

## THE EFFECT OF COMPLAIN MANAGEMENT SYSTEM ON SATISFACTION OF JKN PBI PARTICIPANTS IN OTANAHA REGIONAL GENERAL HOSPITAL, GORONTALO CITY

Nurrahman Paris<sup>1)</sup>, Imelda Mohamad<sup>2)</sup>, and Dwi Lassmy Samaritan<sup>3)</sup>

Universitas Bina Mandiri Gorontalo<sup>1,3</sup>, Rumah Sakit Boliyohuto<sup>2</sup>

Email : [nurrahmanparis99@gmail.com](mailto:nurrahmanparis99@gmail.com), [im.imelda@gmail.com](mailto:im.imelda@gmail.com), [dwi.samaritan@gmail.com](mailto:dwi.samaritan@gmail.com)

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Complaint Management System, Patient Satisfaction, JKN PBI, Hospital Service, Healthcare Quality

### ABSTRACT

Patient satisfaction is an important indicator of healthcare service quality and reflects the extent to which healthcare services meet patient expectations. One factor that may influence patient satisfaction is the implementation of an effective complaint management system. This study aimed to determine the effect of the complaint management system on the satisfaction of JKN PBI participants at Otanaha Regional General Hospital, Gorontalo City. This study employed a quantitative analytical design with a cross-sectional approach. The study involved 93 JKN PBI inpatient participants selected using an accidental sampling technique. Primary data were collected through structured questionnaires assessing complaint management and patient satisfaction, while secondary data were obtained from hospital records. Data were analyzed using univariate and bivariate analyses. The relationship between variables was tested using a Non-Linear Test with a significance level of 0.05. The results showed that respondents generally had positive perceptions of the complaint management system, as indicated by the predominance of “strongly agree” responses across all complaint management indicators. The bivariate analysis revealed a significant effect of the complaint management system on patient satisfaction, with a significance value of 0.000 ( $p < 0.05$ ). In conclusion, the complaint management system significantly influences the satisfaction of JKN PBI participants at Otanaha Regional General Hospital. Improving responsiveness, accessibility, transparency, and fairness in complaint handling is essential to enhance patient satisfaction and support continuous healthcare quality improvement.

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### INTRODUCTION

Healthcare services constitute one of the fundamental public services that must be provided by the government to ensure the welfare and quality of life of the population. The quality of healthcare services has become an increasingly important issue because public awareness of health rights continues to grow. Communities are no longer positioned merely as recipients of healthcare services but also as consumers who have the right to obtain safe, effective, equitable, and high-quality healthcare. Consequently,

healthcare institutions are required not only to provide appropriate clinical services but also to ensure that patients are satisfied with the services they receive.

Patient satisfaction is widely recognized as one of the most important indicators for evaluating healthcare service quality. Satisfaction reflects the degree to which healthcare services meet or exceed patients' expectations regarding the care they receive. According to Venetis and Brown [1], patient satisfaction is a multidimensional concept influenced by various aspects of

healthcare delivery, including communication, responsiveness, accessibility, facility conditions, and the professionalism of healthcare providers. High levels of patient satisfaction are associated with increased patient loyalty, better adherence to treatment recommendations, improved healthcare outcomes, and a stronger institutional reputation. Conversely, dissatisfaction may negatively affect healthcare utilization, trust in healthcare providers, and patients' willingness to seek future care [2].

In Indonesia, efforts to improve healthcare accessibility and quality have been strengthened through the implementation of the National Health Insurance Program (*Jaminan Kesehatan Nasional*—JKN). The JKN program was established as part of the National Social Security System (*Sistem Jaminan Sosial Nasional*—SJSN) to achieve Universal Health Coverage (UHC), ensuring that all Indonesian citizens have access to comprehensive healthcare services without experiencing financial hardship. Since its implementation in 2014, JKN has become one of the largest social health insurance programs in the world. Through this program, the government seeks to guarantee equitable access to healthcare services for all citizens regardless of socioeconomic status.

One important beneficiary group within the JKN system is the Contribution Assistance Recipient (*Penerima Bantuan Iuran*—PBI). JKN-PBI participants consist of economically disadvantaged populations whose health insurance contributions are fully subsidized by the government. As beneficiaries of public healthcare financing, JKN-PBI participants depend heavily on the quality and accessibility of healthcare services provided by hospitals and other healthcare

facilities. Therefore, healthcare institutions participating in the JKN program must continuously improve service quality to ensure that participants receive satisfactory healthcare experiences.

Hospitals play a strategic role in supporting the successful implementation of JKN because they function as referral healthcare facilities responsible for providing comprehensive health services, including promotive, preventive, curative, and rehabilitative care. According to Law Number 44 of 2009 concerning Hospitals, hospitals are required to provide safe, quality, effective, and non-discriminatory services while prioritizing patients' interests and rights. However, despite ongoing efforts to improve healthcare quality, complaints regarding hospital services remain common. Patients frequently report dissatisfaction related to waiting times, communication with healthcare providers, availability of facilities, administrative procedures, and responsiveness to their concerns. Such complaints indicate gaps between patients' expectations and their actual experiences during healthcare encounters.

In healthcare organizations, complaints should not be viewed solely as expressions of dissatisfaction. Instead, they should be regarded as valuable sources of information that can help identify weaknesses in service delivery and guide quality improvement initiatives. Complaint management refers to the systematic process of receiving, documenting, analyzing, resolving, and evaluating customer complaints in order to improve organizational performance and enhance customer satisfaction [3]. Effective complaint management enables organizations to transform negative experiences into opportunities for

learning, service recovery, and organizational development.

Within healthcare settings, complaint management systems are particularly important because they provide a mechanism through which patients can express concerns regarding healthcare services received. Patient complaints often reveal issues that may not be captured through routine quality assessment procedures. Previous studies have shown that complaints frequently relate to poor communication, lack of information, delays in service provision, inadequate facilities, and perceived disrespect from healthcare personnel [4][5]. By systematically addressing these issues, healthcare organizations can improve service quality and strengthen relationships with patients.

Effective complaint management is characterized by several essential principles, including accessibility, responsiveness, fairness, transparency, and accountability. Patients should be able to submit complaints easily, receive timely responses, and obtain clear information regarding complaint resolution procedures. Furthermore, healthcare providers should demonstrate empathy and professionalism when handling complaints to ensure that patients feel respected and valued. Previous studies have reported that healthcare organizations with effective complaint management systems tend to achieve higher levels of patient satisfaction because patients perceive that their concerns are acknowledged and addressed appropriately [6].

In addition to improving patient experiences, complaint management contributes to broader organizational benefits. Complaint data can be used to identify recurring service problems, evaluate staff performance, and support

evidence-based decision-making for quality improvement. Mirzoev and Kane [7], emphasized that complaint management systems function as important feedback mechanisms that help healthcare organizations monitor service quality and identify areas requiring intervention. Therefore, complaint management should be integrated into hospital governance and quality assurance programs as part of continuous improvement efforts.

Although the importance of complaint management has been widely recognized, research examining its influence on patient satisfaction remains limited, particularly within the context of government-funded health insurance programs. Many previous studies have focused on overall service quality dimensions such as reliability, responsiveness, assurance, empathy, and tangibles, while relatively few have specifically investigated the role of complaint management systems in shaping patient satisfaction. Moreover, evidence regarding complaint management among JKN-PBI participants remains scarce despite the large number of individuals covered under this program.

The need to examine complaint management and patient satisfaction is particularly relevant in Gorontalo City. Data from BPJS Health indicate that participation in the National Health Insurance Program continues to increase annually, reflecting growing public reliance on healthcare services. As one of the referral hospitals serving JKN participants, Otanaha Regional General Hospital plays an important role in ensuring the delivery of quality healthcare services. However, preliminary observations conducted at the hospital identified several issues related to service delivery, including delayed responses to

patient complaints, inadequate medical and non-medical facilities, unfriendly staff behavior, and inconsistencies in physician visitation schedules. These conditions may influence patients' perceptions of service quality and ultimately affect their satisfaction.

Considering the importance of patient satisfaction for healthcare quality improvement and the strategic role of complaint management in addressing service deficiencies, further investigation is needed to understand the relationship between these variables. Evidence generated from such research can provide valuable insights for hospital administrators and policymakers seeking to strengthen healthcare quality management within the JKN framework.

Therefore, this study aims to examine the effect of the complaint management system on the satisfaction of JKN-PBI participants at Otanaha Regional General Hospital, Gorontalo City. The findings are expected to contribute to the development of more effective complaint management strategies and support efforts to improve patient-centered healthcare services for beneficiaries of the National Health Insurance Program.

## **RESEARCH METHODS**

### **Study Design**

This study employed a quantitative analytical research design with a cross-sectional approach. A cross-sectional study collects data on both independent and dependent variables at a single point in time to examine the relationship between variables within a specific population [8]. This design was selected to determine the effect of the complaint management system on the satisfaction of JKN PBI participants at Otanaha Regional General Hospital, Gorontalo City.

### **Study Setting and Period**

The study was conducted at Otanaha Regional General Hospital, Gorontalo City, Indonesia. Data collection was carried out from June to July 2021 among JKN PBI participants who received inpatient services during the study period.

### **Population and Sample**

The target population consisted of all JKN PBI participants receiving inpatient healthcare services at Otanaha Regional General Hospital. The study sample was selected using an accidental sampling technique, whereby respondents who met the inclusion criteria and were available during the data collection period were recruited as study participants. Accidental sampling is a non-probability sampling technique in which participants are selected based on their accessibility and willingness to participate at the time of data collection [8].

### **Data Sources**

The study utilized both primary and secondary data sources. Primary data were obtained directly from respondents through structured questionnaires assessing perceptions of the complaint management system and patient satisfaction. Secondary data were collected from hospital records and administrative documents, including data on patient complaints, hospital profiles, and the number of JKN PBI patient visits.

### **Data Collection Procedure**

Data collection was conducted using a structured questionnaire distributed directly to respondents after obtaining informed consent. The questionnaire was designed to measure respondents' perceptions of the complaint management system and their level of satisfaction with healthcare services. Documentation methods were also employed to obtain supporting

information related to hospital characteristics and complaint records.

### Research Instrument

The primary research instrument was a structured questionnaire consisting of items related to complaint management and patient satisfaction. Responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. The complaint management variable was assessed through indicators such as responsiveness, fairness, accessibility, communication, and complaint resolution. Patient satisfaction was measured based on respondents' perceptions of the healthcare services received.

### Data Processing

The collected data were processed through several stages. First, editing was performed to ensure the completeness and consistency of questionnaire responses. Second, coding was conducted by assigning numerical values to each response category. Third, the coded data were entered into a computerized statistical software package for analysis. Finally, data cleaning was performed to identify and correct errors, inconsistencies, or incomplete entries before statistical analysis.

### Data Analysis

Data analysis was conducted using computerized statistical software. Univariate analysis was performed to describe the characteristics of respondents and the distribution of each study variable using frequencies, percentages, means, and standard deviations. Bivariate analysis was conducted to examine the effect of the complaint management system on patient satisfaction. A non-linear regression test was used to determine the significance of the relationship between the independent variable (complaint management system)

and the dependent variable (patient satisfaction). Statistical significance was determined at a confidence level of 95% ( $\alpha = 0.05$ ).

### Ethical Considerations

Prior to data collection, respondents were informed about the purpose of the study and their rights as participants. Participation was voluntary, and informed consent was obtained from all respondents. The confidentiality and anonymity of respondents' information were maintained throughout the research process.

## RESEARCH RESULT

### Characteristics of Respondents

**Table 1. Characteristics of Men and Women with a History of Diabetes Mellitus in the Inpatient Installation of Otanaha Regional General Hospital (n = 93)**

Gender	Frequency (n)	Percentage (%)
Male	47	50.5
Female	46	49.5
Total	93	100.0

Source: *Processed Data, 2021.*

Table 1 shows that among the 93 respondents included in this study, 47 respondents (50.5%) were male and 46 respondents (49.5%) were female. The distribution indicates a relatively balanced representation between male and female participants, although male respondents constituted a slightly higher proportion.

**Table 2. Characteristics of Respondents by Age Group (n = 93)**

Age Group (Years)	Frequency (n)	Percentage (%)
20–30	27	29.0
31–40	29	31.2
41–50	24	25.8
51–60	13	14.0
Total	93	100.0

Source: *Processed Data, 2021.*

Table 2 demonstrates that the majority of respondents were aged 31–40 years, accounting for 29 individuals

(31.2%). This was followed by respondents aged 20–30 years (29.0%), 41–50 years (25.8%), and 51–60 years (14.0%). These findings indicate that most JKN PBI participants receiving inpatient services were within the productive age group.

**Table 3. Characteristics of Respondents by Educational Level (n = 93)**

Educational Level	Frequency (n)	Percentage (%)
No Formal Education	0	0.0
Elementary School	23	24.7
Junior High School	16	17.2
Senior High School	39	41.9
Diploma/Bachelor Degree	15	16.1
Total	93	100.0

Source: Processed Data, 2021.

Table 3 shows that respondents with a senior high school education represented the largest proportion, totaling 39 individuals (41.9%). Respondents with elementary school education accounted for 24.7%, followed by junior high school graduates (17.2%) and diploma or bachelor degree holders (16.1%). These findings suggest that most respondents possessed a moderate educational background, which may influence their perceptions of healthcare services and complaint management systems.

**Table 4. Characteristics of Respondents by Occupation (n = 93)**

Occupation	Frequency (n)	Percentage (%)
Unemployed	35	37.6
Private Employee	39	41.9
Entrepreneur	17	18.3
Civil Servant	2	2.2
Retired	0	0.0
Total	93	100.0

Source: Processed Data, 2021.

Table 4 indicates that most respondents worked as private employees

(41.9%), followed by unemployed respondents (37.6%) and entrepreneurs (18.3%). Only a small proportion were civil servants (2.2%). The predominance of private-sector workers may reflect the socioeconomic profile of JKN PBI participants utilizing healthcare services at Otanaha Regional General Hospital.

**Table 5. Duration of JKN Membership among Respondents (n = 93)**

Duration of JKN Membership	Frequency (n)	Percentage (%)
< 1 Year	36	38.7
1–3 Years	51	54.8
4–6 Years	6	6.5
> 6 Years	0	0.0
Total	93	100.0

Source: Processed Data, 2021.

Table 5 reveals that more than half of the respondents (54.8%) had been enrolled in the JKN program for 1–3 years, while 38.7% had been members for less than one year. Only a small proportion had participated in the program for 4–6 years (6.5%). These findings indicate that most respondents had sufficient experience utilizing JKN services and were therefore capable of assessing complaint management and patient satisfaction based on their healthcare experiences.

## DISCUSSION

### Characteristics of Respondents

Based on the results of the study involving 93 respondents who were JKN PBI participants receiving inpatient services at Otanaha Regional General Hospital, Gorontalo City, it was found that the majority of respondents were aged 31–40 years, totaling 29 respondents (31.2%). In terms of gender, male respondents slightly outnumbered female respondents, accounting for 47 respondents (50.5%). Regarding educational background, most respondents had completed senior high school education, totaling 39 respondents

(41.9%). Based on occupational status, the majority of respondents worked in the private sector, accounting for 39 respondents (41.9%).

Age and gender are important factors influencing individuals' perceptions and evaluations of healthcare services. Respondents in the productive age group generally have greater access to information and higher expectations regarding healthcare quality. Consequently, they tend to be more critical when evaluating healthcare services and are more likely to express satisfaction or dissatisfaction based on their experiences. Likewise, gender differences may influence perceptions of healthcare quality, communication, responsiveness, and overall service satisfaction.

Educational level may also affect patient perceptions and satisfaction. Individuals with higher educational attainment tend to possess greater knowledge regarding healthcare rights, service standards, and healthcare procedures. As a result, they often have higher expectations toward healthcare providers and are more capable of evaluating the quality of services received. The predominance of respondents with senior high school education in this study suggests that most participants had sufficient educational backgrounds to assess the quality of healthcare services and the effectiveness of complaint management mechanisms implemented by the hospital.

### **Effect of Complaint Management System on Patient Satisfaction**

Complaint management is a systematic process used by organizations to receive, analyze, respond to, and resolve customer complaints in order to improve service quality and maintain customer satisfaction. In healthcare

settings, complaint management serves as an important mechanism for identifying service deficiencies and improving patient-centered care. Through an effective complaint management system, healthcare organizations can respond appropriately to patient concerns and utilize complaint information as feedback for service improvement.

Based on the results of the frequency distribution analysis, most respondents provided positive responses toward the complaint management system implemented at Otanaha Regional General Hospital. The majority of respondents selected "strongly agree" across the complaint management indicators, indicating that respondents perceived the hospital as responsive and capable of handling patient complaints appropriately. These findings suggest that patients generally viewed the complaint management process positively and considered it beneficial in addressing their concerns regarding healthcare services.

The bivariate analysis using the Non-Linear Test demonstrated a significant effect of the complaint management system on patient satisfaction among JKN PBI participants at Otanaha Regional General Hospital, Gorontalo City, with a significance value of 0.000 ( $p < 0.05$ ). These findings indicate that improvements in the complaint management system are associated with increased patient satisfaction.

Patient satisfaction is one of the most important indicators of healthcare quality because it reflects patients' perceptions of the services they receive. Satisfaction is influenced not only by clinical outcomes but also by service processes, communication, responsiveness, empathy, and the ability of healthcare providers to address patient

complaints effectively. Patients who perceive that their complaints are heard, respected, and resolved fairly are more likely to report positive healthcare experiences and higher levels of satisfaction.

The findings of this study are consistent with previous studies indicating that effective complaint management contributes positively to patient satisfaction. Mirzoev and Kane [7], reported that healthcare facilities with structured complaint management systems are better able to identify service deficiencies and implement improvements, resulting in enhanced patient experiences and satisfaction. Similarly, Riechmann et al. [9], stated that complaint management serves as an indicator of patient orientation because it demonstrates the willingness of healthcare organizations to recognize and respond to patients' needs and expectations.

An effective complaint management system should be accessible, transparent, responsive, and fair. Patients expect healthcare institutions to provide clear channels for submitting complaints and to respond promptly to reported problems. When complaints are handled efficiently and respectfully, patients develop greater trust in healthcare providers and perceive the quality of services more positively. This is particularly important for JKN PBI participants, who depend heavily on public healthcare services and expect equitable treatment regardless of their socioeconomic status.

The significant relationship identified in this study is also supported by Zein et al. [10], who found that perceptions of fairness and trust play a crucial role in shaping public acceptance and satisfaction with Indonesia's social health insurance system. When patients

believe that healthcare providers respond fairly and transparently to complaints, they are more likely to trust the institution and express satisfaction with the services received.

Furthermore, complaint management does not merely function as a mechanism for resolving patient grievances. It also serves as a strategic management tool for continuous quality improvement. Information obtained from patient complaints can be utilized by hospital management to identify recurring problems, evaluate service performance, and develop corrective actions aimed at improving healthcare delivery. Therefore, complaint management contributes not only to patient satisfaction but also to organizational development and service excellence.

Overall, the findings of this study indicate that the complaint management system significantly influences patient satisfaction among JKN PBI participants at Otanaha Regional General Hospital, Gorontalo City. The better the complaint management system is implemented, the higher the level of patient satisfaction. These findings emphasize the importance of strengthening complaint management mechanisms as part of ongoing efforts to improve healthcare quality, patient-centered services, and public trust in healthcare institutions.

## CONCLUSION

This study demonstrates that the complaint management system significantly influences the satisfaction of JKN PBI participants at Otanaha Regional General Hospital, Gorontalo City. Effective complaint management contributes to positive patient experiences by ensuring that complaints are received, addressed, and resolved in a responsive,

transparent, and fair manner. Patients who perceive that their concerns are handled appropriately tend to report higher levels of satisfaction with the healthcare services received.

The findings indicate that complaint management serves not only as a mechanism for resolving patient grievances but also as an important strategy for improving healthcare quality and strengthening patient trust in healthcare institutions. Therefore, hospital management should continue to strengthen complaint handling procedures through improved responsiveness, accessibility, communication, and follow-up mechanisms. Regular monitoring and evaluation of complaint management practices are also recommended to support continuous quality improvement and enhance patient-centered healthcare services, particularly for JKN PBI participants.

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