

Customer Complaint Handling Services at the Regional Public Company for Drinking Water (PERUMDA) Tirta Giri Nata Cirebon City

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Abstract

This research is based on the need for clean water, a vital human need. PERUMDA Tirta Giri Nata Cirebon City is a BUMD responsible for providing clean water in Cirebon City. It has a complaint service to handle various customer problems. This study aims to discover the Customer Complaint Handling Service at the Tirta Giri Nata Regional Public Company (PERUMDA) Tirta Giri Nata, Cirebon City. The research method is qualitative descriptive, using data collection techniques through interviews, observations, and documentation. Public services are a benchmark for the performance of government agencies, and PERUMDA, as one of the BUMDs, is required to provide optimal water services to the community. Along with the times, the public bureaucracy must be more responsive and continue improving its services' quality. This study measures punctuality, service accuracy, politeness, and friendliness of employees, ease of getting services, comfort, service support facilities, and obstacles and efforts. There are still several aspects that need to be improved by PERUMDA Tirta Giri Nata Cirebon City, such as clarity of information regarding the certainty of complaint settlement time, disclosure of information regarding the certainty of complaint settlement time, and more friendly facilities for people with disabilities.

Keywords: service, handling, customer complaints

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INTRODUCTION

Water is a basic need for human life that God Almighty bestows for all life on earth, one of which is the need for drinking water. This is by the provisions of Law of the Republic of Indonesia Number 17 of 2019 concerning Water Resources, which explains that the development of drinking water supply systems is the responsibility of the government and local governments to achieve community welfare. (*Law Number 17 of 2019 concerning Water Resources*, n.d.)

Water is one of the public goods consumed by the community, managed by the state, and guaranteed by the government, so a management system related to water supply is needed to support the community's water needs. Therefore, good water management is one way to optimize regional water distribution. But in reality, the amount of water available is limited, making it difficult for people to get clean water, so the need for clean water is not fully met. Water is important in supporting the well-being and development of the community's well-

being. As the population increases, the need for water increases, which will increase further. (Syafirah & Nawangsari, 2021)

According to law no. 23 Article 1 paragraph 5 of the 2014 Law on Government Affairs is a Government Power which is the power of the President and is implemented by central ministries and local government organizers to protect, serve, empower, and prosper the community. Government affairs in public works are transferred to the regions to transfer drinking water services to local governments. In addition, the implementation is handed over to agencies through regional regulations. The agency is the Regional Public Drinking Water Company (PERUMDA), where PERUMDA is a regionally-owned enterprise. (Istiqomah & Takwin, 2020) Drinking water companies are managed by the government the regions engaged of distribution of for, both humans, animals, is because air is important for life and security, especially for people who need air for drinking, drinking, menisci, etc. (Riyanto, 2018)

The management and provision of clean water in Cirebon City are owned by a Regionally Owned Enterprise (BUMD) under the name of the Regional Public Company for Drinking Water (PERUMDA) Tirta Giri Nata Cirebon City, which was established in 1958. To achieve PERUMDA's goal of achieving clean water, it is necessary to provide good public services, including administrative and technical complaint services, to the community. Each office, branch or service unit handles all complaint services. This service is needed to help various community problems get immediate treatment so that these problems can be solved quickly and appropriately. (*PERUMDA Tirta Giri Nata Cirebon City*, n.d.)

Service is an activity carried out by the organization as an answer to the needs of consumers, which will leave a lonely person for consumers. With a good service, consumers feel sensible, so (Aprilia et al., 2020)

Sinan Bella, in the book "Public Service Reform" (2014: 5), states, "Public service is the satisfaction of the wants and needs of the community by state managers. The goal is to improve public services." In essence, the state means that "the government (bureaucracy) must be able to meet the needs of the community. The needs here are not individual needs, but various needs that are actually expected by the community, such as the need for health, education, and others." Thus, public services refer to the services provided by institutions community (Sinambela, 2008).

The Regional Public Company for Drinking Water (PERUMDA) Tirta Giri Nata Cirebon City is a regionally owned enterprise (BUMD) that operates the drinking water supply system in Cirebon City. PERUMDA Tirta Giri Nata is needed to meet the need for clean water. PERUMDA Tirta Giri Nata Cirebon City is also a community service unit. As a community service unit, especially in water distribution, PERUMDA Tirta Giri Nata must make customers/communities feel satisfied with the services provided. As a company engaged in water distribution, PERUMDA Tirta Giri Nata must always pay attention to water quality, infrastructure maintenance, etc. Suppose PERUMDA Tirta Giri Nata does not pay attention to these things, especially customer satisfaction with the services provided by PERUMDA. In that case, there will be many customer complaints or complaints.

Based on observations made by researchers, there are many public complaints about the PERUMDA Tirta Giri Nata Cirebon City service against administrative and technical customer complaints. One of the services that customers complain about is that the complaint process is not transparent, and customers do not get adequate explanations or information regarding the certainty of the waiting time for the complaint process, both administratively and technically. This creates confusion and anxiety for customers, especially those needing urgent handling. Water pipe leaks often occur in various areas, causing water waste and disrupting community activities. This shows the lack of adequate infrastructure maintenance by PERUMDA Tirta Giri Nata, and customers often receive water bills that are not by their water usage, which causes distrust and disappointment in the water meter recording system and billing process.

Previous research conducted by Yanto Heryanto, such as Service Quality the Regional Drinking Water Company (PDAMI)

The formulation of the problem in this study is 1) How is the Service for Handling Customer Complaints at the Regional Public Company of Drinking Water (PERUMDA) Tirta Giri Nata, Cirebon City 2) What are the obstacles faced by PERUMDA Tirta Giri Nata, Cirebon City, 3) What are the efforts made by PERUMDA Tirta Giri Nata, Cirebon City in handling complaints made by customers. So the objectives of this study are 1) To find out the Customer Complaint Handling Service at the Regional Public Company of Drinking Water (PERUMDA) Tirta Giri Nata Cirebon City 2) To find out the obstacles faced by PERUMDA Tirta Giri Nata Cirebon City in dealing with complaints made by customers 3) To find out the efforts made by PERUMDA Tirta Giri Nata Cirebon City in handling complaints made by customers.

RESEARCH METHODS

This study uses descriptive qualitative research. The researcher chose to use descriptive qualitative research because it gives voice to management. In this research, it is important to understand their perspective directly, such as the title that the researcher raised, Customer Complaint Handling Services at the Regional Public Company of Drinking Water (PERUMDA) Tirta Giri Nata Cirebon City. The researcher wants to know the perspective of customers directly towards the service that wPERUMDA Tirta Giri Nata Cirebon City gavity. Descriptive qualitative research also delves into a phenomenon in depth and comprehensively. Descriptive qualitative research aims to describe the object being studied by exploring facts and data by certain goals or fields and describing situations or events in real life. (Prof. Lexy J. Moloeng, 2014) The qualitative method focuses on raising facts and circumstances, highlights the process and meaning contained in the phenomena that occur during the research, and presents it as it is. (Wulandari et al., 2021)

The subject of the study is a customer of PERUMDA

Tirta Giri Nata Cirebon City. The determination of customers as informants is carried out through an administrative technique, namely appointing customers that the researcher finds at the research location when submitting complaints to PERUMDA Tirta Giri Nata Cirebon City and PERUMDA Tirta Giri Nata Cirebon City employees. The determination of PERUMDA employees as informants uses *purposive techniques*, namely the appointment of research subjects, which is aimed directly at employees the researcher considers to be interested in and understand the problem being researched. Meanwhile, the key informants are:

1. Sri Widianwati, S.T. (Head of Customer Service)
2. Teguh Budiman (Head of Customer Data Evaluation and Complaint Subdivision)
3. Yuriska Nur Larasati (Water Usage Recording Admin)
4. Namira Ulfah, A.Md. (Customer Data Evaluation and Complaint Staff)

Data collection techniques: the data collected by the researcher are as follows: 1) Literature Study, which is a data collection technique by studying literature, books, documents and other written sources that are related to the problem that the author uses as reference material and reference for research 2) Field Study, consisting of Observation, which is a data collection technique by holding direct observations at the research location, Interviews, namely data collection methods, information mining through (Sugiyono, 2017) *face-to-face* questions and answers with pre-defined question instruments 3) The study of documents, that is, the record of events that have

Data validity verification and triangulation techniques are used to check the validity of data from various sources in various ways and at different times. Therefore, there are various

types of triangulation based on the type of triangulation, such as of the results of observations in the field and the results informants 2) Make a comparison of the data between what is broadcast in the public room and what is conveyed in the private room 3) Make a comparison between the results of the interview and documents obtained from other sources.

Data analysis technique

The data collection technique obtained by the researcher through interviews, observations, and documentation using Gaspersz Theory has six indicators (Hardiyansyah, 2018)

1. Punctuality, including waiting time and processing time. This is closely related to the professionalism of government officials. High professionalism will show actions that obey the law, values, and principles in public service.
2. Service accuracy, which includes being free from errors. The public services provided to the Tuas community will have an impact on all recipients of public services. Therefore, the public services provided must be the result of studies that have previously been conducted. The accuracy of public services will be created when the formulation of public services has gone through a trial before being applied to the community. Apparatus, in this case, also needs to receive training to understand and implement the service system. Thus, the apparatus will serve with guaranteed quality so that they can find solutions to community problems related to public services. Service accuracy requires continuous improvement in value following the needs of the community in public services.
3. Politeness and friendliness in providing service. This has been regulated in the Public Service Law, which is related to the values in the principles of public service. This indicator is often underestimated but is one of the main factors in the quality of public services that is very important. When the services provided override this factor, comfort will not be created, and in the end, the community will be dissatisfied with the services that have been provided. This means that the quality of public services will not be created if the indicators of politeness and hospitality are ignored.
4. Ease of getting services. This is manifested by supporting facilities in service; for example, the resources of the organizing apparatus are sufficient, and the supporting facilities in the office are also complete and strategically located so that they are easy to reach. This indicator is a basic need in the implementation of public services.
5. Convenience in obtaining services. Comfort is related to service rooms, waiting rooms, toilets, cleanliness, and other things. Comfort is indeed not a program that directly leads to the provision of services substantially; rather, it is ethics and aesthetics that can be considered as a supporting factor for indicators. Convenience will foster service recipient satisfaction, and service recipient satisfaction is a sign of quality service.
6. Service support facilities, such as parking lots, information availability, seating and so on. These supporting facilities are needed to complement public services. In essence, the existence of public service facilities will increase public satisfaction for the sake of improving the quality of public services.

RESULTS AND DISCUSSION

Research Results

The implementation of public services is a form of effort to fulfil the right of all people to obtain services for the needs of goods, services, and administrative services, which are the functions of the state in order to create people's welfare. (Herdini & Widiyarta, 2020) The object of this research is the Service of Handling at the Regional Public Company of Drinking Water (PP No 54, 2017) about Regional-Owned Enterprises, which aims to provide benefits for the development of the Regional economy, organize public benefits in the form of providing quality goods and services for the fulfilment of people's livelihoods according to the conditions,

characteristics and potentials of the Region concerned based on good corporate governance and increasing local government income.

Customer service at PDAM receives various complaints. These various complaints can be submitted directly or through social media. According to Rambat Lupiyoadi in the journal (Nugroho Dwi Priyohadi et al., n.d.) products or services that are used. Customer complaints must be treated as "input" for the organization or company and provide an opportunity for service improvement PERUMDA is not only seen as a BUMD that is required to be profit-oriented but also as one of the economic actors who provide satisfaction to the community as consumers. This condition is an undeniable reality because, on the one hand, the rapid population growth results in the potential for water availability getting smaller, while on the other hand, the amount of water demand continues to increase. Currently, PERUMDA is the only public service company in the field of clean water supply, which is coloured by the community as consumers. PERUMDA Tirta Giri Nata Cirebon City has tried to provide services to meet the need for clean water, but its service often receives complaints from the community or customers. (Apriliansa & Sukaris, 2022)

The problems that are often faced by PERUMDA Tirta Giri Nata Cirebon City are seen from customer complaints, both administrative complaints and technical complaints. The following is data on customer complaints in 2023, both administratively and technically:

Table 1. 2023 Subscription Service Report Recapitulation

No	Report Types	Monthly Data for 2023												Sum	Information
		JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	SEP	OCT	NOV	DEC		
1	Administrative Complaints	238	209	186	189	228	221	198	155	179	182	129	160	2.274	Number of customers complaining
2	Technical Complaint Report (Distribution)	450	360	426	261	366	328	295	305	299	337	376	299	4.102	Number of customers complaining
3	Technical Complaint Report (Terra Metter Air)	488	664	697	651	550	641	1.734	1.569	1.586	1.822	2.139	2.357	14.898	Number of customers complaining
Total		1.176	1.233	1.309	1.101	1.144	1.190	2.227	2.029	2.064	2.341	2.644	2.816	21.274	

Source: PERUMDA Tirta Giri Nata Cirebon City

Based on Table 1, the Complaint Service unit consists of administrative complaints and technical complaints:

Administrative complaints are divided into complaints of increased usage, complaints of accumulation due to leaks (related to accounts), and changes in drinking water tariffs. The standard operating procedure or flow is that customers come to PERUMDA during operational hours, namely, 07.45 to 14.00 WIB. The flow of administrative complaints is that customers come directly to the complaint service section, bringing a water account and a photo of the meter. After that, go to the complaint staff section to check and analyze what the customer

wants to complain about. Then, the complaint staff checks the customer's data. If the number in the account is greater than the number in the meter, it means that the fault is in perpetuity. After checking the data, if there is an error that does not match the number in the meter from the complaint staff, there will be a check by the field officer from PUPG. After checking, there will be a photo of the latest meter related to the obstacles experienced. After the field check, it will be analyzed by the HEAD OF SUBDIVISION, HEAD OF LP, HEAD OF BM, and HEAD OF DEPARTMENT. After analysis, if the data obtained is incorrect in Perumda, it will be changed to the financial section (if the account is changed) in the data processing section if there is a reading error in Perumda. However, if the data is correct, the staff will tell the customer not to enter the finance department. Then, the customer is told to go to the office to pay because the data is correct.

Technical complaints are divided into pipe leaks, water not coming out, dirty water or smell, and broken water meters. The standard operating procedure or flow is that customers come to PERUMDA during operational hours, namely, 07.45 to 14.00 WIB. The flow of complaints about technical problems is that customers come directly to the complaint service department by bringing a Perumda account, and then the data will be input by the complaint staff to be used in the technical field of the distribution department. Then, what will process and check directly to the field related to technical problems is the distribution section.

Based on the complaint table above, most complaints made by customers are complaints about technical problems due to frequent pipe leaks, damaged water meters, water not coming out and others, while most complaints made by customers about administration are the occurrence of a surge in bills. With that, the researcher analyzed customer relationship compliant services (administration) and subscription relationship complaints (technical), and the types of complaints

Discussion

Based on the results of research that has been carried out services in the Public Company of the Air Region

1. Timeliness

Punctuality, including waiting time and processing time. This is closely related to the professionalism of government officials. High professionalism will show actions that obey the law, values, and principles in public service.

Regarding the timeliness of service or the certainty of service delivery, it is stated by the subscriber "Lack of information regarding the certainty of the time for the follow-up that has been submitted, because there is indeed a lack of explanation or information regarding the certainty of waiting for the follow-up of the complaint service". (interview March 6, 2024, at 10.35 a.m.).

The quality of service can be seen from the fast and timely service organizers. Quality service if there is the standard time of complaint service at PERUMDA "We inform customers that the time needed to follow up on customer complaints related to administrative problems is when the customer complains about administrative problems, we immediately follow up when the customer complains, but if the customer complains about technical problems, the standard time that applies is a maximum of 7 working days, because if the problem is about the complaint technique that comes in a lot while the employees on duty in the field are limited, then many complaints are cannot be solved according to customer expectations". (interview March 9, 2024, 09.00).

Based on the results of the interview above regarding punctuality, the researcher analyzed that Cirebon City faces challenges in providing services with punctuality standards to customers. The lack of information regarding the certainty of time for the follow-up of complaints is one of the factors that need to be improved.

PERUMDA Cirebon City strives to always handle complaints made by customers quickly complaints of administrative problems. PERUMDA tries to follow up directly when customers complain, but for technical complaints, PERUMDA gives a maximum of 7 days to follow up on the complaint.

2. Service Accuracy

Service accuracy is related to the reality or provision of services that are accurate, free from errors, and in accordance with what is expected by customers. With regard to the accuracy of the complaint service, it is stated by the customer that:

"In responding to and resolving complaints related to services, such as pipe damage and the level of accuracy in recording the use of water meters against the bills received. PERUMDA Cirebon City informs that complaints the meter are the responsibility of PERUMDA, If the complaint is after the meter, it is our responsibility as customers. For example, leaking a PERUMDA meter that is repaired free of charge, if the meter is damaged, it is free from PERUMDA. As a meter of customer responsibility." (interview March 6, 2024, at 13.15).

Service accuracy must always be improved so that customers can always believe in the services that PERUMDA provides. Regarding the accuracy of services at PERUMDA Cirebon City, based on the author's interview with employees, it was stated that:

"For the quality or quality of PERUMDA Cirebon City, there is a handle in accordance with the SOP, so we work in accordance with the existing SOP and in accordance with what is complained about by customers." (interview March 9, 2024, at 09.15).

Based on the results of the interview above, related to the accuracy of service, the researcher analyzed that PERUMDA Cirebon City has already provided accurate services to customers in accordance with applicable SOPs and ensured that every complaint process carried out by customers was handled quickly and appropriately. PERUMDA is committed to providing accurate and efficient services so that customers feel satisfied and trust PERUMDA's services.

3. Courtesy and Hospitality

Courtesy and friendliness in providing services, especially for those who interact directly with external consumers. The service image of the service industry is very much determined by the people of the company who are at the forefront of serving external consumers directly. With regard to the courtesy and friendliness of the employees, it is conveyed by the customer that:

"I feel that the service at PERUMDA is quite polite and friendly. The officers there always provide clear information and smile when indeed I still don't understand what has been explained by the employees, it's just that when it's still working hours, sometimes employees are eating or drinking and snacking outside even though it's not time to rest." (interview March 6, 2024, at 13.40).

The politeness and friendliness of employees are to see the extent of the attitude of or complaints. Regarding the courtesy and friendliness of employees, it is conveyed by employees that:

"As a public service, of course, the polite and friendly attitude must exist as an employee to customers as politeness and friendliness that have been regulated in the Public Service Law related to the values in the principles of public service. This indicator is often underestimated but is one of the main factors in providing satisfaction to customers. When the service provided overrides this factor, comfort will not be created in the end customers will not be satisfied with the service that has been provided." (interview March 9, 2024, at 09.30).

Based on the results of the interview above regarding the politeness and friendliness of employees, the researcher analyzed that the politeness and friendliness of employees at PERUMDA Cirebon City was considered quite good by customers, who appreciated the

friendly attitude and the provision of clear information in responding to complaints or complaints. However, there is input related to the behaviour of employees during working hours who sometimes eat, drink, or buy food outside, even though it is not time to rest.

4. Ease of Getting Services

The ease of getting services is realized by supporting facilities in the service; for example, the resources of the organizing apparatus are sufficient, and the supporting facilities in the office are also complete and strategically located so that it is easy to reach. This indicator is a basic need in the implementation of public services. Regarding the ease of obtaining services, the customer conveyed that:

"I find it quite easy to get services at PERUMDA. They have several service counters, I feel that the waiting time to get services at PERUMDA is quite reasonable. Although sometimes at the end of the month there are quite a lot of queues, but the employees there work efficiently to serve customers as soon as possible." (interview March 7, 2024, at 10.10 a.m.).

Regarding the ease of obtaining services, based on interviews conducted by the author with employees, it is stated that:

"We ensure easy access by providing various communication channels, such as telephone, email, and social media services. In addition, we also have a customer service center that is ready to help with customer questions or complaints directly." (interview March 9, 2024, at 09.45).

Based on interviews obtained by researchers regarding the ease of obtaining services, researchers analyzed that PERUMDA Cirebon City has shown a strong commitment to improving customer comfort and satisfaction. Although there are sometimes long queues towards the end of the month, employees at PERUMDA Cirebon City work efficiently to serve customers.

5. Convenience of Getting Services

Comfort here is related to service rooms, waiting rooms, toilets, cleanliness, and other things. Comfort will foster the satisfaction of service recipients, and satisfaction is one of the signs of quality service. With regard to the convenience of getting service, it is stated by the customer that:

"I feel quite comfortable and satisfied with the service provided by PERUMDA. They are always responsive to my complaints and questions, PERUMDA also has a notification system to customers when there is a disruption or outage. For example, by sending messages via SMS or notifications on mobile applications. This will help customers to be better prepared for such disruptions." (interview March 7, 2024, at 11.30 a.m.).

Regarding the comfort of getting services, based on interviews conducted by the author with employees, it is stated that:

"In my opinion, comfort in getting services at PERUMDA is very important. We always strive to provide friendly and fast service to customers. For example, by providing responsive customer service by phone or email, as well as providing clear and easy-to-understand information about billing and other service procedures. In addition, we also ensure that our field officers are equipped with adequate knowledge and skills to handle issues quickly and efficiently. All of this aims to ensure that customers feel valued and heard when interacting with PERUMDA." (interview March 9, 2024, 10.00).

Based on the interviews obtained regarding the convenience of getting services, the researcher analyzed that PERUMDA Cirebon City has tried to ensure ease of access for customers by providing various media, communication channels, and customer service centres. PERUMDA strives to take various steps, such as providing responsive customer service through various communication channels, providing clear and easy-to-understand information, and training field officers with adequate skills. These measures aim to ensure that customers feel valued, heard, and satisfied with the services provided by PERUMDA Cirebon City.

6. Service Support Facilities

Service support facilities, such as parking lots, information availability, seating and so on. This supporting facility is designed to complement public services. In essence, the existence of public service facilities will increase customer satisfaction for the sake of creating good public services. With regard to service support facilities, it is stated by customers that:

"Overall, I feel that the existing facilities are quite satisfactory. However, it is not friendly to people with disabilities because the interior of the office is not accessible to everyone, so it is important to increase access to disabilities for the convenience of customers with disabilities in using services. Examples include providing wheelchairs and special lanes for those who use wheelchairs or canes. In order to be able to evaluate to improve existing facilities and services to be more disability-friendly." (interview March 8, 2024, at 11.00 a.m.).

Regarding the service support facilities, based on the interviews conducted by the author with employees, it is stated that:

"We continue to strive to improve existing facilities, we always hold a facility check every 2 months, if there are inadequate facilities, we will immediately repair or replace the facilities." (interview March 9, 2024, at 10.15 a.m.).

Based on the results of the interviews that have been conducted above regarding service support facilities, the researcher analyzed the importance of improving accessibility and services for people with disabilities. There are still shortcomings in the facilities provided. Customers expressed inconvenience because the interior of the office is not yet accessible to everyone, especially people with disabilities, because there is no special access.

On the other hand, the company stated its commitment to improve services by always checking existing facilities every two months.

Obstacles faced by the Tirta Giri Nata Regional Drinking Water Public Company (PERUMDA) Cirebon City

Based on the results of research that has been conducted by researchers regarding Customer Complaint Handling Services at PERUMDA Tirta Giri Nata, Cirebon City, the obstacle faced is the lack of customer understanding of the procedures set by PERUMDA. Lack of customer understanding of the procedures set by PERUMDA Tirta Giri Nata Cirebon City is one of the main obstacles to complaint handling services.

An example of the customer's lack of understanding of engineering problems is that the customer knows that if there is damage or leakage in the pipeline, it is PERUMDA's responsibility, even though if the damage or leakage occurs after the meter is the responsibility of the customer himself. Meanwhile, the obstacle faced in the administration department is the presence of customers who complain about the soaring account bills that are different from the previous month's bills.

Another obstacle faced by the Cirebon City PERUMDA is the occurrence of a surge in customer complaints at the end of the month. Long queues can be seen at each complaint counter towards the end of the month.

The lack of supporting facilities for people with disabilities is also an obstacle faced by the Cirebon City PERUMDA, which must be paid more attention to because it can make it difficult for people with disabilities to make complaints. Without adequate access, people with disabilities may have great difficulty reaching the complaint counter and communicating their concerns with customer service staff. This situation is not only unfair but also violates their human right to equal service.

Another obstacle that must be considered by PERUMDA Cirebon City is the habit of employees eating and snacking during working hours, which not only creates the impression of being less professional but also interferes with the comfort of customers who come to get services. Although it may seem trivial, this behaviour can give the impression that employees

do not value work time or do not focus on customer needs. Over time, this can damage the company's image and reduce customer trust in the services provided.

The lack of clarity regarding the certainty of time is also an obstacle for PERUMDA Cirebon City because it can make customers confused about the follow-up to complaints that have been submitted, indicating that there is a deficiency in providing an adequate explanation of the complaint handling process. Due to the lack of information provided to customers regarding the steps to be taken once their complaint is received, customers may feel unsure or confused about the time it takes to get a response or follow up on the issue they have reported.

Efforts made by the Regional Public Company for Drinking Water (PERUMDA) Tirta Giri Nata Cirebon City

Efforts that occurred with the existence of Customer Complaint Handling Services at PERUMDA Tirta Giri Nata Cirebon City. Based on the results of research that has been carried out by researchers regarding Customer Complaint Handling Services at PERUMDA Tirta Giri Nata, Cirebon City, the administrative efforts carried out are to provide relief in the form of instalments for the next month. Efforts in techniques to provide understanding and education to customers regarding reported complaints.

PERUMDA of Cirebon City must ensure that their service counters are easily accessible and equipped with adequate facilities, such as comfortable waiting seats, clean waiting areas, and clear information about the services available. To overcome this problem, CIREBON City DELAY can consider several additional steps. One of them is by adding service counters or extending operational hours during this period. Thus, PERUMDA Cirebon City can increase their service capacity and reduce customer waiting time. However, before implementing this step, the Cirebon City PERUMDA must first conduct an analysis to ensure that the step is indeed necessary and effective.

PERUMDA Cirebon City must pay more attention to the various needs that customers with disabilities may have, such as accessibility for wheelchairs or special lanes. By improving accessibility, especially for people with disabilities, the company is not only fulfilling its social responsibility but also opening up opportunities to reach more customers. Before that, a thorough evaluation must be carried out to identify areas where improvements are needed, as well as involve persons with disabilities in the process of evaluation and development of facilities.

The Cirebon City PERUMDA needs to make clear regulations regarding meal, drink, and snack hours for its employees. These regulations must be enforced consistently to create good work discipline among employees. By setting special hours for eating, drinking, and snacking, employees will focus more on their duties during working hours and reduce disruptions that can disrupt service to customers. This regulation also needs to be supported by an effective supervision and control system to ensure employee compliance with the rules that have been set.

PERUMDA Cirebon City must further improve communication and transparency regarding the complaint handling process, provide clearer information about the time needed to follow up and improve the system to be more responsive in handling complaints that have been made by customers in a timely manner.

CONCLUSION

Based on the results of the research and discussion above regarding Customer Complaint Handling Services at the Regional Public Company of Drinking Water (PERUMDA) Tirta Giri Nata, Cirebon City, uses the Gesperz Theory (Hardiyansyah, 2011), which has six indicators, the first of which is regarding timeliness, the standard time for resolving complaints is not publicly informed to customers. Complaints about administrative problems are followed up directly, while technical problems are a maximum of 7 working days. Furthermore, service

accuracy, employees try to provide accurate service according to SOPs. Employees are thorough and understand customer needs. Then, politeness and friendliness: the employees are quite polite and friendly, provide clear information, and help solve problems. Sometimes, employees eat, drink, and snack outside of break hours. In addition, it is easy to get services, there are several service counters, waiting times are reasonable, and employees work efficiently. Various communication channels are available, such as phone, email, social media, and customer service centres. Regarding the convenience of getting service, customers feel comfortable with PERUMDA's responsiveness to complaints and questions. There is a disruption/outage notification system via SMS or mobile application, as well as service support facilities. The facilities are quite satisfactory but not friendly for people with disabilities. It is necessary to improve accessibility for people with disabilities. The complaint handling service at PERUMDA Tirta Giri Nata Cirebon City as a whole has been good. However, there are still several aspects that need to be improved, such as the clarity of information regarding the certainty of complaint settlement time, the disclosure of standard information on complaint settlement time to customers, and more friendly facilities for people with disabilities. By making improvements in these aspects, it is hoped that the quality of service of PERUMDA Tirta Giri Nata Cirebon City can be further improved and provide maximum satisfaction to customers.

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