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## **Analysis of e-*keluhan*: a Complaint Management System at Dr. Kariadi General Hospital**

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### **Abstract**

**Introduction:** The Dr Kariadi General Hospital E-Complaint Management System manages public complaints but is still constrained by the distribution and presentation of data and the lack of public participation. This study aimed to analyze the E-Complaint Management System of Dr. Kariadi General Hospital using the Delone and McLean model.

**Methods:** This research used a descriptive qualitative method to select subjects through purposive sampling. The variables in this study were information quality, system quality, service quality, usage, and user satisfaction. The research was conducted from December 2023-June to 2024.

**Results:** The results showed that the E-Complaint management system of Dr Kariadi has the quality of information that is easy to understand, personal, relevant, and has good security. However, there are still findings of the reporter's identity and incomplete reports. The quality system has good adaptability, reliability, and usability but needs improvement in systems that have not been integrated, Wi-Fi networks, and handling speed. Service quality has reasonable assurance and empathy but lacks responsiveness. The use of the E-Complaint system has a good nature of use, navigation patterns, and number of complaints entered, but there is a discrepancy in the number of complaints resolved.

**Conclusion:** The E-Complaint management system successfully provides user satisfaction. This study shows that information, system, and service quality are related to the use and satisfaction of e-complaint system users. In addition, usage and satisfaction are interrelated as cause and effect.

**Keywords:** E-Complaint System, Complaint Management, Hospital.

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### **Introduction**

Hospitals, as public service providers, are required to manage community complaints in order to enhance service quality in accordance with the Republic of Indonesia Law No. 25 of 2009 on Public Services.<sup>1</sup> As the largest referral

hospital in Central Java, Dr. Kariadi General Hospital has innovated an *E-Keluhan* (E-Complaint) system, which serves as a complaint channel supporting the digital transformation of healthcare services in an efficient and patient-centered manner. The *E-Keluhan* system

can be accessed through the hospital's website or via a barcode that connects to a digital complaint form.

This is done to optimize complaint management by involving community participation in improving and enhancing the quality of hospital services. If community complaints are not adequately addressed by hospital staff, it can lead to a decline in customer trust and affect the hospital's image and revenue.<sup>2</sup> However, if there is ease of design in managing complaints, it can reduce stress levels and provide greater control capacity for staff in performing their duties and functions within the organization. Therefore, complaint management can be used as a tool to sustainably enhance organizational performance, focusing on problem-solving efforts.<sup>3</sup>

Based on the preliminary study results from interviews with complaint management personnel, it was found that the management faced challenges with a non-integrated system. Consequently, data presentation and reporting, as well as the distribution of complaints to relevant service units, were performed manually and deemed inefficient. System integration involves a unified system comprising various interconnected smaller systems. An integrated system can enhance the performance between units, accelerate information flow, facilitate data exchange between units, provide real-time data access, simplify decision-making, and optimize and streamline resources.

Previous research related to hospital complaint management analyzes the causes of complaints and implements improvement measures to enhance the service quality of primary healthcare institutions.<sup>4</sup> Other research related to complaint management categorizes patients' complaints based on detailed issues, such as consultation processes, healthcare workers attitudes, medical or clinical issues, places or areas where the problems arise, and other aspects.<sup>5,6</sup> However, these studies did not further explore the complaint management process from the perspective of workers in hospitals. Qualitative research is also needed to analyze detailed information related to the complaint management

process in hospitals. Based on the Recapitulation Report of Response Speed and Complaint Handling at Dr. Kariadi General Hospital for 2023, it is noted that from January to June, a total of 291 complaints were recorded, with 137 complaints (47.1%) submitted through the *E-Keluhan* system. From January to October 2023, there were 679,027 outpatient visits and 141,006 inpatient admissions. These data indicate that the number of complainants is very small (0.026 %) compared to the total number of patients at Dr. Kariadi General Hospital. However, optimizing complaint management is not separate from the role of the community as an external party for improving and enhancing the quality of public services, as they directly experience these services. Therefore, this study aims to analyze the complaint management system of *E-Keluhan* at Dr. Kariadi General Hospital.

## Methods

This study was qualitative research with a descriptive approach. Data were collected through in-depth interviews. The research subjects, serving as informants, consisted of eight primary informants (*E-Keluhan* handlers, department heads, public relations officers, legal officers, customer service representatives, and health public relations administrators) and three triangulation informants (heads of the Legal and Public Relations work team, as well as patients/patient guardians). The object of this study was *the E-Keluhan* system.

The variables in this study were information quality, system quality, service quality, usage, and user satisfaction. Data collection for the research was conducted through in-depth interviews, observations, documentary analysis, and literature reviews. Data processing and analysis were performed using data reduction, presentation, and verification/conclusion. This study was conducted at Dr. Kariadi General Hospital, Semarang, from December 2023 to June 2024.

## Results

### *Informants Characteristics*

The main informants and triangulation informants were in the age range of 20-57 years. Based on the educational background, there was one person with a high school education, one with a diploma, five with bachelor's degrees, and four with master's degrees, with a work period of 7-30 years at Dr. Kariadi General Hospital.

#### *Quality of Information*

Based on in-depth interviews, the quality of information from the *E-Keluhan* complaint management system has produced comprehensive data that meet the needs of managing complaints. However, there is incomplete patient or patient guardian identification, which complicates matters for staff and may lead to inadequate follow-up in accordance with the Director General's Decree of Dr. Kariadi General Hospital No. HK.02.03/I.IV/1479/2022 regarding the Guidelines for Complaint Management at Dr. Kariadi General Hospital. Additionally, the reports generated are incomplete because they do not provide detailed explanations of the follow-up actions and outcomes.

The *E-Keluhan* complaint management system is supported by personalization with functions, content, and displays tailored to user needs, providing data clarity, ease of submitting complaints, and follow-up management. However, the *E-Keluhan* system, which is not yet integrated, prevents it from functioning optimally in distributing data to service units related to complaints and presenting data and reports. The *E-Keluhan* complaint management system is supported by personalization with functions, content, and displays tailored to user needs, providing data clarity, ease of submitting complaints, and follow-up management. When using the system, the staff's responses were perceived as less informative, giving the impression of mere formalities, such as automated system responses. In principle, responsiveness is not only about the speed of responding to community requests and demands but also about the accuracy of responding to those requests and demands. Additionally, the interface of the

*E-Keluhan* complaint management system is still rigid and unattractive.

*"It seems there were no proper responses, just formal responses like thank you for your report, we will follow up on the issue accordingly. This is similar to automatic responses. So the patients only know that their report already recorded in our system, they wouldn't know the progress of the follow up process based on their report"* (TI 3)

The *E-Keluhan* complaint management system is relevant to technological advancements, digitalization, and data security. This is due to Dr. Kariadi General Hospital's implementation of data access restrictions, the use of reporters' initials, and IT team reinforcement, which instilled a sense of safety, comfort, and trust among users. The *E-Keluhan* complaint management system data can only be accessed by registered account holders, specifically responsible parties and health public relations administrators, as part of a one-stop service effort. Although the system is only accessible to administrators, only system creators can delete incoming complaints to prevent administrative bias.

#### *Quality of System*

The quality of the *E-Keluhan* complaint management system demonstrates that it has successfully adapted to manage complaints by implementing developments, including: integration with the website and barcode, provision of barcodes at various service units of Dr. Kariadi General Hospital, and adjustment of the *E-Keluhan* content in accordance with the Circular Letter of the Acting Director General of Health Services number TK.04.01/D.IV/1032/2023 dated April 18, 2023, regarding Standardization of Forms and Reporting for Patient Complaint Initiatives.

However, not all patients and their guardians at Dr. Kariadi General Hospital agreed to use the *E-Keluhan* complaint management system. Rejection occurs in the Executive Installation of the Garuda

Pavilion because patients/guardians are reluctant to write complaints independently and fear that their complaints will not be promptly addressed unless they meet directly with the Public Relations staff. Additionally, based on the percentage of complaints received through the *E-Keluhan* system, which is minimal compared to the large number of patients at Dr. Kariadi General Hospital—reaching 679,027 outpatient visits and 141,006 inpatient admissions from January to October 2023—this also indicates that the role of the community as public service monitors is not optimal.

The management of complaints using the *E-Keluhan* system has been supported by the availability of policies, guidelines, Standard Operating Procedures (SOPs), budgets, and other supporting facilities. However, staff face challenges related to the composition of human resources and poor Wi-Fi facilities, leading them to use personal data packages or mobile tethering. Despite this, internet connectivity has become a primary necessity for managing complaints. Additionally, situational complaints often result in numerous complaints simultaneously, causing a single person in charge to feel understaffed and unable to focus on handling complaints. For green-grade complaints that should be resolved by the relevant unit, the person in charge is often involved in the resolution process. This indicates that not all staff possess the capability to manage complaints effectively, necessitating specialized education and training for frontline staff in complaint handling and effective communication.

The *E-Keluhan* complaint management system has proven to be reliable owing to its accessibility, speed, practicality, ease of tracking, user-friendliness, good documentation capabilities, and ability to produce clear, valid, structured, and detailed data. In addition, it facilitates communication. However, the system has several weaknesses: it requires editorial improvements to align with the Enhanced Indonesian Spelling System (EYD), occasionally experiences system bugs, lacks integration, and cannot support interactive communication. The lack of

integration necessitates the use of supporting applications such as Srikandi and WhatsApp for data distribution, which is deemed ineffective, time-consuming, and cumbersome. Furthermore, the data presentation is still processed manually.

The resolution of complaints is aligned with the Standard Operating Procedure (SOP), which outlines the standard timeframe for resolution based on the grading. Green grading is followed up within a maximum of 7 days, yellow grading within 3 days, and red grading within 24 h. For green grading complaints, resolution can be completed faster than the SOP, but yellow and red grades often require longer resolution times. Extended handling times are due to the lack of system integration, difficulty in determining mediation times, and case complexity.

The *E-Keluhan* complaint management system has fulfilled the aspect of usability as a beneficial complaint channel for submitting and collecting data, thereby creating a positive dependency for parties directly using the *E-Keluhan* system. The system can be utilized effectively because it is capable of receiving complaints and immediately following up on them, and it is efficient because reporters can use *E-Keluhan* independently and without paper.

#### *Quality of Service*

Based on service quality, users of the *E-Keluhan* system feel assured by the guarantee that complaints are responded to within 24 h. The assurance of a first response provided within less than 24 hours enables the community to believe that their complaints are heard and addressed. The personnel handling the *E-Keluhan* system are competent, trusted by users, and solution-oriented in addressing problems. They also demonstrate empathy by applying effective communication when interacting, listening to the complainants' grievances, apologizing for any inconvenience, and striving to resolve the complainants' issues. With good complaint-handling services, the perception of complainants can shift from disappointment to satisfaction with the service provided.

*“Sometimes we lack coordination related to E-Keluhan. The reports should be graded into yellow/red/green, but sometimes there was miss grading, like it should be yellow but graded as red or green.” (PI 5)*

The *E-Keluhan* complaint management system has proven effective in quickly and accurately handling complaints by facilitating the reporting, response, and resolution of green-graded complaints more swiftly because of its practical, user-friendly, and rapid nature. However, yellow- and red-graded complaints tend to require longer resolution times owing to communication challenges with multiple parties and the need for special actions. Occasionally, staff responses are less informative and fail to resolve issues. This has led to the perception that not all complaints are followed up on, but only those that are frequently reported by the community. However, in reality, some complaints go unaddressed due to the sheer volume received by service units, such as parking issues, and some reporters choose not to pursue further action due to fear of intimidation or other uncomfortable treatment.

#### *Usage of E-Keluhan management system*

In information systems, usage variables can be measured through aspects such as the nature of use, navigation patterns, number of complaints received, and number of complaints resolved. The *E-Keluhan* system is used voluntarily as a complaint channel at Dr. Kariadi General Hospital in Semarang, Indonesia. The use of data and information generated by the *E-Keluhan* system is carried out in stages, including receiving complaints, checking data completeness, verifying information accuracy, following up with relevant units, and reporting and evaluation of the data. Based on navigation patterns, the display and layout of the *E-Keluhan* complaint management system are user-friendly, structured, and easy to view because of the use of white and blue colors. However, the *E-Keluhan* system is less engaging because it appears rigid, with

a layout that is less communicative, a display color that is less striking, and in need of editorial improvements according to EYD (Enhanced Indonesian Spelling) guidelines.

Based on the Recapitulation Report of Response Speed and Complaint Handling at Dr. Kariadi General Hospital for the period January-December 2023, it was found that the *E-Keluhan* system successfully facilitated 265 incoming complaints, making it the most widely used complaint channel by the community. According to the report, all complaints received were resolved; however, it did not provide detailed information regarding the percentage and number of cases that were resolved on time or required additional time. There was no mention of third parties involved. However, patients or guardians reported that their complaints were not resolved because they only received automated messages after submitting their complaints through the *E-Keluhan* system. This indicates a discrepancy between the staff and patients/guardians. Therefore, it is necessary to create a reporting format as comprehensive and standardized documentation with other complaint management channels, including the identity of the reporter, the chronology of the complaint, details of follow-up actions, results, related data and evidence, and information about the resolution time and parties involved.

#### *User Satisfaction*

Based on user satisfaction, staff as administrators prefer managing complaints using the *E-Keluhan* system because the required data are comprehensive and clear. Meanwhile, patients and their guardians were also satisfied with the system because of its ease of access and privacy protection, leading them to choose to use it again and recommend the *E-Keluhan* system. This indicates that user quality is related to system usage, such that satisfied users are likely to reuse the *E-Keluhan* system as a complaint channel in the future. The presence of unresolved complaints leads to user dissatisfaction and potentially deters them from using the *E-Keluhan* system again. The complaint management system at Dr. Kariadi General

Hospital, which possesses good information, system, and service quality, leads users to decide to use the *E-Keluhan* system. The effective use of the *E-Keluhan* system will also enhance user satisfaction. User satisfaction, in turn, will increase the likelihood of repeated use, illustrating a cause-and-effect relationship

## Discussion

### *Quality of Information, System, and Service*

The quality of information in an information system can be measured through aspects such as completeness, ease of understanding, personalization, relevance, and security. The quality of information from the *E-Keluhan* complaint management system has produced comprehensive data that meet the needs of managing complaints. However, there is incomplete patient or patient guardian identification, which complicates matters for staff and may lead to inadequate follow-up. Furthermore, the reports generated are incomplete because they do not provide detailed explanations of the follow-up actions and outcomes. According to Zulkifli et al. (2019), every reporting activity must be supported by sufficient knowledge of the report's content and materials, as well as the time required for completion and submission of the report to maximize the recording and reporting process.<sup>7</sup> In addition, the *E-Keluhan* system, which is not yet integrated, prevents it from functioning optimally in distributing data to service units related to complaints and presenting data/reports. According to Sanjaya et al. (2022), integrated data within a system can produce faster, more relevant, and efficient reports, thereby assisting leaders in decision-making.<sup>8</sup>

The quality of service in an information system can be measured through assurance, empathy, and responsiveness. The quality of the *E-Keluhan* system being comprehensive, easy to understand, and user-friendly, as well as the system's ability to provide security related to decision-making in using the *E-Keluhan* system, aligns with the research by Ali and Younes (2013), which explains that information quality significantly influences system usage.<sup>9</sup>

Additionally, *E-Keluhan* system that is easy to understand and use, particularly in terms of personalized display, is associated with user satisfaction. This is consistent with the study by Patalo et al. (2021), which indicates that information quality has a positive impact on user satisfaction. The higher the quality of the information, the greater the user satisfaction, reflected in the system's ease of access and use, reliability, and quick response.<sup>10</sup>

Information systems enable institutions to adapt to technological changes and meet the demands of a dynamic market. Initially, the system had few users because no one utilized the *E-Keluhan* channel at that time. However, continuous development has been carried out, and currently, the *E-Keluhan* complaint management system has become the most widely used complaint channel by the community. A well-designed and reliable system for managing complaints, despite some shortcomings due to the lack of integration and Wi-Fi issues, can increase the use of the *E-Keluhan* system. This indicates that system quality is related to the use of information systems. This finding aligns with the research by Pangestu et al. (2023), which shows that system quality significantly influences usage based on the system's ability to facilitate activities and its flexibility in simplifying tasks.<sup>11</sup> Consequently, a reliable, efficient, and useful *E-Keluhan* system for facilitating complaints is associated with the satisfaction of the users. This is consistent with a study that found that the quality of the e-Bupot system has a significant and positive impact on user satisfaction, measured by indicators such as ease of use, access speed, flexibility, and security. The better the system quality, the higher the user satisfaction will be.<sup>12</sup>

Based on service quality, the assurance of a well-implemented *E-Keluhan* system that is friendly, solution-oriented, empathetic, and responsive is closely related to user satisfaction and system utilization. This aligns with the findings of Pangestu et al. (2023), who found that service quality significantly influences usage. This is influenced by the quality of service and the responsiveness of staff in using the system, which is quite

satisfactory.<sup>11</sup> Kafrawi et al. (2022) also explained that service quality affects user satisfaction. Good and prompt responses, accurate problem-solving, and empathy will satisfy users, meaning that better service quality will lead to increased user satisfaction with the system.<sup>13</sup>

#### *Usage of E-Keluhan management system*

In information systems, usage variables can be measured through aspects such as the nature of use, navigation patterns, number of complaints received, and number of complaints resolved. Hospitals must resolve complaints quickly to avoid escalating complaint grades and the development of widespread cases. In addition, the speed of handling complaints can also change the perception of people who are dissatisfied with the service to become happy and satisfied because the complaint is resolved quickly and responsively. This is in line with the research by Rudi et al. (2024), who stated that the speed of handling complaints is needed in resolving complaints so that angry customers can feel happy because the complaint service is well received and responded to quickly and appropriately.<sup>14</sup> Dr. Kariadi General Hospital should be able to develop the *E-Keluhan* system by adding a feature to monitor the complaint process so that the public can participate in the complaint resolution process and obtain the latest information. It is hoped that the addition of a complaint process monitoring feature can increase officers' motivation to resolve complaints more quickly and facilitate coordination with reporters. Well managed complaint management system in healthcare institution proved to improve in service quality, enhanced patient experience, increased satisfaction, and reduction in hospital complaints.<sup>4</sup>

Additionally, the success of digital public services is inseparable from the competence and capacity of human resources; therefore, institutions must ensure that staff have adequate competence and capacity through continuous training and skill development in response to technological advancements and increasingly complex service demands.<sup>15</sup> According to Indrayani (2023),

an integrated system can enhance performance between units, accelerate information flow, facilitate data exchange between units, provide real-time data access, simplify decision-making, and optimize resource utilization.<sup>15</sup> This aligns with the research by Rudi et al. (2024), where complainants perceive the empathy of personnel as helping in handling complaints, leading to satisfaction with personnel who understand complaints, provide accurate explanations, display polite and friendly attitudes, and make them feel heard regarding their grievances.<sup>14</sup> The effective usage of complaint management systems could help to categorize the reported complaint and analyze the complaints data. This process are important to help minimize the recurring of similar themes for complaints and also contribute to a shared learning in hospital organization.<sup>16</sup>

#### *User Satisfaction*

In information systems, user satisfaction can be measured through reuse and survey. Staff members, such as administrators, prefer managing complaints using the *E-Keluhan* system because the required data are comprehensive and clear. Patients and guardians were also satisfied with the system because of its ease of access and privacy protection, leading them to choose to use it again and recommend the *E-Keluhan* system. This aligns with the research by Wiharto et al. (2024), who found that satisfied users tend to commit to using the system effectively, thereby positively impacting its effectiveness.<sup>17</sup> However, it is necessary to refine the *E-Keluhan* system through the development of an integrated *E-Keluhan* system, ensuring optimal data distribution and presentation. According to Fitriyani et al. (2024), the implementation of effective strategies in managing complaints offers the opportunity to transform consumer dissatisfaction into satisfaction, potentially fostering loyalty to the service through the effectiveness of the complaint process, complaint resolution, and ease of submitting complaints.<sup>18</sup>

According to Kusnadi et al. (2021), the complaint handling system is designed

to record and monitor customer satisfaction, as well as efforts to improve services.<sup>19</sup> Therefore, detailed reports are required to document the duration of the complaint handling process from the initial report to the resolution of the complaint to improve the system. These reports provide detailed complaint data, enabling the development of a more organized system and allowing management to evaluate customer complaint-handling services. Unresolved complaints through the *E-Keluhan* system lead to user dissatisfaction, indicating a relationship between system usage and satisfaction. This aligns with Meilani et al. (2020), who found that system usage has a positive and significant impact on user satisfaction.<sup>20</sup> This aligns with the research by DeLone and McLean (2003), which suggests that user satisfaction will encourage continuous system use to help complete tasks or work.<sup>21</sup> Several studies also stated that utilizing patient complaints are more effective to drive improvement including cultural changes, transparency with the complaint process, also organize and process complaints based on each classification.<sup>22</sup> However, this quality improvement process needs good complaint data analysis, variety of method to capture the patient's experience, good monitoring on the complaint management process and also a dedicated and multidisciplinary team in the hospital to generally initiate successful evaluation and improvement processes.<sup>23</sup>

## Conclusion

The research findings indicate that the *E-Keluhan* complaint management system at Dr. Kariadi General Hospital possesses high-quality information that is easy to understand and use, with personalization tailored to meet the needs of managing complaints, relevance, and data security. However, there are findings of incomplete reporter identities and reports due to the lack of detailed documentation of the complaint resolutions. The quality of the *E-Keluhan* system has proven to be reliable and adaptable to user needs in channeling complaints and managing grievances. Improvements and developments are

needed in the system, which is not yet integrated, has poor Wi-Fi, and requires faster handling of yellow and red grading complaints. The quality of the *E-Keluhan* system's services is implemented empathetically, ensuring that complaints are responded to within 24 hours. The *E-Keluhan* system is less responsive in resolving yellow- and red-graded complaints promptly. The use of the *E-Keluhan* system also facilitates voluntary and gradual complaints through clear navigation patterns. There is a discrepancy between the staff and patients/patient guardians regarding the number of resolved complaints. The *E-Keluhan* system has successfully satisfied users, leading them to decide to use it again and recommend it to others. The *E-Keluhan* complaint management system at Dr. Kariadi General Hospital has good information, system, and service quality, resulting in users choosing to use the *E-Keluhan* system. The effective use of the *E-Keluhan* system will also enhance user satisfaction and vice versa, as a cause-and-effect relationship.

To refine the *E-Keluhan* system, improvements and developments can be made to integrate the system, add features for monitoring the complaint process, create service notifications, and establish a comprehensive and standardized report format. Additionally, massive socialization efforts can be undertaken using a community-based approach, and staff competency can be enhanced through training and seminars. Further research related to the feedback and monitoring processes of the *E-Keluhan* system is needed to analyze the success rate of complaint management in hospitals.

## Ethics approval

The study was also reviewed by the Health Research Ethics Committee of the Faculty of Public Health, Universitas Diponegoro, on December ethical approval No.). 658/EA/KEPK-FKM/2023.

## Availability of data and materials

Not applicable

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## Author Contribution

NPASPP developed the research, collected and analyzed the data, and wrote the initial manuscript. CS reviewed the research method, analysis, and draft manuscript. NN reviewed the research method and analysis, translated the manuscript, and prepared the manuscript for submission. All authors read and approved the final manuscript.

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