

# **Analysis of Customer Complaints Management in The Customer Care Department at PT X**

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## **Abstract**

Complaints are feedback resulting from dissatisfaction with a company's services or products. Besides indicating attention to the product or service, complaints also provide valuable information to improve the quality of customer service. For service companies, delivering quality service is key to success. It is crucial to have a dedicated department to handle complaints if the service provided is unsatisfactory. PT X is a large company in Indonesia that operates in the field of automotive auction services. In its operations, PT X frequently receives customer complaints and requires effective complaint management to address these grievances efficiently. This research aims to understand the implementation of customer complaint management in the Customer Care Department at PT X. This is a qualitative research study using a case study approach. Data collection was conducted through observation, interviews, and documentation. The sample for this study consists of 4 participants from the Customer Care Department at PT X. The results of the research show that PT X has implemented comprehensive customer complaint management through its Customer Care Department. This process includes stages from receiving, recording, processing, responding to, and resolving complaints, supported by clear SOPs, SLAs, and cost/claim matrices. Despite its success, PT X faces challenges in handling diverse customer characteristics, especially emotional or difficult-to-reconnect customers. The Customer Care team addresses these challenges by listening empathetically to complaints, providing clear information, and emphasizing training to enhance communication skills, emotional management, and conflict resolution.

**Keyword:** customer complaints; customer complaints management; handling complaints

## 1. Introduction

In the current era of globalization, medium to large-scale companies compete to satisfy customers in various ways. Companies do this because consumer knowledge is advancing, making it difficult for companies to deceive consumers regarding the quality of products or services produced (Jarkasih, 2022). Customers feel satisfied when companies can meet their needs well. However, if customers are dissatisfied, they tend to express criticism, complaints, or grievances regarding the products or services received from the company (Hisanuddin & Adwitya, 2023). Complaints are feedback directed to a company due to dissatisfaction with a service or product received from the service provider, whether expressed in writing or verbally. Handling complaints is crucial because inadequately addressed complaints can lead to conflicts or negative relationships. Customer complaints are not always negative; they demonstrate customer concern for a product or service provided by the company and provide valuable information for the company to improve service quality (Isro'ani & Jatmiko, 2022). For a service-oriented company, providing quality service is essential for achieving success. Service companies need to focus on delivering good service that aligns with their initial promises to customers. Excellent service becomes the goal for satisfying consumers. Companies need to provide a dedicated department to handle complaints or grievances if services provided do not meet customer satisfaction.

PT X is a company specializing in automotive auction services for both cars and motorcycles. In conducting its business activities, PT X inevitably faces customer complaints. As a large company in Indonesia's automotive auction service sector with numerous customers, PT X requires effective complaint management to handle each complaint or grievance efficiently and effectively. Complaint management can be defined as the handling, arrangement, or regulation of resolving or addressing expressions of customer dissatisfaction by a company (Harwindito et al., 2019). Every company typically has different departments handling customer complaints; some manage complaints directly through the front office, while others use Customer Service Officers via telephone. Based on unstructured observation results conducted by researchers at PT X, it is known that PT X has a department responsible for handling complaints, namely the Customer Care Department. This is supported by statements from informant M, who serves as the Customer Care Function Head, through unstructured interviews: *"The Customer Care Department serves as a guide for Customer Service Officers and Customer Service Levels across PT X branches throughout Indonesia. The Customer Care Department at PT X exists to maintain service standards in the company's business activities and to handle customer complaints and claims"*. (Interview, February 5, 2023). Customer complaints at PT X branches across Indonesia can be submitted directly or indirectly. This is supported by interview results with informant C, an employee of the Customer Care Department, as follows: *"Customer complaints can be submitted in three ways: directly at branches, through the solution center/call center of PT X, or via the company's official website or online auction application"*. (Interview, February 5, 2023).

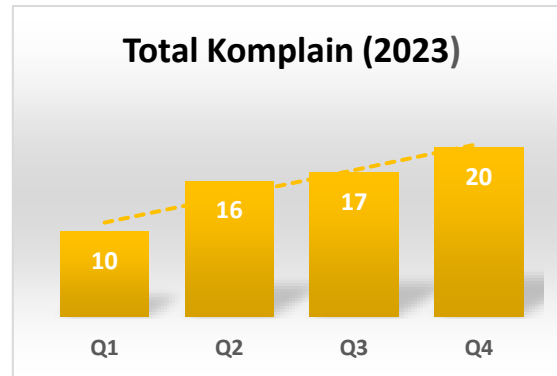
At PT X, the management of complaints distinguishes between handling service-related complaints and handling claims related to auction unit complaints and auction vehicle document issues, which often result in financial claims. Complaints or claims received by branch offices or solution center/call center teams are forwarded to the Customer Care team

for processing through the company's dashboard system. Some complaints typically received from branches by the Customer Care team at PT X relate to facility issues and services provided by field service PICs or Customer Service Officers at PT X branches to customers. This is supported by statements from interviews with informant C, an employee of the Customer Care Department: *“The complaints we usually receive are related to facility issues at the branch that make customers uncomfortable, service from employees when dealing with customers, such as unfriendly expressions in serving customers, employee attire, and muddy conditions during auctions”*. (Interview, February 5, 2023). Furthermore, another statement was provided through an interview with informant V, also a Customer Care Department employee: *“Our PIC services are divided into two, unit PIC services (field) and services from the CS team. Complaints mainly relate to customer dissatisfaction with each PIC's service. If from the customer service team, complaints received include unfriendly customer reception, response time via chat, or delayed responses. The same applies to unit PIC issues, essentially related to customer perceptions of communication with the PIC service”*. (Interview, February 5, 2023).

Recap of PT X Customer Complaints in 2023						
No	Complaint Classification	Q1	Q2	Q3	Q4	Quantity
1	Errors in the system	0	1	0	0	1
2	<b>Errors in information provision</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>8</b>
3	Chassis number & engine number cases	2	0	2	0	4
4	<b>Blocking cases</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>6</b>
5	Odometer cases	0	0	1	0	1
6	Changes in unit condition before & after auction	<b>0</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>7</b>
7	Document cases	1	0	2	0	3
8	Buyer's mistakes	0	0	2	2	4
9	Requests from External Sellers	0	0	0	0	0
10	Requests from External Dealers	0	0	0	0	0
11	Force Majeure	0	0	0	0	0
12	Overdue BPKB	0	1	0	4	5
13	<b>PT X facilities</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>6</b>
14	Follow up Klaim	0	0	0	0	0
15	<b>Claim follow-up</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>9</b>	<b>13</b>
16	Increase in unit base price	0	1	1	0	2
17	Member exit process	0	1	2	0	3

**Figure 1.** Recap of PT X Customer Complaints in 2023

Source: PT X Customer Care Department (2023)



**Figure 2.** Total PT X Customer Complaints 2023 Per Quarter  
Source: Created by the author (2024)

Based on the table and figures presented above, the recap of complaints from PT X's complaint recording system per quarter in 2023 across all branches in Indonesia can be observed. The letter "Q" in the table and figures denotes quarters, for instance Q1 refers to Quarter 1. The data classifies complaints recorded by PT X's Customer Care Team and the number of complaints per quarter in 2023 based on the company's dashboard system. The classification of complaints from the table shows issues related to services and facilities, as well as complaints regarding auction unit issues and auction vehicle document issues. From the data, the most classified complaints are related to PIC services, information dissemination errors, changes in unit conditions before & after auctions, blocking cases, PT X facilities, and followed by other complaints as per the table above. Looking at the total overall complaints, there is also an increase in quarterly complaints or grievances in 2023.

In handling customer complaints or grievances, the Customer Care Team also faces several challenges and obstacles. For example, dealing with diverse customer characters, sometimes customers express their complaints or grievances with improper intonation or behavior, and there are threats that endanger employees. There are also decisions forwarded to the Customer Care team that should have been resolved directly by Customer Service Officers at the branches.

Previous research has discussed Customer Complaints Management, but each study has unique characteristics such as variations in themes, research subjects, and methodologies used. For example, a study conducted by (Prasetyaningrum & Aesthetika, 2021) titled "Complaint Management of PT. Mubina Fifa Mandiri's Public Relations Division in Handling Umrah Pilgrims' Complaints". The theme of this study is complaint management in handling Umrah pilgrims' complaints, with PT. Mubina Fifa Mandiri as the research subject, and a qualitative descriptive research method was used. Another study by (Yulianto, 2020) titled "Complaint Management in Enhancing Customer Satisfaction at the Regional Water Company (PDAM) Tirta Mahakam in Sanga-Sanga District, Kutai Kartanegara Regency". The theme of this study is complaint management to improve customer satisfaction, with the research subject being the Regional Water Company (PDAM) Tirta Mahakam in Sanga-Sanga District, Kutai Kartanegara Regency, and a qualitative descriptive research method was used.

This research aims to complement previous studies by examining Customer Complaints Management at PT X's Customer Care Department. This study differs in terms of research

location, as there has been no research conducted on a company providing automotive auction services. Previous studies have largely focused on handling customer complaints or grievances, but this study seeks to explore solutions to the challenges in implementing complaint management in a service-oriented company. Based on the discussions and issues identified through observations and brief interviews with employees in the Customer Care Department conducted by the researcher, there is an interest in conducting research on Customer Complaints Management at PT X's Customer Care Department.

## **2. Literature Review**

### **2.1 Customer Complaint Management**

Complaint management is the study of methods or strategies for handling and managing customer complaints (Lestari & Yuningsih, 2020). According to (Harwindito et al., 2019) complaint management involves strategies that companies use to address customer dissatisfaction through effective complaint handling processes, aiming to retain customers and serve as a foundation for future business development. (Yulianto, 2020) describes it as a system that handles complaints from receipt, recording, processing, responding, to resolving issues. (Nandini & Surianto, 2022) define it as a strategy to quickly, accurately, and satisfactorily address customer complaints, criticisms, and suggestions. (Isro'ani & Jatmiko, 2022) add that effective complaint handling provides solutions after thoroughly listening to and understanding customer issues. Overall, complaint management is a comprehensive approach to quickly, accurately, and satisfactorily address customer complaints, involving processes from receipt to resolution, aiming to retain customers and improve service quality.

According to (Lorensa & Sari, 2020), customer complaints are categorized into four types: (1) Mechanical Complaint, which involves malfunctions of equipment used by the company in serving customers; (2) Attitudinal Complaint, arising from negative attitudes displayed by service providers during customer service; (3) Service Related Complaint, concerning procedures related to the company's services themselves; and (4) Unusual Complaint, resulting from anomalies or unusual occurrences.

In handling customer complaints, a company needs to pay attention to the dimensions that must be met so that complaint handling can be successful. (Puariesthaufani & Khair, 2023) explains the dimensions that must be fulfilled when handling customer complaints, including: (1) Commitment: to create effective and efficient complaint handling, all parties in the organization or company must be highly committed to listening and resolving problems submitted by customers; (2) Fairness: efforts to understand justice, fairness and interests of both parties, namely the company and the consumer; (3) Visibility: the complaint handling process is published to customers and company employees which includes information regarding procedures and rights for submitting complaints; (4) Responsiveness: speed in handling complaints is an important thing needed by customers; (5) Simple: the facilities and convenience provided by the company for submitting complaints.

Complaint handling requires careful planning and systematic procedures to prevent recurring issues and resolve customer problems effectively. (Tjiptono, 2019) outlines five key aspects:

1. **Facilitating Complaint Submission:** Companies should provide easy ways for customers to submit complaints, such as suggestion boxes, evaluation forms, toll-free numbers, websites, and social media, to address issues before they escalate.
2. **Addressing Root Causes:** Companies must prevent recurring complaints by improving service procedures, customer service behavior, performance standards, and addressing customers' needs and expectations. Identifying and solving underlying causes is crucial.
3. **Effective Complaint Handling:** This involves responding quickly and sincerely, understanding the customer's perspective, acknowledging mistakes, apologizing, and using clear language.
4. **Managing Angry Customers:** Empathy is essential. Employees should ask detailed questions to fully understand the issue.
5. **Continuous Improvement:** Companies should learn from mistakes and continually improve service standards, such as promptly answering calls and emails and minimizing customer wait times.

### **3. Material and Method**

The research uses a descriptive method with a qualitative approach to gain deep understanding without quantitative measures. According to Sukmadinata (2009) in (Rukajat, 2018), qualitative research aims to describe and analyze phenomena, events, social activities, attitudes, beliefs, and perceptions of individuals or groups. This study employs a case study method to answer research questions, providing an intensive, detailed, and in-depth examination of a specific subject to gain comprehensive knowledge and information (Rukajat, 2018). The study employs non-probability sampling, specifically purposive sampling, to select participants based on characteristics relevant to the research objectives (Herdiansyah, 2019). Four participants from the Customer Care Department at PT X were chosen: the Function Head and three employees. These informants were selected due to their direct involvement in handling customer complaints. The aim is to gather detailed information on the complaint management processes, challenges faced, and solutions implemented by the department. Interviews were conducted to obtain in-depth insights into these issues.

#### **3.1 Design Study**

Data collection in this research was carried out through observation, unstructured interviews, semi-structured interviews, and documentation studies. Observations were carried out in an unstructured manner to observe field conditions without systematic guidance. Unstructured interviews were conducted before the research for initial exploration, while semi-structured interviews used guided questions tailored to the respondent's responses. Documentation is used to collect data from written and visual sources such as photos, enriching researchers' understanding of the problem under study by comparing findings from observations and interviews. In research for data validity techniques, data triangulation is carried out using two types of approaches: source triangulation and technical triangulation.

Source triangulation is used to verify data from various informants by comparing information obtained from various sources. Meanwhile, technical triangulation was carried out by combining the results of observation techniques, unstructured interviews, semi-structured interviews, and documentation studies to ensure the correctness and depth of analysis of the data obtained. This approach helps reduce the potential for misinterpretation and provides data with diverse perspectives.

### **3.2 Data Analysis**

The research utilizes Miles and Huberman's (1994) qualitative data analysis framework quoted by (Rukajat, 2018). The process involves three main steps: data reduction, data display, and drawing conclusions or verification. Data reduction begins with collecting extensive data through observation, interviews, and document analysis, which are then synthesized and summarized. Data display follows, where findings are presented in narrative form, systematically illustrating relationships between categories identified during analysis. Finally, drawing conclusions involves further analyzing the reduced data and displayed findings to derive conclusions, allowing for adjustments and additions as needed. This structured approach ensures a thorough understanding of the research subject, particularly focusing on the customer complaint management processes within the Customer Care Department at PT X.

## **4. Result**

### **4.1 Customer Complaint Management by PT X Customer Care Department**

The researcher conducted in-depth interviews with four informants from PT X's Customer Care Department to understand their customer complaint management. Informants shared their real-world experiences and definitions of complaint management, which involves handling customer complaints quickly, accurately, and satisfactorily. This process includes receiving, recording, processing, responding to, and resolving complaints, aiming to retain customers and improve service quality.

Participant A: *“Customer complaint management is an activity to manage complaints submitted by customers due to dissatisfaction with services, programs, events, and more. This management activity can be interpreted as handling complaints starting from receiving, reporting, and handling them, to resolving the complaint”*.

Participant B: *“Customer complaint management, as I understand it, is about how to manage complaints. It's not just about accommodating complaints but also about how we can resolve them”*.

Participant C: *“In my opinion, customer complaint management involves handling complaints regarding customer dissatisfaction with the company's services. The company listens to customer complaints, empathizes with their feelings, apologizes, and provides solutions until the complaint is resolved”*.

Participant D: *“Customer complaint management is a process carried out by the company by receiving, listening to, and paying attention to all expressions of dissatisfaction from customers regarding the products or services provided by the company. Then, the company informs/apologizes, processes, and follows up on the complaint until it is resolved”*.

Based on the informants' views, customer complaint management is the process of handling dissatisfaction with a company's services, products, or programs. This involves key stages:

receiving and reporting complaints, listening and empathizing with customers, apologizing, providing necessary information, and resolving complaints. The primary goal is to ensure complaints are effectively managed and customers are satisfied with the solutions provided.

As a department responsible for handling customer complaints or grievances, the Customer Care Department has established workflows or processes for addressing complaints and claims submitted by customers. Based on informant interviews, PT X's Customer Care Department manages customer complaints through a structured process from receipt to resolution. Complaints can be submitted via branches nationwide, the Call Center (via call or chat), or the company's website/app. Customer Service Officers and the Call Center initially respond to complaints, which are then logged into the system. Minor issues are handled directly, while complex matters, like claims, require customers to fill out specific forms. The Customer Care Team verifies and monitors complaint resolutions, closing tickets upon completion. The process distinguishes between standard complaints and those requiring compensation, emphasizing relationship recovery with customers.

According to Puariesthaufani & Khair (2023), Lestari & Yuningsih (2020), and Mursalim (2018), to achieve effective complaint management, five main dimensions must be met: commitment, fairness, visibility, responsiveness, and simplicity. Commitment demonstrates that every member of the company strives to listen to and resolve customer issues, involving all levels of the organization. PT X's Customer Care Department demonstrates this commitment in handling customer complaints and claims, prioritizing customer satisfaction as the company's focus. Based on the statements from the informants, it can be concluded that the existence of the Customer Care Department demonstrates PT X's commitment to focusing on customer needs and satisfaction. Another commitment shown is that the company implements complaint management based on Standard Operating Procedures (SOPs), Service Level Agreements (SLAs), and matrices established for handling complaints and claims. Moreover, the company is committed to facilitating customer claims and taking responsibility in case of any mistakes made by the company.

The second dimension is Fairness. Fairness here means that in implementing customer complaint management, both the company and the customers should feel equally treated fairly. This implies that not only is the company expected to be fair to its customers, but customers also need to understand and adhere to the procedures or regulations related to submitting complaints. Regarding this fairness dimension, PT X's Customer Care Department has implemented fairness towards its customers in the same manner without discriminating against customer status. Based on the results of interviews with informants, it is evident that overall, the company endeavors to apply principles of fairness in handling complaints and claims by adhering to Standard Operating Procedures (SOPs), cost/claim matrices, and ensuring transparency in the complaint and claim handling processes. However, the perception of fairness may vary among customers, depending on their adherence to terms and conditions and their acceptance of the company's decisions and responsibilities.

The third dimension is Visibility. Visibility here means that the company makes the complaint handling process visible to customers, where company employees provide comprehensive and easily accessible information regarding procedures, rights, and obligations in the complaint submission process. The complaint management process implemented by the Customer Care Department has reflected the visibility dimension by how clear and transparent



the procedures or processes for submitting customer complaints and claims are. Based on the interview results, PT X demonstrates its commitment to the visibility of complaint management by providing easy access to information about the complaint and claim submission process for customers. Additionally, complaints can be submitted through various channels, including visiting branches directly, using the Call Center, or through the website and auction application. These options are tailored to accommodate customer preferences and conditions for expressing dissatisfaction.

Responsiveness is the fourth dimension and is crucial in customer complaint management. Companies must ensure that they can respond quickly, accurately, and efficiently to complaints or issues raised by customers. As the party responsible for handling customer complaints, PT X strives to respond promptly and effectively to customer needs, questions, and complaints. One aspect of responsiveness in customer complaint management can be seen in the time taken to resolve issues or fulfill customer requests. Based on the interviews with the informants, it can be concluded that overall, the company has clear SLAs for handling complaints, approximately 2-3 days for complaints and 5-7 days for claims. However, actual times may vary depending on the complexity of the case and involvement of third parties or other departments. Internal processes involving escalation and confirmation with customers also impact the speed of handling.

The fifth dimension is simplicity, which means the company provides ease through the media or facilities provided for customers to express their complaints. By offering easily accessible and user-friendly channels, the company ensures that customers can voice their complaints without obstacles. In line with this simplicity dimension, PT X's Customer Care Department has provided various accessible channels for customers to lodge complaints and claims, continuously improving to ensure that this process remains straightforward and efficient. Based on the interview results, most informants find the complaint management by the Customer Care Department of PT X quite easy, although one informant mentioned that this simplicity is still being improved through internal policy updates and enhancements to enhance effectiveness and responsiveness to customer needs.

#### **4.2 Barriers to Customer Complaint Management by the PT X Customer Care Department**

Customer Care departments often face various challenges in managing customer complaints. One of the main obstacles the team encounters is the diverse range of customer personalities when they lodge complaints. Customers who express their complaints with high emotions and anger pose a unique challenge for the Customer Care team at PT X. Despite this, they strive to provide optimal service until the complaint is resolved. This aligns with findings from interviews with an informant who is an employee of the Customer Care Department at PT X.

Participant B: *“The challenge I feel when responding to customers is when they express their complaints angrily or when we are unable to reach them again, or there is a misunderstanding with the customer.”*

Participant C: *“The challenge I have faced is dealing with customers who come directly to the Head Office because there was a case of fraud involving PT X. Customers express this with emotions or anger”.*

Participant D: *“The obstacle I experience is dealing with different customer personalities and how we handle customers who express their complaints emotionally”.*

In addition to the challenges faced by Customer Care Analysts and Customer Care Officers at PT X, the Function Head of the Customer Care Department also encounters its own set of challenges as the highest management authority in the implementation of customer complaint management.

Participant A: *“The challenge I feel is ignorance. Ignorance here is not related to knowledge, but rather that we don’t know what the customer will say, we don’t know what the customer will demand, or what their buyer profile is – whether they are wealthy or not, because that will significantly affect things. When they are middle class or above, even a small issue can turn into a big complaint, but if, for example, they are lower middle class, it can still be resolved amicably. My entire team must be able to assess who they are talking to; that is a big challenge. If we cannot know or understand the buyer profile, it will result in handling the complaint incorrectly. Incorrect handling will lead to the wrong outcome, where what was initially a complaint could turn into a claim”.*

Based on what Participant A, as the Function Head, mentioned, the challenge or obstacle experienced is related to ignorance about what kind of requests are associated with customer complaints. The Customer Care team needs to know the customer’s profile who is lodging the complaint so they can adjust the best handling according to the customer’s profile. In this case, a good and thorough understanding of the customer’s needs is required to avoid mistakes in handling customer complaints or grievances.

#### **4.3 Solutions to Barriers to Customer Complaint Management by the PT X Customer Care Department**

In facing various obstacles encountered by the Customer Care Department team, effective solutions are needed to reduce or overcome these issues during the implementation of complaint management. Based on the experiences of several employees handling customer complaints related to unsatisfactory services at PT X, here are the proposed solutions from interviews with informants:

Participant B: *“The solution is to listen to the customer, try to understand their complaint first, and once the customer feels calmer, approach them persuasively”.*

Participant C: *“Regarding the challenge of dealing with customers who express their complaints with anger or emotion, we first listen to their entire complaint, then provide understanding and accurate information based on the situation. If a customer is already disappointed, our team usually visits them to apologize and may offer a small gift as a gesture of apology”.*

Participant D: *“Take a flexible approach when dealing with complaints or grievances from customers in an uncomfortable manner. Adapt to the situation and the person speaking, strive to be professional, and listen attentively to the customer”.*

Based on these statements, it can be concluded that the approach Customer Care professionals should take when dealing with customers who have different complaint styles, including those who express complaints with anger and strong emotions, is to maintain professionalism and emotional control. Customer Care staff need to show empathy, listen carefully to customer grievances, and seek appropriate solutions to the issues raised.

In addition to the solutions provided by Customer Care Analysts and Officers, another perspective was shared by the Function Head of Customer Care regarding strategies to address encountered challenges:

Participant A: *“To address these obstacles, first, conduct training sessions. Second, build experience or 'flight hours' in handling customer complaints calmly. Third, always review the complaint ticket thoroughly before handling. Complaint handling has two stages: the initial conversation and escalation handling. In the initial stage, understand the buyer's profile; in the second stage, understand what they are saying or the cause of their complaint, avoiding repetitive questioning of the customer”.*

From Participant A's interview, several solutions are outlined for addressing challenges in handling customer complaints. Firstly, conduct comprehensive training for all parties involved in complaint handling, including Customer Care Officers at branches, Call Center teams, Head Office Customer Care teams, and team leaders. Secondly, emphasize the importance of Customer Service experience in maintaining composure, emotional control, and public speaking skills. Thirdly, ensure a thorough understanding of customer profiles and issues presented in complaint tickets upon their submission, enabling more effective complaint handling and providing appropriate solutions.

## **5. Discussion**

Customer complaint management involves managing customer complaints to maintain satisfaction and improve service quality. According to (Harwindito et al., 2019), it is a strategy to handle customer dissatisfaction effectively, aiming to retain customers and support business development. The process includes receiving, recording, processing, responding to, and resolving complaints. (Yulianto, 2020) states that it involves systematic steps from receiving to resolving complaints. PT X's Customer Care Department has implemented this process. Complaints can be submitted via branch offices, call centers, websites, or auction applications. The department records all complaints for monitoring and follow-up. Customer Service Officers process complaints by listening, empathizing, and understanding customer dissatisfaction. Quick and appropriate responses are provided, and resolutions include apologies, claim settlements, and necessary corrective actions.

Successful complaint management requires addressing key dimensions as per (Puariesthaufani & Khair, 2023); (Lestari & Yuningsih, 2020); and (Mursalim, 2018): (1) Commitment: PT X shows a commitment to handling complaints through clear SOPs, SLAs, and cost/claim matrices. The Customer Care Department focuses on customer needs and satisfaction, with a strong commitment to resolving issues and improving product and service quality; (2) Fairness: PT X ensures fair treatment of all customers, regardless of status. Decisions are based on customer feedback and predefined SOPs, ensuring fairness and equity in complaint resolution; (3) Visibility: Complaint and claim procedures are transparent and easily accessible via various channels, including branches, call centers, websites, and auction applications. Clear information is provided to customers and employees to ensure effective complaint management; (4) Responsiveness: PT X responds quickly and effectively to complaints, with an SLA of 2-3 days for complaints and 5-7 days for claims. Actual resolution times may vary based on case complexity and internal processes; (5) Simplicity: The complaint submission process is straightforward and accessible, with multiple channels available. PT X

continuously strives to keep the process simple and improve internal policies related to complaints and claims.

Customer Care's complaint management at PT X is generally effective but faces challenges due to the diverse nature of customer behaviors. Key difficulties include handling customers with high emotions and anger, as well as those who are hard to recontact or misunderstandings with customers. According to (Ahmad et al., 2024), customer service faces complex challenges in dealing with various customer characteristics, from cooperative to demanding customers. Managing complaints from emotional customers requires specific skills to handle situations wisely and empathetically. Additionally, a significant challenge noted by the Function Head of Customer Care is the lack of understanding of customer profiles and requests. (Situmeang, 2023) emphasizes that handling complaints from diverse backgrounds and personalities is crucial, as poor management can negatively impact customer perceptions of the company's service system. Thus, a deep understanding of customer profiles and needs is essential for effective complaint handling.

To address the challenges in customer complaint management, PT X's Customer Care Department has implemented several effective solutions. One key strategy is listening to complaints with empathy and patience. (Isro'ani & Jatmiko, 2022) highlight the importance of empathy when dealing with angry customers, as it helps to fully understand the issue. Providing clear information about the situation helps customers understand the context and enhances transparency. Effective communication skills are essential for Customer Care employees to offer appropriate solutions and respond quickly, as noted by (Dyahjatmayanti & Febrianto, 2023). When customers are disappointed or angry, it's crucial for Customer Care to apologize for the inconvenience, demonstrating responsibility and willingness to correct mistakes. (Tjiptono, 2019) emphasizes responding quickly and sincerely, understanding the customer's perspective, acknowledging mistakes, and using easy-to-understand language. (Delima & Hafisah, 2021) suggest calming customers with apologies, asking empathetic questions, confirming complaints, and offering alternative solutions. To prevent recurring complaints, (Tjiptono, 2019) recommends improving service procedures, customer service behavior, performance standards, and focusing on customer needs. Customer Care Function Head emphasizes training and skills development for the team, covering customer profiles, communication, emotional management, and conflict resolution. (Finthariasari et al., 2022) assert that training enhances employee quality and performance. A persuasive approach in handling complaints helps build good relationships and trust with customers.

## **6. Conclusion, Implication, and Recommendation**

The conclusion of this research is that PT X has implemented comprehensive and structured customer complaint management through the Customer Care Department, which includes stages from receiving complaints to resolving complaints with the support of SOPs, SLAs and clear cost or claim matrices. Although this process generally goes well, PT X faces obstacles in handling various customer characters, especially those who are emotional or difficult to recontact and require an understanding of the customer profile. To overcome this obstacle, PT X listened to complaints with empathy, provided clear information, and apologized for any inconvenience. In addition, the company emphasizes training and skills development for the Customer Care team in communication, emotional management and

conflict handling to increase effectiveness and prevent the recurrence of similar complaints. The implications of this research reveal that PT X's Customer Care Department has implemented effective customer complaint management, demonstrated through a coherent process from receiving to resolving complaints. PT X's complaint management includes a commitment to handling complaints, fair treatment of customers, providing accessible information for filing complaints, clear handling time provisions, and easily accessible complaint handling facilities. Researchers recommend that future studies increase the number of informants or participants, including not only those from the Customer Care Department but also customers, to obtain more accurate data. It is also recommended to extend the research duration to gather more comprehensive data through direct observation. Additionally, future research should incorporate a greater number of theories and research objects to serve as comparisons when drawing conclusions.

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