SERVICE QUALITY AND PERFORMANCE OF ACADEMIC ADMINISTRATION EMPLOYEES ON STUDENT SATISFACTION

by Tunggul Prasodjo

SERVICE QUALITY AND PERFORMANCE OF ACADEMIC ADMINISTRATION EMPLOYEES ON STUDENT SATISFACTION

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ABSTRACT. Higher education institutions should guarantee student satisfaction, not only in academic services such as the teaching and learning process, but also include administrative services, administrative and academic processes. This study aims to determine and analyze the quality of service, determine and analyze the performance of academic administrative employees, determine and analyze the level of student satisfaction, determine the effect of service quality and academic staff performance on student satisfaction at the Faculty of Social Sciences. Science and Law, Universitas Negeri Makassar. The research method used is causal associative quantitative type, the total population is 4. 588 with a research sample of 98 respondents. Data collection techniques are questionnaire, observation, and documentation with data analysis using descriptive analysis and multiple linear regression analysis. The effect of service quality and performance of administrative staff on student satisfaction is 53.10%. The magnitude of the effect is 53.10%, indicating that service quality and performance affect student satisfaction at the Faculty of Social Sciences and Law (FIS-H), Universitas Negeri Makassar, other factors contribute 46.90 percent to student satisfaction.

Keywords: Service quality; performance; student satisfaction

KUALITAS PELAYANAN DAN KINERJA KARYAWAN ADMINISTRASI AKADEMIK TERHADAP KEPUASAN MAHASISWA

ABSTRAK. Lembaga pendidikan tinggi sudah sepantasnya menjamin kepuasan mahasiswa, bukan hanya pada pelayanan akademik seperti proses pembelajaran, akan tetapi meliputi pelayanan administrasinya, proses administrasi dan akademik. Penelitian ini bertujuan untuk mengetahui dan menganalisis kualitas pelayanan, mengetahui dan menganalis kinerja pegawai administrasi akademik, mengetahui dan menganalisis tingkat kepuasan mahasiswa, mengetahui pengaruh kualitas pelayanan dan kinerja staf administrasi akademik terhadap kepuasan mahasiswa pada Fakultas Ilmu Sosial. Ilmu Pengetahuan dan Hukum, Universitas Negeri Makassar. Metode penelitian yang digunakan adalah jenis kuantitatif asosiatif kausal, jumlah populasi penelitian adalah 4.588 dengan sampel penelitian sebanyak 98 responden. Teknik pengumpulan data adalah angket, observasi, dan dokumentasi dengan analisis data menggunakan analisis deskriptif dan analisis regresi linier ganda. Pengaruh kualitas pelayanan dan kinerja tenaga administrasi terhadap kepuasan mahasiswa sebesar 53,10%. Tingkat pengaruh sebesar 53,10% menunjukkan bahwa kualitas pelayanan dan kinerja berpengaruh sedang terhadap kepuasan mahasiswa Fakultas Ilmu Sosial dan Hukum (FIS-H), Universitas Negeri Makassar, hal ini berarti faktor lain memberikan kontribusi 46,90 persen terhadap kepuasan mahasiswa.

Kata kunci: Kualitas layanan,;kinerja; kepuasan siswa

INTRODUCTION

Education is one of the vital aspects in life. Especially in higher education, challenges and competition is getting tougher and more complex due to the expansion of the international market to enter the realm of education and compete openly, while internally, domestic education is still looking for a suitable formulation in order to ward off and win the competition, especially education World. Research results Aryani & Siahaan (2020) Technology-based education is essential to provide information to support and facilitate management and daily academic processes. The key to winning the competition in the world of higher education in the era of globalization is to try to increase the sense of consumer satisfaction with the services provided by the university to its students. One part of the service of a university is academic administration services.

Students are customers or consumers of higher education institutions. Higher education institutions should guarantee student satisfaction, not only in academic services such as the teaching and learning process, but also include administrative services, administrative and academic processes, which are always interesting questions for students. and highlighted is how administrative and academic services.

Based on Undang-Undang Republik Indonesia Nomor 25 tahun 2009 tentang Pelayanan Publik is an behavior or series of behavior to achieve the

fulfillment of service needs based on laws and regulations for every citizen and resident, whether in the form of goods, services, and or administrative services facilitated by public service providers. To achieve this goal, the quality of service needs to be improved because the quality of service itself has an important contribution to universities in achieving competitive advantage compared to other universities (Darwi et al., 2021:577).

The quality of academic administration services provided by the academic and student sub-section of the FIS-H must be of high quality. Kotler (2005:153) states that service quality is: "A model that describes the condition of customers in the form of expectations for service from past experiences, word of mouth promotions, and advertising by comparing the service they expect with what they receive/feel".

The performance of employees of the academic administration sub-section is very important because without good performance, academic administrative services will not run well, even though there are standard operating procedures (Along, 2020:95 ; Sari et al., 2020:107).Hersey and Blanchard in Rivai (2011:15) mentions that performance is a function of motivation and ability, to equip a task or job a person must have a specific degree of desire and level of capabilities

The definition of satisfaction itself originated of the Latin "satis" (means enough, reasonably) and "facio" (doing). Simply put, satisfaction is defined as an attempt to satisfy something or make something enough. According to Li, Yan & Huping Shang (2020)perceived value, and citizens' continuous-use intention to explain the relationship between government website service quality and perceived value, as well as how that relationship influences citizens' reuse intention. Using data collected from a survey of 1,650 citizen users living in one direct-controlled municipality and four high-population cities in China, this study verifies the components of e-government service quality through partial least squares (PLS that the concept of customer satisfaction is still abstract, but customer satisfaction is the main concept in marketing theory and practice which is one of the important goals for business activities.

As far as the author's observations from January to June 2021 at the Faculty of Social Sciences and Law, especially the academic service and student administration section with several students, it showed that some services were not in accordance with standard operating procedures (SOPs) which did not work as intended. The reality that is still far from expectations and other problems related to administrative services include attitude/friendliness of employees in providing

services, limited-service support facilities such as seats for students, limited number of computers used by officers, lack of information board facilities, slowness in completing services needed by students, and timeliness. Employee indiscipline is still often found, For example, employees are not at their office during working hours, employees are often late, and employees have an unprofessional attitude when serving for family reasons. The result is that there are often mismatches in student lecture schedules which impact on student delays, so this is very detrimental to students.

Service research focuses a lot on public spaces that can involve all levels of society, but this research focuses on services that only involve students as clients who receive services. The purpose of this study was to determine the effect of service quality and employee performance on student satisfaction simultaneously

METHOD

This type of research is a causal associative quantitative research type, which is a type of research that aims to determine the influence between the independent variable and the dependent variable, and this study will also explain the relationship between variables, influencing and being influenced (Sugiyono, 2017:55). This research took place at Universitas Negeri Makassar, Faculty of Social Sciences and Law. To find out more clearly about the relationship between the two variables, the research design can be described as in Figure 1:
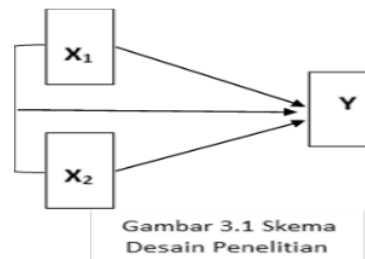

Gambar 3.1 Skema Desain Penelitian

Figure 1. Research design scheme

X1 = Quality of Service
X2= Employee Performance
Y = Student Satisfaction

The population in this study are regular students of the FIS-H, Universitas Negeri Makassar, namely all active students, totaling 4,588. According to Sugiyono (2017:55,) the sample is part of the sum of the characteristics possessed by the population. The sampling technique used in this study is the incidental Sampling method, which is a sampling technique based on chance, that is, anyone who is met at the

research location can be used as a respondent. fulfilled as a data source, the number of samples as many as 98 students of the FIS-H, Universitas Negeri Makassar.

This research consists of two namely variable X in the form of service quality and employee performance, while variable Y is student satisfaction. The quality of academic administration services is a picture that reflects the comparative between the rates of service provided by the Faculty of Social Sciences and Law compared to expectations in this case student expectations. The quality of service is realized by fulfilling the needs and desires in the form of academic administrative services for students. The benchmark for assessing the quality of services given by the FIS-H to its students. Service quality is measured by physical evidence reliability, responsiveness, assurance, and empathy.

Employee performance is the outcome of work, both in quantity and quality that can be reached by an employee in carrying out his job and functions in appropriate with the mandate given to him. The concept of quality and quantity in question is how an employee can work in appropriate with the rules and work standards set by the organization, both in terms of speed in completing a task, the number of tasks that can be completed, as well as the task targets set. by the organization. Measuring variables using several indicators, including quality of work, quantity of work, reliable or not, and employee cooperation.

Customer satisfaction is the perceived result of using a product or service, which is felt against the product or service the same or exceed the expectations desired by students.

Customer satisfaction will be achieved optimally when the needs, desires, and expectations of customers are met. Companies should try to find out what customers expect from the products and services they offer. The level of satisfaction is a function of the comparison between the perceived performance and expectations of service recipients. To measure this variable, indicators are used, namely: product/service quality, service quality, emotional, price, and cost.

Data collection in this study in the form of questionnaires, observations, and documentation.

The data analysis technique used descriptive analysis technique consisting of percentage and average (mean). Classical assumption test (normality test, linearity test, multicollinearity test, and heteroscedasticity test). Hypothesis testing is done by using multiple regression test, t test, and f test as well as the delta test of the coefficient of determination (ΔR^2).

RESULTS AND DISCUSSION

1. Descriptive Statistical Analysis
   a. Service quality

   Given the government's recommendation that every university has a service quality standard, it is very important for every university, especially in FIS-H UNM to have measurable quality standards through an instrument. To find out full description of service quality variables at FIS-H UNM can be seen in descriptive statistical analysis which includes indicators of tangibles (X1.1), reliability (X1.2), responsiveness (X1.3), guarantee (X1.4), and empathy (X1.5) Table 1.

   Based on table 1 statistical results, it is known that descriptively the overall service quality variable with an average value of 125.60 and if the maximum value is 159 then the percentage value obtained for service quality is 78.99 percent which is categorized as good, this is with a range of 71 categories. percent to 85 percent are categorized as good, so the results of the assessment show that all indicators support the service quality variable and this variable assessment is assessed as the services provided by FIS-H to students already have good quality.Employee performance

   The literal meaning of the employee itself is part of the apparatus which is institutionally part of government management to carry out its main duties and functions in the fields of government, development, and community service. Performance problems certainly cannot be segregated from the process, outcome, and usefulness. In this case, performance is the result of work in quality and quantity reached by all FIS-H UNM personnel in carrying out their job in appropriate with the responsibilities given to them.

Table 1. Variable Score Service Quality Achievement Level

		Statistics					
		form	Reliability	Responsiveness	Guarantee	empathy	Service Quality
N	Legitimate	98	98	98	98	98	98
	Is lost	0	0	0	0	0	0
Means		21.02	32.23	23.51	27.19	21.64	125,60
median		21.00	32.00	24.00	28.00	22.00	127.00
Mode		20	32	24	28	21 a	113

Source: Data Processing Results, 2022

A comprehensive picture of the performance variables of FIS-H UNM employees can be seen in the descriptive statistical analysis belong indicators composed of; Quality of work (X2.1), Quantity of Results (X2.2), Reliability (X2.3), Cooperative Attitude (X2.4) (Table 2).

The results of statistical analysis show descriptively on table 2 that the overall employee performance variable has an average value of 64.57 while the maximum value is 80, then the percentage value of the employee performance variable is 80.71 percent, which means the percentage value indicates that the level of employee performance in FIS -H UNM is classified as good, this is with a value range of 71 percent to 85 percent categorized as good, and this assessment is also assessed from four indicators that have supported employee performance. variables in FIS-H have been running well.

b. Student Satisfaction

Customer satisfaction is the level of satisfaction that can be felt by consumers for the services and products provided in the form of goods or services after comparing with what is expected. For an organization to observe and pay attention to how the level of satisfaction felt by students and for the entire academic community, especially in the FIS-H UNM environment, is the key to the existence of the faculty's success in realizing its vision and mission. . Therefore, FIS-H UNM always strives to maintain the stability of satisfaction for users of the services provided by the faculty.

Full description of the variable satisfaction of FIS-H UNM students can be seen in the descriptive

statistical analysis which includes indicators consisting of; Product quality (Y1), service quality (Y.2), emotional (Y.3), price (Y.4), and cost (Y.5). (Table 3)

Based on table 3 the results of the descriptive statistical analysis above, it shows that the student satisfaction variable, student satisfaction has a median of 19.53 with a maximum value of 25, then the percentage value obtained for the student satisfaction variable is 78.12 percent, which means the percentage value obtained can be understood with the level of student satisfaction in FIS-H. UNM is categorized as good, this is in accordance with the value of the 71 percent to 85 percent category including the good category, the results of this assessment mean that the majority of indicators all support the student satisfaction variable in FIS-H in the good category.

2. Inferential Statistical Analysis
   a. Hypothesis testing

Simultaneous Test (F-test) is used to test jointly whether the effect of the independent variable on the dependent variable can be known by using the F test. The hypothesis is as follows:

H0 = There is no positive influence between service quality and academic administrative staff performance on student satisfaction of the Faculty of Social Sciences and Law, Universitas Negeri Makassar, in statistical form this hypothesis is stated as follows:

H1 = There is a positive influence between service quality and student satisfaction at the

Table 2. Achievement Level of Employee Performance Variable Score

		Work quality	Quality work	Reliability	Cooperative attitude	Employee performance
				Statistics		
N	Legitimate	98	98	98	98	98
	Is lost	0	0	0	0	0
Means		15.79	16.33	16.36	16.10	64.57
median		16.00	16.00	16.00	16.00	64.00
Mode		16	16	16	16	64

Source: Data Processing Results, 2022

Table 3. Variable Student Satisfaction Level of Achievement Score

		Product quality	Service Quality	Emotional	Price	Cost	Student Satisfaction
				Statistics			
N	Legitimate	98	98	98	98	98	98
	Is lost	0	0	0	0	0	0
Means		4.06	4.01	4.23	3.79	3.44	19.53
median		4.00	4.00	4.00	4.00	3.00	19.00
Mode		4	4	4	4	3	18

Source: Data Processing Results, 2022

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Faculty of Social Sciences and Law, Universitas Negeri Makassar. From the ANOVA results obtained f-count of 53.8 > f-table of 3.09. H1 is accepted, which means that there is an influence of service quality and employee performance on student satisfaction at the Faculty of Social Sciences and Law UNM.

b. Coefficient of Determination (R Square)

The number of R Square in table 4.16 is 0.531, meaning that the contribution of service quality and performance of administrative staff to student satisfaction is 53.10 percent. This means that other factors contribute 46.90 percent to student satisfaction. The value of the influence of service quality and administrative staff performance on student satisfaction of FIS-H UNM based on the guidelines provides an interpretation of the correlation coefficient or student satisfaction value proposed by(Sugiyono, 2016)shows that service quality and administrative performance of employees have a moderate effect on student satisfaction of FIS-H UNM with an r-count of 53.10 percent.

c. Multiple Regression Analysis

The standard multiple linear regression equation is that the following results can be obtained:

$$\check{Y} = 1.003 + 0.078\ X1 + 0.135\ X2 + 0.05$$

The results of this multiple linear regression analysis indicate that service quality variables (X1) and administrative staff performance (X2) have a linear effect on student satisfaction (Y). The regression equation above shows that the multiple regression coefficient is not negative, meaning that if the service quality indicator values and employee performance can be realized properly, it will encourage an increase in student satisfaction, assuming that the other independent variables are constant.

1. Quality of Academic Administration Services at FIS-H UNM

At the FIS-H, Universitas Negeri Makassar, the level of service quality is in the good category with an accomplishment percentage of (78.99%). The indicator that has the highest percentage level is physical evidence, while the indicator of service quality that has the lowest percentage is empathy. These results support the proprietary theory according to Parasuraman, et al. (1985) there are five criteria to determine service quality, namely reliability, responsiveness, assurance, individual attention (empathy), and physical evidence (tangible). The

quality of academic services is very important in educational institutions.

The provision of quality student services and being able to fulfill the wishes of service recipients is an expectation for universities as a type of formal educational institution. A university is expected not only to be able to produce quality alumni, but also in all service programs in a university, therefore, FIS-H as one of the faculties in UNM universities is required to increasingly be professional in providing services for all students and lecturers. One of the ways that has been implemented is to use e-learning as part of the implementation of e-government that can provide quality services in the midst of a pandemic (Suprianto et al., 2020).

Evidence of FIS-H services that are considered to have good quality to the entire academic community in the FIS-H environment is characterized by the ability (knowledge and skills) and responsiveness possessed by faculty employees, the majority of which are for a relatively good level of ability, where employees have an average level of education for work and masters and the high kamampuan is seen in employees accompanied by the activeness of employees participating in various activities training activities in accordance with their duties and functions. Boediono in Rengifurwarin, et al. (2018) which says that "as for the form and administration of the nature of the public service must contain a joint: simplicity and clarity of procedure. certainty, security, openness, efficiency, economy, fairness, and punctuality.

2. Employee Performance

Based on the results of research on employee performance at the FIS-H, Universitas Negeri Makassar is in the good category (80.71%). This can be seen from the achievement of the score of each variable indicator of employee performance which is in the good category. Reliable employees can work well which can improve the quality of employee work.

Performance problems are certainly inseparable from the process, results and usability (Arhas et al., 2022). In this case work performance or achievement is the result of work in quality and quantity accomplished by an employee in carrying out his duties in accordance with the responsibility given to him. The good performance of FIS-H employees, of course, can directly affect the performance of the institution, and to improve employee performance, of course, this is a fairly heavy task and can take a long time.

In addition to increase supervision and coaching, a valuation of the success rate of performance that

has been carried out by its employees is also carried out. It aims to measure the level of success that has been achieved by each agency the assessment of performance is also useful as a benchmark that can be used to improve the performance of the employees concerned.

All the performance results of FIS-H UNM employees have shown their sense of responsibility to the workload provided and each workload is adjusted to the abilities of the employees so that employees feel comfortable at work and understand what will be done. As one of the fairly large faculties within UNM that has duties and responsibilities in the administrative work of student academic services, it is certainly necessary to be aware of the responsibility in realizing every work target and service needs to the entire academic community in the FIS-H environment.

The achievement of FIS-H employees' performance, which is relatively good, is also due to the initiative of employees to work without waiting for orders or being supervised by the leadership. Even though looking at the real conditions in FIS-H, it is also still found that some employees seem to be more inclined to wait for orders and instructions from superiors before doing tasks. In terms of initiative, employees must have a high sense of responsibility for the work or tasks assigned to them such as the initiative to build a sense of high enthusiasm in working by strengthening harmonious cooperation aimed at making the work resolved (Hamdan, 2015)

3. FIS-H UNM Student Satisfaction

Based on the results of research that has been carried out, student satisfaction at the Faculty of Social Sciences and Law UNM has a good category (78.12 %), student satisfaction has a good impact on the faculty to further improve services. Realizing the importance of the quality of the products made by FIS-H UNM so that the entire academic community in the FIS-H environment can feel satisfied with the existence of these products, according to Mandhani et al. (2020)especially for developing nations, the present study develops interrelationships among service quality factors of Metro Rail Transit System (MRTS product quality, namely consumers will feel satisfied if the results show that the products they buy use quality. Customer assessment of product performance depends on many factors, consumers often form a better Thought of the quality of products that they already find satisfactory.

The progress and success of FIS-H UNM is one of the superior faculties and can produce graduates who have high competence and have high competitiveness against development and fierce competition in the world of work. Further evidence that can be seen from FIS-H to provide a good service system to all students is also carried out by providing various standard operating procedures (SOPs) regarding mechanisms or requirements that can be seen and understood by students when handling letters, and other documents.

Looking at the performance of FIS-H employees who are currently carrying out work by following all SOPs such as one example of the form of SOP for handling active certificates for college, students only need to convey their needs to employees who have functions and tasks and wait for the results of the letter to be completed in the waiting room that has been provided, and for the time to complete the letter is only 10 minutes. Although it is also understood that of all the SOPs in FIS-H, not all SOPs can be printed in the form of Banners or displayed on TV which can be easily seen by all students if they want to manage services at the faculty.

In accordance with the development and complexity and dynamics that occur, the role of SOPs is increasingly needed in every organization as a guide in carrying out a work process. Every organization that is aware of the importance of this will compile and implement a system, namely Standard Operating Procedures or SOPs that will be applied in every work implementation for employees in order to maintain the service system effectively and efficiently. In addition, the SOP also provides evidence of product quality that will later be provided by the organization to customers.

4. The Influence of Service Quality, Employee Performance on Student Satisfaction FIS-H UNM

The influence or contribution of the independent variables to the dependent variable is 53.10% and the remaining 46.90% is influenced by other variables not included in the research model, while the level of relationship between variables is "very moderate". This means that if the performance increases by one unit, it will improve the quality of service. Performance affects service quality. This can be seen from the opinion of Lewis and Booms in Moullin (2007) which states that "service quality is a measure of how well a service meets customer expectations. Providing quality service means consistently compromising with customer expectations". Based on this statement, it can be concluded that service quality can be measured by how well an employee's performance in providing services to students is in line with the results of research conducted by George & Kumar (2014) that customers can estimate what the performance of the service will be or may think what kind of performance it should be. If the

service performance meets or exceeds customer expectations, customers will be satisfied.

Based on the explanation above, the Faculty of Social Sciences and Law, which is one of the faculties at Universitas Negeri Makassar as an educational service provider institution that continues to strive to innovate, improve and develop in providing services so that student satisfaction is much better. Indirectly, the Faculty of Social Sciences and Law will get a good assessment and recognition by the wider community and be able to compete with other universities in producing graduates who are ready to be used in the world of work.

Responding to the development of information systems in the academic world, the leaders together with FIS-H UNM employees also create an academic atmosphere in the FIS-H environment and in the UNM environment by always building good interaction with each other, especially to students by monitoring the services felt by students because it is basically understood that without building these interactions, then it is difficult for organizations to cover each other up and provide input on what is lacking in the faculty service system. Moullin (2007) said that to create quality services from the user's point of view is to build a good relationship interaction between the public and the government so that services can be provided well. The quality of academic services is the value provided by customers to the extent that the academic services provided are in accordance with customer expectations.

The availability of all employee resources, infrastructure and information and budget resources contained in FIS-H UNM has proven with all these resources a form of attention and seriousness of FIS-H to improve the service system to be provided to students.

Every student wants maximum satisfaction from every employee's performance in providing services in the campus environment. Of course, with the maximum satisfaction obtained by students, they will be able to improve the image, quality for those who are in college. Students who are customers of the college. Students will feel satisfied if their expectations are met and happy if their expectations are exceeded. Student satisfaction will be reflected in their loyalty to their alma mater and will certainly produce good output to their almamater.

CONCLUSION

Based on the core problems, hypotheses and research objectives, it can be concluded that the research results are as follows: 1) Based on descriptive statistical analysis that the service quality variable has an average value of 78.99% which is categorized as good, so the results of the assessment show that all indicators support the service quality variable that has good quality as evidenced by physical evidence of availability. employee resources, facilities and infrastructure. as well as sources of information that are the main means for faculty in providing service processes to lecturers, employees, and students as well as high responsiveness and employee attitude in employees who always complete work according to student expectations; 2) Based on descriptive statistical analysis, the performance variable has an average value of 80.71%, and the level of employee performance at FIS-H UNM is classified as good. The achievement of the performance of FIS-H UNM employees in carrying out their work cannot be separated from the knowledge to carry out work which can affect the quality of the work produced, and the knowledge possessed in accordance with their relevant job will support the actuating of tasks in their work environment. In a professional position and with extensive knowledge, an employee is expected to be able to do a good and productive job. Another thing is being good at using time effectively at work and coupled with synergy with other people at work so that work can be satisfying both in terms of quality and quantity; 3) Based on descriptive statistical analysis, the student satisfaction variable has a percentage value comparison of 78.12%. It can be understood that the level of student satisfaction at FIS-H UNM is quite good, as evidenced by the service products that have been provided in the form of online-based service products using the Google Form platform and media. Whatsapp, SOPs, and lecturer resources with good skills and competencies so that learning for students can be of higher quality; and 4) the effect of service quality and administrative staff performance on student satisfaction is 53.10%. The magnitude of the influence of 53.10% indicates that service quality and performance have a moderate effect on student satisfaction of FIS-H UNM, this means that other factors contribute 46.90 percent to student satisfaction. Several things can be suggested or recommended from the results of this study, namely: 1) Needthere is an increase in service quality at FIS-H UNM by making more use of the digitization system, especially on the faculty website which must be up to date to provide all service information. In addition, several SOPs for academic services must be printed in the form of banners to be displayed in the service waiting room so that students can better ensure information on the flow and mechanism of the service system; 2) Improving employee performance at FIS-H UNM really needs to be done by adjusting the placement of the number and competence of employees with the workload in each

section, as well as providing coaching to employees consistently and continuously for the development of managerial competencies and employee competency skills, especially in the field of computerization and digitalization; 3) To create satisfactory services to students, innovation and development of services that are more innovative and contemporary are needed; and 4) It was hoped that the Faculty will innovate in making online service applications that are more effective and efficient during the Covid-19 pandemic for the entire academic community in the FIS-H environment.

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