

Application of DeVito's Interpersonal Communication By Frontliner In Resolving Customer Complaints At PT. Bank Syariah Indonesia Bengkulu Branch Office

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Abstrak

Penelitian ini bertujuan untuk menganalisis penerapan prinsip komunikasi interpersonal yang dilakukan DeVito frontliner dalam menangani keluhan pelanggan pada PT. Bank Syariah Indonesia Kantor Cabang Bengkulu. Metode penelitian yang digunakan adalah metode kualitatif dengan pendekatan fenomenologis. Data penelitian diperoleh melalui observasi, wawancara dan dokumentasi. Informan dalam penelitian ini berjumlah 7 orang yang terdiri dari 7 informan utama dan 4 informan kunci. Teknik penentuan informan dengan cara purposive sampling dengan kriteria yang telah ditetapkan oleh peneliti. Hasil penelitian ini menunjukkan bahwa dari aspek Keterbukaan, komunikasi interpersonal antara frontliner dan pelanggan. Hal ini terlihat dari caranya mendengarkan keluhan kesah secara terbuka dan menyikapinya dengan jujur. Dari Prinsip Empati dilihat dari kemampuan frontliner dalam menenangkan pelanggan dan fokus pada keluhan pelanggan. Untuk prinsip Support, terlihat dari kemampuan frontliner menghargai penjelasan pelanggan sampai akhir dan berusaha mencari solusi terbaik atas keluhan pelanggan. Selanjutnya dari prinsip Equality, terlihat dari sikap frontliner memberikan kenyamanan interaksi dengan pelanggan.

Kata Kunci : Komunikasi Interpersonal, Prinsip Komunikasi DeVito, Frontliners, Keluhan Pelanggan

Abstract

This study aims to analyze the application of the principles of interpersonal communication by DeVito frontliner in handling customer complaints at PT. Bank Syariah Indonesia Bengkulu Branch Office. The research method used is a qualitative method with a phenomenological approach. Research data obtained through observation, interviews and documentation. There were 7 informants in this study consisting of 7 main informants and 4 key informants. The technique for determining informants was by purposive sampling with the criteria set by the researcher. The results of this study indicate that from the aspect of Openness, interpersonal communication between frontliner and customers. This can be seen from the way he listens to complaints openly and reacts honestly. From the principle of Empathy, seen from ability frontliner in calming customers and focusing on customer complaints. For the principle of Support, visible from the ability frontliner respecting customer explanations to the end and trying to find the best solution to customer complaints. Furthermore, from the principle of Equality, seen from the attitude frontliner provide comfortable interactions with customers.

Keywords: Interpersonal Communication, DeVito Communication Principles, Frontliners, Customer Complaints

INTRODUCTION

Communication is a means for humans to meet their needs. As explained by William I Gorden (Mulyana, 2005), that communication has 4 (four) functions, where these functions complement one another. The 4 functions are social communication functions, expressive communication functions, ritual communication functions, and instrumental communication functions.

Through communication, one can convey ideas, ideas, thoughts and even express feelings and problems faced. As is the case in communication activities in banking, it includes communication activities between superiors and subordinates, fellow employees as well between frontliner with customers. Communication that occurs in service must be optimal so as to improve the company's image in the eyes of its customers.

Frontliner is at the forefront of a company, including in this case the Bank Syariah Indonesia Bengkulu Branch Office (KC). Frontliner it covers customer service, teller and security. Frontline have an important role as employees whose main activities are at the very front, and there are employees who make direct contact with guests (guest contact) (Tarmoezi, 2000:3).

The communication that takes place between frontliner with customers can be categorized into interpersonal communication. As stated by R. Wayne Pace that, interpersonal communication is a communication process that occurs between two or more people either directly or indirectly directly and the communicator can send messages well to the communicant and the communicant can respond messages from the communicator directly (Cangara, 2016: 32).

Interpersonal communication conducted by frontliner either verbally or non-verbal, especially in handling customer complaints, the communication carried out includes both the nature of the communication, namely verbal and nonverbal. Besides that, interpersonal communication has two dimensions, namely the content dimension which is usually encoded verbally and the relationship dimension which is encoded nonverbally. (Nurbany and Soedarsono, 2022).

At Bank Syariah Indonesia Bengkulu Branch Office, Frontliner has a very important role in handling customer complaints. Customers who have complaints related to banking activities usually communicate them to frontliner. Based on the observation results, it was found that frontliner PT Bank Syariah Indonesia Bengkulu Branch Office often receives

complaints from its customers. In addition, based on interviews with one frontliner (Panji) PT. Bank Syariah Indonesia Bengkulu Branch Office, stated that:

"We who are in charge of the frontliners often receive complaints from customers, and the complaints are also varied. There were complaints regarding problems with money transfers that had not been received by the destination party, the balance in the customer's account did not arrive when depositing cash, as well as problems with BSI mobile. When customers arrive, they seem anxious and panicked, so we as frontliners must be able to provide explanations that make customers feel calm."

Another problem that is also complained of by customers is related to customer dissatisfaction with service frontliner, such as dissatisfaction with the information provided or the length of the process of completing transactions made to customers so that many customers complain due to waiting too long in line, besides that there are also complaints due to the lack of friendliness frontliner.

Customers who come with various complaints, have various characters and different ways of communicating their problems. Some came and complained impatiently, were not thorough, and wanted a quick response to their complaint. In dealing with this, a frontliner must be able to provide services by communicating properly and precisely. Frontliners must be able to communicate to customers in a language that customers can easily understand.

When faced with any situation, frontliner must be able to listen patiently, and must be able to control his emotions. Frontliner must also be able to provide answers and try to patiently provide understanding to customers according to the problem they are complaining about. A frontliner can communicate well so that customers can easily understand and the process of solving customer problems can be resolved immediately.

Based on the description above, this paper will describe the application of the principles of interpersonal communication from DeVito by frontliners in handling customer complaints at PT bank Syariah Indonesia Bengkulu Branch Office. DeVito's communication principles that will be analyzed include Openness, Empathy, Supportness, Positiveness, and Equality.

METHODS

The type of research used is qualitative research with a phenomenological approach, where the phenomenological approach seeks to dig up information/data based on individual subjective experiences. The method of extracting information is done through observation, interviews and documentation.

Observation is carried out by observing the communication activities that occur between frontliners and customers who experience complaints. During the process of observing communication activities, they also listen to how communication is carried out in service to customers.

The results of the observations were then confirmed to informants through in-depth interviews. The steps taken in the context of interviewing informants were agreeing on a schedule first and then conducting interviews based on the agreement that had been made. In the interview, the researcher has a guide in the form of important points of research questions that were developed during the interview. This is done in order to dig deeper information.

Documentation in the form of data that was successfully photographed both at the time of observation and during the interview. This becomes a reinforcement of the data that has been collected through observation and interviews.

Apart from using primary data, it also uses secondary data obtained through literature studies on documents relevant to research topics such as books, journals, articles, papers and writings to complete the data needed in research.

The research informants were selected using a purposive sampling technique, namely finding informants with the fulfillment of the characteristics determined by the researcher. In this study, informants were divided into 2 categories, namely key informants and key informants. Main informants have the following criteria:

1. Frontliner PT Bank Syariah Indonesia Bengkulu Branch Office S Parman 1.
2. Frontliner with work time of more than 1 year.
3. Have experience in the field frontliner and has received excellent service training beforehand.

Meanwhile, key informants have the following criteria:

1. Customers who have reported problems
2. Customers who have received services at the office

By setting the criteria for these informants, the data collected is expected to be able to answer research questions.

RESULTS AND DISCUSSION

Based on the results of observations, interviews and documentation, it can be described that during the customer service process, Frontliner applies DeVito's communication principles. In addition, the communication that takes place can be in the form of verbal or nonverbal.

Nonverbal communication is carried out such as smiles and actions that make service comfortable such as security who always opens the door, customer service and teller who always greets followed by his hands. Moment frontliner pass by customers when in the office area they always smile to greet customers. It can also be seen that the frontliner maintains good relations with customers.

Maintaining good relations with customers not only during service, but outside of service frontliner PT. Bank Syariah Indonesia Bengkulu Branch Office S Parman 1 also maintains their hospitality.

How to speak frontliner which is soft is also very concerned because of daily tasks frontliner is talking to customers, it is very important to pay attention to how to talk. A soft way of speaking does not mean it is not clear to the customer to hear, a soft way of speaking means the tone when speaking is relaxed but still heard clearly and easily understood by the customer.

Communication patterns formed between frontliner with PT customers. Bank Syariah Indonesia Bengkulu Branch Office S Parman 1 in handling complaints uses a circular communication pattern. This circular pattern depicts or flows communication circularly, which means that communication here can send messages to each other and then translate or interpret which can then be forwarded with feedback to the sender of the message and also take place simultaneously, meaning it will continue to flow and settle.

This communication pattern can be seen from the interactions that are built by a person frontliner by welcoming customers through the process greeting, providing information, asking customer complaints, caring about problem or customer problems, to the stage of problem solving or problem solving by frontliner. Moment frontliner provide services to customers, an interaction between frontliner convey the message then interpreted by the customer and provide feedback from the message that has been conveyed to the customer. This indicates the ongoing circular pattern.

When handling complaints, we can also see that there is a circular pattern in this regard, where PT. Bank Syariah Indonesia Bengkulu Branch Office expressed a message regarding complaints faced and received by frontliner so that frontliner also provides direction on complaints faced according to his experience and that is where feedback messages occur so that a result of interaction is obtained, namely the resolution of complaints from customers.

Interpersonal communication provides evidence that there are two actions namely giving and receiving, which means that in the communication process it is carried out by two

or more people simultaneously and a process of sharing information will be created simultaneously as well. In the end, it is hoped that the information used will provide a better response, namely by frontliner in handling the process of handling customer complaints as communicators and customers as communicants.

The research results related to the application of DeVito's communication principles in order to overcome audience problems, will be described and analyzed as follows:

Openness

Openness is an activity of sharing feelings and information that is familiar with others. Openness also includes a willingness to listen openly and react honestly. Based on the observations made, it can be seen that the concept of openness which is conducted frontliner PT. Bank Syariah Indonesia Bengkulu Branch Office S Parman 1 has done well, customers feel that their presence is welcomed and feel that complaints submitted by customers are answered honestly in accordance with the information that customers want in order to form customer service satisfaction.

The concept of openness in interpersonal communication frontliner This shows the existence of openness in communication between frontliner and customers make frontliner have open feelings and thoughts in serving various kinds of customer complaints, so openness is the first step in interpersonal communication frontliner bring a harmonious relationship with the customers of PT. Bank Syariah Indonesia Bengkulu Branch Office. So that this concept is used by PT Bank Syariah Indonesia Bengkulu Branch Office because it is considered an effective way to serve customers.

The customer feels that frontliner have served well by being friendly and polite when serving, then customers also feel comfortable with the delivery method given by the officers because they look relaxed but serious and the information conveyed is clear, such as the following attitude:

- a) Readiness frontliner to customers to disclose information regarding company data needed by customers with due observance of certain limits in accordance with company regulations. Willingness frontliner in disclosing information about company data to customers is needed, in handling various kinds of complaints frontliner have really understood the problems complained of by customers, so that the process of delivering messages to customers can run well. This is done in order to get the feedback expected by frontliner, where customers can understand explanations from officers and can create a better interpersonal communication

process. This is also one of the goals of interpersonal communication, namely to express concern for others, and to avoid the impression that customers are frontliner as a closed, cold and indifferent person, which will impact on the company's image. The process of conveying messages openly and honestly as well as providing understanding and trying to convince customers, in this process frontliner start by asking the problems complained of by customers, after knowing the problems complained, frontliner will explain why the problem can occur and explain the solution to the problem using language that is easy to understand, then it will bring up the customer's willingness to act according to the information and solutions provided by the officer frontliner.

- b) Readiness frontliner in providing explanations and understanding of information regarding customer complaints. In providing information frontliner also provide explanations needed by customers according to their complaints. It is intended that customers can understand the problems they are facing by providing a number of data from the company that are needed by customers and so that repeated complaints do not occur. The data shown by frontliner are real data because nothing is hidden in accordance with company procedures. All of this is done so that customers are satisfied with the services provided when customers express their complaints.

Empathy

Empathy is the ability to put yourself in someone else's shoes and live that experience to see the situation from another person's point of view. Empathy owned by a frontliner very helpful frontliner understand every customer complaint emotionally. Based on observations made by researchers, it is known that empathy exists when frontliner calming emotional customers, including by giving a good welcome, asking how they are doing and remaining polite, smiling and not offending the customer.

As for the results of observations found by researchers on frontliner services at PT. Bank Syariah Indonesia Bengkulu Branch Office, that frontliner have carried out the concept of empathy. When customers come to complain about the problems they are experiencing with emotional feelings that are sometimes unstable frontliner can be responsive in understanding these complaints and can focus on self-control so as not to be provoked by emotions when customers who come to complain with emotional feelings, thus interactions frontliner who can

manage their sense of empathy well is able to understand and resolve all complaints that occur to customers.

However, it cannot be denied that there are psychological barriers to oneself frontliner and customers, sometimes frontliner also have internal problems such as personal problems or health problems. These psychological barriers sometimes bring some frontliner provoked when faced with emotional customers. This is known by researchers through interviews based on experience frontliner when a customer who less able to be invited to work together so that makes himself the one got emotional too, things like this are what makes the process of interpersonal communication is often hampered by conditions someone who has an emotional psychological condition.

Barriers in This psychological experience is experienced by a person frontliner that is Ms. Suci, who said that at one time she experienced something problem internally himself and his family and at the same time Ms. Suci felt that her body was not fit enough, so that caused her to die not optimal in providing services to customers. Things like this are sometimes faced with customers who can't be worked with so makes himself often provoked emotions too and make the atmosphere uncomfortable thus hindering the process of interpersonal communication is in progress and the message conveyed will not be received effectively.

One person frontliner who is in charge of handling customer complaints, it is important to have a sense of empathy to put himself in a role or position in serving customers who are expressing complaints. Officers can adjust to customers by being empathetic, feeling when they face problems like those faced by customers, giving an understanding that the company also cares about problems that customers complain about, this is important to do for customer satisfaction and for the interpersonal communication process to run effectively in serving customer complaints.

Based on the interviews conducted also showed that frontliner really tries to care for customers from various backgrounds, such as elderly customers for example, frontliner always understand the limitations of elderly customers and even assist the service process to completion and try to provide explanations as simple as possible for them to understand. As one said frontliner BSI that they sometimes position elderly customers as their parents want to be treated in a service. Empathy like this is very important in every self frontliner who always interact with many people.

Supportness

Support is an attitude of communication behavior that can reduce anxiety, depression or anxiety from a person. Based on the results of field observations, the researcher found that the concept of support is found in a comfortable office to solve problems and many things have been done by frontliner PT. Bank Syariah Indonesia Bengkulu Branch Office to customers which is implemented in several ways including by providing good feedback by calming the customer first such as serving candy or drinks in a certain room if indeed the customer is too panicked so that the customer can be more calm before submitting his complaint as a whole.

One person frontliner must be able to accept all complaints from customers, frontliner appreciate the customer's explanation until the end when the customer submits his complaint. So it's spontaneity frontliner in providing support to customers not only through words alone, but followed by actions such as support with a comfortable waiting room atmosphere for customers is also one of the factors, so as to calm the feelings of customers so that with a calm emotional condition customers can help frontliner in carrying out interpersonal communication well by always providing good support and feedback in finding solutions to customer problems in accordance with the policies set by the company.

From research interviews in conducting customer complaint handling services frontliner always trying to provide the best solution to the problems that customers complain about so that they can be resolved. Solving problems complained of by customers will certainly find a way out by frontliner by way of discussion or reciprocal interpersonal communication with the customer concerned. Frontliner emphasizes that it is necessary to have discussions with customers such as letting customers tell beforehand about their complaints until they are resolved later frontliner ask questions and explain in detail about solving problems they face so that customers don't feel ignored and don't give complaints continuously, all of this is done to show respect and support for customers.

Frontliner giving freedom to customers to express their complaints until they are finished, which means that frontliner always respect the customer and not be arbitrary in making decisions that have not been approved by the customer. Frontliner in research interviews said that he always remains calm and patient in serving customers who have a strong character, trying to adjust to the conditions and situations that occur in the field. Immediately explain openly about the causes of problems faced by customers, provide solutions to these problems, and provide information and data from the company.

Understanding customers who come with high emotions, so make frontlinert ry to be able to handle it professionally, not provoked by the emotions given by customers. Frontliner has shown a supportive attitude towards customers in the process of handling customer complaints with services that make customers comfortable, know what to do and respond quickly. Officers are able to provide an understanding that the relationship between the company and the customer is very close, has important reciprocity, tries to find solutions to problems by discussing with customers according to existing procedures, does not necessarily decide unilaterally. Understand that each customer has a different character that must be understood by frontliner, and can adjust the situation and conditions that exist when handling complaints.

Positiveness

A positive attitude in interpersonal communication must be done with the use of positive messages that can be appreciated by others. Part frontliner PT. Bank Syariah Indonesia Bengkulu Branch Office appreciates existence and is aware of the importance of customer presence. This positive attitude includes attention or a positive view of the customer, positive feelings for communicating and not attacking a customer who is invited to interact. This ability to be positive, researchers found during the observation that there is frontliner try to be professional in calming customers who are less emotionally stable. So that with the concept of positivity applied by frontliner PT. Bank Syariah Indonesia Bengkulu Branch Office can help companies find solutions to customer complaints effectively through the good image given by frontliner to customers.

One form of a positive attitude is when frontliner patiently and continue to assist customers even when dealing with customers who don't want to cooperate. Frontliner keep showing a pleasant form of communication by always speaking soft words, smiling kindly and with polite body language. If the communicator always conveys messages to the communicant by using positive sentences and attitudes, then the communicant will also provide feedback with a positive attitude as well.

Frontliner explained that, each frontliner must always show a positive attitude to customers so that the company's image is always good in the eyes of its customers. But sometimes when frontliner is not in good condition, there are some frontliner who sometimes get carried away by their bad condition so that they sometimes seem less friendly to customers. So that the customer's assessment sometimes becomes not good and will also be a bad assessment for the company. Companies must continue to improve employee performance

monitoring. There is a positive attitude to everyone frontliner and other employees, it means that the company has formed a positive character in the eyes of customers.

Another obstacle is the obstacle in the system frontliner those at PT. Bank Syariah Indonesia, this obstacle certainly disrupts the service process carried out by frontliner. All activities frontliner done using this system. So, if there is a disruption to the service system, it cannot be carried out and makes queues crowded and customers pile up. If this only takes a few minutes, frontliner of course get various complaints from customers such as complaints about the length of the queue and are often said to be slow in service. In situations like this frontliner remain patient and provide understanding and always have a positive attitude to customers, giving a short announcement that the system is having an error from the center.

Equality

Interpersonal communication can take place effectively if there is an atmosphere of equality (equal). The concept of similarity applied by frontliner at PT. Bank Syariah Indonesia Bengkulu Branch Office, namely by providing an element of comfort in interacting with customers. Frontliner trying to be familiar with customers, looking for similarities with customers and trying to communicate in accordance with the language used by customers. Based on the results of observations it was found that frontliner provide comfortable interactions starting from greeting customers, speaking politely and kindly to those who are older and younger so as to increase familiarity and make customers feel familiar. With this concept, customers feel that their presence is highly valued by getting full good service without any differences from other customers. That way customers will feel that their rights are properly fulfilled in the services provided by PT. Bank Syariah Indonesia Bengkulu Branch Office.

The communication between frontliner and customers look from frontliner which treats all its customers equally, meaning that there is no difference in treatment between one customer and another, all are served with the same SOP according to each customer's complaints. For one frontliner In serving customers, the most important thing is that customers are satisfied with the services provided, whoever it is with any social status, frontliner will continue to provide the best service.

Rivalry between frontliner with customers in the intertwined interpersonal communication process is highly applied in the complaint handling service process. In an interpersonal communication relationship marked by equality, disagreement and conflict are seen more as an attempt to understand definite differences, this is also felt by frontliner when

serving customers with various complaints. In carrying out their duties, frontliner must continue to carry out two-way communication with customers, in order to achieve customer satisfaction. Frontliner also strives to create intimate and comfortable communication regardless of social status or anything to customers who come.

CONCLUSION

Based on the findings in the field, the researcher concludes that interpersonal communication is seen from the principle of openness which is conducted frontliner PT. Bank Syariah Indonesia Bengkulu Branch Office can be seen from the attitude of willingness frontliner customers by listening to complaints openly and reacting honestly. The principle of empathy there are moments frontliner adapt to customers, calm customers and focus on customer complaints. However, it cannot be denied that there are psychological barriers to oneself frontliner and customers during service. Then the support principle supportness frontliner to customers can be seen from the ability frontliner respecting customer explanations to the end and trying to find the best solution to customer complaints. The principle of a positive attitude (positivennes) frontliner includes attention or a positive view of the customer, positive feelings to communicate and not attack a customer who is invited to interact, and the principle of equality implemented by frontliner namely by providing an element of comfort in interacting with customers. Frontliner try to be familiar with customers and try to communicate in accordance with the language used by customers.

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