

Service Quality Improvement Strategies Based On Complaint Management

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Abstract: One effort to improve the quality of public services is to open up access to the widest possible community so that they can submit complaints about the services provided by the organizer. This opportunity is expected to increase public participation in realizing quality public services. The research method used is descriptive qualitative through desk study, field study with observation and interviews. The results showed that the land service quality indicates the good result by mean score 3.87. The people perceive all dimensions of land service quality as good based on the tangibles, reliability, responsiveness, assurance, and empathy. However, this condition has not been accompanied by effective and efficient complaints management. Based on the results of the analysis using the SWOT analysis approach, it resulted that the position of Improving Service Quality Based on Complaints Management is in the position of quadrant I using the Growth strategy. Preferred strategy details for implementation are (a) Advocacy in resolving disputes, conflicts and land issues, through the preparation of dispute handling models and promoting mediation through a win-win solution pattern. (b) Development of a complaint management institution into a complaints management agency that has a complaints management system that uses internet-based information technology, development of an integrated complaints management information system.

Index Terms: Service strategy, service quality, community participation, complaint management.

1 INTRODUCTION

The implementation of public service as the basic social rights of the community in reality there are still many obstacles or deviations. There are often irregularities and even cases of maladministration, and KKN (Corruption, Collusion and Nepotism) which can have juridical effect on the imposition of criminal sanctions [1]. Improving the quality of public services is an important point of overall government activity. This is reasonable because the quality of services provided by the public sector is still very poor. So many complaints (complaints) or statements of public dissatisfaction with the quality of public services. Therefore, the performance of public services becomes a strategic point where broad public trust in the government is at stake [2]. Complaint management according to Permen PAN & RB No 24/2014 concerning guidelines for managing public service complaints, is the activity of handling complaints in accordance with the mechanisms and procedures for managing complaints. To ensure continuous and continuous improvement in the quality of public services, complaints management is needed [3]. The public complaints index will not necessarily improve services. It is the actual actions of improvement that can produce change. Public complaints will only be useful if followed up with analysis and concrete actions to improve services. In order to follow up complaints, public service providers must provide a means for managing public service complaints. Means for managing public service complaints can be in the form of: 1) Place / Room; 2) Complaints Box; 3) Complaint forms and stationery; and 4) Communication Information Technology Devices (ICT). The organizer must accept the complaint in accordance with the policy "no wrong door policy", at is, receiving complaints of any kind and of any kind and guaranteeing that complaints will be channeled to public service providers with the authority to handle. Receiving complaints includes: 1) Direct / verbal complaints; 2) Complaints that are not, namely through the complaint box, letters, information technology (telephone, facsimile, website, electronic mail (e-mail), broadcast media, short message services (SMS / Short Message Service), or social networking). The purpose of the complaint management system is essentially to respond to complaints both from the community, working partners, other agencies and from internal

organizations to the delivery of services. Technology-based complaints management in principle develops a basic application to assist the implementation of complaints handling by the community / work partners and follow-up on handling them. This application is focused on handling complaints from the community / work partners and following up on handling them in order to improve the quality of services in the regions. Departing from the initiative to facilitate the management of data and information regarding complaints from the public / working partners, this administrative system was then developed to also be able to produce or store all documents produced by the supporting functions of the administration system implementation in the area, including all incoming letters (including complaint letters) and letters exit.

2 PROCEDURE FOR PAPER SUBMISSION

2.1 Review Stage

Public services according to Law No. 25 of 2009 is an activity or a series of activities in the framework of meeting service needs in accordance with statutory regulations for every citizen and resident of goods, services, and / or administrative services provided by public service providers [4]. arasurahman in Ratminto and Atik Septi Winarsih identified five main dimensions related to service quality, namely: a) tangibles, including physical facilities, employee equipment and communication facilities; b) Reliability, namely the ability to provide the promised service immediately, accurately and satisfactorily; c) Responsiveness, which is the desire of staff to help customers and provide services responsively; d) Assurance, including the knowledge, abilities, courtesy, and trustworthiness of staff; free from danger, risk and doubt; e) Empathy, including ease of relationships, communication, good, personal attention, and meeting the needs of customers [5]. Fandi Tjiptono and Gregorius Cahndra stated that there are four methods to measure customer satisfaction, namely: 1) Complaint and Suggestion Systems; 2) Customer Satisfaction Survey; 3) Ghost Shopping; 4) Analysis of Customer Switching [6]. In general, there are two main patterns that are used to obtain the aspirations of service users. The first pattern is a statement of service user satisfaction with the service performance itself. The second pattern is a statement of

service user dissatisfaction with service performance. Statement of dissatisfaction expressed in the form of complaints (complaints) from service users. Observations show that service users are generally easier to express and submit statements of dissatisfaction (complaints / complaints) than statements of satisfaction with service performance [2]. In the Presidential Regulation Number 81 Year 2010 concerning the Grand Design of the 2010-2025 Bureaucracy Reform (pages 9-11) the conditions faced today by the bureaucracy, namely the problems faced in public services today are services that cannot yet accommodate the interests of all levels of society and have not fulfilled the basic rights of citizens / residents. The implementation of public services is not in accordance with the expectations of an increasingly middle-income nation and increasingly fierce global competition [7]. Land issues in the regions are currently quite complex, and the implementation of land services in the regions is still not optimal. Besides that, there are still many agrarian conflicts in the region that have not been resolved, this is related to the condition of the bureaucratic apparatus in providing land services, especially in the management of complaints that have not been effective. In order to improve service quality and resolve existing land issues, it is necessary to formulate a strategy for improving service quality based on complaints management that is able to create stronger social structures and national political structures in land services in the regions. The mandate of the 2015-2019 Mid-Term National Development framework is to realize the handling of problems to a minimum of up to 50%. Efforts to be carried out up to 2019 include the preparation of dispute handling models, initiation of land court, implementation of court decisions that have been in force and weekly case / dispute presentation, utilization of information and communication technology for handling cases / disputes [9].

2.2 Methodology

The research method used is descriptive research that is based on the aim of obtaining a complete and realistic description of community participation and complaint management in land services in the Cianjur Regency area. The data collection techniques carried out are through questionnaires, interviews, documentation, and observation. Interviews were conducted with informants of service providers and service recipients at the study site. Data analysis was performed through descriptive analysis, while to formulate a strategy using SWOT analysis. Location of the study was at the Cianjur Regency Land Office.

3 RESULT AND DISCUSSION

Determination of the strategy Improving the quality of service for the Land Office has a very important role to achieve goals, because the strategy provides direction for action, and the way how the action must be carried out so that the desired goals are achieved. The analysis used to determine the portrait of strengths, weaknesses, opportunities and threats of land services based on complaint management at the Cianjur Regency Land Office is a SWOT (strength, Weakness, Opportunity and Threat) analysis. It is necessary to know the description of service quality at the Cianjur Regency Land Office as follows: The land service quality at the Land Office in Cianjur Regency indicates the good result by mean score 3.87. The people perceive all dimensions of land service quality as good based on the tangibles, reliability,

responsiveness, assurance, and empathy. There is in fact still a discrepancy between the expectations and the reality of the community users of land office services, especially in terms of completing the certificate processing process that is not yet on time. The improvement of land service quality should be an effort to meet the expectations of service users with the capacity and capacity building needs of officers and service provider organizations. The key to the improvement is the participation of people's service users to determine variety, quality and other important aspects in the context of service delivery. And the gap between the needs of service users and the capacity building needs of service providers must be bridged with an effective communication [10]. According to Rangkuti, SWOT Analysis is an analysis of internal and external conditions of an organization which will then be used as a basis for designing strategies and work programs. Internal analysis includes an assessment of the strength factors (Strength) and weakness (Weakness). Meanwhile, external analysis includes opportunity factors (Opportunity) and challenges (Threats). Thus it can be seen steps to improve service quality by utilizing strengths and opportunities to overcome weaknesses and threats [11]. Internal analysis is intended to formulate the strengths and weaknesses of the organization. External analysis consists of macro and microenvironmental analysis. Macro environment analysis aims to identify macro opportunities and threats that affect the value generated by the organization to customers [11]. Internal Strength / Strength factors include: (1) Ease of access to services by providing services both directly and indirectly (online); (2) Clarity of service mechanism; (3) Availability of complaint facilities; (4) Leadership Commitment; (5) Service Counter Facilities: There are 6 Service counters divided into types of land services, Availability of queuing machines / systems at the Service Counters, Adequate availability of waiting rooms / benches, Availability of guest rooms in the Lobby of the Service counters for consultations, Availability separate toilets for men and women, the existence of a mosque for places of worship for customers, the existence of a BJB bank for payment of land services deposited to the State Treasury, the existence of sufficient security personnel and ready to serve customers; (7) Clarity of information in service; (8) The results of the assessment of the satisfaction of the service user community. While Internal Weakness / Weakness Factors include: (1) institutional complaints management is still manual; (2) Limited quality and quantity of human resources; (3) Public service user survey; (4) The management of complaints has not been effective and efficient; (5) Follow up on complaints; (6) There is no monitoring and evaluation system in handling complaints; (7) Completion of certificates that are still constrained in time. External Opportunity factors / Opportunity include: (1) Number of Land services There are 1,800 - 2,000 land services every month; (2) Community service user participation; (3) The combination of land and spatial planning enables agrarian development to simultaneously regulate land and space; (4) The need for increasingly strategic land and space. Whereas the external threats / Threat include: (1) There are still a number of disputes, conflicts and land cases; (2) Climate / weather is one of the obstacles in land services; (3) There are still a number of public complaints about land services; (4) Population with uneven distribution requires land and space management that varies between regions; (4) P4T inequality that results in land problems and conflicts and partially hampered land and space

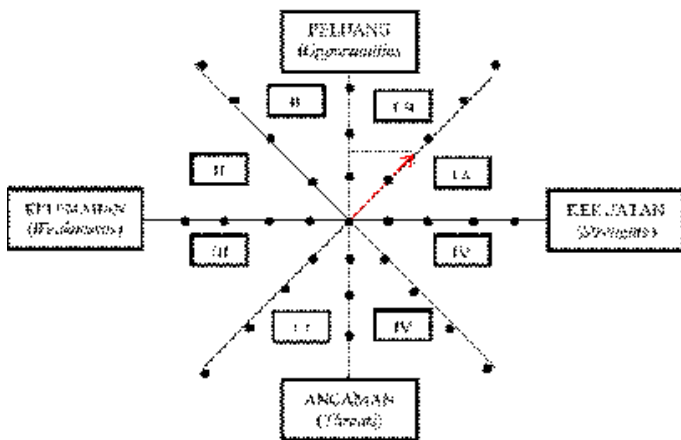
management. The first step in the SWOT analysis is to determine the weight of each internal and external indicator factor with the formula weight equal to rating divided by total rating times one. Based on the calculation of the formula above, strength factors have a score of 1.76 while weakness factors have a value of 0.96. This means that improving the quality of service based on complaints management has higher strengths compared to weaknesses in land services. Furthermore, opportunity factors have a value of 1.64 and threats factors have a score of 1.18, these results indicate that the opportunity for Improving Service Quality Based on complaint management has considerable opportunities compared to the threats that will arise.

Table Recapitulation of IFAS and EFAS Score

Internal Score	External Score	Alternative Strategies
$S > W (+)$ 1,76 > 0,96	$O > T (+)$ 1,64 > 1,18 (+)	Growth
$S < W (-)$	$O < T (-)$	Survival
$S > W (+)$	$O < T (-)$	Diversification
$S < W (-)$	$O > T (+)$	Stability

Source: Research Results, 2019

In determining alternative strategies that are more specific than the value obtained, then included in the alternative strategy chart, because the results of table 12 will be seen that from the existing score leads to the choice of Growth strategy then determine more specific Growth strategy. From the score which shows that Strengths are greater than Opportunities, so the results can be seen in the chart and table below:



Once mapped in the matrix above, it can be seen that the total score for internal strategy factors is in a strong position and the external strategy factor is in a high position, therefore Internal and External are in cell I which is where conditions grow and develop. This is indicated that the Improvement of Service Quality Based on complaints management has a high competitive and strong competitive position. Therefore, it must continue to be grown and developed. The appropriate strategy to use can be in the form of an intensive strategy through advocacy and assistance, institutional development of complaints management or integrative (forward integration and backward integration). The preferred strategy details for implementing Service Improvement Based on complaints management are as follows: 1) Advocacy in resolving issues of dispute, conflict and land cases, through the preparation of

models for handling disputes and promoting mediation through a pattern of win-win solutions; 2) Institutional development of complaints management into a complaints management agency that has a complaints management system that uses internet-based information technology, development of an integrated complaints management information system, and improves complaints management by providing complaints facilities, assigning competent implementers, handling complaints and concrete actions to improve services; 3) Open public participation through the formation of community forums for community participation and optimal service complaints as well as providing the widest possible access to the public to be able to submit complaints for services provided by the organizer; 4) Increase community satisfaction through service innovations for the implementation of Operational Activities and Land Services Office.

4 CONCLUSION

The purpose of the complaints management system is essentially to respond to complaints both from the community, working partners, other agencies and from the internal organization to the implementation of services and follow-up handling. How many forms of channels in the submission of complaints, it will be in vain if the suggestions or complaints that have never been managed, followed up in the form of continuous improvement and the results of improvements are effectively communicated to the public who submit complaints in particular and the wider community in general. Complaints need to be managed properly by providing a means of complaints, assigning competent implementers, handling complaints as a form of community participation and following up on complaints.

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