

Customer Complaint Handling Analysis in a Photography Studio: A Case Study at Oneclick.id

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Abstract. This study aims to analyze the customer complaint handling process at Oneclick.id, a company in the creative industry. The research method employed a qualitative approach, gathering data through interviews, observations, and documentation. Interviews were conducted with the CO-CEO and Studio Leader as research informants. The study identified complaint types including facilities/mechanical complaint, staff/attitudinal complaint, service related problem, unusual complaint. Oneclick.id demonstrated adequate responses to technical issues and employee performance complaints, but improvement is needed in handling specific complaints by encouraging proactive issue resolution among staff. Analysis indicated Oneclick.id shows empathy towards disgruntled customers but needs to enhance response speed through streamlined internal communication. Fairness in complaint resolution is affected by the absence of written guidelines, potentially leading to inconsistency risks. Customer accessibility to the company was rated positively through available communication channels. The study recommends that Oneclick.id develop written guidelines for handling customer complaints to enhance customer satisfaction and company reputation in the photography industry.

Keywords: Customer Complaint, Complaint Handling, Types of Complaint

1 Introduction

Creative industries are dynamic realms where creative ideas intersect with modern technology to create captivating consumer experiences [1]. Photography studios serve as pivotal entities in delivering high-quality visual services, ranging from product photography to professional photo sessions.

Amidst fierce competition, maintaining good customer relationships becomes a primary priority [2]. The importance of fostering these relationships cannot be overstated in this industry. Customers are valuable assets to photography studios, and the quality of service provided significantly impacts customer satisfaction and the studio's public image [3]. Thus, through excellent service, photography studios can retain customer satisfaction and build sustainable relationships with them.

In this context, human interactions do not always run smoothly; sometimes conflicts or disputes arise between individuals or specific groups. Therefore, in the business environment, the emergence of complaints from customers or related parties is not uncommon. Handling customer complaints is crucial to improving relationships and preventing negative impacts on company operations [4].

Customer complaint handling is a crucial aspect of any business. It not only involves resolving customer issues but also impacts the company's overall sustainability. Without effective complaint handling, significant negative consequences can arise, such as decreased customer satisfaction, loss of customer loyalty, and even financial losses. Proper handling of customer complaints is essential for strengthening trust and building customer loyalty towards the company's services [5]. Understanding and analyzing the customer complaint handling process is crucial in managing customer relationships. Professionally oriented companies view customer complaints as valuable feedback to improve their performance and as opportunities to address weaknesses in their products [6].

Since its establishment in 2017, Oneclick.id has played a significant role in the industry by offering various documentation and photography services. Despite building a strong reputation, Oneclick.id also faces customer complaints, as documented in Table 1.

Table 1. Customer Complaint Types at Oneclick.id in 2023

No.	Types of Complaints	Frequency
1	Inaccurate information regarding terms and policies not being communicated to customers.	9
2	Differences in customer understanding of the information provided through customer care or employees, specifically regarding studio regulations.	13
3	Technical issues with the equipment used.	5
4	Lack of responsiveness from staff.	3
5	Changes in the work process from the initial agreed process.	7
6	Dissatisfaction with the photo retouching results.	4
7	Flash drives for storing photos received by customers are damaged.	5
Total number of customers in 2023		800

Some of the complaint types listed in Table 1, although the frequency of complaints is relatively low, each complaint is a potential indicator of problems that may arise. Therefore, effective handling is crucial to achieving the ideal standard of 'zero complaints,' meaning no complaints at all, so that customers feel satisfied and are more likely to use the services repeatedly.

This study aims to investigate and analyze the customer complaint handling process at Oneclick.id, focusing on the alignment of practices with indicators of effective complaint management. Through this analysis, the research aims to contribute both theoretically and practically by expanding understanding of how complaint handling

can enhance customer relationship management effectiveness in the creative industry. Drawing upon this framework, the study will identify opportunities for optimization in customer complaint handling at Oneclick.id and provide recommendations to support more effective management of customer complaints within the context of the creative industry.

2 Literature Review

2.1 Theory About Complaints

Complaints in the context of customer service are expressions or manifestations of dissatisfaction, disappointment, or issues experienced by customers regarding products, services, or experiences provided by a company. Broadly, complaints refer to information conveyed by others due to perceived mismatches with the products or services received [7].

2.2 Types of Complaints

Customer complaints can be classified into several types that are crucial for understanding challenges in providing satisfactory service [8]:

1. Facilities/mechanical complaint: Issues related to technical problems or damage to facilities, equipment, or infrastructure used.
2. Staff/attitudinal complaint: Complaints regarding employee behavior or attitude, discomfort in service, or inability to meet customer expectations.
3. Service-related problem: Complaints related to the process or quality of service provided by the company to customers, such as service delays.
4. Unusual complaint: Uncommon complaints that may not fall into the usual complaint categories, such as rare occurrences or specific situations.

Complaints can be conveyed through various communication channels such as customer service, social media, letters, or online platforms. Understanding these types of complaints helps companies identify areas that need improvement to enhance service quality and build better relationships with customers [4].

2.3 Customer Complaint Handling

Customer complaints are a valuable source of information for evaluating and improving company performance, both in terms of human resources and products [9]. In an increasingly competitive business environment, handling customer complaints becomes crucial to ensure customer satisfaction. Customer complaint handling refers to a series of steps or processes undertaken by an organization to respond to, manage, and resolve complaints raised by customers or other relevant parties.

According to Tjiptono, as cited in [10], there are at least 4 aspects essential for effective complaint handling:

1. Empathy towards angry customers: Deep understanding of the feelings and situations experienced by complaining customers.
2. Promptness in complaint handling: Swift response to complaints to prevent issues from escalating.
3. Fairness or justice in resolving issues or complaints: Providing solutions that are fair and appropriate to the problems faced by customers.
4. Ease of access for consumers to contact the company: Establishing easily accessible communication channels for customers to lodge complaints.

This entire process is reinforced by a company culture that supports good customer service, training for relevant staff, and clarity in policies and complaint handling procedures.

2.4 Benefits of Complaint Handling

Handling customer complaints brings significant benefits to companies. A good response to complaints can enhance customer satisfaction and strengthen their loyalty. Additionally, complaint handling helps companies identify areas that need improvement in their services or products, thus improving overall quality. According to Tjiptono, as cited in [11], several benefits can be obtained from effectively handling complaints, including:

1. Increasing customer satisfaction and strengthening loyalty.
2. Identifying and improving aspects of services or products that need enhancement.
3. Preventing negative publicity from poorly handled complaints.
4. Boosting employee motivation to provide higher quality service.
5. Improving long-term relationships with customers and building a positive company image.

Effective customer complaint handling is not just a company's responsibility but also an investment in long-term success and business sustainability [12]. Therefore, understanding the theory, types, and processes of customer complaint handling is crucial in developing a strong strategy in customer relationship management across various industry sectors.

2.5 Conceptual Framework

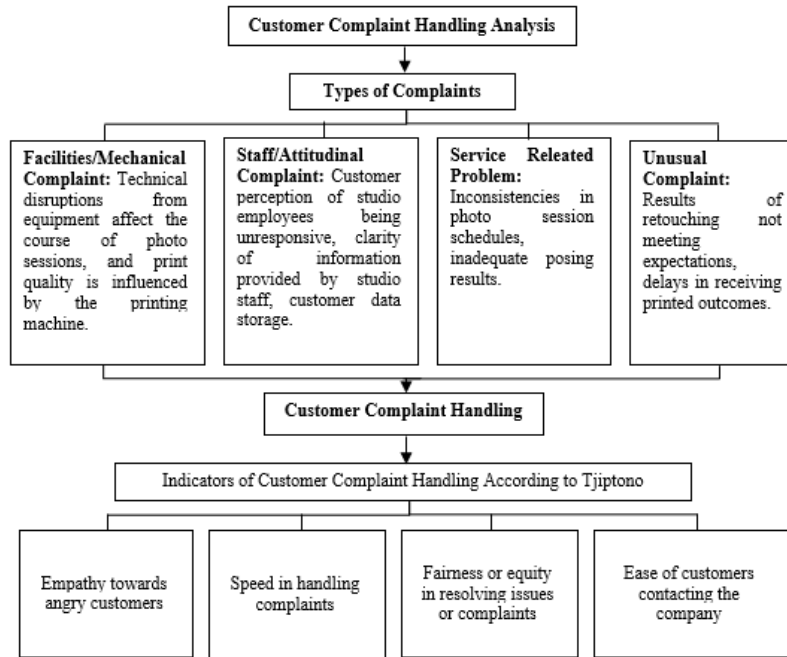


Fig 1. Conceptual Framework

3 Research Methods

This research falls under descriptive research using a qualitative approach. The qualitative research method is an approach based on post-positivist or interpretative philosophy, used to investigate the natural conditions of the research object, with the researcher acting as the primary instrument [13]. The research object focuses on the process of handling customer complaints at the Oneclick.id photography studio.

Data collection techniques include structured interviews to gain in-depth insights, direct observation of staff and customer interactions, and the collection of documents related to the studio's service provisions and standards. The technique for determining the respondents uses purposive sampling. Purposive sampling is a sampling method carried out based on specific considerations [13]. The informants in this study consist of two people: the CO-CEO of Oneclick.id, who makes decisions, and the Studio Leader of Oneclick.id, who has a deep understanding of the complaint handling process and interactions with customers.

Data analysis employs the Miles and Huberman approach. The analysis process begins with data reduction to simplify key information, followed by data presentation and triangulation to verify the validity of the findings. Conclusions are drawn based on the interpretation of the data analysis results to address the research questions.

4 Results and Discussion

The results of this research are derived from a qualitative study, where the researcher conducted interviews, observations, and documentation at Oneclick.id. To provide a clearer picture of the current state of complaint handling, the researcher intends to include a flowchart that represents the ongoing complaint handling process at Oneclick.id.

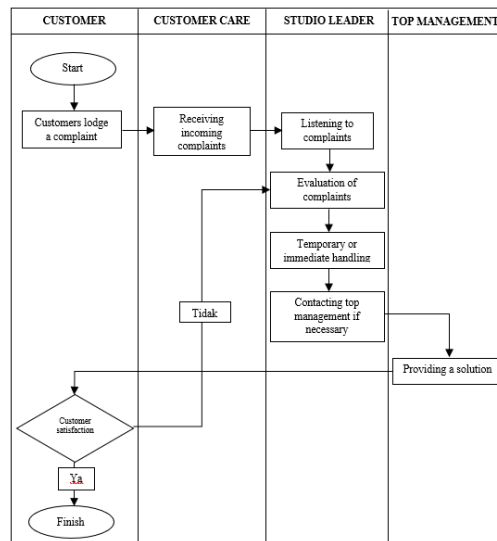


Fig 2. Flowchart of Customer Complaint Handling at Oneclick.id Currently

The flowchart in Figure 2. illustrates the steps taken by customer care staff in handling customer complaints at Oneclick.id, starting from complaint reception to resolution and feedback. It includes processes such as recording, escalation, evaluation, and the solutions provided to customers.

The research findings that will be elaborated on include the description of the researcher's interviews with the CO-CEO as a top management representative and the Studio Leader of Oneclick.id. These findings will address the indicators of customer service standards and complaint management. All research findings in this chapter have been detailed by the researcher.

4.1 Customer Complaint

Handling customer complaints is a key element in maintaining customer satisfaction and loyalty. It helps companies retain their customers, and effective and easy complaint management positively impacts customer loyalty [14]. Interviews with CO-CEO and Studio Leader of Oneclick.id highlight the importance of clear complaint handling guidelines for consistent and effective customer service. Both emphasized that such guidelines are crucial for addressing complaints efficiently.

They also agreed that there is a direct relationship between service quality and the frequency of complaints. The CO-CEO noted that deviations from Standard Operating Procedures increase the likelihood of errors and misunderstandings. The Studio Leader confirmed that good service quality reduces the number of complaints.

In conclusion, clear complaint handling guidelines are essential for maintaining consistency in resolving complaints. Improving service quality can lead to fewer complaints, thus enhancing customer satisfaction and loyalty.

4.2 Types of Complaints

Types of customer complaints encompass various aspects, ranging from facility issues, employee service, to dissatisfaction with products or services. By understanding these types of complaints, companies can address each complaint with an appropriate and effective approach.

Facilities/Mechanical Complaint

Handling customer complaints related to facilities or technical equipment issues is crucial in maintaining customer satisfaction and trust. These complaints may involve issues such as camera malfunctions or other equipment problems during photo shoots, as well as print quality that does not meet expectations. At Oneclick.id, the process for handling technical complaints starts with identifying the issue and then promptly addressing it to minimize disruptions. The Studio Leader explains that staff usually inspect and repair malfunctioning equipment immediately.

The CO-CEO adds that each crew member should be capable of problem-solving on their own, but this depends on the individual. Some crew members can resolve issues independently, while others may need to ask for help or guidance. If a crew member who needs assistance is unable to resolve the issue, the manager plays a crucial role in solving the problem. If the manager is also unable to make a decision or resolve the issue, management will step in.

This statement highlights that the process for handling technical complaints involves several levels of problem resolution, from staff to management. Previous research supports this approach, showing that when customers report equipment damage or facility-related discomfort, the team acts quickly to address the problem and keep customers informed about the repair status [15]. With a multi-level problem resolution system in place, Oneclick.id strives to maintain customer satisfaction and ensure the quality of service remains intact.

Staff/Attitudinal Complaint

Handling complaints related to employee performance or service is crucial for maintaining service quality and customer satisfaction at Oneclick.id. Complaints are addressed through monthly evaluations and clarification of the involved employees.

Evaluations are held monthly to discuss complaints and find resolutions. Repeated mistakes lead to direct reprimands, and service complaints are reviewed by management with involved employees for clarification and action.

It can be concluded that handling complaints regarding employee performance and service at Oneclick.id involves monthly evaluations and clarification actions, which are effective in maintaining service quality. Employee initiative is key to achieving better, faster, and more efficient performance. Greeting customers with a smile, helping, and maintaining a friendly demeanor are practices already established at Oneclick.id. Being friendly towards customers can result in positive feedback and leave a lasting impression.

This aligns with previous research, which suggests that one important way to assess the impact of employees on organizational performance is through their interactions with customers. When employees provide good service, customers tend to be satisfied and more likely to become loyal to the company [16].

Service Related Problem

Handling complaints about poor service refers to the process a company undertakes to address and resolve customer complaints related to unsatisfactory service quality [17]. Oneclick.id handles poor service complaints in several steps. Initially, the Studio Leader contacts the customer to get more details. An internal evaluation follows to identify the cause and decide on corrective actions. According to the CO-CEO, delays are rare and usually caused by client-side factors. The Studio Leader adds that managers are also involved in contacting customers and conducting evaluations to better understand the issues.

This approach aligns with previous research, which indicates that to improve service, companies need to focus on areas of weakness through evaluation and strengthen their marketing strategies. Customers are likely to be satisfied if the products or services offered meet expectations in terms of price, quality, and service delivery [18]. The complaint handling process at Oneclick.id demonstrates the company's commitment to providing prompt responses and effective solutions. The company strives to ensure that customer complaints are addressed properly, aiming to correct weaknesses and continuously enhance service quality. By implementing these measures, Oneclick.id works to minimize the negative impact of complaints and maintain customer satisfaction, ensuring that the service provided meets customer expectations.

Unusual Complaint

Specific complaints are those from customers that are deemed unusual or rare [17]. Addressing these complaints requires more focused attention and specific actions compared to general complaints. Based on interviews with the CO-CEO and Studio Leader of Oneclick.id, the process for handling specific complaints involves several key steps.

The CO-CEO explained that upon receiving a specific complaint, the manager immediately contacts top management, including the CEO and CO-CEO, by phone. The Studio Leader added that the complaint is first assessed for details before involving top management to gain a deeper understanding. The handling process involves detailed discussions with the customer to find mutually satisfactory solutions. The company also offers compensation or alternative solutions if the issue cannot be resolved through conventional means.

However, compared to previous research, there are some differences in handling complaints. According to research [19], addressing and managing crises starts with customer service taking action on ongoing complaints. To support quality care for these issues, guidelines or plans are needed as references in customer service.

From the research findings, it can be concluded that the handling of specific complaints at Oneclick.id is quite effective, although there is room for improvement. The involvement of the CEO and CO-CEO indicates that the company is serious about resolving these types of complaints. It is suggested that there should be an improvement by encouraging staff to resolve issues independently before directly involving top management. This could expedite the complaint resolution process and enhance overall efficiency.

4.3 Customer Complaint Handling

The analysis of complaint handling based on the good complaint handling indicators according to Tjiptono, as cited in [10] encompasses aspects such as empathy towards angry customers, speed in handling complaints, fairness or equity in resolving issues, and ease of access for customers to contact the company. This helps evaluate the effectiveness of complaint handling at Oneclick.id, identifying strengths and weaknesses, and providing recommendations for improvement. The analysis aids in understanding and enhancing customer complaint handling, ultimately supporting customer satisfaction and loyalty, as well as the long-term success of the company.

Empathy Towards Angry Customers

This research focuses on how Oneclick.id handles customer complaints by showing empathy and addressing customer needs. Observations and interviews show that empathy is demonstrated by listening, understanding the customer's perspective, and apologizing for any inconvenience. The CO-CEO emphasized finding win-win solutions, while the Studio Leader highlighted the importance of providing clear explanations and appropriate solutions.

Field findings show that the team pays attention to customer complaints, dedicates sufficient time and attention to listen, and shows genuine concern and effort to resolve issues quickly and effectively. This aligns with previous research which indicates that staff should be trained to handle complaints, and when customers complain about a product or service, the initial representative must be responsive. If customers feel that the representative downplays or does not care about their issues, their dissatisfaction will increase and efforts will not satisfy them [9].

It can be concluded that Oneclick.id demonstrates empathy by actively listening, providing clear explanations, and offering adequate solutions. These steps help to alleviate customer anger and improve their satisfaction.

Speed in Handling Complaint

Complaint handling speed is crucial to avoid prolonged customer wait times. Oneclick.id is committed to addressing complaints promptly by quickly identifying the issue and finding a solution. The CO-CEO noted that different clients require varying

approaches: some expect same-day resolutions, while others may need follow-up after visiting the studio. The Studio Leader emphasized the importance of quickly identifying problems and providing suitable solutions.

This aligns with previous research which indicates that speed in handling complaints is crucial, as unresolved customer dissatisfaction can lead them to switch to competing products [12]. The speed of complaint handling at Oneclick.id is good, but there is still room for improvement, particularly in expediting the resolution process by reducing dependence on management approvals.

The communication process involving management and top management causes customer care admins to discuss issues with management before responding to customers. Efforts to enhance handling speed can help maintain customer satisfaction and reduce the risk of them switching to competitors.

Fairness or Justice in Resolving Issues or Complaints

Fairness in handling customer complaints requires resolving issues impartially and ensuring solutions match the problems faced. Oneclick.id aims to address complaints fairly, offering compensation proportional to the error or loss experienced by the customer. Research shows that top management often reviews situations through CCTV. The Studio Leader explains that if the fault is with the customer, an appropriate solution is provided; if the fault is with Oneclick.id, compensation is given.

Analysis shows that, although Oneclick.id aims to implement fairness in handling complaints, there are weaknesses in consistency and fairness due to the lack of written guidelines. Previous research highlights the importance of fairness in customer service, as detailed in the study by [20] on Plasa Telkom Kendari, which emphasizes fairness through customer subscription contracts.

It can be concluded that to improve consistency and fairness, the development of written guidelines that include standard procedures, complaint criteria, and follow-up steps is highly recommended. These guidelines will help ensure that each complaint is resolved fairly and in accordance with company policies.

Ease of Contacting the Company for Consumers

Accessibility for customers to lodge complaints reflects how easily they can communicate with a company when issues arise. Oneclick.id offers accessible communication channels, especially through WhatsApp. Interviews reveal that customers usually contact Oneclick.id's photography studio via WhatsApp through the Customer Care admin, as it is viewed as a convenient and quick platform. This statement aligns with research [21] that ease of contacting a company correlates with initiatives by service providers to facilitate customers in providing feedback, suggestions, criticisms, or complaints. This is crucial as it serves as a key factor in maintaining the relationship between the company and its customers.

Oneclick.id's communication channels are effective and accessible to customers. To enhance this, a more structured setup is needed to ensure each channel is not only easily accessible but also managed effectively for consistent responses. For instance, if a complaint is received via WhatsApp, the Customer Care admin should follow clear

guidelines on the necessary steps, who to inform, and how and when to respond. This approach can improve response times and consistency in solutions, reducing the need for constant management approval.

Additionally, the researcher has included an enhanced flowchart representing the current complaint handling procedures at Oneclick.id.

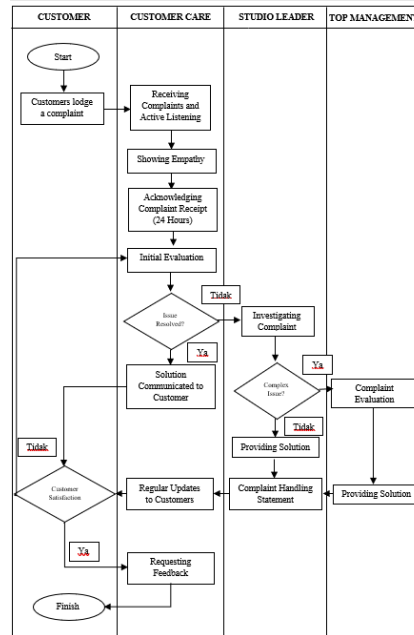


Fig 3. Flowchart of Customer Complaint Handling After Analysis

The flowchart in Fig 3. has been adjusted to strengthen the description and recommendations resulting from this analysis regarding complaint handling. The redesigned diagram visually represents the standard workflow steps in handling customer complaints. It is part of the proposed written guidelines aimed at ensuring consistency and fairness throughout the complaint handling process.

The researcher anticipates that with the use of this enhanced flowchart, Oneclick.id can improve effectiveness and consistency in responding to and resolving customer complaints. Thus, achieving a significant increase in overall customer satisfaction is expected.

5 Conclusion

Customer complaints at Oneclick.id are categorized into several main types: facility/mechanical complaint, staff/attitudinal complaint, service related problem, and unusual complaint. The company has effectively handled technical facility-related complaints, ensuring smooth photo shooting processes. Routine evaluations are conducted to address issues related to employee performance or service. For unusual

complaint, Oneclick.id provides swift solutions with ongoing evaluations. However, handling specific complaints needs improvement by encouraging staff to solve issues independently. The company has shown empathy towards angry customers, though response to complaints can be enhanced. Simplifying internal communication management is expected to improve efficiency in complaint handling. Consistency in handling complaints across communication channels also needs improvement.

Based on the analysis, it is recommended that Oneclick.id develops written guidelines for handling customer complaints. This should include standard procedures, complaint criteria, and clear follow-up steps to ensure consistency and fairness in complaint resolution. The company needs to ensure effective management of every customer communication channel to enhance accessibility and responsiveness. Regular evaluations of complaint handling effectiveness, along with customer feedback and complaint data analysis, are crucial. For future research, comparing practices with similar companies in the creative industry can provide further insights into best practices. Further studies can explore the impact of complaint handling policies on customer loyalty and brand image. Implementing these recommendations is expected to enhance the quality of customer complaint handling at Oneclick.id, increase customer satisfaction, and strengthen the company's reputation in the photography industry.

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