COMPLAINT MANAGEMENT SYSTEM ANALYSIS TO IMPROVE VISITOR SATISFACTION CASE STUDY: PUNCAK DARAJAT HIGHLAND

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ABSTRACT

This study aims to analyze the complaint management system implemented at the Puncak Darajat Highland tourist destination in Garut Regency to enhance visitor satisfaction. A mix-method explanatory method was used, with data collected through observation, interviews, and questionnaires. The findings indicate that the existing complaint system is not yet fully effective, as evidenced by the absence of standardised operating procedures, limited human resources, and the lack of an integrated digital system for complaint tracking. Among 30 respondents, 43.3% reported being satisfied and 36.7% moderately satisfied with the available facilities. Both internal and external challenges affect the effectiveness of complaint resolution. The study recommends the formulation of clear SOPs, regular staff training, and the use of digital technology to improve system responsiveness. Improving the complaint management system is considered essential to increase visitor satisfaction and support sustainable destination management.

Keywords: complaint management, visitor satisfaction, mix method, Puncak Darajat Highland.

INTRODUCTION

Tourism is one of the sectors that plays a strategic role in driving economic growth and regional development. This sector not only creates economic opportunities through increased regional income and job creation but also serves to preserve culture and the environment. As the tourism industry becomes increasingly competitive, service quality has become a key factor in attracting and retaining tourists. According to research by Wijayanto et al. (2015), satisfaction has a positive and significant effect on customer loyalty. Similarly, Setiawan and Sayuti (2017) also state that customer satisfaction positively and significantly influences customer loyalty. Good service quality provides a positive experience for tourists, increases satisfaction, and encourages their loyalty to revisit the destination.

However, in daily operations, tourists may inevitably experience dissatisfaction due to various factors such as the quality of facilities, services, cleanliness, or prices that do not meet expectations. This dissatisfaction is often expressed in the form of complaints that can affect the image of a tourist destination. Therefore, an effective complaint management system is necessary to handle tourist complaints professionally, quickly, and appropriately (Tjiptono 2019). Such a system allows destinations to identify recurring issues, implement continuous improvements, and maintain visitor satisfaction and loyalty.

Puncak Darajat Highland, as one of the leading tourist destinations in Garut Regency, west java (Hermina et al., 2018), offers various attractions such as hot spring baths with beautiful natural panoramas, camping grounds, and accommodations. This destination attracts many domestic and international tourists, especially during holiday seasons. However, with the increasing number of visitors, various complaints have emerged regarding facilities, services, cleanliness, and tourism management systems. If these complaints are not handled properly, they may lower tourist satisfaction and negatively impact the destination's reputation.

In today's digital era, tourists can easily express their complaints through various media, either directly at the tourism site or via online platforms such as social media and travel review websites. Negative reviews that are not properly addressed can reduce tourist interest, making a responsive and transparent complaint management system an urgent necessity for tourism destination managers. An effective complaint management system not only helps resolve tourist issues but also provides an opportunity for managers to continuously improve service quality.

Furthermore, the effectiveness of a complaint management system can serve as an indicator of the quality of tourism destination management. Destinations with

a reliable complaint-handling mechanism are better equipped to adapt to the evolving needs and expectations of tourists. The speed of response, clarity of procedures, and concrete actions in resolving issues are key factors in creating a positive tourist experience (Tjiptono 2022). Therefore, improving the complaint management system not only impacts tourist satisfaction but also helps enhance the destination's competitiveness amid the increasingly tight tourism industry.

Through this research, an in-depth analysis will be conducted on the complaint management system implemented at Puncak Darajat Highland. The analysis will cover the effectiveness of the existing system, challenges encountered, and potential improvements that can be made. Based on the research findings, the resulting recommendations are expected to help improve service standards, maintain tourist loyalty, and support the development of sustainable tourism in Garut Regency.

Ramli (2023), complaint management is a series of processes systematically carried out by an organization to handle customer complaints with the aim of improving service quality and fostering long-term customer relationships. Effective complaint management requires structured documentation, the involvement of all organizational elements, and integration with the service performance evaluation system. A customer-oriented approach and the use of information technology are important factors in creating a system that is responsive and adaptive to visitor needs. Tjiptono (2022) stated that complaint management is the arrangement and regulation carried out by companies in resolving consumer dissatisfaction reactions to management functions that are not running effectively and efficiently.

In practice, complaint management has several important dimensions. Agni (2015) put forward five main dimensions, namely:

- 1. Commitment: All members of the organization, especially management, must be highly committed to listening to and resolving complaints in order to improve service quality.
- 2. Fairness: Understanding the needs and interests of both parties, the company and the consumer, so that complaint resolution is fair.
- 3. Visibility: The complaint handling process must be clearly published to consumers and staff, including the rights and how to submit complaints.
- 4. Responsiveness: Speed and accuracy in responding to customer complaints.
- 5. Speed of Handling: Complaints must be resolved without delay so that customers immediately get a solution.

Tjiptono (2022) added components such as accessibility, namely the ease and affordability of customers in submitting complaints, and the simplicity of procedures so that they are easy for customers to understand and carry out. The implementation of effective complaint management requires an efficient complaint reporting and tracking system, employee training in handling complaints, in-depth analysis of each complaint, rapid response, adequate solutions, and a continuous feedback and improvement cycle. The use of technology such as websites, applications, and Customer Relationship Management (CRM) systems is very helpful in facilitating reporting, tracking, and resolving complaints in a transparent and measurable manner.

Research by Andi Muh Irfan (2024) in the public sector shows that the implementation of complaint management involving commitment, speed of action, transparency, and the use of online reporting applications can accelerate complaint resolution and increase public satisfaction. Overall, complaint management theory emphasizes the importance of structured systems, organizational commitment, openness of information, accessibility, speed of response, and the use of technology to create responsive and customer satisfaction-oriented services.

METHODOLOGY

This research employs a mix-method explanatory with a case study approach at Puncak Darajat Highland, Garut Regency. Data collection techniques include observation, semi-structured interviews with managers and staff, as well as the distribution of questionnaires to visitors. Primary data is obtained from direct observations and in-depth interviews with individuals involved in the complaint management system. Observations focus on the process flow from complaint reception to resolution, while interviews aim to identify internal challenges within the process. Secondary data is gathered from the management's internal documentation and digital data from tourist review platforms. Data analysis is conducted thematically using a triangulation approach to ensure the validity of the information. The analysis process involves data reduction, data presentation, and drawing conclusions.

RESULT AND DISCUSSIONS

General Overview of Puncak Darajat Highland

Puncak Darajat is one of the tourist destinations located in the Darajat area. In addition to this site, various other attractions are offering similar facilities. Located in Pasirwangi Subdistrict, Puncak Darajat is about 25 km from the center of Garut City.

As the highest area in the region, Puncak Darajat offers a stunning natural panorama. From this point, visitors can enjoy views of the Garut basin surrounded by large mountains. Like other tourist attractions, Puncak Darajat also provides various facilities, including:

A. Hot Spring Pools

Puncak Darajat features hot spring pools suitable for both children and adults. In addition, there are supporting facilities such as a water boom, water park, and dedicated play areas for children. There are a total of four pools in the area. To enjoy the pool facilities, visitors are charged an entrance fee of IDR 25,000.



Figure 1 Hot Spring Pool at Puncak Darajat Highland Source: Researcher (2025)

B. Accommodation

For tourists who wish to stay overnight and experience a different night-time atmosphere, various lodging options are available and can be booked in advance. Especially during holiday seasons, weekends, or public holidays, availability is often limited. Accommodation prices in this area range from IDR 450,000 to IDR 1,150,000 per night.



Figure 2
Puncak Darajat Highland Tour Package Brochure
Source: Agency (2025)

C. Camping Ground

For tourists seeking a closer-to-nature overnight experience, there is a designated camping ground area. This area allows visitors to camp amidst the cool mountain atmosphere and enjoy the scenic beauty surrounding Puncak Darajat. The camping ground is equipped with basic facilities such as tent areas, bonfire spots, and public bathrooms and toilets. Visitors are charged IDR 50,000 per person for this facility. Camping becomes an attractive alternative for those who want to enjoy the night naturally and in harmony with the environment.



Figure 3
Camping Ground Area at Puncak Darajat Highland
Source: Researcher (2025)

Visitor Data

Table 1 Visitor List

Number Of Tourist PUNCAK DARAJAT HIGHLAND From Desember 2024 – Februari 2025 MONTHS Total DECEMBER 2024 5,610 JANUARY 2025 6,696 FEBRUARY 2025 1,722 TOTAL 14,028

Source: Agency (2025)

Based on Table 1, the number of visitors to Puncak Darajat Highland during the period of December 2024 – February 2025 fluctuated significantly:

- In December 2024, there were 5,610 visitors, a relatively high number. This could be attributed to the year-end holiday season and the increasing interest in visiting natural attractions.
- In January 2025, the number rose to 6,696 visitors, likely still influenced by New Year holidays and extended leave periods.
- In February 2025, however, visitor numbers dropped sharply to 1,722. This decline may have been caused by the end of the holiday season and the return to regular school and work routines.

These fluctuations are directly related to the complaint management system at Puncak Darajat Highland, which is the focus of this manuscript. The Researcher did an internship for 3 months, namely from December 2024 to February 2025. During the internship, the author focused on the service sector, namely in the front office and ticketing, making it easier for the author to conduct this research. The spike in visitors during December and January potentially increases the volume of complaints, especially regarding overcrowding, facility limitations, and service quality. Conversely, with fewer visitors in February, the service burden decreases, and the number of complaints is likely lower.

Through this internship, the author observed how the complaint management system functions during both peak and low visit periods. Understanding these visitation patterns is also essential for designing service improvement strategies, such as strengthening human resource readiness and

infrastructure during peak periods and implementing marketing strategies during low seasons.

Therefore, this visitor data supports the analysis and recommendations in study, especially in designing a more effective complaint management system to improve visitor satisfaction at Puncak Darajat Highland.

Current Complaint Management System

The complaint management system implemented at Puncak Darajat Highland aims to handle visitor complaints quickly and effectively. However, the system's effectiveness still needs to be evaluated to ensure that each complaint is handled optimally and contributes to increased visitor satisfaction.

Existing Procedure for Handling Visitor Complaints

The procedure for handling visitor complaints at Puncak Darajat Highland consists of several stages:

1. Complaint Reception

Visitors can submit their complaints through various channels provided by the management. Example: via WhatsApp, provided by front office.

Staff on duty and avalible for 24 hours. will report the complaint to management for further analysis.

2. Verification and Analysis of Complaints

After receiving a complaint, staff will perform an initial check to verify its validity.

If necessary, staff will follow up with the visitor for clarification.

3. Follow-up and Complaint Resolution

For complaints that can be resolved immediately (e.g., cleanliness or restaurant service), staff will act on them directly.

For more complex issues (e.g., damaged facilities), the management will report them to the relevant department for follow-up within a certain timeframe.

Available Complaint Channels (On-Site, Online, Phone, Social Media)

Puncak Darajat Highland provides several channels for visitors to submit complaints, either directly or indirectly, including:

1. On-Site Channels

Visitors can deliver complaints directly to on-site staff such as information officers, security, or receptionists.



Figure 4
Receptionist in front office
Source: Researcher (2025)

2. Online and Social Media Channels

- WhatsApp: Visitors can send messages directly to the customer service number 085222867767 (number front office).
- Social Media (Instagram): Many visitors leave complaints through comments or direct messages. Social media admins usually respond quickly to minor complaints but often need further action for more complex issues.



Figure 5
Social Media Instagram
Source: Agency (2025)

• Google Reviews & TripAdvisor: Some visitors leave complaints on review platforms. Management occasionally responds to these, but there is no integrated system for systematic follow-up.

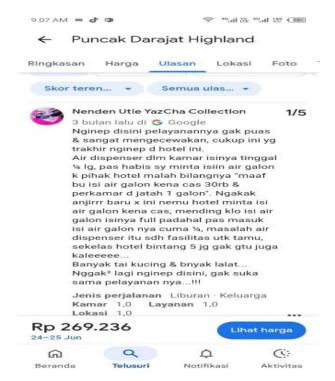


Figure 6
Google Review Puncak Darajat
Source: Google Review (2025)

Interview with staff

Researchers have conducted interviews with 4 staff who usually handle complaints, namely front office staff, housekeeping, security guards, and ticketing. The results of the interviews showed that at Puncak Darajat Highland there is still no SOP or standard operating procedure for complaint services and there is also no complaint recording system. These complaints can be categorized into several aspects, including:

- 1. Public facilities (amenities): including complaints about toilet cleanliness, lack of trash cans, and limited lighting at night.
- 2. Officer service: including an unfriendly attitude, slow response when problems occur, and minimal information provided by staff.
- 3. Accessibility and information: such as limited directions to the location, difficulty parking, or the lack of clear ticket price information.
- 4. Queues and visitor comfort: especially when there is a surge in visitors on weekends or holiday seasons.

These types of complaints are used as the basis for compiling question indicators, both closed and open questions that provide space for tourists to provide more personal feedback. Distributed to visitors and prototype users to measure satisfaction and system effectiveness.

Observation 3 A

Observation was conducted to identify the current condition of the 3A elements (Attractions, Accessibility, and Amenities) at the Puncak Darajat Highland tourist attraction. Data were collected through direct observation at the location during the research period. The following are the results of the observations presented in table 2:

Table 2
Observation 3A Puncak Darajat Highland

3A Category	Object	Time	People	Service	Physical
Attraction	Swimming Pool	Saturday, 8 February 2025 (15.00)	1. Staff working at the pool area wear neat uniforms 2. Communication is quite good, leaving a positive impression	1. Service is fairly fast, queues are not too long 2. Service process follows existing SOPs	1. The pool and entrance areas are clean 2. Some pools need repair due to damaged flooring
	Camping Ground	Saturday, 8 February 2025 (16.00)	1. Only security staff are present at the camping ground 2. Attire is neat and meets standard3. Communication with visitors is good	1. Tent installation by staff is in accordance with standards	1. Camping area is clean 2. The "Puncak" signage needs repair due to loose metal parts
	Photo Spot	Saturday, 8 February 2025 (16.15)	No staff are assigned in the photo spot area	-	Some photo spots require
Accessibility	Road Access	Saturday, 8 February 2025 (13.00)	-	-	Needs road quality improvement and additional direction

					signs at several points
Amenity	Hotels	Saturday, 8 February 2025 (13.20)	1. Housekeeping staff monitor the hotel area 2. Attire is neat and follows standards 3. Communication with visitors is good	Room cleaning process is good, but delays sometimes occur causing late check- in for guests	Some rooms need renovation due to damage
	Public Facilities (Toilet, Mushola, Canteen)	Saturday, 8 February 2025 (13.20)	1. Only cleaning staff are present 2. Attire is fairly neat 3. Communication with visitors is good	-	Needs improvement in cleanliness standards and facility maintenance

Source: Researcher (2025)

Visitor Satisfaction Level

Based on a survey involving 30 respondents, These respondents were selected based on several criteria, namely: being willing to be research respondents, having visited Puncak Darajat Highlands, and having made complaints. The data shows visitor satisfaction levels with the facilities at Puncak Darajat Highland. The results indicate that most visitors are satisfied with the available facilities (Figure 7):

- 43.3% of respondents stated they were satisfied.
- 36.7% were somewhat satisfied, suggesting certain aspects still need improvement.
- 10% were very satisfied, indicating a small portion of visitors found the facilities exceeded their expectations.
- 10% were dissatisfied, indicating some deficiencies needing correction.
- No respondents selected the "not satisfied" category, suggesting no significant complaints regarding the facilities overall.

Bagaimana tingkat kepuasan Anda terhadap fasilitas di Puncak Darajat Highland?

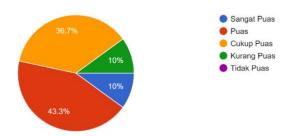


Figure 7
Results of The Questionnaire Respondents That Have Been Distributed
Source: Researcher (2025)

From these results, it can be concluded that the majority of visitors gave positive feedback regarding the facilities at Puncak Darajat Highland, though there is still room for improvement to enhance overall visitor satisfaction.

Main Issues Identified

- 1. Lack of standardised response time for complaints, leaving visitors uncertain about when their issues will be addressed.
- 2. Lack of transparency in complaint follow-ups, especially for those submitted via email or suggestion boxes.
- 3. Inconsistent responses, particularly during peak visitation periods, resulting in unaddressed complaints.
- 4. Absence of an integrated digital system for real-time complaint recording and monitoring by management.

These findings will serve as the basis for developing recommendations to improve the complaint management system and enhance visitor satisfaction.

Analysis of Issues and Constraints in the Complaint Management System

In the implementation of the complaint management system at Puncak Darajat Highland, several challenges hinder the system's effectiveness in addressing visitor complaints. These challenges can be categorised into issues with system implementation as well as internal and external factors affecting its efficiency.

Identified Issues in Complaint System Implementation

Based on observations, interviews, and questionnaires, the following key issues were identified (Table 3):

Table 3 Identified Issues in Complaint System Implementation

Lack of Standardisation in Complaint Handling	 No clear standard procedure regarding complaint resolution time. Some visitors reported their complaints were handled quickly, while others felt ignored. Not all staff share the same understanding of the complaint handling process, leading to inconsistencies in information delivery.
2. Limited Human Resources	 Staff responsible for handling complaints often have other duties, making complaints a lower priority. During holiday seasons or weekends, the number of available staff does not match the influx of visitors, delaying complaint responses.
3. Lack of Complaint Recording and Monitoring System There is no integrated digital system to record and track visitor complaints.	
4. Lack of Transparency in Complaint Resolution	 Visitors are not informed about the status of their complaint resolution. There is no system allowing visitors to track or evaluate the handling of their complaints.
5. Ineffective Use of Diverse Complaint Channels	• Although various channels exist (on-site, WhatsApp, social media, email), not all are effectively managed.

• Responses via social media are
sometimes unprofessional, with
generic replies that do not
specifically address visitor
concerns.

Internal and External Factors Hindering Complaint System Effectiveness

A. Internal Factors

- 1. Limited Human Resources and Staff Training
 - Not all staff are trained in complaint handling, leading to inconsistent responses.
 - High workload, especially on weekends and holidays, overwhelms staff in responding quickly.
- 2. Lack of Supporting Systems and Infrastructure
 - No digital system is available to facilitate systematic complaint logging, monitoring, and resolution.
 - No regular evaluation mechanism exists to analyze complaint patterns and develop long-term solutions.
- 3. Poor Interdepartmental Coordination
 - Some complaints involve multiple departments, such as cleanliness, security, or lodging.
 - Lack of communication between teams slows down the resolution of multi-department issues.
- 4. Lack of Visitor Awareness about Complaint System
 - Not all visitors know how or where to file a complaint effectively.
 - No clear information boards display complaint procedures or resolution guarantees within a specific timeframe.

B. External Factors

- 1. Diverse Visitor Perceptions and Expectations
 - Each visitor has different expectations of the services, which may lead to dissatisfaction even if service standards are met.
 - Some visitors prefer to voice complaints indirectly through social media or online reviews, making it harder for management to respond directly.
- 2. Impact of Technology and Social Media

 Social media allows visitors to express complaints publicly. If not handled properly, viral complaints can damage the attraction's reputation.

• Some visitors prefer to post complaints on platforms like Google Reviews or TripAdvisor instead of reporting them directly, making them harder to resolve.

Implications for the Complaint Management System

Based on the analysis above, several implications affect the effectiveness of the current complaint management system:

- Decreased visitor satisfaction due to inconsistent complaint handling.
- Increased risk of negative reviews on social media and review platforms, potentially harming the attraction's image.
- Lack of complaint pattern evaluations leads to recurring issues without long-term solutions.

CONCLUSION

This study concludes that the complaint management system at Puncak Darajat Highland already has a diverse range of complaint channels. However, it has not yet operated optimally due to limited operational procedures, inadequate human resources, and the absence of an integrated digital system. Therefore, systemic efforts are needed, such as the development of standardised Standard Operating Procedures (SOPs), the addition of dedicated staff, and the digitalisation of the complaint system. These improvements aim to enhance visitor satisfaction and loyalty in a sustainable manner and maintain the destination's image amid modern tourism competition.

Recommendations

To improve the complaint management system, the following actions are recommended:

- 1. Develop a comprehensive Complaint Management Plan.
- 2. Establish clearer SOPs and add dedicated staff to handle complaints.
- 3. Conduct regular evaluations of facilities and provide staff training.
- 4. Implement periodic surveys and increase transparency in complaint resolution.

It is expected that by applying these recommendations, the complaint management system will become more effective and will enhance overall visitor satisfaction.

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