

# Effectiveness Of Handling Customer Complaints at Melati Perbaungan General Hospital

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*Abstract- Health is an important aspect in human life. Everyone will do various ways to get good health, one of which is by going to health services such as hospitals. The development of increasingly advanced hospitals makes the hospital management compete to provide quality health services in order to create patient satisfaction by utilizing every available resource to achieve quality service goals and to minimize complaints from patients about the services provided by the hospital. . The purpose of this study was to analyze the effectiveness of the process of handling complaints or complaints by the Marketing and Public Relations Installation of the Melati Perbaungan General Hospital. This study uses a type of qualitative research. The research method used is a descriptive approach, namely making a systematic, factual, accurate description of the facts and characteristics of a particular population or object. The selection of resource persons in this study refers to two principles, namely, the principle of conformity where the informant has knowledge and is directly involved in complaint handling activities and the principle of adequacy where the number of sources is determined according to the adequacy of the information obtained by the researcher. Researchers conducted in-depth interviews with staff who were directly involved in complaint handling activities. The analytical technique used is by analyzing information using content analysis, the results of the analysis are used to answer the variables studied and presented in a narrative manner in groups and the appropriate classification of topics and categories, then compare the results of the research with the theory of results and literature studies. The results showed that the complaints that were mostly submitted by customers were related to patient administration, doctor and nurse services, rates and hospital facilities. Customers can submit their complaints directly or indirectly through the facilities provided by the hospital such as suggestion boxes,*

*letters, sms, telephone and email. The public relations department acts as a mediator in resolving complaints between customers and related work units. Public relations has a strategic role to prevent misunderstandings between customers and doctors, nurses, and hospital staff. Improvements to facilities for submitting complaints need to be made so that they can motivate customers to submit complaints to the hospital. A new innovation is needed by utilizing information technology to provide all the complete information needed by customers at Perbaungan Melati Hospital. This is expected to minimize complaints from customers regarding the services provided by the Perbaungan Melati Hospital.*

*Indexed Terms- Complaints, Customers, Perbaungan Jasmine Hospital*

## I. INTRODUCTION

Health is an important aspect in human life. Everyone will do various ways to get good health, one of which is by going to health services such as hospitals. Hospitals as health service institutions for the community are also influenced by the development of health science, technological advances, and socio-economics must be able to improve services that are more quality and affordable in order to realize the highest degree of health so that it can be concluded that the development of hospital services is strongly influenced by various demands from the environment. Hospitals must also be able to utilize every available resource to achieve quality service goals and be able to minimize complaints from patients about the services provided by the hospital. The shift in the goals of hospital services from social organizations to socio-economic organizations requires the management to be able to maintain patients so that they can continue to compete with other hospitals.

It takes a strong commitment from the management in an effort to retain customers in order to continue to survive and not drown in the competition. If you don't have customers, you're not an entrepreneur. If you don't have enough customers, you are always trying to find a way to get more customers. Maintaining customer happiness is the key to retaining customers (Reh, 2015).

One of the service products provided by the hospital is health services. This service can be directly felt by patients so that patients can assess whether the services received are in accordance with what they want. But this is inversely proportional to the hospital as the party providing the service will not know whether the patient is satisfied or not with the services the hospital provides. Because the size of the quality standard determined by the hospital is not necessarily the same as the standard size determined by the customer. So, essentially the level of customer satisfaction can only be known by each customer concerned. In this case, of course, it is subjective and we will never know for sure whether the statement from the customer is really sincere or just pleasantries (Barata, 2014).

Customer satisfaction is a feeling of pleasure or disappointment that a person gets from comparing the perceived performance or results of the product with his or her expectations. If the performance is lower than expectations, the consumer will feel dissatisfied. If performance equals expectations, then he will feel satisfied (Oliver R.L, 2016). Pasien yang merasa puas terhadap pelayanan yang diberikan oleh suatu rumah sakit akan terus menggunakan produk pelayanan tersebut dan akan memberikan referensi kepada orang yang mereka kenal. Tetapi akan menjadi suatu ancaman apabila pasien merasa tidak puas terhadap pelayanan yang diberikan oleh rumah sakit karena mereka akan menyampaikan pengalaman buruk yang diterima kepada 10-20 orang lain, atau bahkan ada yang diam saja dan langsung beralih ke rumah sakit yang lain (Gibson etl, 2014). Therefore, if there are customers who complain, this is a good momentum because it provides an opportunity for the organization to carry out service recovery. Complaining customers can turn into loyal customers if the organization can handle these complaints properly (Wulandari, 2014).

Based on the above, it can be seen that complaints or complaints from customers must be accepted by a company as a gift, including hospitals, both government and private ownership. With complaints, the hospital can continue to make improvements to the services provided. The size of a complaint if it is not managed quickly and properly will have an impact on the image of the hospital itself. Based on this, the authors want to examine the extent to which the implementation of handling customer complaints carried out in private hospitals in this case handling customer complaints carried out by public relations officers at the Marketing and Public Relations Installation of the Melati Perbaungan General Hospital.

## II. RESEARCH METHODS

This study uses a type of qualitative research. The research method used is a descriptive approach, namely making a systematic, factual, accurate description of the facts and characteristics of a particular population or object. Therefore, the authors describe and evaluate the effectiveness of the process of handling customer complaints by Public Relations of the Perbaungan General Hospital based on facts in the field and the results of interviews with existing officers. The selection of resource persons in this study refers to two principles, namely, the principle of suitability where the informant has knowledge and is directly involved in complaint handling activities and the principle of adequacy where the number of informants is determined according to the adequacy of the information obtained by the researcher. Therefore, the researcher conducted in-depth interviews with staff who were directly involved in complaints handling activities.

The analytical technique used is by analyzing information using content analysis, the results of the analysis are used to answer the variables studied and presented in a narrative manner in groups and the appropriate classification of topics and categories, then compare the results of the research with the theory of results and literature studies. In this study, the analysis was carried out on an activity under study. The researcher analyzed the results of the interviews based on the understanding of the things expressed by the informants and the results of the observations

made by the researchers. From these results, conclusions and research results are drawn.

### III. RESULT AND DISCUSSION

#### 1. Input

Providing satisfaction to customers is the main obligation for service providers. But sometimes the services provided to the maximum are not necessarily in accordance with customer expectations. So that some of them complain and submit their complaints to service providers. Supriadi Setiawan in his book entitled "Service Customer Loyalty" said that customer complaints are not always a threat but rather as a gift from customers because it is very useful for service companies to perform service recovery. Service complaints/complaints are expressions of feelings of dissatisfaction with service standards, the actions or inactions of service personnel that affect customers. Based on the document review, in the Decree of the President Director of the Perbaungan Melati General Hospital Number: 15/SK/RSUM/I/2016 it is stated that one of the main tasks and functions of the Marketing and Public Relations Installation of the Perbaungan Melati General Hospital is to carry out information service activities, documentation thoroughly and customer complaints/complaints quickly, accurately and correctly and aimed at customer satisfaction. To service customer complaints, it is the duty and responsibility of the public relations officer to supervise the information officer at the installation. Patient complaints at Perbaungan Melati General Hospital are a sign that customers are facing problems or dissatisfaction with the services, systems, rules or policies of the Perbaungan Melati General Hospital. Customers can submit their complaints to the relevant work unit through the information officer or public relations officer at the Melati Perbaungan General Hospital. In their daily duties, it is known that officers receive customer complaints, both directly and indirectly. From the results of interviews with informants, it can be concluded that complaints are often submitted by patients or patients' families directly to officers related to the patient administration system, doctor and nurse services and hospital facilities. Research conducted by Fortune PR regarding the image of hospitals in the eyes of the public on 78 respondents showed that public

complaints about hospital services such as atmosphere, cleanliness and comfort were not paid attention to, doctors did not provide sufficient explanations, doctors had too many patients, nurses did not provide adequate services. good (judes, indifferent, disrespectful), and doctors are considered to protect their colleagues from each other in cases that are considered detrimental to the patient (Public Relations Seminar, Indonesian Medical Council 2009). It can be said that the complaints submitted by customers at the Melati Perbaungan General Hospital are the same as those made by the public regarding hospital services in general. Therefore, it is necessary to pay attention and continuous improvement to the things that are complaints of these patients.

Complaints are something that is very natural, very human as a form of reaction to what is received is not in accordance with what is expected. Research conducted by Majid (2016) regarding flight delays on airlines shows that consumers in dealing with these situations will: complain well (53.33%), remain silent or resign (36.67%), and get angry. or grumble but do not complain (9.58%). Very few consumers complain angrily (0.42%).

The handling of customer complaints carried out by the Public Relations of the Melati Perbaungan Hospital is in accordance with the seven-step complaint management strategy based on the Deming Cycle (Smeltzer & Bare, 2013) such as receiving customer complaints, identifying and confirming complaints to related units, seeking solutions and solving problems, delivering solutions to customers and reporting complaints to the board of directors. However, it is necessary to have good communication skills from officers and the expertise to negotiate in resolving complaints with customers so that there are no misunderstandings in the complaint resolution process so that customers do not need to involve outside parties or third parties to resolve their complaints.

#### 2. Process

##### a. SOP implementation

Based on interviews and a review of existing SOP documents, the stages of implementing customer complaint handling carried out at the Marketing and Public Relations Installation, especially by public

relations officers and information officers at the installation are:

- 1) **Receiving and Identifying Complaints**  
Patients who submit their complaints directly to the information officer at the installation or come directly to the public relations department. The first step taken by the officer in handling the complaint is to receive and identify the complaint. In identifying a complaint, the officer digs up complete data and information in coordination with the relevant work units so that the cause of the complaint can be identified and appropriate solutions can be found for its resolution.
- 2) **Complaint Documentation**  
Complaints that come will be recorded and recorded every month by the officer. For direct complaints, the clerk asks the customer to fill out the complaint form that has been provided. Customer data required in the form.
- 3) **Complaint Solution Search**  
The search for solutions to customer complaints is carried out by public relations officers in coordination with the relevant work units/units and the time required to search for solutions depends on the level of complaints that occur and the facilities used by customers when submitting complaints.
- 4) **Submitting Complaint Solution**  
A good and appropriate way of delivering solutions is needed to customers so that customers can understand the solutions provided. In this case, the officer acts as a mediator between the satker/unit related to the customer. Submission of solutions must be conveyed properly and clearly so that there are no misunderstandings between the two parties. Therefore, good speaking skills are needed from every officer. Based on interviews, it is known that the officer's way of conveying a complaint solution to the customer is to provide a firm and accurate explanation, the officer also expresses his gratitude and gives an opportunity to the patient if there are other complaints to be submitted again.
- 5) **Doing Feedback**  
Feedback from customers aims to find out whether customers are satisfied or dissatisfied with the handling of complaints made by officers which can later be used as evaluation material by officers. According to Barlow & Moller (2016), one of the steps taken so that complaint handling runs effectively is checking patient satisfaction. Kotler (2015) suggests that customer satisfaction is a person's feelings of pleasure or disappointment that arise after comparing the expected performance with the expected performance. Customers who submit complaints and are given a

fast and appropriate solution are very likely to have a higher level of satisfaction than customers who do not submit complaints. However, customers can also become dissatisfied if the settlement of complaints made is ineffective, not fast or incomplete. To find out customer satisfaction with the handling of complaints made, the officer approached the customer by asking again if the customer still had other complaints that they felt. The clerk also offers assistance if the customer wants to get information related to the service. That way the customer feels cared for. If the customer accepts it well, the customer is satisfied with the handling of complaints made. But this can be an obstacle if there are customers who are dissatisfied with the handling of complaints made. The officer provides a choice of other solutions according to the customer's wishes and reports this to the Head of Public Relations and Marketing so that a solution or other solution can be given.

Basically SOP (Standard Operational Procedure) is a guide for employees to carry out their work in accordance with predetermined standards. According to Developing Standard Operating Procedures in Wildland Fire Management (2003), it is stated that SOP is a guide that is clearly stated about what is expected and required from all employees in carrying out daily activities. The function of the SOP itself is to define all important concepts and techniques as well as the requirements needed, which are in every activity that is poured into a form that can be directly used by employees in carrying out daily activities (Ajasta & A.A. Gede, 2016).

One of the effective complaint handling processes according to Schnaars (2016) starts from identifying and determining the source of the problem that causes customers to be dissatisfied and complain. This step is an important step in determining the effectiveness of the next steps. The importance of identifying and responding to consumer complaints cannot be ignored, because companies can change consumer behavior for the better through the analysis carried out (Foedjiawati and Samuel, 2017).

The identification carried out by public relations officers should not only relate to the source of the complaint, but the officer also needs to identify other sources of problems in the hospital which may later become complaints for customers. The source of the problem needs to be addressed and followed up so that the same problem does not arise in the future.

According to Tjiptono and Diana (2016), one of the characteristics of an effective complaint management

assessment is "Records" where data regarding complaints are arranged in such a way as to facilitate any continuous improvement efforts. Christopher, & Lauren (2015) stated that the benefits of a customer complaint record are as follows: (a) It becomes the basis for tracking all complaints whether they have been properly handled, (b) As an early warning about perceived deterioration in one or more of the service aspects, (c) Indicates a topic or issue that may require further research.

#### b. Supervision

From interviews conducted with informants, it is known that the parties involved in monitoring activities are the Head of Public Relations and Marketing and the Deputy Head of Public Relations. The form of supervision carried out is related to the implementation of SOPs in the field, the performance of officers and follow-up to complaints in the form of reports. Supervision of SOPs is carried out to see if the SOPs implemented are effective enough to handle customer complaints. Based on the results of interviews with informants, the application of SOPs for handling complaints has been quite effective in its implementation in the field. Complaint handling starts from the lowest level to the top level, namely the board of directors by involving all related units.

Badri (2016) says that one of the five functions of management is control or supervision which functions to help ensure whether the activities carried out by employees are in accordance with the desired results. besides that it can also be used to facilitate how to make improvements to it. According to Winardi (2016) supervision is all activities carried out by the manager in an effort to ensure that the actual results are in accordance with the planned results.

#### c. Evaluation

In general, evaluation is an examination of the implementation of a program that has been carried out to control in the future so that it will be much better. So the evaluation is more forward-looking and aimed at improving and increasing the success of the program. Based on the results of interviews, the form of evaluation carried out is in the form of a meeting once a month with the Director of Medical Services and the Head of Installation to discuss existing complaints. while the evaluation of the SOP for handling complaints is rarely carried out because it is related to the hospital system itself. For 2019, currently Perbaungan Melati General Hospital has just finished carrying out the SNAR accreditation process so that the SOP related to handling complaints has been updated for the assessment process.

According to Arikunto (2016) that evaluation is an activity to collect information about the work of something, which is then used to determine the right alternative in making decisions. The main function of evaluation in this case is to provide useful information for the decision maker to determine the policy to be taken based on the evaluation that has been done.

#### 3. Output

The final result of handling customer complaints at the Melati Perbaungan General Hospital is that customer complaints have been handled. Complaint handling can be said to be complete if the customer is satisfied and understands the solution that the officer provides. There was an agreement or "deal" on both sides of the proposed solution. But it will be an ongoing complaint if a customer does not accept the solution provided. In an article about marketing, it is stated that in a survey that is often conducted by Frontier, the company is said to have completed the complaint job well, if about 90% of customers who complain say "yes". It must be admitted, this figure is difficult to reach 100%, especially if the complaint has been accompanied by a lack of sincerity from the customer. It could also happen because the company from the beginning has been wrong in choosing some of its customers.

Retaining customers is more difficult than getting new customers. Especially if the customer has complained about the service they get. Complaints should be seen as a gift, because a customer who submits a complaint about hospital services means he cares about the services provided by the hospital. Hospital public relations has a strategic role in building good relationships between doctors, nurses, hospital staff and their patients and preventing misunderstandings between the two of them so as to create a positive image of the hospital in the eyes of the public.

Customer satisfaction will be able to establish a harmonious relationship between producers and consumers. Creating a good basis for repeat purchases and creating customer loyalty and forming word of mouth recommendations that will be able to benefit a company (Tjiptono, 2015). This opinion is in line with that stated by Kotler (2016) which states that from a view of customer satisfaction, improving relationships with partners, many companies intend to develop stronger bonds and loyalty with customers. In the past, many companies underestimated their customers. Their customers may not have many choices of supply sources, or all suppliers are equally lacking in service, or the market is growing so fast that they are not worried about customer satisfaction.

## CONCLUSION

From research on the analysis of customer complaint handling by the Melati Perbaungan General Hospital, conclusions can be drawn, namely:

1. From the last 3 months, most of the submissions of complaints came from the suggestion box. There were only 2 patient complaints submitted via SMS from the last 3 months, namely in June.
2. The types of complaints that are usually submitted by customers of the Melati Perbaungan General Hospital are regarding the patient administration process, doctor and nurse services, rates and hospital facilities. Customers can submit their complaints directly to the public relations officer or information officer at the installation or indirectly through letters, sms, telephone, suggestion boxes and hospital emails.
3. In handling customer complaints, the public relations department acts as a mediator between customers and related units. The first step is the public relations officer receives the complaint and then documents the complaint, seeks a solution for the complaint through coordination with the relevant work unit, submits the solution to the customer and makes a complaint report every month to be used as evaluation material for the relevant work unit. Therefore, good cooperation from the work unit in the hospital is needed so that the complaints submitted do not occur again in the future.
4. The process of handling patient complaints at the Melati Perbaungan General Hospital is in accordance with the SOP which involves various work units, namely the complaint work unit, the hospital's public relations and marketing department, and if necessary, involve the Ethics and Legal Committee at the Perbaungan Melati General Hospital.
5. The form of supervision carried out is related to the implementation of SOPs in the field, the performance of officers and follow-up to complaints in the form of reports.
6. Evaluation is carried out every 1 month in the form of a meeting with the Board of Directors and the head of the Installation to discuss existing complaints.

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