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Dr. Swati Mittal
Assistant Professor, Bhagwan
Parshuram Degree College,
Village Khadal, Dadahu,
Himachal Pradesh, India

Complaint Management System

Dr. Swati Mittal

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Abstract

A complaint system is a set of procedures used in organizations to address complaints and resolve disputes. A Complaint Management system is a platform independent application, so this web application can be accessed anywhere in the system. The main objective of this Complaint Management system is to focus on the issues related to internal system. The system needs to provide the services to the user who is accessing this system from the collected information and this system.

Customers become dissatisfied when product or service performances are not up to their expectations. Understanding the potential sources of dissatisfaction and customers' reactions to negative situations are mandatory requirements in the design of effective service recovery strategies. Customer responses to various errors or unpleasant incidents are not unique. The Complaints Management Process applies to complaints about the quality or timelines of service provided, or conduct of any service provider that directly affects a service user. The Complaints Management Process is designed to provide transparent, efficient, and effective complaints handling procedures across the Health Services. Complaints will be treated confidentially, and complainants will not suffer any reprisals from the health service provider for making a complaint.

Practical realities prove that dissatisfaction leads customers to both migration behaviour and negative referrals to other potential buyers, adversely affecting retention rates, profitability, and organizational image. Therefore, customers who make complaints provide the company with additional chances to identify internal deficiencies and to develop an appropriate recovery strategy. This should focus on actively encouraging complaining behaviour and establishing effective procedures to solve problems, remove the causes of dissatisfaction, and provide prompt answers to affected customers.

Keywords: Employee engagement, organisational citizenship, empowerment, work-life balance

Introduction

A complaint system is a set of procedures used in organizations to address complaints and resolve disputes. A Complaint Management system is a platform independent application, so this web application can be accessed anywhere in the system. This is also developed for reducing the communication cost between the staffs and to provide the efficient service to their staffs.

Aims and Objectives

The main objective of this Complaint Management system is to focus on the issues related to internal system. The system needs to provide the services to the user who is accessing this system from the collected information and this system.

Provide a framework for the management of complaints.

- Offer a complaints management regime that facilitates continuous improvement.
- Inform customers and staff of the forms of redress available to them.

Review of Literature

Complaint management is the process of dissemination of information aimed at identifying and correcting various causes of customer dissatisfaction (Fornell & Westbrook, 1984) ^[4]. It defines strategies used by companies to solve and learn from the previous mistakes in order to restore customer confidence in organizational reliability (Hart *et al.*, 1990) ^[6]. Therefore, information gathered from customer complaints is of great significance for the quality management process, as it can be used to correct and learn about weaknesses in product quality and delivery system.

Corresponding Author:
Dr. Swati Mittal
Assistant Professor, Bhagwan
Parshuram Degree College,
Village Khadal, Dadahu,
Himachal Pradesh, India

Customers become dissatisfied when product or service performances are not up to their expectations. Understanding the potential sources of dissatisfaction and customers' reactions to negative situations are mandatory requirements in the design of effective service recovery strategies. Customer responses to various errors or unpleasant incidents are not unique (Voinea *et al.*, 2011) ^[16-17]. Thus, some individuals will initiate a public action, which may consist of sending a complaint to the organization, complaining to a third party such as to a consumer association, or even trying to solve the problem through a legal action. In other cases, customers will make a private action and will send negative messages to other potential customers or they will end the business relationship, followed most likely by migration behaviour. There are also passive customers that will not perform any action, due to a low level of interest in that specific experience or in the product itself. This may be the case of fast moving consumer goods with minimum costs and risks for the individual (Lovelock & Wirtz, 2004) ^[9].

Customer migration usually affects both current and future profitability through Unfavourable word of mouth. Electronic communication channels enable customers who experience high levels of dissatisfaction to talk about their negative consumption experience with a large number of people (Stauss, 1997) ^[13]. Research on customer dissatisfaction has shown that only a small percentage of customers that had negative consumption experiences have submitted their complaints to the organizations. Some examples are given by the following facts for every complained received by a company, there are nineteen other dissatisfied customers who did not make the effort to complain (Bateson & Hoffman, 1999) ^[1]. Of the total number of customers that felt dissatisfied with a particular product or service, only between five and ten percent made claims, and in some cases the percentage is even lower (Tax & Brown, 1998) ^[14-15].

Customers who make complaints are providing an organization with the opportunity to solve certain operational malfunctions, to learn from negative situations and consequently to re-establish their satisfaction and trust. However, when they come to claim, customers have specific expectations on how the company should manage the complaint and on what compensation should be adequate to cover their psychological, financial and time costs.

Therefore, customer satisfaction with the complaint management process is influenced by the concept of justice, highlighting customers' reactions to conflict contexts (Gilliland, 1993) ^[5]. In relationship marketing literature, justice is analyzed as a three-dimensional concept, including distributive, procedural and interactional justice (Tax *et al.*, 1998) ^[14-15].

Distributive justice concerns the compensation received by the customer as a result of the losses or inconveniences caused by a specific problem. The customer analyzes what the organization is willing to give in order to counterbalance the perceived negative experience and associated costs. Depending on the severity of the problem, the compensation can take various forms, such as product repairs, product exchanges or replacements, free services, refunds, discounts, or only polite apologies (Kelly *et al.*, 1993) ^[18].

Procedural justice refers to customers' evaluations on the business procedures and systems used in the process of receiving and resolving complaints. From this perspective,

complaint procedures should be flexible, easy to access and manage, and must be concluded in a convenient and timely manner (Tax *et al.*, 1998) ^[15]. Customers have a negative perception in situation when they have to fill out difficult complaint forms, to send letters or to provide bureaucratic evidence about the product purchased. The use of such procedures does not send positive messages to customers about the management intentions to solve the difficulties occurred.

Interactional justice takes into account the assessments made by customers regarding the behaviour of those employees who are dealing with complaint management activities. Thus, customers expect to receive plausible explanations of the cause of dissatisfaction (Voinea, 2011) ^[16-17]. At the same time, they want to see that real efforts are made to solve the problems and to eliminate the inconveniences. In this respect, employees must display courtesy, honesty, empathy and ethic behaviour during the communications process with dissatisfied customers, aiming to reestablish organizational credibility and avoid image damage (Constantinescu, 2011) ^[2].

All three dimensions of justice are important for customers, but their specific value may vary according to individual profile in terms of personal expectations, experience, involvement, and expertise.

Services recovery strategies must cover both internal and external complaint management objectives (Jeschke *et al.*, 2000) ^[7]. Internal objectives are focused on employees that directly interact with customers facing difficulties and influence their subsequent satisfaction. The list of internal goals should contain informing the employees about complaint management procedures, ensuring that policies and rules for handling complaints are accepted by employees, training and motivating employees to manage conflicts and to create positive experiences in customer interactions, developing an internal marketing approach. External objectives are focused on customers and must contain the following regaining customer satisfaction, securing customer portfolio and straightening business relationship, extending sales through cross selling activities, generating positive word of mouth, collecting and using the customer complaints information to improve products, services and internal processes, avoiding negative perceptions and Unfavourable influence on corporate image. Achieving external objectives depends on organizational commitment in meeting internal aims.

An effective recovery strategy involves carrying out planned activities, which can be summarized in three major steps: Stimulate and receive complaints, resolve complaints, and send feedback to the customer (Bateson & Hoffman, 1999) ^[1].

Actively encourage customers to express dissatisfaction is a necessary task for organizations, if we take into account the reluctance of customers to make complaints (Maxham III & Netemeyer, 2002) ^[10]. Therefore, a good way to stimulate complaints is to identify which are customer reasons for not sending a feedback to the organization, and then solutions can be sought to decrease or remove these obstacles.

According to Lovelock and Wirtz (2004) ^[9], the barriers perceived by customers to express dissatisfaction are related to customer inconvenience with complaining procedures, consumption of time and energy to complain, the lack of customer confidence in the actions performed by organizations to remedy the problems or to address the

causes of dissatisfaction, the customer fear of being treated in a rude manner, to be scolded or to feel embarrassed in discussions with employees. Another barrier that may occur is the customer uncertainty about their own ability to evaluate the quality of products and services. This is especially the case with technical products, complex or specialized services in areas as medicine, architecture, law etc.

Various strategies are recommended to companies in order to decrease the above mentioned communication barriers. The first consists of feedback facilitation through free phone numbers, postal and electronic addresses written on all customer correspondence, business documents and communication materials. The second recommends ensuring customers about the importance of their complaint messages and organizational actions that will be performed to solve the problems (Michel, 2001) ^[11]. Thus, the customer should be informed about the service recovery procedures and product improvements by using telephone, mailing or e-mail contacts. The third strategy is to turn customer feedback into a positive experience by sending thanking messages to customers that complained and training employees to be courteous and polite to customers (Lovelock & Wirtz, 2004) ^[9].

Organizations have developed various procedures to receive customer complaints. The most common involve the use of free telephone lines, physical forms found in the place of consumption, links on organizational web sites, and information obtained from qualitative and quantitative marketing researches (Bateson & Hoffman, 1999) ^[1]. Employees who directly interact with dissatisfied customers are trained to follow a set of communication rules or Behavioural norms to avoid possible conflicts. These involve admitting mistakes without taking a defensive attitude, sending a message of empathy to the customer, and estimating the time needed for recovery.

Once the company received customer claims, the complaint resolutions process begins. This process involves setting procedures to clarify what actions will be performed by employees in negative situations or bad customer experiences (Kelly *et al.*, 1993) ^[18]. Procedures development is done by anticipating main areas or critical incidents in the business relationship. These involve situations and times when there is a high likelihood of errors occurrence.

Therefore, identifying high frequency problems and their causes enables the organization to establish standards or predetermined solutions for employees' activity. Standards clarify issues about the period of time for complaint resolution, the way employees should communicate with the customer during settlement of the claim, the type and amount of compensation that will be provided to affected customers. At the same time, it should be noted that some procedural flexibility is needed in situations where new problems arise. The solution may consist of empowering front line employees to develop their own answers for service recovery (Mosora, 2012) ^[12].

Sending feedback to the customers is the stage focused on the communication process, which takes place between the employee and the customer after settlement of the claim. The employee contacts the customer to inform him about complaint handling activities, causes that generated the problem and measures to be taken by the management in order to avoid a similar negative incident in the future (Jeschke *et al.*, 2000) ^[7]. The message sent to the customer

can be standardized (for routine problems) or customized (for special complaints) in terms of problem magnitude or customer value.

An important objective of this last stage is researching customer perceptions on the quality of complaint management process. Customer feedback is requested in order to identify the level of satisfaction with the compensation received, the speed of problem solving and other issues of complaint handling (Filip, 2011) ^[3]. The practice evidences show that prompt reaction of the organization and timely resolution of negative situations may lead to relationship continuity for about 95 percent of customers who have made a complaint.

Complaint management process

The Complaint Management Process has been developed to provide a single system through which complaints about service and administrative action can be dealt with where possible internally, and to comply with the requirements for a general complaints procedure. These procedures outline the process by which complaints will be handled when raised by or on behalf of service users, and must be read in conjunction with the Complaints Policy.

Scope of the process

The Complaints Management Process applies to complaints about the quality or timelines of service provided, or conduct of any service provider that directly affects a service user. The Complaints Management Process is designed to provide transparent efficient and effective complaints handling procedures across the Health Services. Complaints will be treated confidentially and complainants will not suffer any reprisals from the health service provider for making a complaint.

All complaints are to be thoroughly and expeditiously investigated with the aim of achieving a mutually acceptable resolution, and informing improvements in service delivery and best practices. To facilitate the effective management of complaints the Ministry of Health is guided by the following principles.

- Patients' Rights and Obligations.
- Customer satisfaction.
- Customer focused service.
- Customer Involvement in Quality Improvement.

Benefits of managing complaints

By effectively analyzing complaints, steps can be taken to

- Redesign services;
- Improve policies and procedures.
- Increase efficiency and effectiveness.
- Re-assess customer information needs.
- Increase community confidence in decision making.
- Provide transparency and accountability.

The complaint management process

The complaint management process allows the health service to use patient/client feedback to increase satisfaction and to make improvements through

- Accountability by health service.
- Management of complaints.
- Data collection and analysis.
- Risk management of potential problems.
- Addressing systemic and recurring problems.

The health service shall have a culture of accountability where management/senior staff is responsible for quality services and effective complaints handling. The responsibilities include

- Providing appropriate complaint management training of staff.
- Developing, monitoring and reporting performance criteria for complaint handling.
- Reviewing the local complaint management process on an annual basis, including information on action (s) taken in response to complaints.
- Demonstrating a pro-active approach to patients/clients and staff feedback.
- 7.2 Management of Complaints.
- The Complaint Management Process will operate within frameworks of natural justice and confidentiality. The complaint management process will include.
- A complaint investigation procedure.
- A central point of coordination to register the complaint.
- Management of the complaint process by.

Acknowledging receipt of the initial complaint within (2) working days;-commencing an investigation of the complaint within five (5) working days of receipt of the initial complaint;-resolving complaints as soon as practicable in the best interest of all parties, ideally within thirty (30) working days of receipt and, -advising the complainant if there is a delay while providing updates on the progress of the investigation at fifteen (15) day intervals.

Data collection, recording and reporting

An effective complaint management process requires appropriate systematic recording of complaints and their outcomes. Issues to be included are

- The number and type of complaints received.
- The type of services or practices about which complaints are made.
- Response time against defined parameters.
- Demographic details and demographic analysis.
- Referral source of the complaint.
- Resources.
- Action planned or taken.
- Trend analysis of complaint issues; and.
- System changes and outcomes introduced as a result of a complaint.

The process for recording and reporting complaints should include

- Categorization of complaint data including severity and

outcomes.

- Collection, collation and reporting of complaint data;
- Documentation of complaint data using minimum reporting fields.
- Recording of complaint data electronically.
- Reporting complaint data, investigation outcomes, analysis of trends and system changes.

Compliment recording and reporting

It is recognized that the health service also receive compliments. Compliments provide an opportunity for the health service to utilize positive patient/client feedback to offset the perceived negative aspects of complaints and to facilitate improvements in the delivery of health care.

Provision of complaints data

The health service is required to provide quarterly complaints data to the Ministry of Health and Social Development for collation and analysis. An aggregated complaints report will be provided to facilitate systemic improvement by enabling the health service to develop and implement strategies to improve the quality of service. Copies of the aggregated complaints report will be made available to the Quality Council biannually.

Evaluation

The Health Services Complaints Management Process shall be reviewed every 3 years. The review shall include

- An evaluation of the process including an audit of individual complaint files.
- Survey of staff, and patients/clients.
- An assessment of the adequacy of the Complaints Management System.

Risk Plan

There are mainly four stages including in the plan timeline process. First, the server receives the complaint and processes them for the categorization process. All the complaints are merged internally which an easy processor is fetching out the information. Then the complaint will be assessed for further evaluation. Then the processor investigates the complaint if it's relevant or not. Lastly, the complaint portal resolves the issue with the help of the management team for better effectiveness. First, acknowledging the receipt from 16th March to 17th March. Then the team will commence an investigation. The time allocated for this task is 16th march to 20th march. All the training will be provided based on the circumstances. For the decision-making company could use 16th April to 30th April.

Task Name	Duration	Start	Finish	Predecessor
Acknowledging receipt of the initial complaint	2	16/3/23	17/3/23	
Commencing an investigation of the complaint	5	16/3/23	20/3/23	1
Working days of receipt of the initial complaint	30	16/3/23	16/4/23	2
Advising the complainant	15	16/4/23	30/4/23	3

Risk management of potential problems

Complaints may be an early warning identifying opportunities for systemic improvement. The early identification of individual complaints of a serious nature or with potential for escalation should therefore be the foremost concern for the health services risk management programme.

Addressing Systemic and Recurring Problems Health services are required to classify and analyze complaints to facilitate the identification and regular reporting of systemic and recurring problems. Highlighting systemic issues can be used by the health service to

- Demonstrate commitment to using patient/client feedback to change practice.

- Assess the performance of the service provided.
- Change organizational practices and procedures.
- Redesign care and services.
- Identify potential problems.
- Provide staff with feedback on changes in care and service delivery.
- Continually reassess patient/client needs.
- Categorize all complaints.

Conclusion

The evaluation and its review seek to ensure that the Complaints Management Process is able to facilitate the provision of appropriate information leading to health system improvement.

Practical realities prove that dissatisfaction leads customers to both migration behaviour and negative referrals to other potential buyers, adversely affecting retention rates, profitability and organizational image. Therefore, customers who make complaints provide the company with additional chances to identify internal deficiencies and to develop an appropriate recovery strategy. This should focus on actively encouraging complaining behaviour and establishing effective procedures to solve problems, remove the causes of dissatisfaction, and provide prompt answers to affected customers. Consequently, by designing an integrated complaint management system, organizations have the opportunity to learn from customer feedback and to exploit this information in order to decrease weaknesses, improve business performance, avoid future negative experiences, and consequently reestablish customer satisfaction, loyalty and relationship commitment. The system has the benefits of easy access because it is developed as a platform independent web application, so the admin can maintain a proper contact with their users, which may be accessed anywhere. All communications between the client/user and administrator has been done through the online, so this communication cost also is reduced.

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