

Analysis of Visitor Complaint Handling RSUP Dr. Tadjuddin Chalid Makassar City: Qualitative Approach

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DOI: <https://doi.org/10.52403/ijhsr.20230821>

ABSTRACT

Complaint handling is a problem faced by customers due to dissatisfaction with the services received from service providers. This study aims to determine the input and process of handling complaints to visitors at RSUP Dr. Tadjuddin Chalid Makassar City. This research uses a qualitative approach that is descriptive in nature. Aims to find out more about Analysis of Complaint Handling in Visitors to RSUP Dr. Tadjuddin Chalid Makassar. By conducting in-depth interview techniques and observations of informants. The results of the study showed that the handling of complaints at RSUP Dr. Tadjuddin Chalid Makassar is quite good, this can be seen from the facilities and infrastructure provided to make it easier for complainants to make complaints and to follow up on any incoming complaints. This can be seen from, the inputs are SOPs that are used as a reference for the Hospital in handling complaints, infrastructure facilities only have complaint forms and social media that make it easier for complainants to submit complaints, and employees do not receive training on handling complaints. The process of receiving all complaints submitted by the complainant and responding quickly, accurately and responsibly in handling complaints and re-evaluating complaints to the extent to which complaints that have occurred are coordinated with each other in the unit that is the complaint.

Keywords: Handling of Complaints, Input, Standard Operating Procedures

INTRODUCTION

Hospitals Based on the Law of the Republic of Indonesia Number: 44 of 2009 concerning Hospitals are required to be able to provide several complete individual health services, namely by providing inpatient, outpatient and emergency care services. In this way, the hospital is expected to be able to meet the needs and demands of patients for their health problems. The hospital is a health service center that is very important in today's society. Two important things that must be considered in providing services to patients are patient safety and satisfaction. According to Kotler, Keller and Millani (Fuada, Susanti, and Oktarini, 2022) patient satisfaction (customer satisfaction) is a

feeling that a person feels both happy and disappointed from comparing product results or performance with expectations. If the customer is satisfied, then he will show the possibility to return to use the same service. Some people think the service is lacking, which can result in dissatisfaction with the customer's health services that the hospital provides. Furthermore, according to Yonasari (Fuada, Susanti, and Oktarini, 2022) customer dissatisfaction can cause customers to complain about the service they receive. If the hospital does not follow up on customer complaints properly, it will have a negative impact on the image of the hospital. and Oktarini, 2022) Customer dissatisfaction can result in customers complaining about

the service they receive. If the hospital does not follow up on customer complaints properly, it will have a negative impact on the image of the hospital. and Oktarini, 2022) Customer dissatisfaction can result in customers complaining about the service they receive. If the hospital does not follow up on customer complaints properly, it will have a negative impact on the image of the hospital.

Service quality is influenced by many things that happen, one of which is dissatisfaction. customers or patients already understand the rights they receive so that hospitals must be smart in responding to services to patients. Patients really expect quality service from all hospital resources, so that quality service is created. Patient complaints about long queues, unfavorable staff response and other complaints are generally addressed manually to the information department or through the complaint box as a means of collecting patient complaints. Seeing that there is still patient dissatisfaction with these health services, the hospital must evaluate them in providing services to patients. In maintaining the quality of services or services, hospitals need to establish strategies that can improve service quality on an ongoing basis. Customers who complain are actually customers who are willing to give the company a second chance to be able to improve the quality of the services provided (Leboeuf, 2010).

Based on the initial data, the researchers obtained monitoring and evaluation reports on the handling of public complaints at RSUP Dr. Tadjuddin Chalid Makassar in 2019 there were 6 people submitting complaints, in 2020 there was a decrease of 2 people in complaints and in 2021 there was an increase from two years ago there were 7 people submitting complaints. We can see that there are few complaints submitted by the public/visitors of RSUP Dr. Tadjuddin Chalid Makassar from 2019, 2020 and 2021 so that there were ups and downs in the submission of complaints. According to the official general section (PR) complaint handling officers who came directly or

through social media, websites and call centers. Patients who submit complaints do not come directly to the Public Relations unit or through the three facilities and infrastructure are said to be unofficial. Complaints that often occur include drug waiting time, damage to the water pump. Any complaints from staff or unit officers, the unit will resolve the complaint first, if there is no way out, then the complaint will be resolved by the public relations team working with the unit.

MATERIALS & METHODS

This study uses a qualitative research method that is descriptive in nature. The researcher went directly to the field to dig in-depth data and information regarding the research topic taken, the researcher also made observations and reviewed documents. This can be seen from the use of a phenomenological layout where intensive interviews have been carried out to obtain notes directly related to complaint handling.

RESULTS

1. Inputs

a. Human Resources

1) Quantity

The following are questions and statements from informants regarding complaints handling input at RSUP Dr. Tadjuddin Chalid Makassar regarding the implementation process in handling complainants and the process of providing solutions from officers in handling visitor complaints?

"medical sub coordinator (direct supervisor) and report to the head of the installation of hospital facilities and infrastructure. (P3 informant)

"A few of my friends, at most the head of the room or unit. (informant P4)

Based on the results of these interviews it can be seen that, the HR department of quantity in handling complaints at RSUP Dr. Tadjuddin chalid Makassar that submitted complaints through the Sub Coordinator, Coordinating staff.

How is the number of workers in handling complaints at RSUP Dr. Tadjuddin Chalid? Is that enough? Or is it necessary to increase the number of employees to handle complaints. Who is involved in handling the complaint?

"As for the number of staff, for example, specifically those who handle complaints, it's actually sufficient, but what's the problem here, deck, if it's not just complaints handled by people, maybe just complaints, that's enough. but the problem is that the friend who handles the complaint is doing another job. As for handling complaints, it seems that there is no need to have one person. Only we were lacking earlier because eh, those who handle complaints have other work, not just complaints. There were two people, namely myself, the Hukormas sub-coordinator and Hukormas staff or related units. (Key informant P1)

The statement from the second key informant said that:

"So for the handling of complaints here, that is, we adjust it with the members of public relations to handle complaints so far it has been handed over to Public Relations so the substance of Hukormas is organizational law and Public Relations for complaints itself is handed over to our public relations department, there are 2 people. Because the complaints that are coming in at this time are still relatively lacking, so for now it's still enough. Those involved, yes, the public relations department has added it to the related units. If, for example, there is a complaint that goes to the public relations department, it is related to our services coordinating the service department. (Key informant P2)

The same thing was expressed by medical officers (doctors or nurses) who stated that in response to their complaints they went directly to the officer concerned according to what was complained of.

2) Training

The following are questions and statements from informants regarding complaints handling input at RSUP Dr. Tadjuddin

Chalid Makassar regarding the guidance that has been carried out by the unit.

"There was no coaching and the response was immediate. (P3 informant)

"What construction is that? at least the head of the room ji, anuh yes the same as the head of the room ji first to mean he's the one who continues to be the boss again but so far there hasn't been any. (informant P4)

Based on the results of these interviews it can be seen that; HR training section in handling complaints RSUP Dr. Tadjuddin Chalid Makassar that every training/coaching has never been carried out by training or coaching from the Dr. Hospital. Tadjuddin Chalid and every complaint was immediately responded to.

How is the training program for staff regarding complaint handling and has there been any training? If ever, what type of training was held?

"For training, ummm, from the hospital, sometimes we get invitations to attend training there, we include them. Erm, there is no internal complaint handling training here. (Key informant P1)

The statement from the second informant said that:

"So far there is no training for complaint handling, eeee technically there is no technical training but it is rich in various workshops" which he held by the ministry of health, the workshop usually contains some material including complaint handling, we usually get it, but there is no technical training yet. The training was conducted by the hospital and there was no technical training outside of the outside parties that also included us. (Key informant P2)

The same thing was expressed by medical personnel (doctors or nurses) that there was no training or coaching carried out, only these complaints were immediately responded to.

3) Work experience

The following are questions and statements from informants regarding complaints handling input at RSUP Dr. Tadjuddin Chalid Makassar about How long have you

been working at RSUP Dr. Tadjuddin Chalid Makassar? During your time as a medical officer at the hospital, have you ever made a complaint?

"For four years, Ma Dek has worked as a doctor at this hospital, and has never complained. (P3 Informant)

"It's been 5 years deck and never submit a complaint (Informant P4)

Based on the results of these interviews it can be seen that; There are HR staff with work experience in the PR department in handling complaints who have been working for a long time, and there are patients who have recently submitted complaints.

How long has the officer/staff worked in the complaint handling section?

"Emmm, I've only been coordinating the complaint section for a year, which functions to coordinate the. (Key informant P1)

The statement from the second informant said that:

"I was appointed because I have been following the public relations department for more than 8 years. (Key informant P2)

The same thing was expressed by medical personnel (doctors or nurses) that some had work experience in the Public Relations department in handling complaints, and there were patients who had just submitted complaints.

b. Fund

The following are questions and statements from informants regarding complaints handling input at RSUP Dr. Tadjuddin Chalid Makassar about how budget availability is in the management of handling patient complaints at RSUP Dr. Tadjuddin Chalid?

"As for the special budget for handling complaints, if specifically for handling the budget, it's just a distribution of surveys in us, it's only limited to us, if our budget doesn't really need a budget here, in the related unit that's complaining, there's a budget that's provided. If it's specifically in the department that handles it, it's not a special budget. (Key informant P1)

The statement from the second informant said that:

"So this is the budget e.g. complaint handling we adjust because not all complaints handling also e need a budget. If what we ask about service so far there is no budget issued to handle complaints related to service, there are no complaints yet. (Key informant P2)

Based on the results of these interviews it can be seen that; Funds in the Public Relations division in handling budget complaints are adjusted because in handling complaints not all complaints use the budget.

c. Facilities and infrastructure

The following are questions and statements from informants regarding complaints handling input at RSUP Dr. Tadjuddin Chalid Makassar about How about the supporting facilities related to submitting complaints to visitors?

"The facilities are sufficient because sometimes you can find out about complaints, apart from being direct, you can also go through social media. (Key informant P1)

The statement from the second informant said that:

"The facilities related to customer complaints are related to the filing, oh for submitting customer complaints through social media, and it comes directly to the Public Relations department, so what we have data for is those who come directly to the PR department or whether the complaint comes via social media such as FB, WA, Instagram. (Key informant P2)

Based on the results of these interviews it can be seen that; facilities and infrastructure related to filing customer complaints directly through social media or coming in person.

d. Technical Guidelines

1) main function

The following are questions and statements from informants regarding complaints handling input at RSUP Dr. Tadjuddin Chalid Makassar about How is the job description carried out by the complaint handling officer/staff? What about the SOP

regarding complaint handling? What is the flow of handling visitor complaints?

- If there is in written or unwritten form

"There is an SOP for complaint handling. (Key informant P1)

The statement from the second informant said that:

"We have guidelines for the function of guidelines for handling customer complaints, we have guidelines(Key informant P2).

2) SOUP

The following are questions and statements from informants regarding complaints handling input at RSUP Dr. Tadjuddin Chalid Makassar on How about the SOP regarding complaint handling?

"That in the SOP is divided into 2 handling complaints during working hours and outside working hours.(Key informant P1)

The statement from the second informant said that:

"There is an SOP for handling complaints during working hours and outside working hours.(Key informant P2)

3) Service Flow

The following are questions and statements from informants regarding complaints handling input at RSUP Dr. Tadjuddin Chalid Makassar on How is the flow of handling visitor complaints?

"Yes, regarding the SOP, what was already stated in the SOP, haa, regarding the flow, where, for example, a patient who directly for his complaint met with Public Relations, then at the Public Relations department, he was analyzed in an interview with the patient or family of the patient who had a complaint, so he was interviewed and analyzed and then analyzed what was being complained about, from the Public Relations party, coordinating with the relevant units that the patient or visitor complained about. (Key informant P1)

The statement from the second informant said that: "I want to explain this or how is there an SOP with a flowchart so in the SOP it is clearly stated from where the incoming

complaint process arrived and where it will go (Key informant P2).

Based on the results of these interviews it can be seen that; technical guidelines for duties, SOPs and service flow, there are function guidelines in the form of SOPs for handling complaints so that it is clear that in handling complaints there are SOPs in accordance with hospital standards that must be implemented.

2. Process

a) Receive all complaints & respond immediately

The following are questions and statements from informants regarding the complainant's complaint handling process about How did the unit respond to the complaint? "Responding to complaints from the sub-coordinator section is basically a response, but it takes time to direct additional staff who will be on duty in the emergency room or hospitalization. Responding to complaints that the head of the installation is forwarded to the responsible staff / depending on the type of damage that I mentioned earlier that was reported. (P3 informant)

"For the patient's department, their complaints are served late, not because it's late, because since they arrived at the same time, we prioritize the emergency ones, which we handle first, even though the one who just arrived or who came first isn't an emergency, we definitely prioritize the tenth patient who just arrived but he's an emergency right, at least if the patient complains "ohh, why did I do this first" (said the patient). So if there are no other complaints(Informant P4)

Based on the results of these interviews it can be seen that the process; receive all complaints & respond immediately in handling complaints at RSUP Dr. Tadjuddin Chalid that in the complaint reception system there are two, namely complaints during working hours and complaints outside working hours. In responding to complaints from the public relations party, analyze first where the location of the complaint continues to be followed up by coordinating with the

unit complained of, where when complaints are made during working hours, the public relations department resolves these complaints if the complaint is on Saturday and Sunday, it means the complaint is outside working hours, in response it is almost the same process in handling complaints during working hours, the difference is that it only involves multi-managers.

What is the process for receiving visitor complaints and responding to visitor complaints?

"Yes, that was earlier, we met if there were complaints coming in, we met them, then we interviewed them and analyzed where the complaints were located, and then they were followed up by coordinating with the unit that was complaining about.(Key informant P1)

The statement from the second informant said that:

"So the process of receiving complaints is that there are two customer complaints from working hours. Complaints that come in are forwarded to the public relations department. Then it will be recorded. After recording e, we will make a letter signed by our substance chief, namely our substance coordinator. If it is for example related to service, it will be written to the service department. E regarding any complaints and requests for data will be followed up immediately, haaa e. The complaint can eventually be resolved to then be reported to our leadership to our technical director that the complaint has been resolved / the problem has been resolved. Another case, for example, customer complaints during working hours,(Key informant P2)

The same thing was expressed by medical staff (doctors/nurses) who stated that in submitting their complaints directly to the law enforcement officers or the unit.

b) Effective assessment

The following are questions and statements from informants regarding the process of handling patient complaints about you, how is the ability of the complaint handling staff/unit to handle your complaints?

"Immediately respond(P3 informant)

"Oh, hurry up, if there's a complaint, we'll look for the problem first, why can't we just find a solution(Informant P4)

Based on the results of these interviews it can be seen that; the assessment process is effective in handling complaints at RSUP Dr. Tadjuddin Chalid that every complaint from the PR party is resolved quickly and efficiently and gives a sense of empathy to the complainants so that the complainants feel comfortable.

How did the officers react/assess in handling complaints?

"So far our friends in the Public Relations section have sufficed if for me as the sub coordinator it is quite fast and efficient in handling complaints. (Key informant P1)

The statement from the second informant said that:

"That was the reaction, if there was a complaint, we received it and kept going down into a room, we asked them to sit down. Sometimes we gave them a kind of drink to calm them down because even if they were in an emotional state, we calmed them down with a kind of empathy. One of them was giving them a drink, then we asked what their complaints were, then we recorded them in a special form that we provided for that. From that form, we recorded what was said before and then we reported to what substance our sub-coordinator did not proceed in the field. (Key informant P2)

The same thing was expressed by medical personnel (doctors/nurses) who stated that handling complaints can be resolved quickly and responded immediately.

c) accessibility

The following are questions and statements from informants regarding the process of handling patient complaints about In your opinion, how was the information provided? is it correct and clear?

"I gave vent to doctors who are still active with plans for a guard schedule and data on the shortage of human resources that has occurred. I took a photo of the damaged

ceiling or other complaint and provided a statement via wa.(P3 informant)

"Oh, yes, that's clear(Informant P4)

Based on the results of these interviews it can be seen that; accessibility process in handling complaints at RSUP Dr. Tadjuddin Chalid that every complaint submitted by medical personnel (doctors/nurses) via WA, Instagram, website, or coming directly to Public Relations to submit their complaints.

Is there any convenience for visitors in the process of filing a complaint?

"Oh, yes, we have facilities for patients besides coming in person, you can also via social media (Key informant P1)

The statement from the second informant said that:

"Yes, we are very open e in the hospital at some point we put up bidders for our social media, bidders for hospital information e are open to visitors, be it patients or patient families, please submit what the problem is via social media or by phone or you can come directly to the Public Relations department in the office. (Key informant P2)

The same thing was expressed by medical staff (doctors/nurses) who found it easy to submit complaints through social media such as WA, Instagram, websites or coming in person to submit complaints.

d) Handle Complainants and Provide Solutions

The following are questions and statements from informants regarding the process of handling patient complaints about how, sir/madam, how is the suitability of the solution given to your complaint?

"The solution that was given first was held voluntarily. It's all done and fixed(P3 informant)

"Ohhh, as long as the complaint is still in the process of treatment, we can still handle it. We will finish it in the room, except if the eee is above, meaning that it exceeds the nurse's capacity, so we will transfer it..(Informant P4)

Based on the results of these interviews it can be seen that; the process of handling complainants and providing solutions in

handling complaints at RSUP Dr. Tadjuddin Chalid that every complaint submitted by the implementation process is that they come to the PR party and then follow up on the relevant one. The solution is to analyze, conduct interviews and ask questions to those concerned, then coordinate in the relevant units.

What is the implementation process in dealing with complainants? What is the process for providing solutions from officers in handling visitor complaints?

"The solution, yes, after analyzing the interview in the first question, we analyzed the solution, so we coordinated with the relevant units (Key informant P1)

The statement from the second informant said that:

"The implementation process, that is, they came, we received them, we followed up on those related to the process, we followed up and we have.

"So like this, there are various kinds of complaints, some are serious, some are mild, for example, the case is mild, for example, this is the mildest example, for example via Instagram. The hospital complained that they had received their vaccine certificate.how long has it not been out while they have had vaccines for some time and they will use them to travel so complaints via social media we then immediately confirm to the IT department for the e vaccine then quickly do we make a vaccine certificate the certificate that has appeared we continue to forward to what we forward to them, now for severe cases ehmmm which requires the leadership policy e rather takes time because asking for the leadership policy there is a process so we have to complain that we have to review it we have to confirm with the units what the actual situation is and the results from there we make a review, so we will review it and we will convey it to our leadership if he is willing to provide a policy, yes we will provide it. (Key informant P2)

The same thing was expressed by medical personnel (doctors/nurses) in submitting complaints about the implementation process

and solutions from officers in handling complaints.

e) Recording and Documenting Complaints

Following are questions and statements from informants regarding the process of handling patient complaints about How is the process of recording and documenting complaints?

"There is a form, indeed there is a form provided for complaints."(Key informant P1)

The statement from the second informant said that:

"Haa, for the recording of the documentation, we e, what I said at the beginning, we have a written form, they can enter their complaints there, if they don't, they can't, then we record it directly on the form sheet. For e, what is the complaint form for patients/patients' families who come directly, but patients/patients' families who complain via Instagram, we just screenshot their complaints, then we forward them the same as before, we screenshot the complaint certificate, we will send it directly to the IT department of the vaccine team."(Key informant P2)

Based on the results of these interviews it can be seen that; record and document complaints from the Public Relations department, provide a complaint handling form to make it easier for complainants to submit their complaints, if they cannot record the form, the patient uses social media.

f) Collecting Data & Using Complaint information

The following are questions and statements from informants regarding the process of handling patient complaints about How many times have you submitted complaints and what are your complaints, sir/madam?

"2 times that is. The first is regarding the arrangements for the service/care for general practitioners when many doctors are unavailable (on leave, sick with Covid 19/ or the same as independent isolation, outside assignments etc.). The second is damage to the facilities and infrastructure in the room where I work, I want to explain in detail the deck, namely: the reporting leaked, the

bathroom floor was broken, the door handle was broken, the air conditioner was not cold, the window was not working open/closed (damaged), sewage pipe seeping and others. (P3 informant)

Based on the results of these interviews it can be seen that; the process of collecting data & using complaint information in handling complaints at RSUP Dr. Tadjuddin Chalid that in collecting data unit officers record complaints first and then submit them to the public relations department so that they are resolved properly.

How is the data collection process in handling complaints?

"For the collection, that is, we came straight away and recorded those via social media, so we opened IG, WA"(Key informant P1) The statement from the second informant said that:

"For collecting data on severe cases, for example, the patient's family demands payment, for example, well, at that time we didn't immediately give what they wanted, but we checked the field, we asked for a kind of statement to the parts, was it true that it happened, whoever is responsible, the data related to the complaint is more related to, oh yes, the request e if it is related to the request for a patient's medical record, we will only give it if it is indeed the family who asked for it directly, so we don't immediately give it through the process, so what e does the related unit contact the DPJP, they coordinate with each other to make the medical record, that's just a summary of the medical record, in general, so it's not clear what the name of the medical record is, the patient is a privacy issue, don't just spread it just like that, we really have access, which we give to the patient's family, not in detail"(Key informant P2)

The medical officer (doctor/nurse) expressed the same thing, stating that in submitting complaints in collecting data, the unit officer records and submits it to the public relations party.

g) Continuous Improvement

The following is a statement from the informant regarding the process of handling complaints about When making a complaint, was the attitude of the officer in conveying the information good and friendly?

"Nice, friendly, and respond quickly.(P3 informant)

"Yes, that's fine, that's fine(Informant P4)

Based on the results of these interviews it can be seen that; process of continuous improvement in handling complaints at RSUP Dr. Tadjuddin Chalid that every complaint submitted directly to the unit questioned how far the follow-up had been from what was complained about and always coordinated in the unit that was being complained about.

What is the evaluation and control process in handling complaints?

"In the evaluation process, we went straight to the unit to question how far the follow-up had gone from what the patient complained about earlier. We always coordinated in the unit that was complaining about.(Key informant P1)

The statement from the second informant said that:

"So for the evaluation we see how the follow-up is like, for example, the issuance of a vaccine certificate, so we evaluate whether the certificate has appeared or not. If, for example, related to e, there are also patients who need to make special e-tickets or special counters for the elderly, so we checked in the field, we coordinated the unit section, then it was agreed that a counter would be made, so we checked again whether the counter was. Then let alone related to yes, that's all that is related to evaluation, yes, we follow up on any customer complaints, they need follow-up, so we check e, do we check whether it is implemented or not, do they need a vaccine certificate if they need a service counter, but there are also some who complain that patients just need an explanation because of a lack of information, mis-information, such as patients who complain that they are waiting too long in line at the pharmacy, we will explain that if indeed there are two waiting processes for drugs, so drugs that

don't require concoction, it takes less than ≤ 40 minutes while for the concoction ≤ 90 minutes sometimes the information is just an explanation that we convey to them waiting in line at the pharmacy, we explained that if indeed e the process of waiting for the drug there are two, so drugs that don't require concoction, it takes less than ≤ 40 minutes while for concoctions it takes ≤ 90 minutes, sometimes the information is just an explanation that we just convey to them waiting in line at the pharmacy, we explained that if indeed the process of waiting for the drug there are two, so drugs that don't require concoction, it takes less than ≤ 40 minutes while for concoctions it takes ≤ 90 minutes, sometimes the information is just an explanation that we just convey to them. (Key informant P2)

The same thing was expressed by medical personnel (doctors/nurses) when submitting complaints, questioning how these complaints were and coordinating with each other with the unit.

DISCUSSION

1. Inputs

a. HR

The results of research related to human resources owned by Public Relations at the Tadjuddin Chalid Hospital were divided into only two, namely the Hukormas sub staff and the Hukormas sub coordinator. The sub-coordinator holds two tasks, the first is that the staffing analyst has served for a long time, then he is given responsibility as the sub-coordinator of Hukormas, serving for one year, and his fellow staff, Sub-Hukormas, has served for almost 8 years. And sometimes Hukormas sub coordinators and sub Hukormas staff also carry out other duties apart from handling complaints.

Own training at RSUP Dr. Tadjuddin Chalid so far there has been no training for handling complaints technically but there are many workshops held by the ministry of health, workshops usually contain some material including complaint handling.

Based on the results of interviews obtained by researchers, HR in handling complaints at

RSUP Dr. Tadjuddin chalid Makassar that submitted complaints through the Sub Coordinator, Coordinating staff. The same thing was expressed by medical officers (doctors or nurses) who stated that in response to their complaints they went directly to the officer concerned according to what was complained of.

Research in line with Suhadi, Maidin, Palutturi, Bahar, Nurmaladewi, Astuty (2019) It is necessary for the hospital to improve policies, improve service management, educate and train officers, and fulfill the need for service resources.

b. Fund

The results of the research that I obtained were related, Funds in handling complaints at RSUP Dr. Tadjuddin chalid Makassar that submitting complaints on funds or budgets in services because not all types of complaints or services require budgets are only adjusted from Public Relations and Units.

Budget planning is very useful for Public Relations in managing complaint handling because it can avoid buying or procuring tools that are no longer used in handling complaints or cannot be used by Public Relations because the system does not support them, such as the complaint logbook which cannot be used anymore because now it uses a complaint form. This is the same as what Nafarin (2007) said regarding the benefits of the budget, avoiding waste and unnecessary payments, resources (such as manpower, equipment and funds) can be utilized as efficiently as possible.

c. Facilities and infrastructure

The results of the research that I obtained were related to facilities and infrastructure in handling complaints at RSUP Dr. Tadjuddin Chalid Makassar said that submitting complaints about facilities and infrastructure for customer complaints related to the submission, if for submitting customer complaints through social media, and coming directly to the PR department, the PR will record complaints.

Facilities and infrastructure related to customer complaints related to their submission, if for filing customer complaints through social media, and come directly to the PR department, the PR will record complaints. Complaints that come directly or through social media to the PR department will be handled immediately. If the complaint does not find a way out, PR will bring in the complainant to ask for an interview and analyze the complaint. If the complainant does not come directly to Public Relations or through social media, then it is said to be unofficial.

The results of research that are different from Irawan et al (2016) also show that Merauke Hospital in collecting patient wishes to file a lawsuit is to offer facilities as an offering container as an opportunity to file a lawsuit. processes, criticisms or instructions about the services of medical institutions. Researchers assume that in handling complaints at RSUP Dr. Tadjuddin Chalid must respond to complaints directly to PR or make complaints via social media so that complaints are resolved quickly.

d. Technical Guidelines

The results showed that the technical guidelines for handling complaints at RSUP Dr. Tadjuddin Chalid Makassar, there is a main function and function which refers to the guidelines made by the hospital, the SOP at work has two parts, namely working hours and outside working hours, and the Complaint Handling Service Flow according to the SOP that has been set at RSUP Dr. Tadjuddin Chalid Makassar.

Duties of complaint handling at RSUP Dr. Tadjuddin Chalid Makassar complaint handling refers more to function guidelines for guidelines for handling customer complaints so that handling these complaints can be directed by the references that have been set at RSUP Dr. Tadjuddin Chalid Makassar.

The flow of complaint handling at RSUP Dr. Tadjuddin Chalid Makassar which is adjusted to the SOP that has been set. During working hours the procedures are receiving

customer complaints, reporting complaints in the Public Relations section, informing customer complaints to the Hukormas sub-coordinator or related sub-units, analyzing the causes of complaints, deciding corrective actions, informing related units, deciding corrective actions, following up on customer satisfaction, closing customer complaints and informing management that complaints have been resolved. While outside working hours is almost the same as the SOP, the only difference outside working hours is the On Duty Manager (ODM).

2. Process

a. Receive all complaints & respond immediately

The results of the conclusions obtained by researchers are known that the process; receive all complaints & respond immediately in handling complaints at RSUP Dr. Tadjuddin Chalid that in the complaint reception system there are two, namely complaints during working hours and complaints outside working hours. In responding to complaints from the public relations party, first analyze where the complaints are located and continue to be followed up with coordination with the unit complained of, where when complaints are made during working hours, the PR parties resolve these complaints if the complaints are on Saturdays and Sundays, meaning complaints outside working hours.

Another finding from Saidah (2016) confirms that the rationalization method in the criticism control unit at the South Tangerang City Regional General Hospital is carried out when the affected person has conveyed his criticism and the officer has understood the affected person's problem. Only then did the officer ask once again to clarify the person affected.

Researchers assume that Public Relations accepts all types of complaints given to complainants, there used to be a suggestion box but no one filled it in, so Public Relations manages it using forms and social media. However, basically Public Relations accepts direct and indirect complaints, direct patients

will be responded to immediately and if the patient is not direct, the complaint is said to be informal. It's the same as patients who submit complaints through social media, they will immediately respond and will find a solution to every problem they get in the unit or in the hospital environment.

b. Effective Assessment

The research results that I obtained are related; the assessment process is effective in handling complaints at RSUP Dr. Tadjuddin Chalid that every complaint from the PR party is resolved quickly and efficiently and gives a sense of empathy to the complainants so that the complainants feel comfortable. This is in accordance with the opinion of Fisher (2004) which states that the message to be conveyed must be listened to, not interrupted, take the necessary notes and show sympathetic attention. we must remain calm and friendly.

This is in line with Saidah (2016) in the complaint handling technique carried out through complaint control officers, it turns out that complaint control officers listen and understand well the problems complained of by sufferers. In dealing with officials, they are also supported through the provision of a special room to handle court cases of affected persons, so that officials and sufferers can easily convey and concentrate on incoming court cases without being disturbed by noise or other things in the hospital.

c. accessibility

The research results that I obtained are related; accessibility process in handling complaints at RSUP Dr. Tadjuddin Chalid that every complaint submitted by medical personnel (doctors/nurses) via WA, Instagram, website, or coming directly to Public Relations to submit their complaints. The same thing was expressed by medical staff (doctors/nurses) who found it easy to submit complaints through social media such as WA, Instagram, websites or coming in person to submit complaints.

Research in line with Estie et al (2018) regarding a review of handling customer

complaints at the customer service unit of Tugurejo Hospital Semarang states that the customer service unit officers have received recommendations in carrying out their duties and the most important features are in form. SOP for handling client court cases directly, through proposal boxes/websites, SMS Centers and mass media.

Research from Lina Marlina (2017) suggests that the Patient Complaint/Complaint method at AM Hospital. Parikesit, sufferers can publish their respective consumer dissatisfaction statements orally and in writing and additionally through social media owned through the sanatorium.

Researchers assume that complaint handling accepts all types of complaints submitted by visitors, because Public Relations deploys each Binner unit to make it easier for patients to submit complaints, inviting patients to come directly to Public Relations to submit complaints, if the patient is unable or embarrassed to come directly, the patient is given the convenience of submitting complaints via social media (wa, Instagram and other social media), website, or call center.

d. Handle complainants and provide solutions

The research results that I obtained are related; the process of handling complainants and providing solutions in handling complaints at RSUP Dr. Tadjuddin Chalid that every complaint submitted by the implementation process is that they come to the PR party and then follow up on the relevant one. The solution is to analyze, conduct interviews and ask questions to those concerned, then coordinate in the relevant units. The same thing was expressed by medical personnel (doctors/nurses) in submitting complaints about the implementation process and solutions from officers in handling complaints.

This research is in line with Fuada, Susansi, Oktarini (2022) The procedure for handling customer complaints carried out at M. Natsir Solok Hospital, namely officers listening to complaints, recording complaints, the Head

of General Subdivision conducts an initial review, complaints are distributed to related units, related units submit responses to the Head of General Subdivision for a final review by the Head of Administration, the results of complaint handling are returned by the General Head of Subsection to the complaints unit to be submitted to the complainant.

According to the Australian Council for Safety And Quality In Health Care (2005), providing appropriate solutions is offering services with complaints in a complete, fair way for all parties and providing only results. Complaint resolution and investigation process is simple and clear. And can be easily understood by complainants and staff. The service emphasizes solving problems with complaints

Based on the researcher's assumptions, the implementation process accepts all visitor complaints that make public relations complaints and follow up on the related ones. The solutions provided are based on handling complaints at RSUP Dr. Tadjuddin Chalid Makassar Public Relations coordinates with the unit in finding a way out or solution to every problem raised by the complainant. In providing information, the staff on duty according to the patient are also good and clear in handling complaints.

e. Record and document complaints

The results of the research that I obtained are related to the process of recording and documenting public relations complaints, submitting complaints in writing in a form sheet that has been provided by PR for those who make complaints, in contrast to customers who make complaints via social media, only screenshot complaints submitted by customers.

Recording of complaints is very useful supported by Lovelock and Wright (2005) who state that the benefits of customer complaint records are the basis for tracking all complaints whether they have been properly handled, as an early warning of perceived deterioration in one or more aspects of the service.

In handling complaints, the research results show that the Public Relations unit maintains the confidentiality of complaints by not including identity on the complaint form for each unit which is given in a closed manner so that the confidentiality of complaints is maintained. However, for patient (customer) privacy, they are not always in separate rooms, because there are patients (customers) who do not prioritize privacy and allow other people to know their complaints.

According to the Australian Council For Safety And Quality In Health Care (2005). Maintaining privacy and disclosing complaints means managing information fairly, allowing relevant facts and decisions to be openly communicated, while protecting confidentiality and personal privacy. The following are indicators of the practice of the service investigating and resolving complaints in a confidential manner, at the time of the first formal complaint acknowledging and informing the service provider about how their personal information may be used and this service has documented open disclosure policies that are understood by relevant staff.

Based on the research, it is assumed that RSUP Dr. Tadjuddin Chalid Makassar recorded complaints using a complaint form. Complaint forms placed in the form office and complaint handling box are collected and then distributed to the relevant units. For the unit itself, it stores complaint form files for customers who come to the Public Relations room and submit complaints in writing to enter complaints. If they are unable, those who record them directly on the complaint form sheet for patients/patients' families who come directly, patients/patients' families who complain via Instagram only screen their complaints.

f. Collect data & use complaint information
The results of the research that I obtained regarding the collection and use of information on public relations complaints used storage in the form of softcopy files on a computer.

Based on the results of these interviews it can be seen that; the process of collecting data & using complaint information in handling complaints at RSUP Dr. Tadjuddin Chalid that in collecting data unit officers record complaints first and then submit them to the public relations department so that they are resolved properly. The same thing was expressed by medical officers (doctors/nurses) who stated that in submitting complaints in data collection unit officers recorded and submitted them to public relations.

Research from Andri Irawan et al (2016) shows that Merauke Hospital's efforts to build hospital credibility in handling complaints have gone well for direct complaints, namely by providing good explanations so that patients can understand them and cause misunderstandings.

Research is also in line with Ardiana, Dwiputra (2019) building a customer complaint handling information system that can assist hospital customer care in managing the delivery of customer complaints, confirming complaints to related units and validating actions taken. The customer complaint handling information system can also generate information on complaints that have been handled and have not been handled as well as customer complaint reports based on a certain time unit.

The researcher assumes that this is intended to make it easier to find complaint data at the desired time and date. The use of information on the problems complained of is used by Public Relations to evaluate the services provided.

g. Continuous improvement

The research results that I obtained are related; process of continuous improvement in handling complaints at RSUP Dr. Tadjuddin Chalid that every complaint submitted directly to the unit questioned how far the follow-up had been from what was complained about and always coordinated in the unit that was being complained about.

In line with Fuada's research (2022) The procedure for handling customer complaints

was carried out at M. Natsir Solok Hospital, namely officers listening to complaints, recording complaints, the General Head of Sub-division carried out an initial review, complaints were distributed to related units, related units submitted responses to the General Head of Sub-Division for a final review by the Head of Administration, the results of complaint handling were returned by the General Head of sub-division to the complaints unit to be submitted to the complainant.

According to guidelines originating from the Australian Council for Safety and Quality in Care (2005) it says that making continuous improvements is a service that uses complaints that improve services and regularly evaluates complaints management policies and practices.

Researchers assume that medical personnel (doctors/nurses) in submitting complaints question how these complaints are and coordinate with each other with the unit.

CONCLUSION

Based on the effect of the study and dialogue analysis of complaints handling on visitors at the Government General Hospital Dr. Tadjuddin Chalid Makassar, it can be concluded:

1. Inputs

- a. The human resources in RSUP Dr. Tadjuddin Chalid has 2 people including the Hukormas sub-coordinator and Hukormas substance staff where the officer, the Sub-coordinator holds the first two tasks, the first is a staffing analyst who has served for a long time, then was given responsibility as a Hukormas sub-coordinator, serving for one year, and his fellow Sub-Hukormas staff have served for almost 8 years.
- b. The use of funds needed in handling complaints at RSUP Dr. Tadjuddin Chalid in the special budget for handling complaints is adjusted because not all customer complaints related to services use funds.
- c. Facilities and infrastructure related to customer complaints with their

submissions, if for filing customer complaints through social media and coming directly to the Public Relations department, the party will make a fast movement to record data on handling these complaints. d. The technical guidelines for the duties and functions of the service flow refer to the hospital SOP so that patients/families of patients who visit make complaints at RSUP Dr. Tadjuddin Chalid gets a reference in providing good and efficient service.

2. Process

- a. Receive all complaints & respond immediately. Public Relations accepts all types of complaints submitted to complainants. Public Relations manages it using forms and social media. However, basically Public Relations accepts direct and indirect complaints, direct patients will be responded to immediately and if the patient is not direct, the complaint is said to be informal.
- b. The assessment process is effective in handling complaints at RSUP Dr. Tadjuddin Chalid that every complaint from the PR party is resolved quickly and efficiently and gives a sense of empathy to the complainants so that the complainants feel comfortable.
- c. The results of research on complaint handling accept all types of complaints submitted by visitors, because Public Relations distributes each binary unit to make it easier for patients to submit complaints inviting patients to come directly to Public Relations to submit complaints, if patients have problems coming directly the patient is given the convenience of submitting complaints through social media (wa, Instagram and other social media), website, or call center.
- d. The implementation process receives all visitor complaints that make public relations complaints and follow up on the related ones. The solutions provided are based on handling complaints at RSUP Dr. Tadjuddin Chalid Makassar Public

Relations coordinates with the unit in finding a way out or solution to every problem raised by the complainant. In providing information, the staff on duty according to the patient are also good and clear in handling complaints.

- e. Recording and documenting complaints, recording complaints using the form for complaints. Complaint forms placed in the form office and complaint handling box are collected and then distributed to the relevant units.
- f. Collecting data and using information on public relations complaints using storage in the form of softcopy files on a computer, this makes it easier to find complaint data at the desired time and date. The use of information on the problems complained of is used by Public Relations to evaluate the services provided.
- g. Continuous improvement in complaint handling at RSUP Dr. Tadjuddin Chalid that every complaint submitted directly to the unit questioned how far the follow-up had been from what was complained about and always coordinated in the unit that was being complained about.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

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How to cite this article: Zainuddin, Rika Handayani, Muhammad Basir, Momen Amalia. Analysis of visitor complaint handling RSUP Dr. Tadjuddin Chalid Makassar city: qualitative approach. *Int J Health Sci Res*. 2023; 13(8):136-151. <https://doi.org/10.52403/ijhsr.20230821>
