

Bridging Patient Aspirations: The Effectiveness of Public Complaint Services at RSUD Notopuro Sidoarjo

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ABSTRACT

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The current condition of public services is facing various significant challenges and opportunities. Public services include various types of services provided by the government, one of which is services in the health sector. RSUD R.T. Notopuro Sidoarjo is a type A hospital, in providing services there are still problems such as long queues, slow service and lack of human resources, which are the main obstacles. This study uses a qualitative method with a descriptive research type. Data collection techniques include observation, interviews, documentation. The results of this study indicate that the effectiveness of public complaint services at RSUD R.T. Notopuro Sidoarjo is said to be successful, can be stated as follows by 1) High productivity in handling complaints, shown by the number of staff and complaints resolved within a certain period. 2) Efficient service through fast response times once complaints are received. 3) Quality of service marked by consistency and transparency in complaint handling. 4) Flexibility in offering multiple channels for submitting complaints and adaptive policies. 5) Development of the complaint system is progressing well, supported by sufficient resources and effective use of information technology. 6) Public satisfaction is relatively high, especially in terms of complaint resolution, though some units still require improvement. 7) Service excellence is reflected in overall quality improvements.

INTRODUCTION

Public services today face a multitude of significant challenges and opportunities. The government has recently intensified its efforts to expand access and enhance the quality of these services for all segments of society. Despite advancements in infrastructure and technology, a notable gap persists between the expectations of service delivery and the current realities experienced by citizens. At RSUD R.T Notopuro Sidoarjo, the ideal scenario is to provide efficient, responsive, and high-quality public services, especially in addressing community complaints. However, the actual conditions reveal ongoing issues, such as delays in service, inadequate communication, and a general sense of dissatisfaction among patients. This discrepancy underscores the urgent need for research focused on the effectiveness of community complaint services at RSUD Sidoarjo.

By examining the factors contributing to this gap, this study aims to develop strategies that can improve service delivery. Addressing these challenges is crucial for the hospital to fulfill its mandate and restore public trust. Ultimately, this research will assess the current system's strengths and weaknesses, providing actionable recommendations for enhancing the effectiveness of community complaint services at RSUD R.T NOTOPURO Sidoarjo. Disparities in access still persist, particularly in remote and underdeveloped areas. Public services encompass various types of services provided by the government, one of which is the healthcare sector.

Numerous healthcare programs have been launched to ensure that every individual receives proper medical care. However, issues such as long queues, shortages of medical

personnel, and inadequate healthcare facilities remain major obstacles. The development of healthcare services is part of an innovative effort in bureaucratic reform within the Indonesian government, which is often still perceived as complicated, slow, and inefficient. These shortcomings have led to public dissatisfaction and disappointment. Public pressure has driven the government to make fundamental changes in public service delivery, focusing on improving the quality and effectiveness of services overall (Angelita et al., 2022). The government's commitment to supporting health development is evident in Law No. 36 of 2009, which states that every individual has the right to receive proper healthcare services. This implies that everyone has the right to achieve health independently, including through a healthy environment and access to healthcare services.

East Java is one of the provinces with a relatively large number of active participants in the National Health Insurance (JKN) program. This aligns with the East Java Provincial Government's commitment to register all residents who are not yet enrolled in JKN. The Acting Governor of East Java, Adhy Karyono, emphasized that the JKN Program is part of the implementation of the national social security system, in accordance with Law No. 40 of 2024 concerning the National Social Security System. Although the government has issued regulations to ensure fast and effective healthcare services and has implemented various programs to improve service quality, many challenges remain in their implementation. These issues have resulted in deteriorating hospital services, which need to be addressed.

Currently, the government is striving to enhance public service delivery to build public trust. However, this effort is hindered by the slow provision of services. As a result, the public continues to express disappointment due to delays in receiving services. Therefore, this issue has become a primary focus of the government, which is committed to ongoing improvements and enhancing service quality to better meet the needs of the population.

Hospitals are an important component in supporting the sustainability of public health systems. As institutions that provide public services, hospitals not only function to care for patients but also play an important role in efforts to improve public health comprehensively. RSUD R.T. Notopuro Sidoarjo is one hospital with a very high number of patients and has become the main referral hospital for people from various surrounding areas. It is one of the largest hospitals in the Sidoarjo regency owned by the Sidoarjo Regency government. RSUD R.T. Notopuro Sidoarjo is a type A hospital. Being the highest type of hospital makes it a referral center for healthcare services. It is known that RSUD R.T. Notopuro Sidoarjo is recognized as a hospital with a fairly high number of patients, which is due to its complete and adequate facilities. In addition, it is very important to collect feedback from the community regarding the quality of existing services, in order to continuously improve the services provided. This assessment can be done through a community satisfaction survey (SKM). Based on existing data, it can be seen that the community satisfaction index in 2022 was in the excellent category with a value of 94.54. In 2023, this value increased to 95.20. This increase indicates an improvement in the quality of services provided by RSUD R.T. Notopuro Sidoarjo. However, it can also be noted that complaints from the public related to health services are still quite numerous.

Based on the complaint data, several issues can be identified related to complaints at RSUD R.T. Notopuro Sidoarjo. Complaints regarding specialist clinic services, pharmacy, and service areas recorded the highest numbers. The public perceives the services provided as still relatively slow. This refers to research conducted by Mursyidah (2024), "Effectiveness of Patient Healthcare Services at IPKT RSUD." In her research, she states that several facilities in the Integrated Cancer Service Installation at RSUD Sidoarjo still require improvement, such as the absence of an electronic queuing system. This causes patients and their families to have to queue manually at the registration counter, which is time-consuming and less efficient. Additionally, the capacity of inpatient rooms is still insufficient, which is caused by the limited number of medical personnel in the installation. Furthermore, this is also evidenced by data on public complaints about specialist clinic services, which are increasing. In 2021, there were 9 complaints, and in 2022, the number of complaints increased to 40. The number of pharmacy complaints in 2021 was 3, and in 2022, it increased to 13 complaints. Complaints in the service area increased from 4 in 2021 to 16 in 2022. From 2022 to 2023, complaints about specialist clinics decreased to 30. However, complaints about the pharmacy increased to 41, and complaints in the service area increased to 33.

This can also be seen from one news item that shows the slow pharmacy service at RSUD R.T. Notopuro Sidoarjo: Outpatients at RSUD Sidoarjo expressed their frustration over having to wait to collect their medication due to errors in the hospital's pharmacy computer system. This issue affected hundreds of patients, predominantly the elderly. Conse-

quently, pharmacy staff announced that medications could be collected the following day, Thursday, February 9. Mrs. Diah, one of the patients, shared her experience, saying, "Today I came to collect medication for my mother. The pharmacy staff informed me about the computer system issues. I hope that services at RSUD Sidoarjo can be improved, especially during medication collection, as we often have to wait for hours. Source: Patients at RSUD Complain About Lengthy Medication Collection Services. [duta.co]. Accessed on November 18, 2024.

Additionally, we can also see from one news report showing inefficiency of medical staff in providing services: a patient at RSUD Sidoarjo, expressed that complaints often relate to the demeanor of the medical staff. He explained, Sometimes nurses or doctors are reluctant to explain when asked about illnesses."Siti Romlah, another patient from Candi, added that there are doctors who always appear sour when treating patients. This creates a less pleasant experience for those seeking care. Source: RSUD Sidoarjo Rises to Class A, Yet Medical Staff Still Treat Patients with a Sour Face! - Tell The Truth. Accessed on December 17, 2024.

In line with the effectiveness theory by Gibson (1998), the effectiveness of complaint services can be analyzed based on effectiveness elements such as Productivity, Efficiency, Service Quality, Flexibility, Service Development, Service Satisfaction, and Excellence.

RESEARCH METHOD

This study employs a qualitative research method with a descriptive approach, as it aims to analyze and describe in detail the effectiveness of public complaint services at RSUD R.T. Notopuro Sidoarjo. Qualitative research focuses on in-depth and detailed data collection, enabling researchers to gain a comprehensive understanding of the phenomenon or issue being studied (Abdussamad, 2021). The focus of this research is based on Gibson's (1998) theory of complaint service effectiveness, which includes productivity, efficiency, service quality, flexibility, service development, service satisfaction, and excellence. The data sources for this study consist of both primary and secondary data. The primary data were obtained through interviews conducted by the researcher with the Data and Information Analyst in the Public Relations and Marketing Department of RSUD R.T. Notopuro Sidoarjo. Meanwhile, the secondary data were gathered from documents, reports, and archives relevant to the study on the effectiveness of public complaint services at the hospital. This research utilizes the interactive model of data analysis developed by Miles et al. (2014). The selection of this analytical model is based on its ability to effectively and efficiently summarize and conclude the data collected during the research process. As a result, the findings of this study are objective, valid, and accurate.

RESULT AND DISCUSSION

Law of the Republic of Indonesia Number 36 of 2009 on Health serves as the legal foundation that regulates various aspects of healthcare in Indonesia, aiming to establish an integrated health system in which every citizen has the right to receive quality and affordable healthcare services. To support this objective, the Regulation of the Minister of Health of the Republic of Indonesia Number 4 of 2018 concerning the Obligations of Hospitals and Patients outlines the responsibilities necessary to ensure the delivery of quality and accessible hospital services for the public. RSUD R.T.

Notopuro Sidoarjo is a government-owned hospital under the Sidoarjo Regency that has experienced significant development in recent years. The hospital is committed to improving the quality of healthcare services for the community. Its efforts include enhancing human resources, infrastructure, and medical services, in accordance with Sidoarjo Regent Regulation Number 40 of 2022 on the Delegation of Healthcare Service Authority from the Regent to Regional General Hospitals in Sidoarjo Regency. This delegation of authority pertains to the Position, Organizational Structure, Duties and Functions, as well as the Work Procedures of specialized organizational units, which encourage RSUD R.T. Notopuro Sidoarjo to continuously improve the quality and accessibility of healthcare services. Its main responsibility is to provide integrated medical services, utilizing the latest medical technology and prioritizing patient-centered care for enhanced comfort.

According to Sedermayanti (2009), effectiveness of service is a measurement tool that illustrates the extent to which objectives can be achieved. Meanwhile, Handoko (1993) also explains that service is considered effective if there is the ability to determine appropriate goals or select suitable methods to achieve established objectives. Using the theory of complaint service effectiveness by Gibson (1998), there are seven important elements in measuring the effectiveness of complaint services: Productivity, Efficiency, Service Quality, Flexibility, Service Development, Service Satisfaction, and Excellence. In the context of complaint service implementation at RSUD R.T. NOTOPURO SIDOARJO, analysis can be conducted by referring to these seven elements to measure the effectiveness of complaint services. Thus, Productivity, Efficiency, Service Quality, Flexibility, Service Development, Service Satisfaction, and Excellence become the foundation for understanding the effectiveness of complaint services at RSUD R.T. NOTOPURO SIDOARJO.

Research results should be presented clearly and concisely. The discussion should explore the significance of the research findings, not merely repeat them, and explain the theoretical implications for the main topic. Ultimately, this section should be able to answer the research questions and avoid excessive citations and discussion of previously published literature.

1. Productivity of Community Complaint Services

The productivity of complaint services is a measure of effectiveness in responding to and resolving complaints from the public (Oktaviani et al., 2025). This includes how quickly and accurately RSUD R.T. Notopuro Sidoarjo can respond to complaints and the quality of the resolutions provided. The level of productivity in this service is crucial for improving customer satisfaction and fostering a positive relationship between the organization and the community. The dimensions used to assess the productivity of complaint services include the number of staff involved and the number of complaints handled within a given period. At RSUD R.T. Notopuro Sidoarjo, the productivity of complaint services serves as an important indicator in evaluating the hospital's effectiveness in managing and resolving public complaints. In this context, productivity is not only measured by the number of staff involved and complaints handled, but also by the quality and timeliness of the resolution. Given the increasing public expectations for healthcare services, RSUD R.T. Notopuro is committed to delivering optimal service. The number of staff involved refers to personnel responsible for receiving, managing, and communicating with visitors regarding

complaints. Additionally, the number of complaints handled within a specific time frame reflects the percentage of complaints successfully resolved within a given period. The effectiveness of any service process can be seen in the results it achieves.

In this case, the productivity of public complaint services at RSUD R.T. Notopuro Sidoarjo is considered effective because it meets the established standards, which include both the number of staff involved and the number of complaints handled. These are key indicators for assessing the effectiveness of the hospital's response to public grievances. Flexible task delegation and strong coordination among staff help accelerate the complaint resolution process. Moreover, the number of complaints addressed demonstrates the hospital's commitment to providing the best possible service. This contributes to complainant satisfaction, as they feel their concerns are taken seriously and resolved effectively. Therefore, RSUD R.T. Notopuro Sidoarjo shows significant progress in improving the quality of its public complaint services.

2. Efficiency of Community Complaint Services

In providing service, it can be considered efficient if it can transform skills and resources into products and services (technical approach) (Nurhasanah, 2005). Additionally, according to Dwiyanto (2008), service efficiency is the optimal comparison between input and output in a service. Ideally, service is considered efficient if the bureaucracy can provide inputs, such as cost and time, that benefit the community of service users. Similarly, from the output side, the bureaucracy must be able to deliver quality service products, especially in terms of cost and time. In the research findings, the author discovered that the efficiency of complaint services at RSUD R.T. Notopuro Sidoarjo is very important in the context of managing and resolving public complaints. RSUD R.T. Notopuro Sidoarjo strives to manage complaints optimally, utilizing minimal resources while still producing satisfactory results for the community. In this case, efficiency includes response time speed. One of the main indicators to measure efficiency is resolution time, which is the length of time required from when a complaint is received until it is closed. RSUD R.T. Notopuro Sidoarjo is committed to resolving complaints quickly, with a resolution target within 24 hours, and at most seven days.

Service provision can be said to be efficient when the community or service recipients feel satisfied with the services provided, thus creating a positive relationship between providers and recipients (Oktavianingrum & Widiyarta, 2024). In this case, the efficiency of public complaint services at RSUD R.T. Notopuro Sidoarjo is considered effective because it has successfully created an efficient complaint service system with fast resolution times. As a result, RSUD R.T. Notopuro Sidoarjo is able to meet community needs well. This not only increases complainant satisfaction but also builds public trust in the services provided.

3. Quality of Community Complaint Services

Service quality serves as a benchmark for how well a service meets customer expectations (Tjiptono, 2017). According to Wahdiniwati and Purwani (2017), service quality is the comparison between customers' perceived experiences and the service quality they expect. Based on the research findings, the author discovered that the quality of complaint services at RSUD R.T. Notopuro Sidoarjo reflects

how effectively the hospital handles and resolves complaints submitted by the public. This quality includes the consistency of complaint handling and the transparency of the process. The primary focus of this service is to ensure that every complaint or feedback is addressed seriously and professionally.

Service quality is considered effective when customers or the public feel satisfied with the services received. The quality of complaint handling at RSUD R.T. Notopuro Sidoarjo is deemed effective, as it has met established service standards. The complaint-handling staff are able to respond promptly and display professional behavior, which fosters meaningful feedback between service providers and recipients. Additionally, they fulfill the expectations of complainants and apply transparency in service delivery, thereby increasing public satisfaction. This demonstrates that the complaint-handling system at RSUD R.T. Notopuro functions well and continues to strive for service improvements for the benefit of the community.

4. Flexibility of Community Complaint Services

Service provision is inseparable from service flexibility, where Parasuraman (1990) suggests that flexibility is also related to the service provider's ability to respond to customer complaints and needs quickly, and to adjust procedures to achieve better customer satisfaction. Additionally, Zeithaml & Bitner (2003) emphasize that flexibility in service is very important to increase customer satisfaction and create positive experiences, which in turn can build customer loyalty. In the research findings, the author discovered that the flexibility of complaint services at RSUD R.T. Notopuro Sidoarjo refers to the hospital's ability to adapt to the needs and expectations of complainants. This aspect includes types of complaint channels and flexible policies. In providing services using the flexibility indicator, it can be concluded that the flexibility of public complaint services at RSUD R.T. Notopuro Sidoarjo is considered effective because they have innovated with various complaint channels, such as telephone, email, and social media, making it easier for the public to submit complaints according to their preferences. This shows that the hospital values complainants' convenience. Adjustment of procedural policies according to the type and complexity of problems allows for faster and more appropriate handling. Additionally, flexible internal policies provide space for staff to make better decisions, making complainants feel more attended to and ensuring solutions provided are more relevant to their conditions.

5. Development of Community Complaint Services

Development in providing services is an important indicator where development is a process aimed at improving the quality, effectiveness, and efficiency of services provided to the community. According to Parasuraman (1988), service development should focus on understanding customer needs and adapting services according to their expectations, as well as improving overall service quality (Tri Nugraha et al., 2024). In the research findings, the author discovered that the development of complaint services at RSUD R.T. Notopuro Sidoarjo is an effort to improve effectiveness, efficiency, and public satisfaction in conveying complaints or feedback. This process includes aspects of technological sustainability and resources, which are essential for providing optimal service.

Service development can be considered successful if there is innovation and successful implementation of changes. The development of public complaint services at RSUD R.T.

Notopuro Sidoarjo, which includes resource sustainability and technology, is running well and considered effective. This is because the hospital, as a service provider, can allocate adequate resources to support complaint services, including sufficient budget for operations, staff training, and facility improvements. Additionally, the application of information technology in the complaint system is well implemented, allowing the public to access services easily and quickly. Furthermore, the integrated complaint management system helps in resolving issues efficiently, ensuring services can run effectively and sustainably.

6. Satisfaction with Community Complaint Services

In delivering a service, feedback from the public or service recipients is essential to determine the level of satisfaction with the service provided. In developing the SERVQUAL model, Parasuraman (1988) stated that customer satisfaction is influenced by service quality, which consists of five dimensions: reliability, responsiveness, assurance, empathy, and tangible elements. Additionally, Fitzsimmons (2006) noted that customer satisfaction can be measured through several indicators, including satisfaction with the product, service quality, and the overall customer experience. Based on the research findings, the author discovered that customer satisfaction in the complaint-handling services at RSUD R.T. Notopuro Sidoarjo is a crucial indicator that reflects how well the hospital meets the public's expectations and needs in addressing complaints or feedback. The level of satisfaction is influenced by the effectiveness of the solutions provided.

Customer satisfaction is considered an important indicator of service performance. It is deemed effective when the public feels satisfied and provides positive feedback, with the services meeting or even exceeding expectations, thereby generating a high level of satisfaction. The indicators of satisfaction with the complaint services at RSUD R.T. Notopuro Sidoarjo show positive results overall. However, some areas still require attention, such as slow service and unfriendly interactions from staff in certain units. These issues can lead complainants to feel that the solutions provided do not fully address their concerns. Therefore, although overall satisfaction with complaint handling is good, it is important for RSUD R.T. Notopuro Sidoarjo to continuously improve the quality and consistency of services across all units to ensure a more satisfying experience for the public.

7. Excellence of Community Complaint Services

Service excellence is a key concept in service management, referring to an institution's or provider's ability to deliver services that are better than before (Bambang, 2023). Fitzsimmons (2006) emphasized that service excellence involves effectively managing human resources, technology, and processes to create a positive customer experience and foster loyalty. Likewise, Lovelock and Wirtz (2011) stated that service excellence can be achieved through service differentiation offering something unique and valuable to customers, such as fast service, personalization, or the use of advanced technology. Based on the research findings, the author discovered that the excellence of complaint services at RSUD R.T. Notopuro Sidoarjo provides significant benefits for both the public and the hospital itself. This excellence not only creates a positive experience for complainants but also enhances trust and strengthens the reputation of RSUD. One of the main strengths of the complaint-handling service is the improvement in service quality

Service excellence is considered effective when service providers can adapt and innovate to improve services based on customer feedback and technological advancements. At RSUD R.T. Notopuro Sidoarjo, this excellence is evident in the improved quality of services, which is already functioning well. As a result, the excellence of the complaint-handling service is considered effective because the high service quality leads the public to appreciate the speed of complaint resolution, and the staff are able to provide quick and effective responses. Furthermore, the structured complaint-handling process enables the rapid identification of issues, which contributes to enhanced service quality. The public has also noted a noticeable improvement in service quality compared to other hospitals. In addition, innovations in the use of information technology to streamline the complaint process have contributed to greater public satisfaction. The success of RSUD R.T. Notopuro Sidoarjo in delivering responsive, high-quality, and innovative complaint services has built a positive public image. Positive feedback indicates that the efforts to improve complaint services have yielded results. By maintaining and enhancing these strengths, RSUD R.T. Notopuro Sidoarjo can continue to be the public's top choice for healthcare services.

CONCLUSION

Based on the research results and discussion above regarding the effectiveness of public complaint services at RSUD R.T. Notopuro Sidoarjo, it can be concluded that this hospital demonstrates excellent performance in handling complaints submitted by the public. Using Gibson's theory of service effectiveness, this research evaluates seven main aspects that contribute to the success of complaint services. The productivity of complaint services at RSUD R.T. Notopuro shows high effectiveness. This is reflected in the number of staff involved and complaints handled within a certain period, which demonstrates the hospital's commitment to meeting community needs. Service efficiency at RSUD R.T. Notopuro successfully resolves complaints quickly, with a responsive system. Complaint management is carried out optimally, showing that this hospital is not only efficient but also able to provide high satisfaction to complainants. The quality of complaint services at this hospital is rated very highly. Consistency in handling and transparency in the complaint process are the main focus, where every complaint is taken seriously by professional staff. High response speed also contributes to complainant satisfaction. Service flexibility is evident in the provision of various complaint channels, such as telephone, email, and social media. RSUD R.T. Notopuro is able to adjust procedures according to the type and urgency of complaints, which further enhances the positive experience for the community.

The development of complaint services at RSUD R.T. Notopuro has been well implemented, especially in terms of resource allocation and application of modern technology. The integrated complaint system helps ensure that each complaint is followed up appropriately and effectively. Thus, community satisfaction with complaint services reflects the hospital's success in meeting their expectations. Although there are some units that still need more attention, overall, complainants are satisfied with the services provided. This creates excellence in complaint services at RSUD R.T. Notopuro, reflected in the continuous improvement of service quality. Innovation in the complaint system and the professional attitude of staff have successfully created a positive image in the eyes of the

community. Overall, RSUD R.T. Notopuro Sidoarjo has demonstrated a strong commitment to providing effective, responsive, and quality complaint services. Thus, this hospital not only meets the needs of the community but also builds trust and a good reputation in the community. Continuous efforts to improve services will ensure that RSUD R.T. Notopuro remains the primary choice for the community in obtaining quality healthcare services.

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