



Handling complaints at bin baz son islamic boarding school

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ABSTRACT

The purpose of this study is to identify the different types of complaints, the components that cause complaints, and the methods used to handle complaints. The Bin Baz Son Islamic Center Islamic Boarding School in Yogyakarta is the place where this investigation was carried out. Qualitative descriptive methods are used to collect data through observation, documentation, and interviews. The results of the study showed that there were nine types of complaints that emerged related to problems: cleanliness, safety, food quality, health, complaint services, intracurricular activities, additional needs, facilities and infrastructure, and laundry. The responsibility of the mudir, the head of the pesantren division, the head of caregiving, and the caregiver to handle complaints. Management functions such as planning, organizing, mobilizing, and supervising are used in the management of complaints that arise. This study found that, even though there was no Standard Operating Procedure (SOP) officially issued by the head of the boarding school, the handling of complaints from the guardians of students and students at the Bin Baz Putra Center of the Islamic Boarding School went well. This is shown by the lack of guardians of students who attract their children to be transferred to other Islamic boarding schools and the number of students who continue to increase every year.

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Introduction

Educational institutions are included in the service sector. Educational institutions and the service sector must continue to operate by maintaining good relationships with customers and increasing customer satisfaction (Kurniawati, 2021). Service quality and product quality, as well as price contribute to increased customer satisfaction (Brilliant & Haris, 2023; Muliadi & Raspati, 2019; Siswadi & Muharam, 2020; Yulianto, n.d.). According to 2023 Zippia data, 94% of customers stated that good customer service was a major factor in choosing a brand, and 52% stated that they were willing to pay up to 10% more for a product if they had good customer service. In fact, about 61% of customers will choose a brand with good customer service. Conversely, poor customer service can lead to a bad image of the company by word of mouth, the transfer of customers to other companies, ineffective governance, or even involvement in the law (Simanjuntak & Hamimi, 2019; Syed Ismail al-Qudsy & Pg Hj Idris, 2024). According to Zippia's report on the services provided by the company to customers, 61% of customers will share their bad experience with 16 other people, 60% will leave a brand they like after getting poor customer service, and 91% will leave a company that makes them



unhappy. 78% of customers cancel purchases due to poor customer service; The impact of customer behavior on the company's business reaches a loss of about \$75 billion annually.

Studies that show the handling of complaints include companies such as the Tirta Mahakam Drinking Water Company (PDAM) in Sanga-Sanga District, Kutai Kartanegara Regency using five stages to handle customer complaints, namely commitment, fairness, visibility, response, and simplicity (Yulianto, 2020). The process of handling complaints of PT Bumen Redja Abadi Mertoyudan includes honesty, responsiveness, honesty, and fairness.

To handle customer complaints, Go-Kart Lembang Speedway takes the following steps: receive complaints and follow up on them (Kanda, 2024).

A study conducted on Grouper.Mk in Macedonia using secondary data from the Grouper database for content analysis showed that 80% of dissatisfied customers remained customers due to timely complaint fixes and quick responses to their complaints. Similarly, customers who have complaints that are resolved more often remain customers (Angelovska, 2022). However, employees must be given clear authority and responsibilities so that customer complaints can be resolved quickly and effectively (Kumar & Kaur, 2021). The study involved 285 active students of the Bogor Agricultural University at the undergraduate level, except for students of the General Competency Education Program (PPKU). The purpose of this study is to evaluate how handling complaints impacts consumer word-of-mouth (WOM) communication. The results showed that the perception of fairness and consumer satisfaction with complaint handling increased with the quality of service recovery or company complaint handling (Simanjuntak Megawati, 2019).

This research is different from previous research because the focus of the research is the educational service sector, especially Islamic boarding schools. This study also uses fishbone diagrams as an analysis knife to find various complaints, and uses Tyagi's theory to handle complaints.

One of the institutions in the field of educational services in the Special Region of Yogyakarta is the Bin Baz Putra Islamic Center Islamic Boarding School. From August to September 2024, the Education Division of the Bin Baz Putra Islamic Center Islamic Boarding School conducted a survey on the level of satisfaction of users and students. Of the 87 students from the Aliyah and Tsanawiyah levels, 46% stated that they did not recommend the existing services, 49% stated that they recommended, and 5% abstained. On the other hand, data shows that male students have left the boarding school since the beginning of the year since the beginning of the new school year 2024/2025 (July 2024–September 2024) only 34 out of 1,216, or 2.7% of the total students. From the two data above, it can be concluded that although the level of satisfaction with the services provided by the Islamic boarding school to male students is less than 50%. However, only a few guardians of the students pulled out their sons from the Bin Baz Putra Islamic Center Islamic Boarding School and then transferred to other institutions. Therefore, it is very interesting to see how the Bin Baz Putra Islamic Center Islamic Boarding School handles complaints from the guardians of the students and the students themselves.

The purpose of this study is to find out the different types of complaints and how they are handled at the Bin Baz Putra Islamic Center Islamic Boarding School. This research will provide information to the Bin Baz Putra Islamic Center Islamic Boarding School, especially about the types of complaints that arise and how they are handled, so that it is hoped that the level of customer satisfaction (guardians and students) will increase from time to time.

Method

This study uses a qualitative descriptive case study approach. A case study is a type of qualitative research in which researchers seek to explore various empirical cases through thorough and in-depth data collection using various sources of information, such as observations, interviews, and documentation from various reports, then report the case in the form of a description (Creswell, 2015). The researcher tried to describe the types of complaints in the Bin Baz Putra Islamic Center Islamic Boarding School using this technique and approach.

This study was conducted between September 30, 2024 and October 2024 at the Bin Baz Putra Islamic Center Islamic Boarding School, which is located in Karanggayam Hamlet, Sitimulyo Village, Piyungan District, Bantul Regency, Special Region of Yogyakarta. To collect data, researchers used field observations, hands-on interviews, and various types of documentation. The leader of the Islamic boarding school, the head of the education and pesantren section, the three heads of the care section, and the caregiving employees were the main speakers. To reach a conclusion, the collected data is analyzed, reduced, classified, and presented, and source triangulation is carried out.

Result

A. Profile of Islamic Center Bin Baz Islamic Boarding School

The Bin Baz Islamic Center Islamic Boarding School was established in 2000, located in Karanggayam Hamlet, Sitimulyo Village, Piyungan District, Bantul Regency, Special Region Province of Yogyakarta. The caretaker of the Bin Baz Islamic Center Islamic Boarding School is Abu Nida Chomsaha Sofwan, Lc an alumnus of Imam Ibn Su'ud University of Saudi Arabia with a vision to move in the field of religious, social, humanitarian and educational activities based on the Ahlussunnah wal Jama'ah aqidah based on the Qur'an and as Sunnah with an approach to understanding salafushashaleh (friends, tabi'in, tabi'u tabi'in. And the fourth madzab imam) in faith, worship, preaching, mua'amalat and morals. At the beginning of its establishment, it occupied an area of 2 hectares where the land acquisition process was carried out by the Atturots Al Islamy Assembly Foundation as the organizing body and now (in 2024) it already has an area of 5 hectares spread across 3 subdivisions, namely Karanggayam, Karangploso and Kuden. The educational programs held are PAUD which includes TPA, playgorup and Raudhatul Athfal, Salafiyah Ula (elementary school level), Salafiyah Wustho (junior high school level), Salafiyah Ulya with tahfidz and yellow book mulazamah specialization programs, Madrasah Aliyah with the department of religion and science, Tarbiyah College of Sciences with the S1 Islamic Religious Education study program, S1 Arabic Language Education, College of Health Sciences with the S1 Nursing study program, D3 Midwifery, D3 Pharmacy and Nurse Profession. The characteristics and targets of excellence of the Bin Baz Islamic Center Islamic Boarding School are the faith of ahlussunnah wal Jama'ah according to Salafus Shalih, active speaking of the Atab language orally and in writing, akhlakul karimah, tahfidz al Qur'an with tahsin and academic achievements. The achievements that have been achieved in 2022 – 2024 are as shown in table 1 as follows:

Table 1. Achievement of Students of the Bin Baz Putra Islamic Center Islamic Boarding School in 2022-2024

Year	Type of Competition	Level	Prestasi
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2022	"National Tarbiyah Fair" Speech Competition	National	Second Place
	Memorization 500 hadits	Regency	1st place
	Memorization 100 hadits bersanad	Regency	1st place
	Memorization 30 juz	Regency	Second Place
	Memorization 20 juz	Regency	Second Place
	Memorization 500 hadits	Regency	3rd place
	IMFEST (Smart Careful)	National	3rd place
2023	Madrasah Science Competition (Chemistry)	Regency	Second Place
	Madrasah Science Competition (Physics)	Regency	1st place
	Madrasah Science Competition (Biology)	Regency	Fifth place
	Madrasah Science Competition (Physics)	Provinsi	Second Place
	National Debate (Surabaya University of Technology)	National	3rd place
	BSI Flash Competition (Futsal)	Provinsi	Second Place
	Madrasah Competition Week (MHQ)	Regency	3rd place
	Madrasah Competition Week (Table Tennis)	Regency	3rd place
	Madrasah Competition Week (Bullet Rejection)	Regency	1st place
	EduFest (Flights)	National	1st place
	7 Stars (Short Movie)	National	1st place
	7 Stars (Content Video)	National	1st place
	Futsal Imam Bukhori Cup	Provinsi	Second Place
2024	Madrasah Science Competition (Mathematics)	Regency	1st place
	Madrasah Science Competition (Biology)	Regency	Second Place

Sumber : Staf Bagian Kesiswaan Pondok Pesantren Islamic Center Bin Baz Putra

The number of students ranging from early childhood education to higher education in the last six years is as shown in table 2 below :

Table 2. Number of Students (Boys and Girls) All Levels from PAUD to Higher Education High School Year 2019/2020 to 2024/2025

Academic Year	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Total Amount	2122	3055	2855	3045	2888	3368

Source : Staff of the Finance Department of the Bin Islamic
 Center Islamic Boarding School Baz

The number of male students of the Bin Baz Islamic Center Islamic Boarding School from the equivalent level of junior high school and high school for the 2019/2020 to 2023/2024 school year is listed in the following table 2:

Table 2. Number of Male Students at the Salafiyah Wustho Level and Madrasah Aliyah Academic Year 2019/2020 until 2024/2025

Academic Year	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Total Amount	695	1263	1195	1250	1170	1216

Source : Staff of the Finance Department of the Bin Baz Islamic
 Center Islamic Boarding School

The number of educators is 400 people consisting of alumni of Islamic boarding schools and universities both domestically and abroad such as the Islamic University of Medina, Al Azhar University, University of Jordan, University of Sudan, LIPIA Jakarta, UIN, STDI Imam Syafi'i Jember, Ma'had Aly Ali bin Abi Talib Surabaya and well-known universities in Indonesia. In addition, 7 (seven) native spakers from the Middle East were brought in with various competencies such as the owner of the sanad al Qur'an and the books of scholars¹.

B. Types of Complaints

The various complaints from the guardians of the students and students about the services provided by the Bin Baz Putra Islamic Center Islamic Boarding School are as shown in table 3.

Table 3. Types of Complaints of Guardians of Santri and Santri

Types of Complaints
Smelly bathroom
There are several points of fence around the cottage that have not been built that can be a gap for students to escape, the loss of food packages from parents, the absence of a storage closet for food packages sent via ojol, the existence of bullying and physical violence among students, students playing in dangerous places such as the lip terrace on the 2nd floor
The discovery of rice such as porridge and stale, the available men
There are no health workers on standby in the dormitory, lack of communication between clinic health workers belonging to Islamic boarding schools
The move of offices, dormitories and classes seems sudden and forced, the number of student wardrobes in the condition of no doors, some points of the floor in the

¹ Profil Yayasan Majelis At-turots Al Islamy edisi Mei 2024

condition of no ceramics, the paint of the dormitory walls has faded, delays in package books and uniforms, as well as peeling cot paint, no fans in the dormitory, students are not given freedom to communicate with students' guardians on Saturday and Sunday holidays are not limited to certain hours and places, communication devices still use ordinary mobile phones instead of android phones, lack of fans, air pollution due to the burning of bricks from craftsmen around Islamic boarding schools, insufficient water capacity due to pump machines that are easily damaged due to non-stop work or due to insufficient water discharge, delays in package books and uniforms, slow repair of clogged toilets, lack of electrical power so that the electricity often shuts down, less number of bathrooms, less clothes drying places,

the existence of incompetent general subject teachers

Lack of frequency of attendance of caregivers in the dormitory and lack of communication with students

Clothes still smell/don't smell, some clothes are missing, late from the schedule

The unavailability of uniform stock, scout attributes in Islamic boarding school shops, late disbursement of pocket money, weekend holidays on Sundays instead of Fridays, the duration of calls is not long.

Source : Survey results of the Parliamentary Division of the Bin Baz Putra Islamic Center Islamic Boarding School from August to September 2024 and interviews with the heads of aliyah and Salafiyah Wustho level caregiving

The report on the results of a survey conducted by the Head of the Pasantrenan Division of the Bin Baz Putra Islamic Boarding School between August and September 2024 on 87 students from the Aliyah and Salafiyah Wustho levels related to the services provided to students was obtained data that 46% of students stated that they did not recommend the existing services, 49% of students stated that they recommended and 5% of students abstained², meanwhile in the new school year 2024/2025 from July 2024 to September 2024 There were 12 male students or around 0.99% who stated that they had left or were transferred from Islamic boarding schools³. The reason as explained by Ustadz Abu Dzar as the head of the care of grade 7 students is because they do not feel at home as many as 1 person, they are not economically able as many as 2 people. According to Ustadz Dwi as the head of care for grades 11 and 12, there were 9 students who were transferred by their guardians to other schools because they had committed serious violations in the form of fights accompanied by assault and immoral acts.

C. Complaint Handling

The management of the Bin Baz Putra Islamic Center Islamic Boarding School, including the mudir, the head of education and boarding school, the head of nurturing, and the caregiver, have realized that customer satisfaction is very important. They make various efforts to overcome problems that can cause customers (guardians and students) to be

² Data from the staff of the santri section (Ustadz Ran)

³ Data from the finance department (Ustadz Ahmad)

dissatisfied. Among these efforts is to manage complaints in an appropriate and effective way. Handling complaints to handle consumer complaints. They handle complaints well and can use the information obtained from consumer complaints for the development of the company's next business activities (Rohmadi, 2024).

The parties involved in complaint management are the *mudir*, the head of the *pesantren* division, the Head of Caregiving, and the caregiver. However, in the order of implementation, there are no implementation instructions that are officially ratified by the *mudir*; There are only ideas about the job description of the head of the Islamic boarding school division, as well as the *mudir* Decree (SK) regarding the appointment of the Head of Caregiving and caregivers. However, until now, the guardians of the students have not handled the complaint.

The implementation of complaint management at the Bin Baz Putra Islamic Center Islamic Boarding School begins with the following steps:

1. Planning

Mudir and the Head of the Boarding School Division make a plan to handle complaints, which includes the following:

- a. Determine the requirements and qualifications required for prospective caregivers and the head of parenting;
- b. Plan the number of caregivers and caregivers needed for the upcoming school year;
- c. Creating job descriptions of caregivers and caregiver leaders; and d. Create procedures for handling complaints.

2. Organization

The *Mudir* and the Head of the Islamic Boarding School Division made the composition of the Chairman of Caregiving and Caregivers through a decision letter. The Head of Parenting divides duties and responsibilities among the caregivers under him, with a ratio of the dormitory and the caregiver between one and two or three. Handling of complaints from guardians and students as shown in Figure 2 below :



Figure 2. Flow of Handling Complaints of Guardians and Santri

From figure 2 above, if there is a complaint from the guardian of the student or student, it will be handled by the Caregiver, if the complaint is not resolved then it will be transferred to the Head of Care, if it is not resolved then the complaint will be handled by the *Mudir* and if necessary will involve the Head of the Islamic Boarding School Division. The job description is as follows :

- a. *Mudir*'s job description related to handling complaints is to provide responsive services to guardians and students, the final decision holder.
- b. The job description of the Head of Nurturing is to represent the role of the guardian of the students, provide responsive services to the guardians of the

students and the students, communicate related to parenting both to the mudir and the guardian of the students. Responsible to the guardians of students regarding the development of students,

- c. Job description of the Caregiver. Among the duties of caregivers is to provide responsive service from the students

3. Actuating

The Head of Nurturing and Caregivers is the leading person in handling complaints from guardians and students. The things he did were :

The Head of Nurturing and Caregivers is the leading person in handling complaints from guardians and students. The things he did were:

- a. The Head of Nurturing coordinates with the Caregivers every night from 19.30 – 21.00 with the agenda of identifying complaints that arise. The goal is to find out the types and levels of difficulty of complaints, complaints that have been handled and those that have not, the responses of guardians of students and students after handling complaints.
- b. The caregivers visited the dormitories from 21.00 until the end, gathered with the students to listen to complaints, and give advice.
- c. The procedure for responding to complaints from guardians and students, the Head of Nurturing and Caregivers has used standardization of customer responses, with the standardization of customer responses having a positive impact on customer satisfaction (S.Phabmixay et al., 2021). The procedure as explained by Ustadz Dwi as follows:
 1. Caregivers immediately respond to existing complaints, a maximum of 1 hour since the complaint is submitted by the guardian of the student and the student and are prohibited from blocking the phone number of the guardian of the complaining student. Thus responding to complaints is not enough, but the speed of response *komplain* adalah faktor yang penting dalam perbaikan layanan dan respon yang lebih cepat terhadap keluhan pelanggan berdampak memiliki efek positif pada kepuasan (Stevens et al., 2018; Tuncer et al., 2021) serta dengan menyelesaikan *komplain* pelanggan yang tepat waktu dengan pendekatan yang sesuai maka pelanggan yang tidak puas akan tetap dengan bersama perusahaan (Angelovska et al., 2022).
 2. In handling complaints from guardians and students, the Head of Nurturing and Caregivers conducts the process of receiving, handling, analyzing, and using complaints as input for improvement. This process is a continuous complaint service model towards improvement in services (Linder et al., 2014). The Chairman of Parenting and Caregivers starts the conversation: first, saying greetings, smiles and greetings, thus the Chairman of Parenting and Caregivers is like customer service at a bank where in providing services to customers with a smile, greeting and greeting (Widy & Dewi, 2024); second, saying an apology. Apologizing to the guardians of students and students is an important factor in complaint services because apologies have a positive effect on customer satisfaction (Handayani et al., 2019) and by apologizing shows that the institution regrets the problems caused, after that whether the apology is then followed up with corrective steps or not, at least with an apology able to reduce customer anger (S.Phabmixay et al., 2021); third, thank you for contacting and for conveying the problem. The

submission of complaints from guardians and students is actually proof that they are still loyal to the services that have been given to them (Kurniawati, 2021); fourth, listen carefully to the content of their complaints. Listening is the key in customer handling. By listening, anxiety and complaints can be known (Kaihatu, 2015); fifth, responding to the complaint, if the case complained of is a matter that can be done, the caregiver will do it immediately but if the case is not his authority, the caregiver will convey the complaint to the authorized section: finally, apologize for the service provided.

2. Controlling

The Head of Nurturing and Caregivers is responsible for providing reports on the services provided to the guardians of the students and the students to the Mudir, by:

- a. Create a complaint handling report. Reports are sent via WA no later than 22.00 WWIB.
- b. Make a report on the cleanliness and tidiness of the dormitory both inside, terrace and surrounding yard every morning and evening

Conclusion

One of the Islamic boarding schools in the Special Region of Yogyakarta Province is the Bin Baz Islamic Center. Since its establishment in 2000 until now, it has continued to grow in terms of the number of students and various student achievements at the district, provincial, and national levels. In addition, alumni have been accepted to higher education levels at home and abroad. However, guardians and students often complain about the dynamics of the Islamic boarding school's journey. Using the Fishbone diagram, research conducted at the Bin Baz Putra Islamic Center Islamic Boarding School between September 30, 2024 and October 2024 found that there were nine types of complaints that appeared. includes things like kebersihan, safety, food quality, health, complaint services, intracurricular activities, additional needs, facilities and equipment, and laundry. Lack of bathroom cleanliness, lack of security in the Islamic boarding school environment, such as imperfect perimeter fences, loss of students' belongings, bullying, physical violence, poor food quality, lack of 24-hour standby health workers, facilities and infrastructure that have been damaged and need to be repaired or replaced, lack of smooth water flow, low electrical voltage, and The electricity voltage is not enough to meet the needs and the number of bathrooms is not balanced with the number of students.

Mudir, Head of the Islamic Boarding School Division, Head of Caregiving, and Caregivers are responsible for handling complaints at the Bin Baz Putra Islamic Center. One way to implement complaint handling is by planning, organizing, moving, and supervising. Planning includes creating the requirements and qualifications of prospective caregivers and chief caregivers, making plans for the number of caregivers and caregivers required, creating job descriptions for Mudir, Caregiver Heads, and Caregivers, and creating procedures for handling complaints. The organization includes the determination of the Head of Nurturing and Caregivers along with the division of duties and regular visits to all student dormitories to listen to complaints and give advice. To handle complaints from guardians and students, there are standards used, such as: processing complaints quickly, even if they are not more than an hour late; and are not allowed to block the phone number of the student's guardian. The receipt of complaints, handling, analysis, and use of complaints as input for further service improvement is the order of the complaint service process. In handling complaints, the Head of Caregiving and Caregivers begins by greeting, smiling, and greeting, apologizing, thanking them for sending them, listening to the content of the complaint, and responding to the complaint. Supervision includes: The Head of Nurturing and Caregivers makes a routine report

every day on the handling of complaints from guardians and students, which is sent via Wa to Mudir no later than 22.00 WWIB; Every morning and evening, the Head of Nurturing and Caregivers makes a report on the cleanliness of the dormitory and its surroundings.

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