product purchase is not satisfactory or unsatisfactory. These three dimensions are (Oliver, 1997: 272-273): 1) Locus of Causality, which describes whether the cause of the failure or success of an outcome associated with the customer (external attribution) or to the marketer (internal attribution), 2) Stability, explaining that if the factors cause the failure or success the outcome is permanent or temporary, 3) Controllability, which describes whether the failure is either in the control of marketers or not (external).

Affective Model

An affective model states that consumers' assessment of a product is not merely based on rational judgment, but also based on subjective needs, aspirations, and experiences. There are two dimensions of affective response, a series of positive feelings and a series of negative feelings, which consumers associate with a particular product after purchasing the products or services. In this case, it is prominent to consider the cognitive feelings that arise in the process of after-sale which also affects feelings of satisfaction or

dissatisfaction towards the product purchased (Fandy Tjiptono, 2000:100).

RESEARCH METHOD

This is a descriptive-qualitative approach which provides information about the PCC users' satisfaction that is tracer study. It was conducted on PCC service users who are all the college of Perbanas Surabaya graduates inaugurated in May 2011. The data were collected through observation towards them. Therefore, the data were primary data, ie data obtained directly from questionnaires towards the PCC service user's satisfaction. This study employed the sample of 318 respondents, the graduates of the period May 2011.

Data Analysis was done by firstly, interpreting the results of the questionnaire based on each individual indicator questions in the questionnaire, using a weighted average of each of the PCC service user satisfaction indicators. Secondly, it is performing gap analysis between the interests of service users with the level of performance given by taking account the average value of each aspect. Thirdly, it is by doing a discussion by describing the results of data processing to obtain information on service user satisfaction PCC. Finally, it is by drawing a conclusion.

DATA ANALYSIS AND DISCUSSION

The researcher descriptively analyses the data by carrying out the data tabulation from 297 respondents. They were collected and analyzed based on the alternative chosen by the respondents, ranging from the value of 1 (very unimportant) to a value of 4 (very important), then to analyze the level of expectation or interest. As for the analysis of PCC service performance levels, it was based on the alternative in which the respondents' answers were ranged from the value of 1 (poor) to a value of 4 (very good). Calculation of the user satisfaction level of importance and performance levels of services provided by the PCC is based on the average value and subsequently determined through

Table 1
Category of Interest and Expectation Value, and PCC Performance

Range of Value	Category of Interest and Expectation Value	Category of Performance
> 3.25 – 4	Very important	Very good
> 2.5 – 3.25	Important	Good
> 1.75 – 2.5	Medium	Fair
1 – 1.75	Less important	Poor

the value of the gap between the levels of importance perceived by the user with a level of service performance that can be given by the PCC. Categories of each scale value interests or expectations and the performance is as in Table 1

The category difference between interest and performance in each category is at 0.75 (which ranges from the category of very important, important, uncertain, and less important for the expected value, and category of excellent, good, medium and fair for the performance). Thus, when it is found the value of 0.75 and above the gap reflects differences in the category.

The program conducted PCC unit is Job Preparation program. It is a program aimed at providing material and of practical briefing on the affairs related to the important aspects which should be prepared by the graduates in order to get a job immediately. This preparation includes the readiness of graduates for getting insight and knowledge about the desired company profile, soft skill aspects of the preparatory work such as not being easily to give up, confident in their own capabilities, good communication skills, honest, able to work under pressure and teamwork.

Beside, it is also important to have knowledge about writing an application letter and how to succeed in interview, and choose an appropriate job commensurate with their ability or talents and interests. All are packaged in a series of practical programs and materials by the instructor of the practitioner.

As shown in Table, it can be seen that the average interest/ importance is 3:51 and

the was considered very important job, and performance of PCC show a average performance is 3:21, so that there is a negative gap between the interests of users and the level of performance provided by the PCC to meet the interests of users that is -0.30. The gap value is 0.75, indicating that that, in general, the gap that occurred was within the tolerant category, where users assume that the preparation is as a good performance.

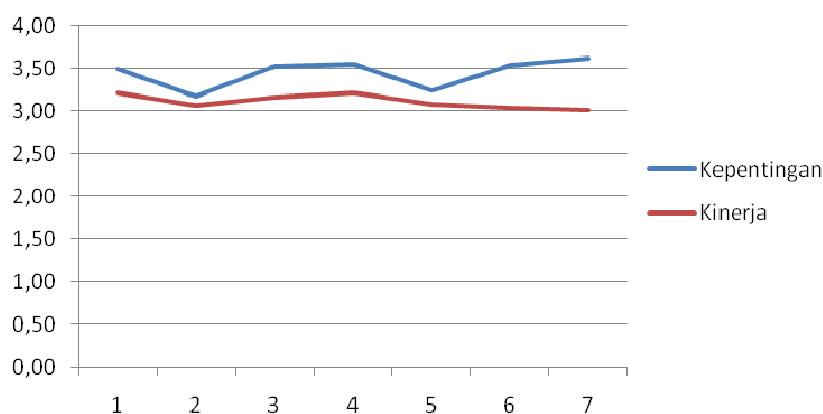
A seminar program is considered a campus hiring program aimed at providing knowledge and sharing experiences of successful practitioners of employment desired by the graduates. It was delivered by the instructors or practitioners of human resources and banking department of a manufacturing company. Also, this program provides information about the profile of the companies participating in this campus hiring program. This program is also understood as preliminary information that should be known by the graduates.

Campus hiring is for internal parties, meaning that participants are only from the campus graduates or alumni of STIE Perbanas Surabaya. The companies in this program are given the opportunity and therefore it is open and is free of charge. Based on Table 2, it shows that the average interest rate for an average of 3:53 and the performance level is 3:15, thus, creating a negative gap between the level of importance of use and the performance level by the PCC units to meet the interests of users that is -0.38. The gap value is less than 0.75, indicating that the gap was, in general, within the tolerant category, where users assume the campus seminar program is extremely important,

Table 2
Measurement of Satisfaction Gap towards Types of PCC Programs

No.	Types of Program	Average Level of Interest	Average Level of Performance	Average level of Gap
1	Job Preparation	3.51	3.21	-0.30
2	Seminar Campus Hiring	3.18	3.07	-0.11
3	Campus Hiring	3.53	3.15	-0.38
4	Job Fair	3.55	3.21	-0.34
5	Competency test/self assessment	3.26	3.08	-0.18
6	Monitoring the graduates (up to 6 months after graduation)	3.54	3.04	-0.50
7	Marketing the Graduates	3.62	3.01	-0.61

Figure 3
Graph of Measurement of Satisfaction Gap towards Types of PCC Programs



Note:
Kepentingan= Interest
Kinerja= Performance

and it can be judged that the performance of PCC show a good performance.

The hiring programs include seminars and campus hiring. As shown in Table 3, the average interest is 3:18 and the performance level is 3:07. Thus, it shows a negative gap between the interests of users and the performance of PCC for meeting the interests of users that is -0.11. The gap value is less than 0.75, indicating that, in general, the gap was within the tolerant category, where the users think that campus hiring is an important program. This also provides information that the performance of PCC shows its good performance.

The job fair activities have more value to accelerate the graduates to get their job. Therefore, the job fair can bring together

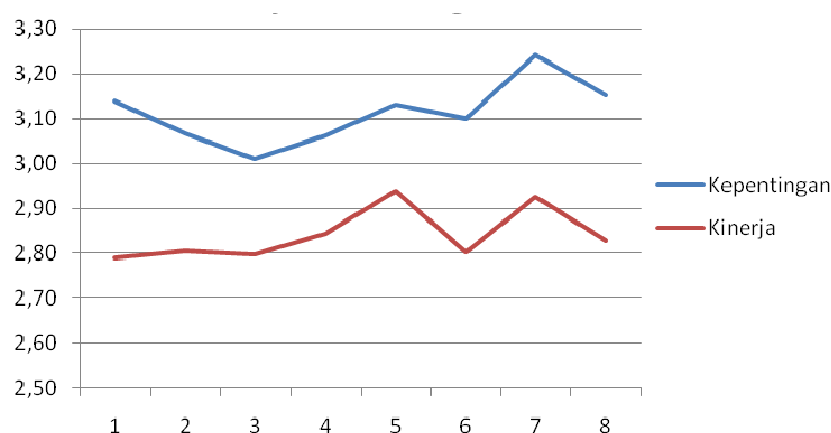
with STIE Perbanas Surabaya and this also connects the users with the graduates who wish to seek and get the job. As seen in Table 3, the average interest level is 3:55 and the performance level is 3:21, creating a negative gap between the level of user interests and a given level of performance of the PCC to meet the interests of users that is -0.34. The gap value is less than 0.75. Thus it shows that in general the gap was within the tolerant category, where users assume that the program is a very important, in which PCC shows a good performance.

Competency test is used to complement the profile of graduates in providing information for the users who need information about the graduate profiles, competencies, strengths, and shortcomings psychologically

Table 3
Measurement of Satisfaction Gap towards PCC Service Programs

No.	Services towards PCC Programs	Average Level of Interest	Average Level of Performance	Average Level of Gap
1	Speed and accuracy to respond to each information needed	3.14	2.79	-0.35
2	Easy to get PCC services	3.07	2.81	-0.26
3	PCC staff shows their responsibilities in providing the services	3.01	2.80	-0.21
4	PCC staff have enough skills for doing the responsibility	3.06	2.84	-0.22
5	PCC staff are tactful and polite in doing their jobs	3.13	2.94	-0.19
6	PCC staff execute complaints well	3.10	2.80	-0.30
7	PCC information for vacancy is always up to date	3.24	2.93	-0.32
8	The process of services done commensurate with the promise	3.15	2.83	-0.32

Figure 4
Graph of Measurement of Satisfaction Gap towards PCC Service Programs



Note:

Kepentingan= Interest

Kinerja= Performance

so that it can allow the companies to find candidates as required by them. In order to accelerate the job market, the graduates can get jobs. In addition, the graduates themselves think that the competence test can help them in progressing self-improvement, because they know the type of competence required and therefore to be maintained. Beside, they know their weaknesses as well in that program.

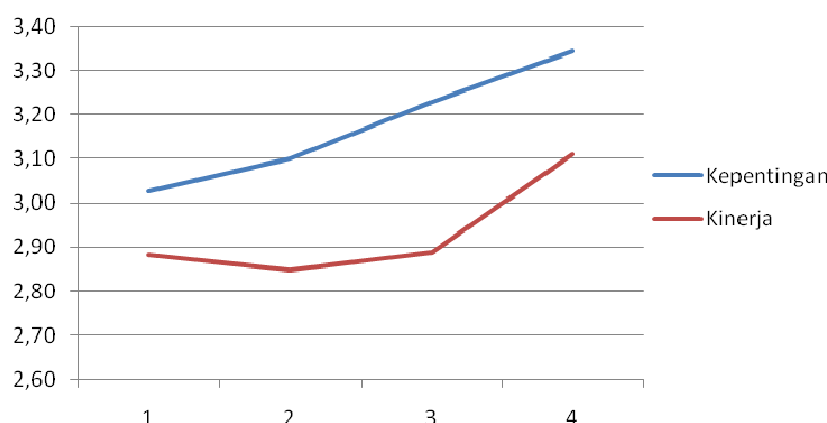
As shown in Table 3, it can be seen that

the average interest level is 3:26 and the performance level is 3:08. This it also creates a negative gap between the level of users' interests and the performance of the PCC to meet the interests of users is -0.18. The gap value is less than 0.75. Again, this provides information that that in general the gap was within the tolerant category, where users assume that the competency test is very important, and the performance of PCC shows good performance.

Table 4
Measurement of Performance Satisfaction towards PCC Facilities

No.	PCC Facilities	Average Level of Interest	Average level of Performance	Average Level of Gap
1	PCC facilities dealing with service rooms	3.03	2.88	-0.14
2	Availability of counseling services room	3.10	2.85	-0.25
3	Availability of blog on information by PCC	3.23	2.89	-0.34
4	Availability of bill board for vacancy information and other kind of information	3.34	3.11	-0.23

Figure 5
Graph of Measurement of Satisfaction Gap towards PCC Facilities



Note:
Kepentingan= Interest
Kinerja= Performance

Another program is monitoring which is aimed at ensuring that graduates employability through the media had been done by PCC in accordance with the monitoring program. As shown in Table 3, it can be seen that the average interest level is 3:54 and the performance level is 3:04. This result in a negative gap between the performances and the effort to meet the interests of users by PCC is -0.50. The gap is less than 0.75, showing that it was also within the tolerant category, where users assume that the monitoring program graduates is very important, and the performance of PCC shows a good performance.

The marketing of the graduates to the job field was done by PCC, through campus hiring programs, job fairs by sending the

data or the graduate profiles to some of the companies of STIE Perbanas Surabaya's partners. As seen in Table 3, it can be seen that the average interest level is 3.62 and the average level of performance is 3:01, there was a negative gap between the level of importance of use and a given level of performance to meet the interests of users PCC that is -0.61. The gap is less than 0.75, meaning that in general the gap was still within the tolerant category, where users assume that such marketing is very important, and the performance of PCC show a good performance.

When seen in Table 3, it shows that all indicators of PCC services center has a negative value of the gap which is within the tolerant category (less than 0.75). All indica-

tors of interest are evaluated and rated by the users as important programs, and the performance of PCC is scored well.

As presented in Table 4, it can be seen that all indicators of service by the PCC have a level of negative gap that is still within the tolerant category (less than 0.75). This indicates that the highest score for that is information board for job postings and other information that is at 3:34 which is considered very important. While the per-

formance of PCC for all indicators have good scores. There are 2 variables and the levels of PCC performance is commensurate with the users' expectations for programs, services and facilities provided by the PCC. Furthermore, the level of each variable is outlined and divided into 4 diagrams of Cartesians as shown in Figure 6, Figure 7, and 8. The range for performance assessment for the variable interest moves from 1 to 4, with a cutoff point for the diagram of 2.5: 2.5,

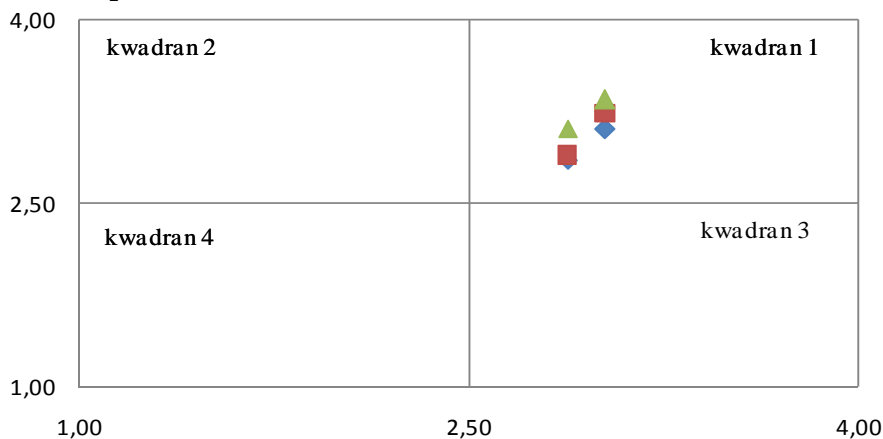
Figure 6
Importance and Performance Evaluation of PCC Programs



Figure 7
Importance and Performance Evaluation of PCC Services



Figure 8
Importance and Performance Evaluation of PCC Facilities



which in turn is interpreted in 4 areas as the following.

Area 1 (quadrant 1) is an area of strength of the PCC unit, described as an aspect which was considered important by the users and the evaluation of the performance which tends to be in the middle. This area shows the aspects of program management, service and facilities at PCC units that have been deemed important and tend to be rated excellent by the users.

Area 2 (quadrant 2), shows the aspects of the management of PCC units that are considered important by the users but the PCC unit has not done in accordance with the wishes and expectations of users. This shows a weakness, because this area is an aspect that has a high importance but its implementation shows a low-performance. Thus, among expectation and performance management programs, services and facilities in the appropriate unit and the PCC can not be the driving force of the users' dissatisfaction.

Area 3 (quadrant 3), shows the aspects of the program, services and facilities provided by the user PCC which are less important but in its execution (performance) show a good value. This area is an area that can be used as an opportunity for PCC units to give more insight to prospective students and graduates as a user that actually these aspects are important for them.

Area 4 (quadrant 4) shows the aspects that are considered less important for the users and the execution is in poor performance as evaluated by them. Area 4 can be regarded as a critical area, which could be a threat to the PCC unit as if those aspects that are in this area are crucial and important aspects of programs, services, and facilities provided by the unit of PCC. In doing the marketing of the graduates, this unit failed especially in the effort to shorten the waiting period, which ultimately impact on the college image. The Figure 6, 7 and 8 illustrates the area of interest and evaluation of the PCC performance program, PCC services, and PCC facilities.

When viewed from all aspects as in Fig-

ure 6, 7 and 8, the management aspects of service at the PCC unit are presented the area (quadrant) 1, which illustrates a good performance. However, even though all aspects of management services are located in area 1, they cannot yet be a strength or advantage, because the performance is still likely to be smaller than the value of importance (expectations) of use. Satisfaction gaps that exist, is still less than 0.75, showing the services of marketing program is -0.62 and monitoring of graduates is -0.50.

In the PCC program services, the gap that stands out is the speed and accuracy of response towards any information needed, that is -0.35, the outstanding one is the PCC program for the information about jobs that is -0.32 and the reliability of the service (the service process carried out as promised) is -0.32. The gap to the satisfaction of the most prominent facility is associated with the availability of information in the PCC blog -0.34.

CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

PCC is a forum for activities that are intended to enhance the employability of graduates in the world of work which has significantly and actively tried to implement these activities through job preparation programs, campus hiring, and job fairs. PCC service users up to date consist of graduate of STIE Perbanas Surabaya and the users include government and private companies both in the field of trade, manufacturing and banking, and other service companies.

The results of the tracer study is to inform that as a whole of all indicators of service to the types of programs, services, and facilities, the users have the expectation or the interest score which is higher than that compared with the performance of PCC unit. However, the performance of PCC is included in either category, because all kinds of programs, services and facilities of the PCC are still considered in quadrant I. This is positive information for PCC to further improve services to users. This can acceler-

ate the employability of graduates effectively and satisfactorily for the related parties.

The aspects to be paid attention are services especially in monitoring the activities of marketing graduates. The PCC has, obviously, been doing these activities. However, they still need to improve its dissemination to prospective graduates. The PCC activities should be undertaken related to the monitoring and marketing graduate, so that prospective graduates understand that one of the services that will be received by the prospective graduates after graduation is the monitoring period monitoring.

Again, marketing activities conducted by the PCC should be in a good relationship with the bank managers of human resources in East Java. In the service of the PCC program, it should improve the service that needs attention such as the response speed and accuracy of any information needed.

The service improvement can be done by making a better scheduling, so that there is no idle time during a period of year. In addition, service improvements, especially in the updated information on PCC program also needs to be done. The updated information can make it easier for the graduates to use such information for planning a graduate career. The condition related to the high appraisal of the interests by users towards the service indicators represents the high expectations of the services of the PCC unit. This shows that users' concern towards programs that offered by the PCC unit, and also expect to be involved.

In general, this research provides information that the satisfaction of students and alumni towards the service type PCC's programs, services, and availability of PCC facilities still need improvement in all indicators. In addition, the gap between expectations and performance of PCC shows that the persistence of the service areas also requires improvement. However, the researchers admit that there are some limitations in this study for examples, the number of samples and the data were collected through observation towards graduates, thus generaliz-

ing of the research results and therefore, for further research, it is expected to include more detailed indicators of service satisfaction based on key success factor as depicted in the aspects of the needs by the students and alumni and the PCC work unit. By doing so, the service satisfaction indicators used as research instrument can better represent the needs of the users

REFERENCES

- Ballestar, Elena Delgado and Jose Luis Munuera-Aleman, 2001, Brand Trust in Context of Consumer Loyalty, *European Journal of Marketing*, Vol 35 (11/12): 1238-1258.
- Giese, Joan L and Joseph A Cote, 2002, Defining Consumer Satisfaction, *Journal of the Academy of Marketing*, vol. 2: 1-33.
- Mano, Haim and Richard L Oliver, 1993, Assessing the Dimensionality and Structure of the Consumption Experience: Evaluation, Feeling, and Satisfaction, *Journal of Consumer Research*, Vol. 20: 451-466.
- Oliver, Richard L 1993, Cognitive, Affective, and Attribute Bases of the Satisfaction Response, *Journal of Consumer Research*, Vol. 20: 418-430.
- Oliver, Richard L 1997, *Satisfaction: A Behavioral Perspective on the Consumer*, New York: McGraw-Hill Companies, Inc.
- Knies, Michael and Anderson, 2001, The Relationship Between Customer Satisfaction, Customer Loyalty and Customer Profitability, *Working Paper*.
- Tatik Suryani, 2008, *Perilaku Konsumen: Implikasi pada Strategi Pemasaran*, Yogyakarta, Graha Ilmu.
- Tjiptono, Fandy, 2000, *Perspektif Manajemen & Pemasaran Kontemporer*, Yogyakarta: Penerbit ANDI.
- Yoon, Sung-Joon and Joo-Ho Kim, 2000, An Empirical Validation of a Loyalty Model Based On Expectation Disconfirmation. *Journal of Consumer Marketing*, Vol. 17/2: 120-136.