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QUALITATIVE STUDY: CUSTOMER COMPLAINT MANAGEMENT IN A HOSPITAL

Studi Kualitatif : Manajemen Keluhan Pasien di Rumah Sakit

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ABSTRACT

Background: Complaints Management is a vital enhancement for hospitals all due to the patient complaints that can be used as information to advance the quality of health services provided. Based on interviews with the Hukmas, it states that the handling of complaints is directly and indirectly. Complaints directly through the Hukmas and complaints indirectly through the facilities such as Suggestion Boxes, SMS, Email and WhatsApp. The complaints submitted to service administration, doctor and nurse service and facilities.

Aims: This research aims to analyze the management of handling the complaint on dr. Sardjito Hospital Yogyakarta.

Methods: The method of this research is using descriptive-qualitative through the phenomenology approach, which is carried out by in-depth interviews, observation and document review. The subjects of this study consisted of the head of division Hukmas, head of the subsection, and the Public relations division, two staffs of Hukmas, and also adding five people in charge of Outpatient Installation and Inpatient Installation, and two people patients in the hospital. The sampling method in this study used a purposive sampling technique. Data analysis in this study refers to the concept Miles and Huberman is data reduction, data display, and verification, to maintain the data this study uses triangulation methods and triangulation source

Results: Management patient complaints were handling at dr. Sardjito Hospital Yogyakarta has been under the procedure handling complaint that successfully determined, but there needs to be an improvement to expand the potential of the facilities to submit complaints so that can motivate customers to lodge complaints to the hospital, and enhancements to the suitability of the management suggestion box so that complaints coming through the facilities.

Conclusion: The Management of Patient complaints is handling at dr. Sardjito Hospital Yogyakarta as a whole has been carried out well and following the standard operating procedure of handling complaints.

Keywords: Management, Handling, Complain

ABSTRAK

Latar Belakang: Manajemen keluhan penting bagi rumah sakit karena melalui keluhan pasien dapat dijadikan informasi untuk memperbaiki kualitas pelayanan kesehatan yang diberikan. Berdasarkan hasil wawancara dengan bagian Hukmas menyatakan bahwa penanganan keluhan dilakukan secara langsung dan tidak langsung. Keluhan secara langsung melalui kantor bagian Hukmas dan keluhan secara tidak langsung melalui fasilitas atau media yang telah disediakan seperti kotak saran, sms, email dan whatsapp. Diketahui bahwa keluhan yang banyak disampaikan pasien berkaitan dengan administrasi pasien, pelayanan dokter dan perawat serta fasilitas..

Tujuan: Tujuan dari penelitian ini adalah menganalisis manajemen penanganan keluhan pasien di RSUP Dr. Sardjito Yogyakarta.

Metode: Jenis penelitian ini adalah kualitatif dengan pendekatan fenomenologi yang dilakukan dengan wawancara mendalam, observasi dan telaah dokumen. Subyek penelitian ini terdiri dari kepala bagian hukum dan humas, kepala sub bagian humas, 2 orang staf bagian hukmas, 2 orang penanggung jawab setiap instalasi rawat inap dan rawat jalan, dan 2 orang pasien. Metode dalam penelitian ini menggunakan teknik purposive sampling. Analisis data dalam penelitian ini mengacu pada konsep Miles dan Huberman yaitu reduksi data, penyajian data dan penarikan kesimpulan, untuk menjaga keabsahan data penelitian ini menggunakan triangulasi metode dan triangulasi sumber.

Hasil: Manajemen penanganan keluhan pasien di RSUP Dr. Sardjito Yogyakarta telah sesuai dengan SOP penanganan pengaduan/komplain pelanggan yang telah ditetapkan, namun perlu adanya perbaikan terhadap fasilitas untuk menyampaikan keluhan sehingga dapat memotivasi pelanggan untuk menyampaikan keluhan kepada pihak rumah sakit dan perbaikan terhadap kesesuaian pengelolaan kotak saran yang dilakukan sehingga keluhan yang masuk melalui kotak saran cepat tertangani.

Kesimpulan: Penanganan keluhan pasien di RSUP Dr. Sardjito Yogyakarta secara keseluruhan sudah dilaksanakan dengan baik dan telah sesuai dengan SOP penanganan pengaduan/komplain yang ditetapkan.

Kata kunci: Manajemen, Penanganan, Keluhan.

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INTRODUCTION

According to the Regulation of the Minister of Health of the Republic of Indonesia No 129/ Menkes/ SK / II / 2008, Hospitals as one of the health facilities that provide health services to the community have a very strategic role in accelerating the improvement of community health status. Therefore, hospitals are required to provide quality services following established standards and can reach all levels of society. Based on Law No. 44 of 2009 concerning hospitals, it is explained that the obligations of hospitals include providing safe, quality, anti-discrimination, and effective health services by prioritizing patient interests following hospital service standards, as well as respecting and protecting patient rights.

The patient's rights in question include submitting proposals, suggestions, improvements to the hospital's treatment of him, suing and/ or suing the hospital if it is suspected to provide services that are not following standards either civil or criminal and complaining about hospital services that are not appropriate with service standards through print and electronic media following statutory provisions (Republic of Indonesia Law Regulation Number 44 the Year 2009).

Patients who are not satisfied with the service performance will complain and express negative responses to the hospital. So if there are complaints from patients then the hospital can handle quickly, precisely and responsively, the patient will feel calm. Therefore complaints management is very necessary to improve public service systems and to increase the legitimacy of service institutions in the public eye (Muzanil, 2016) Management of complaint handling in hospitals has not shown good results. There is only a suggestion box as an alternative to receiving complaints that enter indirectly, and the handling is not optimal. This is evident from the still slow management and the absence of delivery of information from the hospital to patients that the incoming complaints have been handled, other than that patient's complaints that

are not handled properly can have an impact on the health care process at the hospital (Irawan, Andri, 2016) Types of complaints that are often received by hospital employees include the patient administration process that is less relevant and confusing, the services of doctors and nurses as well as hospital fees and facilities (Afriani, 2012).

Complaints management through the facilities provided is still not appropriate Decree of the Republic of Indonesia Law No. 25/2009 concerning Public Services, where there are still inadequate suggestion box conditions such as incomplete stationery and complaint forms that can prevent patients from submitting their complaints and the implementation are still not running optimally this can be seen from the management of the suggestion box that is opened once a week and there are still boxes advice that is not opened during the itinerary, this is due to the limited staff who have the task of taking the suggestion box.

Based on the results of an interview with the Head of Legal and Public Relations Section stated that Dr. Sardjito has provided space for patients who want to submit their complaints directly by coming directly to the Law and Public Relations office, or indirectly through suggestion boxes, letters, or social media. Handling of patient complaints is handled based on the level of complaints has 3 categories, the first category of light has a period of 7x24 hours, the second category is having a period of 3x24 hours and the third category of weight has a period of 1x24 hours, and based on the facilities used. This is following the SOP for handling complaints/complaints that have been determined.

Based on the above background, researchers are interested in researching about "Analysis of Patient Complaints Management in Dr. Sardjito Yogyakarta"

Is there any data that showing a decrease in patient satisfaction or customer complaint to strengthen the research problem.

Please add literature review

METHOD

This type of research is qualitative with a phenomenological approach which is done by in-depth interviews, observation and document review. The subjects of this study consisted of the head of the legal and public relations department, the head of the public relations subsection, 2 staff members of the legal department, 2 people in charge of each inpatient and outpatient installation, and 2 patients. The method in this study uses a purposive sampling technique. Data analysis in this study refers to the concept of Miles and Huberman namely data reduction, data presentation and conclusion drawing, to maintain the validity of the data of this study using triangulation of methods and triangulation of sources.

RESULT AND DISCUSSION

PLANNING

Purpose of Handling Complaints

RSUP Dr. Sardjito conducts complaints handling policy every 5 years by establishing a new system that is opening accesses to the community to provide complaints if the patient feels dissatisfied because he has received health services that are not according to established standards so that the hospital can improve the quality of health services was given. The hospital also provides basic compulsory training to 5 new staff/employees so that the officer understands how the solution is done if there are complaints only in the form of input, information or complaints that are not appropriate on social media where it can maintain the image of the hospital itself. Training not only affects improving work efficiency and effectiveness, but training conducted by the company is expected to provide benefits in improving performance (Yuniarti and Lingga, 2019).

With the training, officers can do their job properly. This is following Decree

of the Director of RSUP Dr. Sardjito Number: 1647 / MENKES / PER / XII / 2005 stated that one of the main tasks and functions of the Legal and Public Relations Section is to provide information and communication services, reporting and public opinion or customer complaints quickly, accurately and correctly.

Based on the above results, it is known following the theory according to (Gerson, 2002) that handling complaints can affect the level of customer satisfaction and can even affect the image of the hospital itself. Patient complaints that are not handled properly will reduce the quality of hospital services. If the quality of service to patients decreases it will certainly cause dissatisfaction or disappointment to the patient. Of course, that also can increase competition between these hospitals (Sujarwo and Subekti, 2019)

Funds / Budget

Based on the results of the study showed that the funding system in RSUP Dr. Sardjito conducted by the Hukmas section is budgeting for improvement of suggestion boxes and improvement of facilities/infrastructure. However, funding for the Hukmas section is inadequate because there are still HRs to handle complaints in the suggestion box management section, which requires a budget to increase the number of HR. The budget will be submitted to the Director-General of Operations if approved, the Budget Planning (PEA) section will determine the budgetary allocation for operational support needs and determine the priority of goods. The statement is in line with (Wulandari, 2014) that in determining the budget, a recalculation will be carried out, and chosen to determine carefully which needs are prioritized.

According to research (Yonosari, E. Pawelas, S. dan Kusumastuti, 2018), there is no budget for funds specifically allocated for customer complaints handling activities. to meet the needs of complaint

handling is done by budgeting goto / other units (mains). Sources of funds used came from Hospital macro funding sources, namely the Regional Budget and BLUD.

ORGANIZING

Based on the research results of Human Resources (HR) involved in the implementation of handling complaints of patients in RSUP Dr. Sardjito is known to be carried out by various parties. The division of tasks in handling complaints has been formed by the Head of Legal and Public Relations. Complaints handling in the Legal and Public Relations division is the responsibility of all existing staff both direct and indirect complaints or complaints that enter through the media. However, based on the results obtained by the availability of human resources according to researchers is not adequate because the number of suggestion box management officers only so that the checking or collection of suggestion boxes has not been running optimally. In the installation section / related work units have their respective responsibilities in handling complaints. Research according to Wulandari is known that in carrying out complaints handling, the marketing officer in charge should know the main tasks, functions and service flow related to handling complaints so that they can deliver complaints to the proper service installation (Wulandari, 2014)

Based on the results obtained, it is known that the officer of the Civil Service Dr. Sardjito has received 5 basic compulsory training besides the officers who handle complaints also refer to the Flow and SOP for handling complaints so that the ability to handle complaints is good enough. This is in line with (Yulianti, 2015) who stated that training is a process of forming employees to obtain effectiveness in work and is one of the staff development activities aimed at improving the quality of human resources. Also, training is useful to increase the capacity of human resources so that they

can become more good quality in terms of knowledge, work skills, a high level of professionalism in working to improve the ability to achieve company goals properly (Aswad, Hajar Nur Ferrial, 2016).

IMPLEMENTATION

SOP (Standart Operational Procedure)

Activities for handling patient complaints in the Legal Department and Public Relations Dr. Sardjito already has an SOP regarding the Fixed Procedure for Handling Customer Complaints/ Complaints. The policy was made by the Head of the Legal and Public Relations Section based on the organizational structure, main tasks, and functions of the Legal and Public Relations Section. The SOP explains the procedure for handling complaints starting from incoming complaints until they have been handled. The complaint handling SOP also explains the level of complaints ranging from minor complaints, moderate complaints, and severe complaints to have their complaint handling management in its resolution.

This is following research (Marliana, 2017) states the officer will receive and record complaints and confirm and resolve them following the level of complaints/complaints with 3 levels, namely minor or level 1 complaints, moderate or level 2 complaints and severe complaints or level 3 with a maximum service time of 3 working days.

According to Law Number 25 of 2009 concerning Public Services that is, the complaint manager at least includes the complaints management procedure, the determination of the executor who manages the complaint, the priority of complaint resolution where priority can be seen from the complaint category. Complaints that come through the suggestion box and media facilities have their SOP in the management and handling of complaints.

Is this SOP or regulation has been implemented correctly by the Head of Legal and Public Relations and employee, you can add information to clarify

Complaint Handling Flow

Based on the results obtained by Dr. RSUP Sardjito has a complaint handling channel that includes several activities ranging from receiving complaints, documenting, finding solutions and giving feedback to customers

Receiving and Identifying Complaints

The first step taken by the Hukmas section in handling complaints is receiving and identifying patient complaints. Identifying complaints from patients, officers dig data and complete information to find the right solution for resolution. The Hukmas section divides complaints based on type, namely complaints directly by coming to the Hukmas section office and complaints indirectly through the facilities provided. Research according to Afriani complaints is divided into 2, namely direct complaints are complaints that are submitted face-to-face or by telephone, while indirect complaints are complaints that are submitted in writing via letter or complaint form provided (Afriani, 2012).

This is in line with research (Ariadi, 2019) which states that there are two alternatives in the submission of complaints/complaints, namely directly and indirectly. Submitting a complaint directly has a positive side for the hospital, which is that part of the complaints unit can have a direct discussion and explain what happened. According to (Indriyani, S. Mardiana, 2016) in its research states, organizations can collect customer complaints through several ways, including suggestion boxes, customer complaint forms, special telephone lines, websites, comment cards, customer satisfaction surveys, and customer exit surveys. This situation is known as "Recovery Paradox"

At the Dr. Sardjito divided the level of complaints into three categories of complaints. Minor complaints, moderate complaints, and severe complaints. Marliana's research in A.M Parikesit Hospital has 3 levels of complaints, namely minor complaints are complaints that can be resolved immediately after coordination with the relevant work units. Moderate complaints are complaints that cannot be resolved by the person concerned and thus require further coordination. Serious complaints are complaints that are resolved through legal channels (Tjiptono, 2012). Handling complaints in RSUP Dr. Sardjito who enters will be handed over to the Hukmas to determine the settlement based on the level of complaint and type of complaint.

Documenting Complaints

RSUP Dr. Sardjito documented complaints using the complaint form. Documentation of complaints is distinguished by the type of complaint, direct complaint, and indirect complaint. Recording complaints of patients who enter each month in the form of patient satisfaction, complaints based on the type of complaint that is service, ethics, and facilities as well as a complaint based on the type of media complaints. The results of the complaint documentation will later be used as evaluation material for the relevant work units in monthly meetings with related directors, but in practice, there are still obstacles, namely patients who submit complaints do not provide identification or do not fill in forms provided by officers. One of the characteristics of an effective complaint management assessment is "Records" ie data about complaints are arranged in such a way as to facilitate any continuous improvement efforts (Marliana, 2017)

Search and Submission of Solutions

The solution to finding and submitting complaints provided is that each Hukmas section officer who receives complaints coordinates with the

installation/work unit. The search for a solution depends on the level of complaints that occur as well as the facilities used when submitting complaints. Research according to Afriani states that finding solutions to patient complaints is done by coordinating between related units. The time needed to find a solution depends on the level of complaints that occur and the facilities used (complaints directly or through the suggestion box)(Afriani, 2012). Respond to customer complaints directly by listening to the whole complaint statement from the customer and then respond without taking sides (Yonosari, E. Pawelas, S. dan Kusumastuti, 2018) RSUP Dr. Sardjito has a settlement period, minor complaints 7x24 hours, moderate complaints 3x24 hours, complaints 1x24 hours. According to Irawan et al for mild and moderate complaints, the hospital needed no more than 1x24 hours. However, complaints that enter through the suggestion box requires a longer time because checking is done once a week, and for complaints that are classified as severe requires a longer time(Irawan, A. Nawawi, J. dan Ahmad, 2016).

In delivering solutions, a good and appropriate delivery method is needed for customers so that customers can understand the solutions provided, and there is no misunderstanding between the two parties. Good speaking skills are required for each officer. It is known that according to the Head of Legal and Public Relations Section and Head of Public Relations Sub-Division of Dr. Sardjito General Hospital, each staff and installation/unit has sufficient ability to handle complaints. So that the problem of service complaints that require a little handling of the section head. Also, in providing information on staff assigned to the patient is good and clear in handling complaints. According to research (Novitasari, 2018) handling complaints about the mild category only takes ≤15 minutes.

Feedback

Feedback from patients aims to find out whether patients are satisfied or not to the handling of complaints made by officers who will be used as material for evaluation by officers. Based on the results of the study to find out patients who gave complaints of satisfaction or dissatisfaction with the treatment that has been done, officers approach the patient. The clerk also offers assistance if the patient wants to get information related to the service. According to Irawan, in his research, officers who offer assistance with patient complaints can make patients feel satisfied with the services the hospital provides(Irawan, Andri, 2016).

The officer will provide other solutions to the patient when the patient is not satisfied with the explanation given by reporting the matter to the Head of Legal and Public Relations. This is because, good feedback can also provide a good image for the hospital, and can be input for improving service facilities, if complaints are not addressed, it can suffer losses in the form of the spread of a bad image that will reduce patient visits and trust. That is, services without feedback affect the image of the hospital in the eyes of the community. Customer complaints are things that cannot be ignored (Marlinae and Rahman, Fauzie, Maman Saputra, 2016).

Complaints are public expressions that can arise because of public dissatisfaction with a service product. However, not every dissatisfaction will be expressed with complaints. The public will express a complaint if they feel that the complaint submitted has received a positive response (Hendramawan, 2016)

Complaint Handling Facility

At Dr. Sardjito is known that the availability of facilities to accommodate complaints is divided into 2 namely the existence of a special room / Hukmas section office provided for patients to submit complaints directly and by telephone, suggestion box, email, and

WhatsApp to submit complaints indirectly. This is the following is the existence of a complaint facility where each organizer is required to provide a compliant facility to manage complaints either directly or indirectly and/ or through electronic media that is understood by the service recipient. Managing a complaint facility has established standards. Management in the suggestion box is done every week on Wednesday and Friday. Whereas the management of complaints through the media is carried out every day during working hours. Methods of solving problems through effective and assertive communication so that they can be resolved as soon as possible by officers, especially in the information and customer service sections based on complaints obtained from patients (Muhadi, 2016)

CONTROL

Supervision of SOP

According to Meriza Oversight is the overall activity of supervising, checking, matching, and controlling all activities so that it takes place following the planned plans and desired results, supervision is not solely intended to find and correct mistakes, but rather to prevent mistakes from occurring (Meriza, 2018)

The form of supervision carried out at DR.Sardjito General Hospital is related to the application of SOP in the field, the performance of officers and the follow-up of complaints in the form of reports. At the Dr. Sardjito complaints handling starts from the lowest level to the very top level, namely the level of directors by involving all relevant units. According to Afriani's research, it is known that the implementation of SOP (Standard Operating Procedure) in an activity in a company will not run smoothly if the existing human resources are not able to run the SOP properly. (Afriani, 2012) Therefore it is necessary to do away to develop human resources to have high productivity, to encourage progress for the company.

Minimize Complaints

Complaints are very useful for hospitals, namely as information back from service users. Therefore, all in the hospital must look positively about complaints and not be afraid or hesitant to deal with them. The complaint can be used to make improvements to hospital services (Ariadi, 2019) Through complaints, we can find out the weaknesses of our services so that improvements can be made in the future to be evaluated (Megawati, 2018)

Minimizing complaints several things must be done by officers in handling complaints if complaints are resolved quickly and precisely then the patient will be satisfied, in this case, the prevention of patient complaints in the future is very important the same complaint problem does not recur. Based on the results obtained it is known that the steps in minimizing complaints by seeing the results of meetings with directors, the results of customer satisfaction surveys and provide orientation to patients. This is in line with the statement above that the officers' steps in minimizing complaints have been going well. Effective complaint management is making the right repairs, resolutions, and resolutions for each complaint and is implemented consequently(Tjiptono, 2012)

EVALUATION

The evaluation conducted by RSUP Dr. Sardjito is in the form of meetings once a month involving all fields ranging from directors, sections, and installations. Standards used in the evaluation are looking at the number of complaints, the contents of complaints/contents of complaints, criteria for complaints such as complaints mild, moderate and severe. By holding a complaint handling evaluation, we can find out complaints about what is often a problem. Wulandari's research on the Overview of Complaints Handling Management at Pasar Rebo Regional Hospital said that by evaluating complaints handling management, we can find out

what complaints most often occur and how to resolve these problems. So that the evaluation can be used as an improvement so that similar complaints do not occur again(Wulandari, 2014).

This is in line with the evaluation according to Afriani that evaluation is an activity to gather information about the workings of something, which then the information is used to determine appropriate alternatives in making decisions(Afriani, 2012)

CONCLUSION

Based on the results of research on the Analysis of Patient Complaints Management in RSUP Dr. Sardjito Yogyakarta, it can be concluded as follows:

1. Planning for handling complaints in RSUP Dr. Sardjito established a complaint handling policy that is by opening access to the public to channel complaints through the facilities provided if there are health services that are not following standards, providing training for officers/ new employees to participate in providing explanations regarding deviant information on social media related to the homesick so that it can maintain the image of the hospital. Funding in the Hukmas section is insufficient for human resources, so maximum funding is needed to increase the number of human resources.
2. Organizing complaints handling at RSUP Dr. Sardjito Yogyakarta has each person in charge of the Legal and Public Relations division as well as outpatient and inpatient care in handling complaints. However, it is necessary to increase the number of human resources assigned to manage the suggestion box. HR's ability to handle complaints has met the requirements, this can be seen from the existence of the 5 basic

compulsory training that has been followed by officers.

3. Complaint handling in RSUP Dr. Sardjito consists of receiving and identifying complaints, complaint documentation, finding and delivering solutions, feedback and managing complaints handling facilities, which thoroughly refer to SOP (Standard Operational Procedure). However, there are still some obstacles including documenting that there are still patients who do not include their identities, there are still inadequate suggestion box facilities such as incomplete stationery and patient complaint forms and it is found that in the management of facilities, it is found that there is a discrepancy in the suggestion box collection schedule.
4. Complaints handling control at RSUP Dr. Sardjito consists of SOP supervision in the form of supervision carried out related to the application of SOP in the field, the performance of officers and the follow-up of complaints that have not been completed, and in carrying out socialization of complaints handling SOP has been going well. The role of officers in minimizing complaints can be said to be good.
5. Evaluation of complaint handling at RSUP Dr. Sardjito has been carried out routinely every month by involving directors, parts, and installations/work units, the standard used in the evaluation that is to contain the number of complaints, exposure/content of complaints and complaint criteria.

CONFLICT OF INTEREST

The authors state that there is no conflict of interest for this article.

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A QUALITATIVE STUDY: HOSPITAL PATIENT COMPLAINT MANAGEMENT

Studi Kualitatif: Manajemen Keluhan Pasien di Rumah Sakit

ABSTRACT

Background: Complaint management is vital for hospitals as patient complaints can be used to advance the quality of health services provided.

Aims: This study analyzed patient complaint management by dr. Sardjito Central General Hospital, Yogyakarta.

Methods: The research used a descriptive-qualitative method and phenomenology, which was carried out through in-depth interviews, observation, and document review. It involved the head of legal and public relations department, head of the public relation sub-division, two staffs of legal and public relations department, and two officers to outpatient and inpatient units, and two patients. This study used purposive sampling to select the samples. Data analysis referred was from the concept of Miles and Huberman which consists of data reduction, display, and verification. The accuracy of all data was checked using a triangulation method.

Results: Patient complaint management at dr. Sardjito Central General Hospital, Yogyakarta has been under that the procedures set. Providing the complaint submission facilities is required to motivate customers to lodge complaints to the hospital. Moreover, suggestion box should be managed properly, and thus the complaints on the box can be managed promptly.

Conclusion: Overall, patient complaint management at dr. Sardjito Central General Hospital, Yogyakarta has been carried out well and followed the standard operating procedures (SOP).

Keywords: complaint, handling, management

ABSTRAK

Latar Belakang: Manajemen keluhan penting bagi rumah sakit karena keluhan pasien dapat digunakan sebagai informasi untuk meningkatkan kualitas pelayanan kesehatan yang diberikan.

Tujuan: Penelitian ini menganalisis manajemen penanganan keluhan pasien di RSUP Dr. Sardjito, Yogyakarta.

Metode: Jenis penelitian ini adalah kualitatif dengan pendekatan fenomenologi yang dilakukan dengan wawancara mendalam, observasi dan telaah dokumen. Subyek penelitian ini terdiri dari kepala bagian hukum dan humas, kepala sub bagian humas, 2 staf bidang hukum dan humas, 2 penanggung jawab setiap instalasi rawat inap dan rawat jalan, dan 2 pasien. Metode dalam penelitian ini menggunakan teknik sampling purposif. Analisis data dilakukan dengan mengacu pada konsep Miles dan Huberman yang terdiri atas reduksi data, penyajian data, dan penarikan kesimpulan. Keabsahan data penelitian melibatkan metode triangulasi.

Hasil: Manajemen penanganan keluhan pasien di RSUP Dr. Sardjito Yogyakarta telah sesuai dengan SOP penanganan pengaduan pasien yang telah ditetapkan. Namun, perlu adanya perbaikan terhadap fasilitas untuk menyampaikan keluhan sehingga dapat memotivasi pelanggan untuk menyampaikan keluhan kepada pihak rumah sakit. Selain itu, perbaikan pengelolaan kotak saran perlu dilakukan sehingga keluhan yang masuk melalui kotak saran cepat tertangani.

Kesimpulan: Penanganan keluhan pasien di RSUP Dr. Sardjito Yogyakarta secara keseluruhan sudah dilaksanakan dengan baik dan telah sesuai dengan prosedur standar pelaksanaan.

Kata kunci: keluhan, manajemen, penanganan

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INTRODUCTION

According to the Regulation of the Indonesian Ministry of Health No 129/Menskes/SK/II/2008, hospitals as one of the health facilities that provide health services to the community have a very strategic role in accelerating the community health status. Quality services at hospitals need to be following

established standards and can reach all levels of society. Based on Law No. 44 of 2009 concerning hospitals, hospitals are obligatory to provide safe, quality, anti-discrimination, and effective health services by prioritizing patient interests under the hospital service standards, as well as respecting and protecting their rights.

Patients have rights to submit proposal and suggestions for improving the hospital's treatment, and to sue the hospital for being suspected of unstandardized services related to either civil or criminal matters. They primarily can complain about inappropriate hospital services through print and electronic media by statutory provisions (the Republic of Indonesia Law Regulation Number 44 the Year 2009).

Patients who are not satisfied with the service may complain and express negative responses to the hospital. Handling them quickly, precisely, and responsively will make patients feel calm. Therefore, complaint management is necessary to improve public service systems and to increase the legitimacy of service institutions to the public (Muzanil, 2016). Hospital complaint management is unsatisfying as hospitals only provide a suggestion box for manual complaint submission. Evidently, hospitals still implement slow complaint management and do not deliver complaint handling information from the hospital to patients. Otherwise, complaints that are not handled properly can impact the hospital's health care process (Irawan, Andri, 2016).

Complaint submission facilities are not appropriately provided according to the Decree of the Republic of Indonesia Law No. 25/2009 concerning Public Services. Hospitals have incomplete stationery and complaint forms that prevent patients to submit their complaint. Also, hospitals sometimes open the complaint submission once a week due to the limited staff in charge of taking the suggestion box.

Based on the interview with the Head of Legal and Public Relations Division, dr. Sardjito Central General Hospital has provided a platform for patient complaint through direct submission to the Law and Public Relations Office or indirect submission through suggestion boxes, letters, or social media. Patient complaint can be resolved within 3 timeframes: 7x24 hours, 3x24 hours, and 1x24 hours. It is also categorized based on facilities used to submit the complaints. Based on the above background, this study aimed to analyze patient complaint management at

Dr. Sardjito Central General Hospital, Yogyakarta.

METHOD

This study was qualitative and used phenomenology which was done through in-depth interviews, observation, and document review. It involved the head of the legal and public relations division, the head of the public relations subdivision, 2 staff of the legal and public relation division, 2 officers in charge of each inpatient and outpatient installation, and 2 patients. The research subjects should fulfill the following criteria: being officers in charge of complaint handling and management in the legal and public relations department, outpatient and inpatient units for at least 2 years and never having a complaint. While those, who were on leave from the division, worked less than 2 years, and never made a complaint, were excluded.

A purposive sampling technique was performed to select the informants. Data analysis in this study referred to the concept of Miles & Huberman. First, data reduction was carried out by simplifying and sorting the results according to needs, and data display was then carried out to present the data narratively. The last was concluding the results (verification) by comparing the results with existing theoretical studies. To maintain the validity of the data, this study used triangulation method and sources.

RESULTS AND DISCUSSION

PLANNING

Purpose of Complaint Handling

The dr. Sardjito Central General Hospital renews complaints handling policy every 5 years to provide access for the community to lodge their complaints about unstandardized treatment. The results of the interview stated that the complaint management system gathers the community to channel their dissatisfaction or complaints about the health services provided. The following is the interview excerpt with the informant.

Commented [A1]: Author can mention several impact concerning negative responses derived by previous relevant study or media. It is important for ensuring that complaint management is need to be studied.

Commented [A3]: Inclusion criteria for informants are minimum 2 years working experience and having no complaint? How can author explore information regarding complaint management experience?

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"We are planning to build a new system and it has been running for 3-4 years because the complaint handling planning policy is carried out every 5 years" (Informant A)

"How do we see the planning by opening access to the public and then channeling complaints through the suggestion box and then through the media, namely email, WA, SMS, FB, we will monitor this letter during working hours" (Informant B)

The hospital also provides basic compulsory training on complaint management to 5 new staff, for example how to input, deliver information, or handle complaints on social media to not humiliate the image of the hospital.

"We are overcoming it, that every new employee will be given training every year there is basic compulsory training so that monitoring / helping to deal with complaints through social media / FB is not only public relations people but it could be from the hospital employees themselves if there is information that deviates from customer" (Informant A)

Training not only affects work efficiency and effectiveness but also benefits the hospital from performance improvement (Yuniarti and Lingga, 2019). With the training, officers can do their job properly. The Decree of the Director of RSUP Dr. Sardjito Number: 1647/MENKES/PER/XII/2005 states that legal and public relations department is responsible for providing information and communication services, report, as well as managing public opinion or customer complaints quickly and accurately.

Feedback could be either negative or positive value. The positive feedback could be useful to evaluate shortcomings and

improvements either for hospital management and image. Hospital pain has a character in response complaints, namely with kinship and honesty (Ariadi, 2019). Patient complaints that are not handled properly will decline the quality of hospital services and cause dissatisfaction or disappointment. Consequently, that also can increase competition between these hospitals (Sujarwo and Subekti, 2019).

Funds

Based on the results, funding for patient complaint management at the hospital is managed by the legal and public relations department. That also involves budgeting to improve facilities/infrastructure. However, the funding was inadequate because it was used to pay for the staff at the department. The budget is submitted to the Director-General of Operations. If it is approved, the Budget Planning (PEA) section will allocate funding for operational support and priority of goods. The results are shown the following interview excerpt.

"ourselves compile the budgeting, after that we will proceed it to the board of directors from there it will be processed again" (Informant A)

"For the budget for repairing the facilities, yes, we propose that the budget must be under the government bureaucratic mechanism, and the financial accountability is tiered" (Informant B)

Service resources include manpower, financing, infrastructure, facilities, and institutional arrangements. With adequate resources, the services will be run smoothly; otherwise, it is very difficult to provide quality service according to its objectives (Suhadi *et al.*, 2019).

Another study showed no budget for funds specifically allocated for customer complaint handling (Yonosari, E. Pawelas,

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S. and Kusumastuti, 2018). To meet the needs of complaint handling, budgeting goes to other units (mains). Sources of funds are allocated from hospital's macro funding sources, namely the Regional Budget and BLUD.

ORGANIZING

This study discovered that Human Resources (HR) involved in patient complaint handling come from different units. The Head of Legal and Public Relations Department designates to all existing staff to handle both direct and indirect complaints. The following is the interview excerpt with the informant.

"In Public Relations, to handle complaints, all PR people must be able to handle complaints. So all public relations staff have the responsibility for handling complaints, for complaints originating from outpatient installations which are assigned 4 people from the public relations and inpatient departments who have their service responsibility". (Informant A)

"Those involved in handling complaints of all staff at PR because we are required to be able and able to handle problems that customers complain about". (Informant C)

However, the availability of human resources was not adequate because there were only officers who are responsible for checking or collecting suggestion boxes. Meanwhile, staff in other units had their respective responsibilities in handling complaints.

It is highlighted that the front desk officers received 5 basic compulsory training besides the officers who handle complaints also refer to the Flow and SOP for handling complaints so that the ability to handle complaints is good enough. This is in line with Yulianti (2015) who states that training is a process of forming employees to obtain work effectiveness

and of the staff development. Also, it is useful to increase the capacity of human resources to be better at knowledge, work skills, work professionalism in achieving the company goals (Aswad, Hajar Nur Ferrial, 2016).

IMPLEMENTATION

Standart Operational Procedures

Patient complaint management at the hospital already followed the Standart Operational Procedures (SOP). The SOP was formulated by the Head of the Legal and Public Relations Department in accordance with the organizational structure, main tasks, and functions. The standardized patient complaint handling starts from receiving incoming minor or major complaints. This result is extracted from the interview excerpt as follows.

"So the complaint handling procedure that we have includes starting from the follow-up of complaints, the level of complaints, which means starting from minor, moderate and severe complaints. They are all included in one procedure" (Informant B)

It is relevant to the research by Marlina (2017) who found the officers received, recorded, confirmed, and resolved complaints based on its types: minor, moderate or major.

According to the Law Number 25 of 2009 concerning Public Services, a manager should create complaints management procedures, appoint an executor for handling the complaints, and determine which complaints are prioritized. Complaints from the suggestion box and social media must be resolved based on the SOP.

Complaint Handling Flow

The results showed several important activities of complaint handling had been run effectively. The first step performed was receiving and identifying both direct and indirect complaints.

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Second, incoming complaints would then be recorded and recapitulated by the officers. Next, the officers would find and propose the solutions by coordinating with the installation/work unit; afterwards, they would respond to customers with respect. Then the last one was providing feedback to the patient and gathering their responses.

Receiving and Identifying Complaints

The first step taken in handling complaints was receiving and identifying patient complaints. The officers dredged the data up and completed information needed for resolution discovery. The result is shown in the interview excerpt as follows.

"When the patient comes, we listen to what he is complaining about and the important thing is not to talk from the person who reported it, then we say thank you. If we have already noted it down first then we will contact the related department" (Informant F)

Generally, complaints could be submitted through the suggestion box available at the service point, where every customer may receive fast, smooth, straightforward, and affordable services (Suhadi *et al.*, 2019).

This is in line with previous research discovering direct and indirect methods in the complaint submission (Ariadi, 2019). Direct complaint submission has a positive effect on the hospital since both patients and officers can discuss about what have happened directly. Previous research found organizations collected customer complaints in several ways, such as suggestion boxes, customer complaint forms, special telephone lines, websites, comment cards, customer satisfaction surveys, and customer exit surveys (Indriyani, S. Mardiana, 2016). Such complaint handling is known as the "Recovery Paradox".

From three types of complaints, the hospital refers minor complaints to administration and moderate complaints to doctors' and nurses' services. In addition to these types, serious complaints deal with errors in the administration of medical actions by officers and could be detrimental to patients. The following interview excerpt explains the results.

"Light is usually facilities such as dirty toilets, broken doors when it comes to the doctor himself, it is wrong to administer the medicine with weight" (Informant C)

Research at A.M Parikesit Hospital found 3 types of complaints. First, minor complaints were resolved immediately after coordination with the relevant work units. Second, moderate complaints required further coordination than just resolving with the customer (Lina Marlina, 2017). Complaint handling at dr. Sardjito Central General Hospital was handed over to the legal and public relations department that determine the types and solution.

Complaint Documentation

The dr. Sardjito Central General Hospital recorded complaints using complaint forms. Complaints were recorded by type and submission method. The following is an interview excerpt to support the result.

"What we need in documenting all complaints is his identity. Usually, if we complain directly, we give the complaint form so that the patient is filled in. If indirectly through the suggestion box, they already have their own identity, so they have filled in their own identities so we just need to record it back in the complaint report book. The form used is the same, it's just that we differentiate the records" (Informant B)

Complaints are recorded monthly by types of service, ethics, and facilities as well as submission media. The

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documented complaints would later be used as evaluation materials by the relevant work units in monthly meetings with related heads of units. However, the hospital still face obstacles in the complaint management. For instance, patients who submitted complaints did not provide their identity or fill in the forms. The following interview excerpt explains the results.

"All complaints that we enter are recorded manually, then in a month we will recap, if there are complaints that have not been resolved, then we will submit it to PR and will be discussed during the coordination and evaluation meeting" (Informant F)

"I make a report every month, through the head of the Legal and public relations section we convey it to the Director of the general and operational section. We make a report after the patient's complaint status is closed, if it is still open it means that the status is open. Because usually there are complaints that can be handled quickly, some are not that fast" (Informant C)

Complaint records are effective complaint management to facilitate any continuous improvement efforts (L Marlana, 2017).

Search and Submission of Solutions

Every officer who received complaints coordinated with the installation/work unit. The search for a solution depends on types of complaints and submission facilities. This is in accordance with the interview excerpt as follows.

"We solve problems /complaints if the category is mild to moderate, then it can be resolved right away. If it has entered into the realm of law, then it is immediately submitted to PR

but still coordinates with the unit being complained of " (Informant E)

"When the customer comes with a legal complaint, the Public Relations department will immediately coordinate with the board of directors and committees. But that rarely happens, unless it's heavy if it can still be mediated. So try not to complain about getting up, so the end of the complaint must be finished when it's finished. But if he doesn't finish proceeding to the ethics committee, there's another SOP. " (Informant A)

To handle customer complaints optimally, the hospital should improve several aspects; improving quality of customer service officers; providing call center/contact center available for disseminating information about the doctor's practice schedule, available rooms; providing the hospital's website for information update and a suggestion box where patients can lodge complaints privately (Sujarwo and Subekti, 2019).

Customer complaints can be responded directly by active listening and without taking sides (Yonosari, E. Pawelas, S. and Kusumastuti, 2018). The hospital currently researched had three timeframes to solve patient complaints. According to Irawan et al. for minor and moderate complaints, the hospital needed no more than 1x24 hours. However, complaints submitted to the suggestion box require a longer time because checking was done once a week, and so did major complaints (Irawan, A. Nawawi, J. and Ahmad, 2016).

A good and appropriate feedback method is required, and thus customers can understand the solutions offered. Good speaking skills are required for each officer. This further confirms that each officer and installation/unit has sufficient ability to handle complaints as seen from the following interview excerpt.

"In handling complaints, the staff here is quite good, because, in PR itself, all officers must be

able to handle it so they already understand". (Informant A)

"Enough, both the installation and the staff here already understand what the process should be." (Informant B)

The problem of service complaints requires a little handling of the section head. Also, providing information on staff assigned to the patient is good and clear in handling complaints. Novitasari (2018) found in her research handling minor complaints only took ≤15 minutes.

Feedback

Feedback for patients aims to find out their response towards complaint handling. Based on the results, the officers approached the patients if the patient wanted to get information related to the service. This is in accordance with the interview excerpt as follows.

"When the patient is satisfied with the answer we give, we will ask again, maybe there is still something left unanswered. If the patient is satisfied and says enough and says thank you. Yes, it means closed and finished".

(Informant B)

Previous research showed officers who offered assistance with patient complaints could make patients satisfied with the services (Irawan, Andri, 2016).

The officers in charge provided other solutions by talking with the head of the department when the patient was not satisfied. Good feedback can also promote a good image for the hospital. If complaints are not addressed, it may cause bad reputation that will decline patient visits and trust. Customer complaints are things that cannot be ignored (Marlinae and Rahman, Fauzie, Maman Saputra, 2016).

Complaints are public expressions arising because of public dissatisfaction with a service product. However, not each dissatisfaction will be expressed with complaints. The public will lodge a complaint if they feel that the complaint

submitted has not received a positive response (Hendramawan, 2016).

Facilities for Complaint Handling

At dr. Sardjito Central General Hospital, available facilities to accommodate complaints included a special room for direct complaint submission, and telephone, suggestion box, email, and WhatsApp for indirect complaint submission. This is in accordance with the interview excerpt as follows.

"We provide facilities, there is a suggestion box, email, WhatsApp and telephone, for direct complaints, you can go directly to Public Relations". (Informant A)

"You can directly go to the public relations office if indirectly you can via telephone, suggestion box, email, WhatsApp". (Informant B)

The hospital has established standards in the facility management. For example, complaints from the suggestion box were collected twice a week on Wednesday and Friday. Whereas, complaints from the media were gathered every day during working hours. Problem solving should be undertaken through effective and assertive communication, especially in the information and customer service sections (Muhadi, 2016).

CONTROL

Supervision of Standard Operating Procedure (SOP)

Meriza (2018) defined oversight as the overall summary of supervising, checking, matching, and controlling all activities that follow the planned plans and desired results. Supervision is not solely intended to find and correct mistakes, but rather to prevent mistakes from occurring (Meriza, 2018).

Supervision carried out at the hospital was related to the implementation of SOP, officers' work performance, and follow-up actions or reports of complaints. At the hospital, complaints handling

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started from the lowest level to the the highest level, where the directors involved all relevant units. is the results concerning the hospital supervision is evidenced from the interview excerpt below.

"After we resolve the existing complaints, do not forget to check again whether it is true that all complaints have been handled. If it turns out that there are complaints that have not been resolved, then we will follow up to the patient through the existing identity". (Informant A)

"The handling of complaints is effective and is in accordance with the procedure, so for each room, they usually handle the existing complaints first, if they are not finished, then proceed to the public relations department. Usually, if the procedure is all units already understand." (Informant B)

In addition to monitoring the applicability of the SOP for complaint handling, the legal and public relations department also supervised unresolved complaints by checking the complaint report book and contacting the patient from their registered identity. Major complaints posted on social media or suggestion box outside working hours were handled once the officers checked them out. Therefore, it is necessary to develop human resources, and thus productivity can encourage the company's progress.

Minimizing Complaints

Complaints are very useful as the experiences of service users at hospitals. Hospitals must respond positively to complaints without hesitancy to deal with them. Complaint can be used to improve hospital services (Ariadi, 2019) Using complaints, hospitals can find out their weaknesses of services and thus repair their future performance (Megawati, 2018).

Minimizing complaints could prevent further complaints from recurring. The results showed complaints could be

minimized after the officers evaluated the meetings with directors and customer satisfaction surveys, as well as provided orientation to patients.

"Every month there is a meeting with the board of directors, one of which is to find out about things that many patients complain about, and things that are still lacking in providing services, so that there are no more complaints, besides that we also see the results of the patient satisfaction survey. (Informant A)

"We always motivate patients, provide education to patients, until we record / inform patients regarding hospital procedures so that the same complaints do not happen again". (Informant F)

The result accords with the interview excerpts that the officers took a good step in minimizing complaints. However, inaccuracy in complaint handling will be a restraint to patient satisfaction and quality service (Suhadi *et al.*, 2019).

EVALUATION

Evaluation is an examination of the implemented programs for better performance. The hospital conducted a more forward-looking evaluation to improve the success of the complaint management. Through evaluation, the hospital could find out the most recurrent complaints.

"Once a month there is an evaluation with management. Everyone is present at the meeting, both the board of directors, all divisions, and work units will be present. Evaluation is carried out to analyze the parts that always cause complaints." (Informant B)

"The standard refers to the number of complaints each month, to see whether the complaints increase or decrease, continue to the types of complaints are mild, moderate or severe. With the hope

of complaints that no patient will return with the same complaint". (Informant C)

This study found that the hospital conducted monthly meetings involving the board of directors, departments, and installations. In the evaluation, the hospital reviewed the number, topics, and types of complaints.

The hospital leader significantly plays a role in complaint handling. Under current conditions, hospital leaders who lack the political relation will manage complaints effectively, leading to inadequate human resources in the complaint handling department (Jiang *et al.*, 2014).

CONCLUSION

The analysis of patient complaints management at dr. Sardjito Central General Hospital, Yogyakarta concluded that a complaint handling policy has been established by providing facilities where patients can submit their complaints and training to new officers/employees to participate in handling negative responses on social media. A person was already assigned to handle complaints in the law and public relations department and outpatient and inpatient installations. However, additional human resources are required to manage the suggestion box. Despite the implemented complaint management, the hospital had several obstacles for documenting the senders of the complaints as well as having inadequate stationery and complaint forms and mismatched schedule of complaint collection.

Complaints handling at the hospital was supervised and evaluated every month through meetings with the board of directors, departments and installations/work units. The evaluation considered the number, topics, and types of complaints.

CONFLICT OF INTEREST

The authors state that there is no conflict of interest for this article.

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