ASSESSMENT OF IMPACT OF CUSTOMER COMPLAINTS HANDLING PROCESS ON CUSTOMER SATISFACTION: A CASE STUDY OF TANESCO-DSM AND COAST ZONE
ASSESSMENT OF IMPACT OF CUSTOMER COMPLAINTS HANDLING PROCESS ON CUSTOMER SATISFACTION: A CASE STUDY OF TANESCO-DSM AND COAST ZONE

BY

DEUSDEDIT HOKORORO

A Research Dissertation Submitted in Partial Fulfillment of the Requirement for the Degree of Masters of Business Administration in Corporate Management (MBA-CM) of Mzumbe University.

2017
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled; **Assessment of Impact Of Customer Complaints Handling Process On Customer Satisfaction: A Case Study Of Tanesco-Dsm and Coast Zone**, in partial fulfillment of the requirements for award of the degree of Master of Business Administration in corporate management of the Mzumbe University.

______________________
Major Supervisor

______________________
Internal Examiner

Accepted for Mzumbe University, Dar es Salaam Campus College

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I, Deusdedi Hokororo, declare that this dissertation is my own original work and it has not been presented and will not be presented to any other University for a similar any other degree award.

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This work was not a product of my own hard work only; I am therefore prompted with courtesy to acknowledge the following:

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DEDICATION

I dedicate my research paper to my beloved parents for their tender care from my childhood up to the moment as they are most important people in my life.
LIST OF ABREVIATIONS AND ACRONYMS

CCB    Client dissensions conduct
RCRO   Regional Customer Relation Officer
TANESCO Tanzania Electric Supply Company Limited
WOM    Word of Mouth
ABSTRACT

The focus of TANESCO is to create and keep customers; effectively addressing a complaint is really an opportunity to create a positive experience with customers... Resolving customer’s complaints makes for a better bottom line as the cost to replace a current customer can be 10 times the cost of keeping them. TANESCO have established various strategy for the purpose to gain advantage towards customers complains.

The general objective of this study was to assess the impacts of customer complaints handling process on customer satisfaction. Specific objectives were: to identify challenges facing company’s staff on handling customer complaints, to identify customer’s perception on complaints handling process and to determine the relationship between customer satisfaction and the process of handling customers complaints.

The study adopted a case study research design. The study population was divided into four groups that are Customers, TANESCO’s emergency telephone operators, Regional Customer Relation Officers (RCRO), Technical staff. A total of 84 customers, 12 telephone operators, 4 RCRO and 4 technical staff were used by researcher to assess the impacts of customer complaints handling process on customer satisfactions. The study used both probability and non-probability sampling methods, whereby in probability sampling stratified random sampling was applied and in non-probability sampling, convenience sampling was used. This study collected data from both primary and secondary sources.

From the details which were provided by the respondents it has discovered that different initiatives have been implemented by the company so as to overcome the challenges facing the staff when dealing with the customers’ complaints. Among of the initiatives implemented by the company is the introduction of the modern service center.
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CHAPTER ONE

BACKGROUND OF THE STUDY

1.0 Introduction

This chapter describes the background to the problem; followed by statement of the problem; research objectives and questions; significance; scope of the study and definitions of key terms.

1.1 Context of the study

From 1970’s, customer complaint behaviors have become the hotspot in marketing research, the study of customer complaint behavior in west countries has been concluded in three aspects: first, intention of customer complaint; second, customer complaints behavior including classifying, reasoning, and affect factors analysis and the third is customer complaint management includes what the company did and what they should do (Murray, 2010).

When the customer makes a complaint it is important to recognize, investigate and solve the complaints as quickly as possible. In order to ensure that customers are made to feel that their complaint have being taken seriously, it is very important to have the staff who have skills in handling with customer complaints. Most of companies nowadays operate in a competitive environment which made them to invest much in providing a quality service to their customers by solving customer’s complaints as quickly as possible. In that regards such companies have shifted from product/service centric to a customer- centric position (Saha & Zao, 2005). Employers have started doing their best to ensure that customers are retained and there is a growth of customer base, they have been doing that by ensuring their employees have skills in handling customer’s complaints and a good interaction with customers. The understanding of quality of the interaction between customers and employees introduced the concept of rapport.
Rapport, which is defined as “personal connection between the two intercalants,” directly affects important outcomes such as customer satisfaction and loyalty which are two variables ultimately related to company profitability (Thurau et al., 2006).

Research has shown that the customers who have had a problem with a company or product, but felt that the company made honest efforts to correct the problem, become some of more vocal “evangelist” for the company or product. By resolving the customer’s complaint using quality service you can often move a customer from dissatisfied to completely satisfied and you can usually get an increase in loyalty of 50 percentage point (Shaw, 2011).

To remain competitive, the organization must ensure there are outstanding customer services, which are attained when the company continuously and constantly goes beyond the customer expectations. If the company wants to go beyond the customer expectations, then it should know that every part of the business has an influence on customer service. Successful customer service involves making a commitment to learn customers’ needs and satisfaction for quality service, and then develop impact customer loyalty.

1.2 Statement of the Problem
Six out of seven customers, who should complain, do not do so; they silently take their business elsewhere and you may never know it (Shaw, 2011). They may have tried to communicate their issues to you in the past and met roadblocks or not received acceptable resolution and have decided not to try again. There is always someone out there willing to take their money. This appears to be the general view among dissatisfied customers; they go to the competition rather than go through the probable ordeal of trying to complain. Well-handled complaints can create loyal customers and increase profits. The focus of any business is to create and keep customers; effectively addressing a complaint is really an opportunity to create a positive experience with customers, in addition to preventing them from going to the competitors. Resolving customer’s complaints makes for a better bottom line as the cost to replace a current customer can be 10 times the cost of keeping them.
Scholars had been explained that the quality of the service can be determined by good customer complaint handling process, “how well service complaints are handled is a key determination of quality in the public service at both systemic and service-recipient levels” (Brewer, 2007). Others have shown the importance of systematic procedure that company’s management should use in order to handle customer complaints. “A systematic procedure must be developed and implemented in order to register and investigate each complaint received and not only the quality assurance area must be involved” (Jadhav, 2015). Despite the effort that management has been made by employing people with skills in dealing with customer’s complaints and using systematic procedure in handling customer’s complaint, the level of service delivery in the most companies is still poor. That is why this study sought to assess the impacts of customer complaints handling process on customer satisfaction using TANESCO -Dar es Salaam and coast zone as case study.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to assess the impacts of customer complaints handling process on customer satisfaction.

1.3.2 The Specific Objective

i. To identify challenges facing company’s staff on handling customer complaints

ii. To identify customer’s perception on complaints handling process

iii. To determine the relationship between customer satisfaction and the process of handling customer’s complaints

1.4 Research Questions

This study was guided by the following research questions:

i. What are the challenges facing company’s staff on handling customer complaints?
ii. What are the customers’ perception on complaints handling process?
[iii. What is the relationship between customer satisfaction and the process of handling customer’s complaints?

1.5 Significance of the Study

The findings of this study benefit company’s management in identifying challenges facing the organization and enable them to plan the good strategy of handling customer’s complaints so as to increase customer satisfaction. The findings of this study might assist many organizations in determining their weaknesses in customer care. It shows the ways of handling customer complaints which lead to customer retention, increase in organization’s profit and maintaining reputation. By identifying the challenges associated with the customer, the organization can be at a better position in taking important measures to improve the quality of services for winning reputable customer satisfaction and perception as well.

1.6 Limitations of the Study

The researcher encountered the following setbacks while carrying out the study: Privacy of information. The researcher faced a problem of getting some of the information due to confidentiality issues but such information could be vital to the researcher. Thus factor reduced the amount of information provided and led to the risk of not acquiring the target information which could help the researcher.

The researcher had a problem of old reference materials whereby various scholars had discussed the study topic during the 90’s ages. This affected the study in terms of getting the current source of data for the in-depth of knowledge for current period.

1.7 Organization of the dissertation

This dissertation is divided into five chapters: The first chapter introduces the research problem (research problem setting) on which we present the background, statement of the problem, objectives and research questions guiding this study; scope, significance, and justification of the study.
Chapter two is about literature review. It starts by presenting the meaning of different key concepts and followed by theories. Few empirical evidences from previous studies are discussed in the same chapter. At the end of the chapter we introduce the conceptual framework presenting variables or factors to be handled in this study.

Chapter three presents research methodology. The chapter covers the research design, study area, study population, sample size, sampling techniques, variables and their measurements, unit of analysis, types and sources of data, data collection instruments, data analysis methods, ethics requirements, and validity issues.

Chapter four is on presentation and discussion of the findings from analysis. In addition to this, the chapter covered the finding of the study was to assess the impacts of customer complaints handling process on customer satisfaction. In this objective a number of variables were discussed which includes To identify challenges facing company’s staff on handling customer complaints, To identify customer’s perception on complaints handling process, To determine the relationship between customer satisfaction and the process of handling customer’s complaints.

Lastly, chapter five ends up the study by presenting conclusions and recommendations. The follow of the chapter starts with a summary of the findings followed by policy implications and contributions made by this study.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section investigates the related literature directed around the angle of customer service complaints. It concentrates on what past researchers have said in regards to the authoritative reactions to client's grievances and their effects on consumer loyalty. Literature was sourced from diary, web articles, news reports, books and different sources thought to be credible.

2.2 The concept of Customer complaints

A protest or complaint is a statement of disappointment, about the standard of the administration, activities or absence of activity by an association to a person. It is a move made by a person which includes conveying something adverse in regards to the product. Crie (2001) declares that the complaint always bases on the disappointment with the product or service or an occasion over the span of the purchasing procedure or amid the utilization. Hoyer and McInnis (2010) additionally contend that this disappointment depends on the client's emotions and perception. This view is highly noteworthy in the service area since quality assessment to a specific degree depends on client's subjectivity and disappointment in administration can influence client result and administration handling (Hansen et al., 2009).

Complaining management is the route in which organizations efficiently handle issues in client connection. Concurring to Johnston (2001) referred to in Hansen et al. (2009) it includes the receipt, examination, settlement and aversion of client protestations and recuperation of the client. A client complaint is a report from a client giving documentation about an issue with an item or administration or once more, is any declaration of disappointment by a client or potential about client conveyance or an item by the organization or its specialist.

Tronvoll (2012) contends that this procedure can be compared to data preparing in an association. The objective is to settle client connections that are at hazard and to
guarantee a particular level of value by making a steady business condition with respect to work force.

2.2.1 Nature and scope of customer complaint

Client dissensions conduct (CCB) has regularly been viewed as either a static and post-buy action or as a dynamic change. This issue is still bantered about. A grumbling gives a chance to administration, recuperation taken after by an opportunity to instruct the client, fortify dependability and bring out positive informal word of mouth (WOM) remarks. Effective associations urge clients to grumble (Tronvoll, 2012).

It is a direct result of the dynamic rivalry in the administration division that there is a developing enthusiasm for seeing how clients assess the administration encounter (Stauss & Seidel, 2004). So, since all associations encounter some level of client disappointment (Ndibusi & Ling, 2006), it makes it vital to study post-disappointment conduct of clients. The study by Casadoet (2011) recommends that customer complaining behavior is a perplexing wonder.

The intricacy in CCB is reflected in the quantity of option scientific categorizations, diagram and definitions proposed to clarify this sort of conduct. Tronvoll (2007) includes that higher data control and weaker ties between the buyer and the specialist co-op upgrade client grievances. In this manner, administration needs to build up the procedures and specialist co-ops reaction as far as administration recuperation exercises, association reactions and suggestions for client encounter result like issues of lost client lifetime esteem and behavioral expectations (Tronvoll, 2007).

Objection conduct is not being very much dealt with as far as client administration or customer service (Kim et al., 2003; Ndibusi & Ling, 2006). There is need of input and activity to lessen their negative impact.

Basing on the above, advertisers are today looking for data on purchaser conduct and how to deal with client grievances. Data and input from clients are for the most part recognized as essential figures accomplishing a positive promoting result (Marxham
& Netmeyer, 2003). Sadly, a large portion of the clients don't whine after administration disappointment, yet leave (Tax et al., 1998). Therefore, associations need to see how clients respond to administration disappointment and the supplier's endeavors towards recuperation.

Customers complaining behavior alludes to the reactions activated by some disappointment that is neither mentally acknowledged nor immediately overlooked in utilization of an item or administration. A normally utilized meaning of client griping conduct was recommended by Singh (1988), who conceptualized it as an arrangement of different (behavioral and non-behavioral) reactions, a few or all of which are activated by seen disappointment with a buy scene. On their part, Jacoby and Jaccard (1981) had prior characterized it as a move made by a person that includes imparting something pessimistic with respect to an item or administration.

Complaining by satisfied buyers is considered outside the domain of client grievances conduct (Singh, 1988). Customarily, the normal determinant of griping conduct was depicted as disappointment. Purchaser disappointment is a consequence of the disparity amongst expected and acknowledged execution (Ndibusi & Ling, 2006). Disappointment depends on disconfirmation of desire and it is characterized as a client experience that is not as much as the apparent desire. Negative disconfirmation happens when the administration execution does not satisfy earlier desires.

Amid administration experiences, customers expect zero-deserts in administration conveyance. In spite of the specialist co-op's endeavor to offer reliable, astounding support of purchasers, administration disappointments may in any case happen in light of the basic administration attributes of indivisibility and fluctuation in situational components and individual contrasts amongst customers and administration workers (Sigh, 1990). Disappointment is recognized as the free element that is important to trigger purchaser dissensions (Johnston and Michael, 2008).
Be that as it may, numerous purchasers who are disappointed may not take any grievance moves, and the individuals who take activities hope to get equity (Gruber et al., 2009). For clients who feel that Justine was not served, they are probably going to feel irate, and may take part in negative WOM or may exit (Brodgett and Anderson, 2008). It has been contended that associations may recuperation clients after one disappointment, be that as it may, it might be hard to recoup from various disappointments. This requires all around arranged correspondence viability with proper exchange and collaborations.

2.3 Theoretical Review

The following theories relate to the research topic and the objectives set forth within the study.

2.3.1 Equity Theory

A few analysts have utilized value in the theory in the e-Consumers are inclined to spread a negative WOM when they see an uncalled for reaction to the service disappointment. At the point when clients see that they have not been adequately made up for the harm, they may feel much more irritated that they were consequent to the disappointment. This is on the grounds that a report of an administration disappointment may suggest unreasonable treatment of the client; benefit recuperation should hence re-build up equity, from the client's point of view. With successful treatment of dissensions, buyers will see reasonable treatment. On account of an administration disappointment, individual will see disparity and they will attempt to reestablish value by griping.

As per Gruber (2011), grumbling clients build up their value or reasonableness observations by assessing three aspects of the dissension taking care of experience, the decency of the basic leadership criteria, techniques and arrangements used to fulfill the ultimate result (procedural equity). The reasonableness of the acquired substantial results (distributive equity) and the interactional equity or way in which the administration grievance taking care of process is done (Tax et al., 1998). Value
hypothesis is important where trade happens in light of the fact that it is a thought of reasonableness, and it is possible that one or both sides see disparity in a trade (Maxham and Netemeyer, 2003). Value hypothesis appears to be very reasonable in an administration disappointment setting since purchasers for the most part see an imbalance taking after an administration disappointment. At the point when imbalances emerge, value hypothesis gives an important structure to molding buyer impression of fulfillment, buy aim and WOM. The connection between value affectability and recuperation desires has not been exactly settled. Kindhearted clients may hold less stringent desires than entitled clients, however the presence of these gatherings has not been experimentally settled (Ruyter & Wetzels, 2000).

2.3.2 Perceived Justice Theory
Benefit specialists have swung to the theory of organization justice to clarify clients” responses to services recuperation (Tissot, 2003). Equity discernments are the individual subjective appraisals of hierarchical reactions. The subjective assessment of the complainant is significant on the grounds that discernments are the subjective, frequently one-sided, translation of reality that record for individual conduct (Gelbrich & Roschk, 2010). Blodgett and Anderson (1994) battle that earlier research exhibits that the conduct of complainants depends generally on their impression of equity. Larger amounts of distributive, interactional and procedural Justine prompt more ideal patronage aims and a diminished probability of negative WOM (Blodgett & Anderson, 2000) dissensions who see that equity is not served likely turned out to be considerably angrier, take part in negative WOM and leave

Distributive equity is result equity. It concentrates on value issues in the brain of the psyche of the client an examination of the advantages got in respect to the costs (cash and time)associated with them.

At the point when the association does not convey on expected advantages, prompting a feeling of being unreasonably treated, this requires recuperation. In recuperation, clients may expect a discount, an expression of remorse, or/and
remuneration (Michael et al., 2009). Distributive equity includes managing choice results, in particular, the standards of value and fairness. Each client who starts a protest anticipates that some result will come about because of it and it is the desire of positive results that drives purchaser dissension choices (Oliver, 1997). Frequently, be that as it may, disappointed shoppers need a discount, substitution or remuneration when they gripe, and most investigations of protestation fulfillment demonstrate what distributive equity as pay has the best effect on consumer loyalty with recuperation, repurchase aims and reliability.

Interaction justice alludes to how clients see the way they are dealt with, treatment is seen as reasonable when protestations accept that data is traded and results are imparted in an amenable and aware way. A complainant technique is viewed as reasonable when it is purportedly simple to get to, gives the complainant some control over the demeanor, is adaptable and is deduced in a helpful and convenient way (Gelbrich and Roschk, 2010).

Clients ought to be dealt with as people whose particular solicitations are recognized. Procedural equity alludes to process decency and the assessment of the methodology and frameworks used to decide client results, for example, the speed of recuperation or the data conveyed (or not imparted) about the recuperation procedure (Michael, 2002). Procedural equity includes managing basic leadership methods or having a grievance system the clients seen as reasonable. Shopper assessment of the cooperation measurement recommends that the nature of the relational treatment and correspondence amid the experience are probably going to be vigorously weighted by customers when assessing administration experiences (Smith et al., 1999).

In any case, procedural reasonableness could be relieved by a discourteous, indifferent interactional style through which data is acquired and results are conveyed. Hence, workers have the undertaking of dealing with client grievances evenhandedly. In the event of out of line treatment of the client, benefit recuperation must re-build up equity (From the client's point of view). This is on the grounds that equity amid administration recuperation is controlled by the client.
2.3.3 Interaction of distributive, interactional and procedural justice

Complainants consider each of the three measurements of equity needs to assess the adequacy of the associations protest dealing with exertion, however interactional equity takes the middle stage. Blodgett and Anderson, (2000) and Karatepe and Ekiz, (2004) arrived at a conclusion that interactional equity strongly affects fulfillment than the other two equity measurements. Interactional equity might be a more imperative arbitrator of responses to injustice than procedural or distributive equity. Both the promptness and straightforwardness of a social association make it moderately simpler for client to dole out good responsibility when contact workers disregard interactional equity standards.

This suggestion is authenticated by collie et al. (2000) who found that clients detailed essentially more elevated amounts of fulfillment in conditions where the specialist co-op was considerate and the other way around. Gelbrich and Roschk (2010) demonstrated that clients would be happy with a halfway discount in the event that they were dealt with sympathetic and deferentially. Clients who were dealt with upsettingly would not proceed with the association with the retailer and would take part in negative WOM even if there should arise an occurrence of an aggregate discount (Gelbrich and Roschk, 2010). This burdens the significance of seeing how disappointed clients need to be dealt with by contact representatives amid grievance taking care of experiences.

The declaration is made by Davidow (2003) that the peculiarity of the three equity measurements has been raised doubt about. They made a provide details regarding high connections between equity measurements. Liao et al. (20003) includes that apparent equity has a higher request idle variable in a corroborative component investigation utilizing this develop as a solitary indicator of post dissension fulfillment. Duffy et al. (2006) incorporate the equity measurement in one inactive variable in their corroborative element examination contending that clients utilize a compensatory demonstrate while shaping a general impression of equity.
A conceivable purpose behind the poor separate legitimacy is that shoppers can't unmistakably recognize a good result and aware treatment. Regardless of whether the three equity measurements have particular forerunners and results that guide in inferring suggestions for promoting experts is sketchy. Complainants consider every one of the three equity needs to assess the adequacy of the association's administration recuperation endeavors, however interactional equity takes the inside stage. Besides, Blodgett and Anderson (2000) found that elevated amounts of interactional equity can balance bring down levels of distributive equity.

2.3.4 Attribution theory
Attribute hypothesis gives a premise to seeing how buyers react to services disappointments (Folkes, 1984) and predicts that the apparent explanation behind an administration disappointment impacts the level of purchaser fulfillment. Attributions are the apparent reason for disappointment benefit circumstance (Bitner, 2010). Bitner (2010) contends that the apparent causes can be ordered into three measurements, including locus (who is considered dependable) controllability and soundness. Concerning, it alludes to causes one can control, for example, aptitudes contrasted with causes one can't control, for example, others activities (Weiner, 2000).

Attribution hypothesis is worried with how people decipher occasions and how this identifies with their reasoning and conduct. Heider (1958) was the first to propose a mental hypothesis of attribution, and Weiner (1986) built up a hypothetical system that has turned into a noteworthy research worldview of social brain science.

Attribution hypothesis expect that individuals attempt to decide why they do what they do, similar to credit causes to conduct. Weiner (2000) attests that attribution hypothesis is a precise investigation of the view of causality. Maxham and Netemeyer (2003) expressed that surviving examination has discovered attribution to help clarify purchaser observations and aims as to their administration recuperation encounters, impact client correspondence and recuperation result consequences for fulfillment and repurchase aims.
There is a very much established contention in utilizing the attribution built as go between amongst disconfirmation and administration experience fulfillment (Bitner, 2010). Kim et al. (2010) and Maxham and Netemeyer (2003) affirm that attribution directly affects combined fulfillment and repurchase expectations. Attribution pursuit may take after a negative and surprising occasion or disappointment (Weiner, 2000) and attribution hypothesis is the deliberate investigation of the view of causality. In a protest conduct setting, item and administration disappointment is the sort of negative and surprising occasion that has been appeared to realize causal inquiry, ascribed to inside or outside locus. At the point when retailers are thought to have control over the reason for item disappointment and it is steady, purchasers feel irate and covet exact retribution more than when the retailers are accepted to need control over disappointment. The result of a buy circumstance could be credited to something brief (precarious) or to something stable.

Disconfirmation of a desire goes about as an essential causal operator for producing attribution preparing. This implies occasions that don't adjust to desires may trigger the examination for a clarification for the occasion (Laufer, 2002). Attribution may take after a normal occasion or disappointment (Weiner, 2000). Weiner (2000) additionally contemplated that the persisting enthusiasm for attribution hypothesis is because of its concentration upon the widespread worry with the clarification why a specific occasion or result has happened and the outcomes of incredible causality.

Swanson and Kelley (2001) expressed that surviving examination has discovered attribution to Influence client correspondence, recuperation desires and recuperation result consequences for fulfillment and repurchase goals. Attribution could help clarify purchaser discernments and aims as to their administration recuperation encounters. Bitner (2010) presents an all-around established contention in utilizing the attribution build as a middle person amongst disconfirmation and administration experience fulfillment.

Associations need to endeavor to accomplish saw equity while dealing with client grievances. If there should be an occurrence of administration disappointment,
people will see disparity and they will attempt to reestablish value by grumbling and to experience benefit recuperation. Tragically, many administration associations have created responsive administration disappointment methodologies that attention on dissension administration as opposed to administration recuperation issues. Only a couple of associations appear to pick up advantages of recuperated clients (Johnston and Michael, 2008).

The connection between saw equity, grumblings taking care of and fulfillment with administration recuperation as they relate to various post-grievance behavioral reactions have not been explored (Casado et al., 2011). Disconfirmation of an expectation acts as an important causal agent for generating attribution processing. This means that events that do not conform to expectations may trigger the research for an explanation for the event (Laufer, 2002). Attribution may follow an expected event or failure (Weiner, 2000). Weiner (2000) further reasoned that the enduring interest in attribution theory is due to its focus upon the universal concern with the explanation why a particular event or outcome has come about and the consequences of phenomenal causality.

Swanson and Kelley (2001) stated that extant research has found attribution to influence customer communication, recovery expectations and recovery outcome effects on satisfaction and repurchase intentions. Attribution could help explain consumer perceptions and intentions in regard to their service recovery experiences. Bitner (2010) presents a well-founded argument in using the attribution construct as a mediator between disconfirmation and service encounter satisfaction.

### 2.3.5 Self-efficacy Theory

Before complaint can be filled, the complainant’s self-confidence or self-efficacy must be enough and precisely assessed for effective engagement of complaining. Confidence is the first behavioral index that customer service representative should be able to know in customers to decide what level and type of action is required in order to properly deal with the given complaint. As such, self-efficacy theory, as suggested by Bandura (1982, 1986, 1991) and Chung and Elias (1996), can be
understood as one’s confidence in one’s capacity to be effective in particular situations. Put another way, self-efficacy is concerned with judgments of how well one can implement courses of action required to deal with prospective situations (Bandura, 1982, p.122). Self-efficacy is an important psychological component that assists an individual to feel sufficiently confident to engage in any kind of behavior, particularly complaining.

Breen and Matusitz (2004) state that customers use a systematic series of reasoning strategies when formulating complaints. These are the compliance gaining techniques. Customer, individual, must be real and honest to themselves about their self-efficacy in order to remain effective in the heat of a complaint. Customer service representatives can notice a customer who is not assertive about a complaint (Breen, 2004). Then the integrity of the customer is diminished. For example, if a consumer starts the execution of a complaint with a dishonest self-efficacy, then prematurely withdraws from the complaint because his or her fake personal confidence collapses, the complaint result could be negotiated and in turn, customer credibility could be lost. Since people have habit of avoiding situations that surpass their coping capacity and self-confidently engage in those that they judge themselves capable of handling (Bandura, 1977), it is important that dissatisfied customers correctly assess the efficacy of their own abilities when it is time to execute a complaint.

When a customer get a poor service or a defective product, the customer attempts to formulate all the right words and expressions for a specific complaint, as well as appropriate accusation to rebuttals from the customer service agent.

However, all this preparation is useless unless the disappointed customer owns the self-efficacy to execute the complaint itself and can “beat” the company service agent in a compensatory argument. Meanwhile customer grievances oftentimes involve poignant disputes, surprise and inexperienced employee personalities, a wide variety of unanticipated responses from receiving employees and possible dismissals or refusals to compensate (Singh & Wilkes, 1996), an “aid to good performance is a strong sense of self-efficacy to withstand failures couples with some uncertainty to
spur preparatory acquisition of knowledge and skills” (Bandura, 1982, p.123). By the same token, self-efficacy, according to the definition suggested by Bandura (1982), is quite relevant to the context of customer grievances and as debated, is essential to the success of a complaint and its successive compensation. The reason lies in the fact that self-efficacy psychologically makes an individual for initiating and successfully completing any deliberate action, particularly a customer complaint targeted at an organization’s employee. Customer service agent need to be aware with this strategies process.

2.4 Empirical Review

2.4.1 Handling Customer Complaints

Challenges and the strategy for managing them are basic issues for master centers since they can adverse influence customer satisfaction and unwavering quality (Anderson, 1994). Two important regions of research are on the motivation or heralds for protesting conduct, customer factors like measurement qualities (Tronvoll, 2007) attributes and association concerning fussing conduct (Singh, 1990). Look at on CCB has focused principally on the customer's perspective towards crying attribution of blame and the likelihood of a successful plan (Singh, 1990). Lovelock et al. (2001) recommends convincing non particular standards in the viable assurance of protestations. They fuse acting for all intents and purposes to decide the issue, perceiving bungles without being mindful, not battling with customers, openness in dealing with the issue, pondering how conceivable it is of compensation endeavoring to recuperate the goodwill of customers (McCole, 2004).

Regardless of the way that associations welcome the significance of overseeing dissensions, general consumer loyalty after a disappointment has not enhanced (Michael et al., 2009). Associations ought to urge disappointed clients to gripe with the goal that they can tackle the issue and hold the client. Tragically, associations that don't meet people's high expectations of griping clients are turning down the critical chance of recovering and enhancing a relationship. Inferable from the obvious significance of viable protests dealing with, there is an examination hole on
how association administration ought to treat every single whining client to make grievance fulfillment. Associations continue attempting to enhance the administration quality yet basing on the way of the administration, general consumer loyalty remains an issue in associations.

A meta-examination of satisfaction with protesting dealing with has recognized antecedents, for instance, longing, execution and disconfirmation of wishes (Szymanski & Henard, 2001) while another audit has looked suitable responses to protestation dealing with experienced by the customer (Vrela-Neira et al., 2010). From the meta-examinations perspective, complaint dealing with is judged by post-grievance customer lead, for instance, repurchase desires and WOM activity (Gruber, 2011). Further research is required with a particular true objective to develop an unmistakable line between an affiliation's response to a dispute and the impact that the response has on post-challenge customer hones.

There is moreover a need to qualify the effects of each response estimation on PCB to orchestrate a convincing organization recovery (Gee et al., 2008). To address this investigation hole, the researcher ought to make and precisely test a model in perspective of CCB, discords dealing with instruments and customer behavioral response. Advantage recovery has an outcome estimation (Duffy et al., 2006), which is "the thing that?" the customer gets as a component of the affiliation's attempts to recover, however the system estimation of organization recovery is stressed with "how?" recovery is refined. Gruffly et al. (2006) recommend that the outcome estimation is more basic when the principal organization is passed on, yet the fundamental of the method estimation is emphasized in organization recovery. Regardless, this may depend on upon the organization being alluded to. Kau and Loh (2006) battles that organization recovery incorporates participation between a pro association and a customer a lack in the course of action of the primary organization a response to the insufficiency, and a pined for result to change a frustrated customer into a satisfied one.
2.4.2 Customer Complaint Procedures

It is fundamental for a firm to have a viable reaction when a grumbling happens. This ought to be found as the nature of answer, capacity to address clients concern and discernment and plan for future aversion. Behrens et al. (2007). Different creators have independently attempted to conceptualized objection administration handle.

For instance, Wysocki et al. (2010) distinguishes three imperative parts of the grumbling procedure which incorporates (i) action looking for client dissensions (ii) perceiving the sort of client that is griping and (iii) reacting properly in view of the kind of complainants.

Grumbling administration ought to be advanced through a four-organize handle beginning with a top to bottom examination and vital utilization of past protests and results Adams (1993). Cook and Macaulay (1997) manage the somewhat standardizing idea of engaged dissension administration. Critical components in this idea incorporate a positive and proactive (non-guarded) mentality towards protests, quick answer and straightforward arrangement and the protestation handlers ought to be viewed as an imperative piece of the organization. Johnston (2001) be that as it may, bolsters the operational view on protestation administration handle contended for rapid reaction, unwavering quality and consistency of reaction simplicity of access to the dissension procedure, keeping the complainant educated, and all around prepared staff who comprehend the objection procedure (Johnston, 2001) for effective execution of whine administration handle.

Hansen et al. (2009) sorted operational view on objection administration into three sub-measurements (i) whining openness (ii) retailer-client connection and (iii) remuneration arrangement. It is vital to retailer persuade his/her clients that dissensions are welcome and that they will be dealt with genuinely, Hansen et al. (2009). Since Johnston (2001) declared missteps are an unavoidable component of all human attempt and objections are a characteristic result of any administration. This may suggest that if a retailer gets just couple of grumblings, it could be disappointed purchasers are simply changing to an aggressive retailer without
voicing a protest (Goodmann, 1999) or if the client is questionable on where/or how to convey the grievance or, much more dreadful, if the client questions the retailers enthusiasm for accepting the protestation (Hansen et al., 2009).

Retailer-client cooperation stretches a protest procedure where clients are more inspired by getting a reasonable and genuine procedural treatment instead of particular consequence of protestation process (Kim et al., 2010). Saxby et al. (2000) upheld this view and contend that clients are constantly possessed with getting procedural equity, which as indicated by Sheppard et al. (1992) can be named seen decency of a procedure that comes full circle in an occasion, choice or activity. Hansen et al. (2009) recommended a circumstance where clients feels presented to a poor retailer-client connection can't really be remunerated by a great result of the procedure. Davidow (2007) asserted that client disappointment can likewise occur amid the protestation procedure.

It is hence basic retailers welcome grumblings and treats them genuinely with uplifting state of mind amid the procedure. Hansen et al. (2009) additionally recommended the essential thought process in griping is his/her apparent misfortune and thusly would be eager of repayment or remuneration in any of the accompanying structures offering value decreases, repair or trade of poor items (Hui & Au, 2001). Recommended intelligent equity conveys a heavier weight which infers reasonable settlements or distributive equity is insufficient. It is hence basic for clients to be treated with such values including sympathy, graciousness, trustworthiness, and affableness Pursue & Dasu (2001) additionally contend that whether remuneration and response is seen as suitable is subject to the sort of disappointment that happened.

For instance budgetary or unmistakable responses are proper when there has been lost monetary assets or there has been an issue of taking care of requests and an elusive response is viewed as satisfactory on account of lost social assets and on account of disappointments in the process brought about by representative's conduct (Chase & Dasu, 2001). Kim et al., (2010) likewise contend the size of the
disappointment additionally affects the assessment of the remuneration. The social trade hypothesis proposes that the estimation of the traded merchandise, the misfortune seen by the customer and recuperation measure ought to be adjusted (Kim et al., 2010).

2.4.3 Customer satisfaction

As a quantitative file, consumer loyalty portrays the contrast amongst desire and saw quality and measures the level of fulfillment. In the event that desire is lower than saw quality, fulfillment will be high and clients will perceive the item, conversely, fulfillment will be low and clients will gripe the items. When all is said in done, high consumer loyalty ought to show expanded steadfastness for current clients, diminished value versatility, protection of current clients from aggressive endeavors, bring down expenses of future exchanges decreased disappointment costs, bring down expenses of drawing in new clients and an improved notoriety for the firm (Claes et al., 1994).

Cardozo (1975) calls attention to the consumer loyalty can support rehash buy and cross buy. Some different researchers, for example, Churchill and Surprenant (1982) and Engel et al. (1984) all report that consumer loyalty is a sort of assessment about buy and utilizing and it is delivered by the purchaser who has experienced gains and costs. Lerman (2006) in condensing existing literary works, distinguish from particular exchange and combined exchange, two perspectives clarified the consumer loyalty. Particular exchange perspective proposed that consumer loyalty was the client assessed in the wake of purchasing conduct at some particular ware or administration execution. Total exchange perspective was that the consumer loyalty assessed all buy item or administration experience and it might give the venture some imperative operational execution markers in future (Bodey & Grace, 2006).

2.4.4 Customer Satisfaction Levels over complaint Handling

At present, many firms give careful consideration to client protest and around ones even take the quantity of client grumblings as an essential measure route about fulfillment. They attempt to expand client unwaveringness by diminishing client
protestations, yet this approach is not tasteful. A few insights show that urging disappointed clients to whine specifically is a cost productive approach to enhance fulfillment and devotion (Bodey and Grace, 2006). One explanation behind the truth of the matter is that these organizations befuddle the sorts of dissension practices.

Clients griping straightforwardly with elevated standards over a firm are still in the expectation of changing and unwilling to desert the firm instantly. In the event that their grumblings could be managed well, some disappointed clients will be transformed into fulfilled ones and have a good perspective of the organizations, then the general consumer loyalty will increment. The grumbles contain a great deal of essential data, for example, item outline, quality control and change of administration, which are useful to the organizations for giving more attractive items and administrations (Lerman, 2006). Bodey and Grace (2006) likewise found that if the organization can scatter purchaser coordinates dissension data in the association and make solutions for protect, consumer loyalty will be hoisted.

Actually, if customers are not given hierarchical channels and chances to whine, they will voice worries to others outside the organization and their fulfillment degree will diminished. McCole (2004) suspected that the circuitous protestation conduct regularly shows a level of purchaser disappointment, organization lethargy or related elements, which can seriously undermine showcasing connections and viability. As per the perspective of Bart and Dirt (2005), if clients who don't grumble to the firm when disappointed, the organization will lose the chance to amend the issue (Fornell & Wernefelt, 1988) and to reestablish the consumer loyalty's level (Lerman, 2006).

What is more, some disappointed clients may even advise their upsetting encounters to others framing awful verbal, so the execution of ads and advancement would be lessened and additionally general consumer loyalty. In any case, it is a long way from enough for the organizations to just concern the essentialness of client grievances. Keeping in mind the end goal to enhance fulfillment and hold clients viably, they should manage the dissensions appropriately.
The clients, whining straightforwardly, will be baffled if experience wincing, postponement, carelessness or pretermission, besides surrender the organizations, in more genuine cases, they will look for security from outsider, which will do mischief to the organizations.

On the off chance that taking an uplifting demeanor to deal with the voice viably, for example, true statements of regret for the blunder, exploring the reasons for occasions and making liberal pay to clients, the organizations can extensively build their consumer loyalty hold clients win great open gestures of recognition and eccentric financial returns.

2.4.5 Customer Feedback after Complaint Handling.

When clients have whined about an item or benefit and the griping administration has been attractive, their conduct and disposition can change. Clients can choose to belittle the item or reuse the specialist co-op. Also, a positive grumbling knowledge can create positive informal (Resnik et al., 1977). All things considered, these called recuperation oddity, the way that fruitful administration recuperation can make disappointed clients much more fulfilled than clients officially placated with the item or the administration (Seelos & Adamson, 1994) should be better archived, effective administration recuperation is significant however it won't reestablish consumer loyalty to pre-benefit disappointment levels. Attempting to do it right the first run through is as yet legitimate (Kau & Loh, 2006). In actuality, clients disappointed likewise by the griping technique will probably exit and to pick negative informal. This comment stretch the duty of organizations, the blend of a fizzled benefit experience and a fizzled recuperation brings about an elevated negative reaction (Voorhees et al., 2006).

Handily clients will grumble additionally for a poor grievance taking care of and no review has been recognized on this particular subject. The specific mix of fulfillment/disappointment with an item or administration and fulfillment/disappointment with the administration recuperation process and protestation conduct, permit gathering clients in four unmistakable classes (Kau &
Loh, 2006), normal fulfilled clients, disappointed non-complainants, fulfilled complainants and disappointed complainants. Once customers have complained about a product or service and the complaining management has been satisfactory, their behavior and attitude can change. Customers can decide to patronize the product or reuse the service provider. Besides, a positive complaining experience can generate positive word of mouth (Resnik et al., 1977).

2.4.6 Determine Improved Ways of Handling Customer Complaints

At the point when disappointed clients choose to grumble, winning the hesitance clarified above they are putting forth organizations a moment opportunity. Just when clients, through direct grumbling are searching for change, statement of regret and mental advantage it is conceivable to change their disappointment into a moment, post-gripping, level of fulfillment or auxiliary fulfillment (Oliver, 1987).

Be that as it may, protestation administration gives off an impression of being a twofold cutting edge, available there is a good chance to recover clients, then again a poor dissension administration system can distance clients until the end of time. The fascinating and testing side of grievance administration is that the organization can know about the given answer and without bounds repurchase conduct, yet how the reaction is seen by a disappointed buyer, how this discernment impacts the fulfillment or disappointment and thusly the repurchase aims remain totally concealed (Gilly, 1987).

As indicated by research, a whining client will see and after that judge the protests technique likewise as per the idea of saw equity (Blodgett, Granbois and Walters, 1993; Blodgett, Hill and Tax, 1997). This idea can be isolated into three unique measurements. Distributive value; related to specific consequence of the recovery effort. Procedural value; related to the grasped set of game plans, strategies and criteria used as a piece of getting in contact at the outcome.

Interactional equity; identified with the way in which individuals are dealt with amid the recuperation exertion. It is critical to consider all the three measurements included, abstaining from concentrating only on one of them. There is no a typical
assertion about which measurement of equity has the biggest effects on buyers (Kau & Loh, 2006, p.107) while it is sensible to surmise that it is the mix of the three measurements to decide the general observation and the consequent conduct (Blodgett, Hill and Tax, 1997, p. 190). Without a doubt, a client can be disappointed by a specific grievances method if the issue has been totally tackled however the technique is considered excessively costly as well as the accomplished association with the grumbling handler has been baffling.

Hence, the idea of equity ought to be utilized while assessing or building up protestation taking care of arrangements and systems (Blodgett, Granbois & Walters, 1993, p. 402). Davidow (2003) has concentrated on six protestations taking care of components which impact the apparent equity of the strategy. These components, which speak to values for client, are;

i. Timetables; the speed with which association react to protestations
ii. Assistance: the arrangements and systems set up to encourage grumbling dealing with Review: the genuine pay
iii. Conciliatory sentiment: the brain science pay
iv. Validity: the measures received keeping in mind the end goal to keep the event of the issue later on.
v. Mindfulness: the care and consideration offered by the association or its agents.
2.5 Conceptual Framework

**Figure 2.1: The role of complaint handling process in influencing customer satisfaction**

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaint responsiveness</td>
<td>Customer satisfaction</td>
</tr>
<tr>
<td>Effective complaint handling</td>
<td>Good complaint handling process</td>
</tr>
<tr>
<td>Complaint Accessibility</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher Findings, 2017

**2.5.1 Independent Variable**

This is the variable which is self-sufficient to describe the event. It is the predictor of the desired outcome. The independent variable as regard to this study were complaint responsiveness, effective complaint handling and complaint accessibility which influenced good complaint handling process.
2.5.2 Dependent Variable

This is the variable which depends in the presence of other variables; the study focused on the Customer satisfaction as the dependent variable as regard to this study.

This mode; shows the three key factors/independent variables (complaint responsiveness, effective complaint handling and complaint accessibility) that are important in understanding the role of complaint handling process in influencing customer satisfaction.

Complaint Responsiveness

When a customer get a poor service or a defective product, the customer attempts to formulate all the right words and expressions for a specific complaint, as well as appropriate accusation to rebuttals from the customer service agent. This made them to invest much in providing a quality service to their customers by solving customer’s complaints as quickly as possible. In that regards such companies have shifted from product/service centric to a customer- centric position. Employers have started doing their best to ensure that customers are retained and there is a growth of customer base, they have been doing that by ensuring their employees have skills in handling customer’s complaints and a good interaction with customers

Effective complaint handling

The company must improve the complaint handling procedure of the Company so as to make sure that the customers’ perceptions are transformed to strategies of improving the service offered by the organization eventually leads to the positive customer satisfaction. The quality of the service can be determined by good customer complaint handling process, “how well service complaints are handled is a key determination of quality in the public service at both systemic and service-recipient levels

Complaint Accessibility
The understanding of quality of the interaction between customers and employees introduced the concept of rapport. Rapport, which is defined as “personal connection between the two intercalants,” directly affects important outcomes such as customer satisfaction and loyalty which are two variables ultimately related to company profitability. Well-handled complaints can create loyal customers and increase profits. The focus of any business is to create and keep customers; effectively addressing a complaint is really an opportunity to create a positive experience with customers, in addition to preventing them from going to the competitors. Resolving customer’s complaints makes for a better bottom line as the cost to replace a current customer can be 10 times the cost of keeping them.

**Customer satisfaction**

Customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post-consumption). By resolving the customer’s complaint using quality service you can often move a customer from dissatisfied to completely satisfied and you can usually get an increase in loyalty.

**2.6 Research Gap**

It appears that customers of the various industry are complain concern service especially direct on suggestion box or either through various discussion, which brings out the question whether they are not satisfied or with the service provided. This may be so because the company dealing with electricity in Tanzania is encountering many challenges including the industry is growing slowly and mature market. Consequently only few customers are being influenced by an increase of service providers. Under this conditions a huge share of firm resources is being developed to the present customer base for the aim of making them satisfied and retiring the standing consumers is more beneficial than an aggressive on which enlarges the size of the general market by bringing potential consumers.
TANESCO as one of electricity companies in Tanzania are passing through the growing competitions facilitated by an increasing number of companies providing services include solar power other alternative electrics include biogas, it has become crucial for the service providers to focus on how they are going to retain their clients so as to avoid losing them to the competitors. This study aims at exploring the impact of customers complains handling process on customers’ satisfaction at TANESCO has any impact on society. There is a knowledge gap for both company and surround environment concern knowing if the complaint procedure are handled in positive way especially in Tanzania.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a blueprint to be adopted in the study under the following parts namely; study area; research design; population and sample size; sampling procedures; data collection methods; and data analysis methods.

3.2 Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004).

The study adopted a case study research design whereby a case study places more emphasis on full contextual analysis of a few events or conditions and their interrelations also Case studies rely on qualitative data and emphasize the use of results for insight into problem-solving, evaluation, and strategy. And it helps in finding the idea and perceptions, which in my study was to assess whether the TANESCO’s customers are satisfied with the process used to handle their complaints or not satisfied and measure taken by TANESCO to ensure those customers are satisfied. Also, this method assisted the researcher to use different methods of data collection to collect relevant data; through this method the researcher was able to use questionnaires and interviews to collect a useful data for the study.

3.3 Population of the study

Population can be defined as a group of individual or objectives having shared perceptible characteristics. A research population according to Cooper and Schindler (2003) constitutes the total number of people or study subjects in a particular research setting.

The study population was divided into four groups that are Customers, TANESCO’s emergency telephone operators, Regional Customer Relation Officers (RCRO),
Technical staff. Customers provided information on how they were satisfied with the way their complaints are handled, telephone operator gave information on the common complaints reported, RCRO provide information on the challenges facing staff in providing services and the process that they are using in handling customer complaints, Technical staff gave information on technical problems/faults that are frequently occurred, the solution for that problem/fault and time taken to solve the problem/faults. Total number 104 people were used as population in this study.

3.4 Sample

According to Britton and Garmo (2002), the research sample size constitutes a selection of a small researchable unit of a given population using methods that enable representation and generalization. The sample was selected within the customers who made formal complaints at TANESCO-DSM& Coast zone, emergency telephone operators, RCRO and Technical staff, the data which was collected from sample is of the total population of this study. A total of 84 customers, 12 telephone operators, 4 RCRO and 4 technical staff who were used by researcher to assess the impacts of customer complaints handling process on customer satisfactions.

Table 3.1: Sample size of the Population

<table>
<thead>
<tr>
<th>No</th>
<th>Directorate</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Customers</td>
<td>84</td>
<td>80.7%</td>
</tr>
<tr>
<td>2.</td>
<td>RCRO</td>
<td>4</td>
<td>3.8%</td>
</tr>
<tr>
<td>3.</td>
<td>TANESCO’s emergency telephone operators</td>
<td>12</td>
<td>11.5%</td>
</tr>
<tr>
<td>4.</td>
<td>Technical staff</td>
<td>4</td>
<td>3.8%</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>104</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: data gathered by the researcher, 2017

3.4.1 Sample size

A Sample can be defined as a subset of all population that is selected for investigation purpose (Kothari, 2014). It also refers to the portion of population selected to be examined by the researcher on which the conclusion and generalisation of the population would be analysed (Mpunguliani, 2000).
This research involved a total number of 104 respondents selected from four regions in DSM and coast zone which were Temeke region, Kinondoni South region, Kinondoni North region and Ilala region. 84 customers (21 from each region) who regularly use TANESCO’s services, 12 telephone operators (3 staff from each region), 4 RCRO (1 staff from each region), 4 technical staff (1 principal engineer from each region).

3.4.2 Sampling Technique

Sampling refers to the process of selecting subsets from a population of research interest to enable detailed study for further generalization of research result (Oso and Onen, 2005). There are two types of sampling, namely probability and non-probability. A probability sample is one in which each component of population has an equal chance of being nominated as part of the sample while in a non-probability sample, component of the population does not has an equal chance of being chosen (Kothari, 2014).

This study used non-probability because the population was selected based on knowledge that they have on subject matter being studied. From this case the sample was taken from TANESCO’s staff who are emergency telephone operators, RCRO and technical staff also a sample of customers who are regularly using TANESCO’s services form each region. The study used both probability and non-probability sampling, whereby in probability sampling stratified random sampling was applied and in non-probability sampling, convenience sampling was used.

3.4.2.1 Purposive Sampling

The study used purposive sampling technique in the selection of employees in this study. It enabled the study to choose the units of sample on the bases of personal judgment that best enable researcher to answer research question(s) and meet objectives. This form of sample is often used when working with very small samples such as in case research and when you wish to select cases that are particularly informative. Employees were selected by using judgmental sampling methods.
3.4.2.2 Convenience Sampling
Convenience Sampling is a non-probability sampling method in which sample was drawn from the respondents who are available and willing. Therefore, this technique was used in the selection of customers who were available at field during the study and who were willing to cooperate in respond to some questions.

3.5 Sources of Data Collection
This study solicited data from primary and secondary sources. Data collection is an important aspect of any type of research study. Inaccurate data collection can impact the results of a study and ultimately lead to invalid results.

3.5.1 Primary Data
Primary source of data refers to data that can be collected from a field from the respondents, it involves data collected through questionnaires and interview. The questionnaires were circulated to customers who are regularly using TANESCO’s services, the customers were required to fill those questionnaires on how they are satisfied with the process used to handle their complaints. The questionnaires were also circulated to TANESCO’s selected staff to fill in. Interviews were used to collect data especially from those customers who were not able to write or read and also for probing further to collect in-depth information on aspects that required more comprehensive information.

3.5.2 Secondary Data
Britton and Garmo (2002) argue that secondary data entail the data which are not gained from original or primary sources. Such data can be grouped into internal and external data. Internal data relates to secondary data acquired from within an organization while external data consists of secondary data acquired from outside an organization. The study were collected data from customer complaint logbooks to enable identification of target respondents, from TANESCO’s customer service departments and TANESCO reports on customer services.
3.6 Data Collection Methods
Data collection techniques based on interview guides, a focus group discussion, observation and documentary review. During the study both primary and secondary data collection methods used. Primary data collection methods that were used to collect data included; interviews, questionnaires, documentary reviews and observations.

3.6.1 Interview
According to (Kothari, 2006), an interview is a set of questions administered through oral or verbal communication, tape recorder, or is a face to face discussion between the researcher and the interviewee respondent. Both group and individual interviews were conducted with respondents. Interviews enabled the researcher to get supplementary information obtained by using questionnaires. On the other hand interview is one of the major methods of primary data collection. It may be defined as a two-way systematic conversation between an investigator and an informant, initiated for obtaining information relevant to a specific study (Mbwambo et al., 2011). The study involved through personal interviews (one to one) and if possible telephone interviews. This method aimed at gathering deep knowledge on the respondent’s views on the studied phenomena. Key informants were approached at all levels and a checklist was used to gather information from all interviewed persons. Specifically, in this study, the interview was conducted to the leaders.

3.6.2 Questionnaire
A questionnaire is a set of questions which are usually sent to the selected respondents to answer at their own convenient time and return back the filled questionnaire to the researcher (White, 2002). Normally, it includes open-ended and closed-ended type of questionnaire. The close ended questionnaire aim at enabling the respondents to give direct and brief answers, while the open ended enable the respondents to provide more clarifications that arise in course of answering the questions. In this study questionnaires were used to collect information from respondents. The reason for using questionnaires is because they cover large sample at low cost. The study included both types of questionnaire and were distributed to
all respondents as selected. This method helped the researcher to obtain different ideas from different customers concern complains.

3.6.3 Documentary Review
The published and unpublished documents being official or private are effective sources of data collection. Generally, sources of secondary data in this study include books, pamphlets, articles, manuals, reports and magazines publications and electronic media that have the literature. This means; the researcher was in a position to extract and incorporate some important related information confined to the subject matter of the research.

3.7 Ethical Issues
In addition, respondents have been very much informed about the clear purpose of the study which is a master’s thesis, that their participation is voluntary. The respondents are also informed that the findings would be anonymous and the information collected will be kept with high confidentiality and will only be used for academic purposes.

3.8 Reliability and Validity
Reliability and validity are two concepts which are very crucial. Reliability talks about the valuations and their consistency and validity is how closely the tests are linked to the intended focus. Both reliability and validity are considered in the study by administering questionnaire and interviews to respondents in different TANESCO facilities at different times and the results are linked to the study.

3.9 Data Analysis Methods
The primary data gathered were evaluated by using statistical analysis tools such as statistical package for social science (SPSS) and Microsoft Excel 2007. Content analysis was used for analysis of qualitative data whereby the researcher organized data into themes and sub-themes for presentation. Quantitative data and presentation of some qualitative information will be evaluated using Statistical Packages for Social Scientists (SPSS). Data were coded, entered and processed using the software and produced graphs, charts and tables for presentation.
CHAPTER FOUR
PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction
This section presents the findings collected from the field and their discussion. The data are analyzed and presented in the tabular form and percentage. It covers the most important part of the dissertation that presents the analyzed data and links the findings to the research objectives as well as empirical studies and theories adopted for the study.

4.2 The Profile of Respondents
Data presented below are based on documents reviewed, observations, interview and returned questionnaire from respondents. Under this section the researcher intended to obtain a profile of its respondents for the purpose on making tabulation.

4.2 Socio-demographic characteristics
Gender was an important variable that was captured by the study. The findings from Table 4.1 below indicates that 57 (53.8%) of respondents were male and 49 (46.23%) were female. This indicate that the majority of respondents were male

Table 4.1: Gender of the Respondents

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>57</td>
<td>53.77%</td>
</tr>
<tr>
<td>Female</td>
<td>49</td>
<td>46.23%</td>
</tr>
</tbody>
</table>

Source: Field Data, 2017
4.2.1 Education Level of Respondents

Level of professional training as it is important to judge competence based on professional qualifications and other factors such as experience. The findings below were collected to reveal highest level of professional training.

**Table 4.2: Education Level of the Respondents**

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>None educated</td>
<td>9</td>
<td>8.49%</td>
</tr>
<tr>
<td>Primary education</td>
<td>8</td>
<td>7.55%</td>
</tr>
<tr>
<td>Secondary education</td>
<td>43</td>
<td>40.57%</td>
</tr>
<tr>
<td>Others (Diploma or Degree)</td>
<td>44</td>
<td>41.51%</td>
</tr>
<tr>
<td></td>
<td>106</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Source: Field Data, 2017*

Table 4.2 shows the level of education of the respondents whereby basing on the results which were obtained from the field; it shows the number of the respondents who attained the college level education. 9 (8.49%) of respondents were not educated, 8 (7.55%) had primary education, 43 (40.57%) had secondary level education and 44 (41.51%) had others (diploma or degree). This indicates that majority had diploma or above, followed by those with secondary level education.

4.2.3 Marital Status of Respondents

The following findings show the marital status attained by respondents. The marital status determine the characteristics.
Table 4.3: The Marital Status of the Respondents

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>43</td>
<td>40.57%</td>
</tr>
<tr>
<td>Married</td>
<td>55</td>
<td>51.89%</td>
</tr>
<tr>
<td>Divorce</td>
<td>5</td>
<td>4.72%</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>1.89%</td>
</tr>
<tr>
<td></td>
<td>106</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

Table 4.3 above, the table shows the marital status as of the respondents as they responded to the questions which aimed at understanding their marital status. Basing on respondents feedback it shows that 51.89% were married, 40.57% were single and the percentage of the divorced respondents were 4.72. Two respondents did not want to open about their marital status hence marked the percentage of 1.89% of the missing data.

4.3 Analysis and discussion of findings as per research objectives

i. The challenges facing company’s staff on handling customer complaints

ii. To identify customer’s perception on complaints handling process

iii. To determine the relationship between customer satisfaction and the process of handling customer’s complaints

4.3.1 The challenges facing company’s staff on handling customer complaints

Under this objective the researcher intended to identify the challenges facing company’s staff on handling customer complaints. To accomplish this, the researcher requested academic credentials from Department of Marketing and Customer service to ensure that data obtained are valid and reliable.
Table 4.4: Supports provided to the Service Providers on Handling Customer Complain?

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>receiving assistance from supervisor</td>
<td>20</td>
<td>18.87%</td>
</tr>
<tr>
<td>through training</td>
<td>26</td>
<td>24.53%</td>
</tr>
<tr>
<td>giving customers service inputs</td>
<td>26</td>
<td>24.53%</td>
</tr>
<tr>
<td>no any support</td>
<td>34</td>
<td>31.99%</td>
</tr>
<tr>
<td></td>
<td>106</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

With reference from Table 4.4, the respondents from the field were the staff of TANESCO. It was found that most of the service providers of TANESCO have never received any support from the company on handling the customers’ complaints. 31.99% of the respondents said that they have never received any support on handling the customers complain. 24.53% of the respondents said that they have received support from the company through training, 24.53% said that they received support from the company through being provided with the customer services inputs. 18.87% said that they have been supported by the company through being assisted by the supervisors. Basing on the results found from the study it has been discovered that, the initiatives implanted by the company of supporting the staff when solving the customer complains stills needs much consideration.

When you resolve customer complains successfully you will better understand their needs, retain them as loyal customers and enhance your business (Heider, 2013). Heider (2013) added that training to the customer service staff should pass through identifying the customers’ needs, evaluating the employee’s skills and lastly designing and implementing the training strategies.
Table 4.5: Receiving Support on Customer Complaint Management from TANESCO Management Raises the Productivity and Effectiveness of Customer Service

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>52</td>
<td>49.06%</td>
</tr>
<tr>
<td>Agree</td>
<td>33</td>
<td>31.13%</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>19.92%</td>
</tr>
<tr>
<td>Total</td>
<td>106</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field data, 2017

Table 4.5 has shown that 49.06% of the respondents strongly agreed with the fact that the support they are receiving from the company has developed the ability of handling the customer complaints. 31.13% have just agreed with the fact moderately but 17.92% have disagreed with the fact the support received from the company is helpful in improving the ability of handling the customers’ complaints. The findings from the study show that the customer complaints handling support from the management leads to the increase of productivity and effectiveness of the services.

MacDonald (2015), once argued that in today’s internet driven world, customers are having more power than ever. He added that if customers are having the positive experience they will share that experience with friend, family and their connections, which in return can lead to the new business at a very low cost.
Table 4. 6: The Extent of Which TANESCO Contributed To Improve Customer Service, and Reduce the Rate Of Complains

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Value</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>1.00</td>
<td>14</td>
<td>13.21%</td>
</tr>
<tr>
<td>High</td>
<td>2.00</td>
<td>37</td>
<td>34.91%</td>
</tr>
<tr>
<td>Low</td>
<td>3.00</td>
<td>46</td>
<td>43.40%</td>
</tr>
<tr>
<td>very low</td>
<td>4.00</td>
<td>9</td>
<td>8.49%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>106</strong></td>
<td></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source: Field Data, 2017*

From Table 4.6, it has been proven that TANESCO as the company has contributed in the improvement of customer services and reducing the rate of customer complains. In spite of the fact that the large per cent of the respondents argued that the level of support which were provided by TANESCO as the company were very low; still 13.21% said the level of support was very high. 34.91% said the level of support was high and only 8.49 said the level of support was very low. With reference from the respondent it shows that there is still the need of the company to invest in the improvement of customer service and reducing the rate of customer complains.
Table 4. 7: Do you agree that the TANESCO customer service centre helped you to improve your standards of services than before?

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Value</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>1.00</td>
<td>51</td>
<td>48.11%</td>
</tr>
<tr>
<td>Agree</td>
<td>2.00</td>
<td>29</td>
<td>27.36%</td>
</tr>
<tr>
<td>disagree</td>
<td>3.00</td>
<td>15</td>
<td>14.15%</td>
</tr>
<tr>
<td>not sure</td>
<td>4.00</td>
<td>11</td>
<td>10.38%</td>
</tr>
<tr>
<td>Total</td>
<td>106</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

From Table 4.7 48.11% of the respondents strongly agreed that the customer service center of TANESCO has been more helpful in smoothening the delivery of quality service to the customers. 27.36 agreed with the fact that the customer service center has been helpful in the provision of quality service. 14.15% disagreed with the notation above while 10.38% were not sure with mentioned role above of customer service center. The use of the customer service center can never be avoided in the modern world of technology which is full of competition when it comes to business.

Michael (2000) conducted the study, namely The National Complaints Culture Survey of which he found that the use of hotline numbers for reporting complains increases customer reporting of the problems but also shows your customers that you are sincere in wanting to know about the problems. He added that complaint is an opportunity to provide the customers with the accurate knowledge about the product and service.
Table 4.8: The Level of Assistance Provided by Customer Service Officers of TANESCO

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>29</td>
<td>27.47%</td>
</tr>
<tr>
<td>Low</td>
<td>44</td>
<td>41.51%</td>
</tr>
<tr>
<td>Very Low</td>
<td>33</td>
<td>31.13%</td>
</tr>
</tbody>
</table>

| Total       | 106       | 100.0%   |

Source: Field data, 2017

From Table 4.8, it shows that most of the respondents argued the level of support offered by the customer service officers were low occupying 41.13% and 31.13% of the respondents argued that the level of support was moderately low and the remaining 27.47% argued that the level of support was high.

With reference from the study it has been proven that the level of assistance provided by the service officers is the angle which needs to be focused to by the management. The findings suggest that the level of assistance provided by the company is very low hence requires huge improvements.
Table 4.9: Customer service center from TANESCO have reduce challenges than before

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>26</td>
<td>24.53%</td>
</tr>
<tr>
<td>agree</td>
<td>52</td>
<td>49.06%</td>
</tr>
<tr>
<td>disagree</td>
<td>21</td>
<td>19.81%</td>
</tr>
<tr>
<td>not sure</td>
<td>7</td>
<td>6.51%</td>
</tr>
<tr>
<td></td>
<td>106</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

With reference from the respondents answers it has been proven that most of the respondents have agreed with the fact that customer service center of TANESCO have reduced the number of challenges which were facing the customer of the company. 49.06% of the respondents have agreed with role of the customer service center as the way of reducing the customer challenges, 24.53% have strongly agreed though 19.81% have disagreed with the stated notation. The findings from the respondents suggest that the role of customer services center of TANESCO in reducing the number of complains has been effective.

The study which was conducted by writing (2004) argued that customer service agents interact with the customers of the organization on the daily basis providing them with the accurate information and address their enquiries regarding the services and products offered by the companies. She added that the customer service agents are responsible in resolving the customers’ problems.
4.3.2 To identify customer’s perception on complaints handling process

Table 4.10: Customer’s perception plays a significant role to improve complaints handling process?

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>43</td>
<td>40.57%</td>
</tr>
<tr>
<td>partially agree</td>
<td>21</td>
<td>19.81%</td>
</tr>
<tr>
<td>disagree</td>
<td>27</td>
<td>25.47%</td>
</tr>
<tr>
<td>strongly disagree</td>
<td>15</td>
<td>14.26%</td>
</tr>
<tr>
<td></td>
<td>106</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

From Table 4.10 above it shows customer perception is having the huge role on improving the complaints handling process. 40.57% of the total respondents agreed with the fact that customer perceptions play a significant role when handling the customer complaints while only 25.47% disagreed with the mentioned fact. Customers are always defining problems basing on their own perceptions. Customer perception can be transformed to opinions which are useful in improving the complaints handling procedures through different suggestion from the customers as they are delivered from their perceptions.
Table 4.11: Low motivation, Low productivity and Low effectiveness can be removed by complaints on customer service department

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>11</td>
<td>10.38%</td>
</tr>
<tr>
<td>partially agree</td>
<td>34</td>
<td>32.08%</td>
</tr>
<tr>
<td>Disagree</td>
<td>53</td>
<td>50.00%</td>
</tr>
<tr>
<td>strongly disagree</td>
<td>8</td>
<td>7.66%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>106</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2017

Table 4.11 shows that complaints directed to the customer service center are having the impact in removing the problems of low effectiveness, low productivity and low motivation. Though there is still the big number of respondent occupying 50.96% who are disagreeing with the fact that customer complaints can boost the productivity and the effectiveness of the company. The findings from the study suggest that customer services guarantee the high productivity and effectiveness from the staff.

Linton (2002) once suggested that maximizing customer satisfaction makes an important contribution in maximizing profitability although other factors such as cost control, productivity and marketing strategies must be considered. He added that by maximizing customer satisfaction you can increase the level of sales while reducing the cost of marketing and promotion. Customer satisfaction helps in increasing the customer loyalty, reducing the allocation of marketing and promotion budget to acquire the new customers. Satisfied customers are having the indirect impact on profitability when they share opinions and perceptions with the other customers in the society (Linton, 2002)
Table 4.12: Sufficient effort is made to get the opinions and ideas on handling complains

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>8</td>
<td>7.66%</td>
</tr>
<tr>
<td>partially agree</td>
<td>47</td>
<td>44.34%</td>
</tr>
<tr>
<td>disagree</td>
<td>43</td>
<td>40.57%</td>
</tr>
<tr>
<td>strongly disagree</td>
<td>8</td>
<td>7.55%</td>
</tr>
</tbody>
</table>

| Total             | 106       | 100.0   |

Source: Field Data, 2017

Table 4.12 shows that most of the respondents agreed with the fact that the company is making sufficient efforts in receiving customers’ opinions and ideas on handling them toward improving the service provided by the company. 44.34% are agreeing with the fact that the company is making effort toward receiving the customer opinion and ideas. In spite of the fact that most of the respondent agreed with the mentioned statement still 40.57% of the respondents did not agree with the fact that the company is making the deliberate efforts toward receiving customer’s ideas and opinions. From the findings which were delivered from the field it has been suggested the management must widen its ability of receiving the customers’ opinions so as to improve the level of receiving opinions and ideas on handling complaints.
### Table 4.13: Company can face the unexpected crises because of customer’s perception

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>28</td>
<td>27.58%</td>
</tr>
<tr>
<td>partially agree</td>
<td>44</td>
<td>41.51%</td>
</tr>
<tr>
<td>Disagree</td>
<td>28</td>
<td>26.42%</td>
</tr>
<tr>
<td>strongly disagree</td>
<td>6</td>
<td>5.66%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>106</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2017

From Table 4.13 it has been proven that the company may be at risk of facing crisis due to the customer’s perception. Most of the respondents from the field agreed with the fact that the customer perception can put the company into risk. From the above table 27.58% strongly agreed and 41.51% agreed with the fact that the customers’ perceptions are having the huge impact toward the company growth. Customers are having the tendencies of sharing opinions and perceptions toward the service or the product this tendency is known as the post purchasing behaviors.

The perception of customers on the business and its service or product offered can have the dramatic effects on the customers buying behavior. As a result big companies nowadays spend so much on marketing strategies which will suit the customers’ perceptions and striving their level best to be on the best side of their consumers’ perceptions. The successful businessmen do not relax after doing business, rather they continue to foster the perception that results in the profitable behavior (Mack, 2001)
Table 4.14: Customer’s perception affects the company value by attracting, retaining and motivating customers

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>26</td>
<td>24.53%</td>
</tr>
<tr>
<td>partially agree</td>
<td>46</td>
<td>43.40%</td>
</tr>
<tr>
<td>Disagree</td>
<td>28</td>
<td>26.42%</td>
</tr>
<tr>
<td>strongly disagree</td>
<td>6</td>
<td>5.75%</td>
</tr>
<tr>
<td></td>
<td>106</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field data, 2017

From Table 4.14, it has been proven that the customer’s perception is having effects on the value of the company most especially on the angle of attracting and motivating the customers. As it was supported by the respondents 43.40% agreed with the power of perception and 24.53% strongly agreed with the mentioned impact of customers’ perception although, 26.42% disagreed and 5.77% strongly disagreed with the mentioned power of perception. The power of customer perception in the growth of the organization is undeniable with reference from the respondents’ feedbacks.

The success or failure of the business to the great extent is affected by perception of the customers. It is mandatory for the business to conduct market research and understand consumer perception so as to position the product or service offered into the favorable competitive environment and to influence the level of sales and increasing the number of customers. Consumers’ perceptions not only influence the consumers’ buying behavior but also affect the performance and the profitability of the investment. It is therefore significant to introduce different strategies which will
be used in tracking the business performance by monitoring influence of consumers’ perception. (Batch, 2009)
4.3.3 Determine the relationship between customer satisfaction and the process of handling customer’s complaints

Table 4.15: There are modern and good looking, well maintained facilities and equipment used in service provision

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>strongly agree</td>
<td>16</td>
<td>15.09%</td>
</tr>
<tr>
<td>agree</td>
<td>34</td>
<td>32.08%</td>
</tr>
<tr>
<td>Neutral</td>
<td>32</td>
<td>30.19%</td>
</tr>
<tr>
<td>Strong Disagree</td>
<td>10</td>
<td>9.43%</td>
</tr>
<tr>
<td>Disagree</td>
<td>14</td>
<td>13.32%</td>
</tr>
<tr>
<td></td>
<td>106</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data, 2017

From Table 4.15 most of the respondents agreed with the fact that there are modern and well maintained facilities used in the process of service provision. 32.08% agreed with the mentioned while 30.19% remained neutral on whether there are modern facilities used on the process of service delivery or there are no facilities.

For the development of any business which is connected quality service delivery there is the need of having the modern equipment which will be used in providing the quality services to the organization. TANESCO to a large extent has succeeded in introducing modern and quality services which will be used in the implementation of their daily activities.

All businesses must ensure that their equipment are used and maintained correctly to reduce the risk of accidents which are likely to occur in the working environments and damage the health of the employee. To overcome this, the management is
responsible for making sure that the safety and health standard are adhered to as it is enforced by the law that every employer is responsible in making sure that the health and safety standards are maintained in the working environments (Landler, 2011)

**Table 4.16: Clean and comfortable environment, as well as general surroundings good looking to support the process of service delivery**

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Agree</td>
<td>32</td>
<td>30.19%</td>
</tr>
<tr>
<td>Agree</td>
<td>33</td>
<td>31.13%</td>
</tr>
<tr>
<td>Neutral</td>
<td>18</td>
<td>16.98%</td>
</tr>
<tr>
<td>Strong Disagree</td>
<td>9</td>
<td>8.49%</td>
</tr>
<tr>
<td>Disagree</td>
<td>14</td>
<td>13.32%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>106</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Source: Field Data, 2017**

From Table 4.16, it has been discovered that the working environment provided by TANESCO as the company is comfortable and supportive to the service providers. 30.19% strongly agreed and 31.13% respectively agreed with the fact that there are smooth and comfortable working environments to support the services delivery process. Only 8.49% and 13.32% were against the mentioned fact while 16.98 remained neutral on whether the fact is true or it is not true.

It is the right of employee to demand for the quality, safe and conducive surroundings in the working environments thus, TANESCO have been ensuring that the staff who are dealing with providing services to the customers on the daily basis are provided with the quality working environment according to the law and right governing the safety and wellbeing of the workers in Tanzania.
Table 4.17: The delivery of TANESCO service as promised and the accurateness of the service

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Agree</td>
<td>15</td>
<td>14.15%</td>
</tr>
<tr>
<td>Agree</td>
<td>52</td>
<td>49.06%</td>
</tr>
<tr>
<td>Neutral</td>
<td>19</td>
<td>17.92%</td>
</tr>
<tr>
<td>Strong Disagree</td>
<td>10</td>
<td>9.43%</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>9.43%</td>
</tr>
<tr>
<td></td>
<td>106</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

From Table 4.17, it has been proven that the services offered by TANESCO are reliable since the services are delivered as they were promised and in the accurate way. The above fact was supported by most of the respondents whereby 49.06% percent agreed and 14.15% respectively strongly agreed with the mentioned fact on the reliability of the services offered by TANESCO.
Table 4. 18: The Company maintains confidentiality in customer’s discussions and which makes customers to feel free to discuss your issues comfortable

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Agree</td>
<td>25</td>
<td>23.58%</td>
</tr>
<tr>
<td>Agree</td>
<td>33</td>
<td>31.13%</td>
</tr>
<tr>
<td>Neutral</td>
<td>27</td>
<td>25.47%</td>
</tr>
<tr>
<td>Strong Disagree</td>
<td>12</td>
<td>11.32%</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>8.60%</td>
</tr>
<tr>
<td></td>
<td>106</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

From Table 4.18 above it has been proven that the company maintains the confidentiality of the customer’s opinions as the way of improving services offered and trust from the customers. With reference from the respondents feedbacks most of the respondents agreed with the fact that the company is maintaining confidentiality. 31.13% of the respondents agreed with the fact the company maintains confidentiality and the 23.58% strongly agreed with the fact that the company maintains confidentiality.

Alba (2006) argued that customer information is confidential and must be stored securely; hence, the one who is responsible must create a plan for how the customer information will be stored and used in the organization. He added that collecting and storing information about the customers is essential to tailoring the customer service programme and ensuring the business growth (Alba, 2006)
Table 4.19: Employees behavior and the support they give to customers inspires customers trust and confidence on company’s service

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Agree</td>
<td>24</td>
<td>22.64%</td>
</tr>
<tr>
<td>Agree</td>
<td>36</td>
<td>33.96%</td>
</tr>
<tr>
<td>Neutral</td>
<td>21</td>
<td>19.81%</td>
</tr>
<tr>
<td>Strong Agree</td>
<td>12</td>
<td>11.32%</td>
</tr>
<tr>
<td>Disagree</td>
<td>13</td>
<td>12.38%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>106</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

With reference to Table 4.19, it has been proven that most of the respondents agreed that the employee’s behaviors and support they receive from the employees is the motivation that drive them toward trusting the company and becoming satisfied with the company services. 33.96% agreed with the fact and 22.64% strongly agreed with the mentioned fact.
Table 4. 20: Personnel have courtesy, (polite and respectful) response to customer’s requests and problems

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Agree</td>
<td>46</td>
<td>43.40%</td>
</tr>
<tr>
<td>Agree</td>
<td>31</td>
<td>29.25%</td>
</tr>
<tr>
<td>Neutral</td>
<td>14</td>
<td>13.21%</td>
</tr>
<tr>
<td>Strong Disagree</td>
<td>9</td>
<td>8.49%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>5.77%</td>
</tr>
<tr>
<td></td>
<td>106</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

From Table 4.20, above it shows that the staff dealing with customer service is having the politeness and they are always eager to receive customer requests and complaints. As it is shown in the table above it has been proven that most of the respondents strongly agreed and agreed with the above notation. 29.81% and 44.23% agreed with the above notation respectively. Customer always expects empathy from the service provider before being assisted by the service providers therefore the service providers have been showing empathy to the customer through the use professional language and polite tones when serving the customers.
From Table 4.21, most of the respondent agreed with the fact that the staff of TANESCO are having attentiveness when receiving the customer's complaints. 30.19% strongly agreed and 33.96% agreed with the mentioned fact. Only 9.43% went against with the mentioned fact.

Customers always seek for the right of being listened to by the service providers, from the respondents finding it has been discovered that the employees of TANESCO are having attentiveness although there is the need for some improvements.

Table 4. 21: Employees have a high attentiveness to customer problems

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Agree</td>
<td>32</td>
<td>30.19%</td>
</tr>
<tr>
<td>Agree</td>
<td>36</td>
<td>33.96%</td>
</tr>
<tr>
<td>Neutral</td>
<td>22</td>
<td>20.75%</td>
</tr>
<tr>
<td>Strong Disagree</td>
<td>10</td>
<td>9.43%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>5.77%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>106</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Source: Field Data, 2017**
Table 4.22: It took a reasonable time for personnel to respond to customer’s problems

<table>
<thead>
<tr>
<th>Value Label</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Agree</td>
<td>36</td>
<td>33.96%</td>
</tr>
<tr>
<td>Agree</td>
<td>36</td>
<td>33.96%</td>
</tr>
<tr>
<td>Neutral</td>
<td>16</td>
<td>15.09%</td>
</tr>
<tr>
<td>Strong Disagree</td>
<td>10</td>
<td>9.43%</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>7.66%</td>
</tr>
</tbody>
</table>

From Table 4.22, it has been proven that the staff dealing with the customer services of TANESCO takes reasonable time when dealing or listening to the customer opinions or complaints. 33.96% of the total respondents strongly agreed with the mentioned fact and 33.96% just agreed with the fact.

Time management is very crucial in the process of handling the customers. The responsible must be able to manage the time carefully basing on the number of the customers he or she is responsible for assisting.

Using more time when handling the single customer will lead to the increase of the number of the customers waiting for the service and using very short time when handling customers’ complaints may lead to the poor understanding of the problem and lack of empathy.
CHAPTER FIVE

SUMMARY OF THE STUDY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter aims at discussing the summary of the study, conclusion and recommendations of the study.

5.2 Summary of the study.

The study was conducted on the basis of the three objectives as follows: to identify the challenges facing company’s staff on handling customer complaints; to identify customer’s perception on complaints handling process; and to determine the relationship between customer satisfaction and the process of handling customer’s complaints.

On the objective number one which aimed at understanding challenges facing the staffs when handling the customers’ complaints the researcher found that most of the challenges which are facing the staff when providing quality services are handled by the company respectively. Among the ways which are used by the company to assist the services providers in handling the customers’ complaints include:

To provide trainings to the staff. Staff are oriented to quality ways of handling the customer complaints through different trainings. The other way of enabling staff are provided with assistance when handling the customers’ complaints is through providing the staff with the special equipment like cars and modern customer care center (One stop shop center).

From the details which were provided by the respondents it has discovered that different initiatives has been implemented by the company so as to overcome the challenges facing the staff when dealing with the customers’ complaints. Among the initiatives implemented by the company is the introduction of the modern service center (One stop shop center) in which multiple services are provided in one stop.
Establishment of one stop shop center for Dar es salaam and coast zonal regions (Temeke, Ilala, Kinondoni North, Kinondoni South and Kibaha) helps to reduce the problem of conmen activities, corruptions, delays and bureaucratic way of service provision, there is no need for a customers to go up and down to find a right department or section in order to acquire the required service, they can get all their needs in one office.

The objective number two aimed at identifying customer’s perception on complaints handling process. Most of the respondents disagreed with the fact that perception can be the crucial fact when improving the quality of the service. It has been also discovered that although customer perception can be the starting point of improving the service offered by the company, the other ways are needed to be implemented since only few of the respondents agreed that perception can improve the productivity and the effectiveness of the service offered.

The respondents also agreed that the company has also been making initiatives so as to receive the customers’ complaints basing on their perception. With reference from the respondents’ answers it is clear that customer perception can be very risky if they will not be considered since they can put the company into heavy crisis.

The third objective of the study was to determine the relationship between customer satisfaction and the process of handling customer’s complaints. On the angle of determining the relationship between the customer satisfaction and the process of handling the customers’ complaints the researcher found that the company strives to improve the customer satisfaction when handling complaints. On the angle of tangibility the researcher found that there are modern facilities and conducive environment when handling the customer’s complaints.

The researcher also found that the services offered by the company and the customers are assured with the confidential process of handling their complaints. The researcher also found that the service providers of TANESCO are having empathy and they are also responsible when providing the quality services.
5.3 Conclusion of the study
The study was all about assessing the impact of customer complaints handling process on customer satisfaction. The study was conducted as the case study based type of research using TANESCO Dar es salaam and coastal zone as cases. The general objective of the study was to assess the impact of customer complaints handling process on customer satisfaction which was categorized into three objectives supported by different literature developed by different authors. The theory of equity theory, attribution theory, perceived justice theory and self-efficacy theory played the crucial part in guiding the study.

The finding from the study showed that customer complaints handling process is having the huge impact on the customer satisfaction. The findings show that the company has implanted different strategies so as to ensure that the customer complaints handling processes are improved on the right way. The customer perceptions are also having the huge impacts on the complaints handling process of the company, it has been discovered from the field that neglecting the customers’ perception can risk the growth of the company.

The findings from the field suggest that the company considers relationship between customer satisfaction and the process of handling customers’ complaints as the best way of ensuring delivery of quality services to the customers. The angles of tangibility, empathy, reliability, assurance and responsiveness are highly considered on the process of ensuring customer’s satisfaction when delivering services.

5.4 Recommendations
5.4.1 Policy recommendations
Enhancement of training programmes
From the study it has been discovered that most of the respondents argued that the company has been implementing the number of initiatives so as to improve the customer satisfaction and the customer complaints handling procedure. In spite of the initiatives which have been implemented by the management there is still the need of
Making sure that there are frequent training programmes to its staff. Since it is evident that training increases commitment by the staff of the company during the process of handling the customers’ complaints; the staff are obligated to learn new techniques daily of handling the customers’ complaints so as to ensure that customer satisfaction is well attained.

**Awareness to customers on LUKU meter operations in order to reduce complaints.**

The management must effectively using marketing and customer service departments to make awareness to customers on the operations of new LUKU meter, from the study it has been discovered that this new LUKU meter called WASHION has different operations compare to the old one and most of respondents were not aware on how to operate those new LUKU meters.

**Improvement of power voltage**

It has been discovered that most of complaints in Emergency section came from areas which has low voltage, most of respondents argued that when reaching evening there is shortage of power or no power at all to some areas until mid-night. Management must came up with a way to improve power in those areas which have low voltages.

**Reduction of challenges which can be solved by the management**

The management must not rely on the customer service center to handle complaints which could be solved by the management. Complaints which are associated with the productivity of organization are supposed to be handled by the concerned department. The service center is only responsible for sending the information to the concerned department and not solving them. The management must ensure that different strategies are implemented so as to improve the service provided; this will reduce the challenges facing the customer services center of the company.
The management is responsible for dealing with customer perception as suggested by the service center

Neglecting the customers’ perception is likely to put the company in serious risk. From the field it has been proven that some of the staff are not aware that customer perception is very sensitive when it comes to improving the services offered by the company. The company must improve the complaint handling procedure of the Company so as to make sure that the customers’ perceptions are transformed to strategies of improving the service offered by the organization eventually leads to the positive customer satisfaction.

5.4.2 Area for further study

The topic of customer satisfaction and complaints handling procedure is very wide; the researcher could not touch each and every angle thus he decided to list down the list of the areas which requires further investigations.

i. After the heavy investigation on the impacts of customer complaints handling process on customer satisfactions there is the need of understanding how customer complaints can lead to the improvements of the organizations strategies.

ii. The researchers are also obligated to conduct the study which will be dealing with understanding the impact of customer perception on the growth of the company.

iii. The scholars are also responsible for analyzing the significance of customer complaints handling procedures to raise customer satisfaction.
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APPENDICES
APPENDIX I

QUESTIONNAIRE TO THE CUSTOMERS

INSTRUCTION

1. There are two ways of answering questions
   i) There are questions that will require a tick [ ] into the box provided.
   ii) There are questions that will require self-opinion.

2. You’re required to answer all questions as instructed.

3. The researcher will appreciate all the cooperation you can give for the success of this study

4. All your answers will be confidential.

5. Please do not write your name on this questionnaire.

   PART A: Demographics Question:

   Gender:

   i. male
   ii. Female

   Education level:

   i. None educated
   ii. Primary education
   iii. Secondary education
   iv. Others (Diploma or Degree)

   Marital status

   i. Single
   ii. Married

   Department and level of position? ........................................
PART B: identify challenges facing company’s staff on handling customer complaints

i. Have you received any service from TANESCO? Tick [√] one. Yes [ ] No [ ]

ii. How the TANESCO supported you on handling customer complain?
    Tick [√] all appropriate. Giving assistance from supervisor [ ] through
    training [ ] giving customers service inputs [ ] no any support [ ]

iii. Do you agree that after receiving support on customer complain from TANESCO your productivity has increased?
    Tick [√] the appropriate. Strongly agree [ ] agree [ ] disagree [ ] not sure [ ]

iv. What challenges facing you on customer complain that the TANESCO have not solved?
    ……………………………………………………………………………………
    ……………………………………………………………………………………
    ……………………………………………………………………………………

v. Are you satisfied with electricity services initiated by TANESCO?
    Tick [√] the appropriate. Very unsatisfied [ ] not satisfied [ ] satisfied [ ]
    very satisfied [ ]

vi. At what extent the TANESCO contributed to improve your customer service, and reduce the rate of complain?
    Tick [√] the appropriate. Very high [ ] high [ ] low [ ] very low [ ]

vii. Do you agree that the TANESCO CUSTOMER SERVICE CENTER helped you to improve your standards of services than before?
    Tick [√] only one. Strongly agree [ ] agree [ ] disagree [ ] not sure [ ]
viii.  How do you rate the customer service? Choose only one.
   High [ ] low [ ] very low [ ]

ix.  Do you agree the customer from TANESCO have reduce challenges than before?
   Tick [✓] the appropriate one. Strongly agree [ ] agree [ ] disagree [ ] not sure [ ]

x.  Do you agree that since you have been supported by customer service department on handling customer complain, the challenges has reduced?
   Strongly agree [ ] agree [ ] disagree [ ]
PART C: identify customer’s perception on complaints handling process

i. customer’s perception plays a significant role to improve complaints handling process

Strongly agree (    )  partially agree (    )  disagree (    )  strongly disagree (    )

ii. Low motivation, Low productivity and Low effectiveness can be enhanced by complain on customer service department. (Tick an answer)

Strongly agree (    )  partially agree (    )  disagree (    )  strongly disagree (    )

iii. Sufficient effort is made to get the opinions and ideas on handling complains. (tick an answer)

Strongly agree (    )  partially agree (    )  disagree (    )  strongly disagree (    )

iv. There is a good alignment between my department and customer with whom we need to coordinate on giving service. (Tick an answer)

Strongly agree (    )  partially agree (    )  disagree (    )  strongly disagree (    )

v. How satisfied are you with the spirit of customer service handling within the organization. (tick an answer)

Dissatisfied (    )  somehow dissatisfied (    )  neutral (    )  satisfied (    )  very satisfied (    )

vi. There is a negative impact on the organization customer care because of management behavior with employees and lack of customer service handling process. (tick an answer)
Strongly agree ( ) partially agree ( ) disagree ( ) strongly disagree ( )

vii. Customer’s perception among customers provides better communication among all other customers. (tick an answer)

Strongly agree ( ) partially agree ( ) disagree ( ) strongly disagree ( )

viii. Firms can face the unexpected crises because of customer’s perception. (Tick an answer)

Strongly agree ( ) partially agree ( ) disagree ( ) strongly disagree ( )

ix. Customer’s perception affects the firm value by attracting, retaining and motivating customers. (tick an answer)

Strongly agree ( ) partially agree ( ) disagree ( ) strongly disagree ( )

Please circle the correct answer:

x. Are you satisfied with the services from TANESCO by give you the right service at the right time as promised?
   a) YES  
   b) NO  

xi. Are you satisfied with the help given to you by TANESCO service providers by receive the service you require?
   a) YES  
   b) NO
xii. How long does it take for you to receive the service after completed all the necessary procedures set by TANESCO?

a) One hour

b) Two hours

c) One day

d) Two days
PART D: determine the relationship between customer satisfaction and the process of handling customer’s complaints

1) Please indicate your level of agreement or disagreement on the following statements about the service quality of TANESCO’s service. Please rate in a scale of; 1 – 5, with 1 = strongly agree, 2 = agree, 3 = neutral,

   4 = Disagree, 5 = strongly Disagree

   i. Tangibility

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 There is modern and good looking, well maintained facilities and equipment used in service provision</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Clean and comfortable environment, as well as general surroundings good looking.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 TANESCO has to use their own transport facilities for their customers</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

   ii. Reliability

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. TANESCO delivers as promised.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. One can depend and rely on TANESCO service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 TANESCO delivers orders correctly (accurateness)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

   iii. Assurance

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The company maintains confidentiality in customer’s discussions and thus you</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
feel free to discuss your issues comfortable

2. There is safety on customers and their belongings

3. Employees behavior and the support they give to customers inspires customers trust and confidence on company’s service

iv. **Empathy**

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Personnel have courtesy, (polite and respectful) response to customer’s requests and problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The way that TANESCO deals with you, you feel understood and important to the firm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

v. **Responsiveness**

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Employees have a high attentiveness to customer problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. It took a reasonable time for personnel to respond to customers problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Personnel are prompt (willingly they provide a helpful support to customers problems)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(5) To what extent you are satisfied with the language, respect, closeness, follow up and communication between you and TANESCO?

a) A lot satisfied

b) Norma
c) Not satisfied

(6) Your relationship with your service provider, TANESCO, still strong because of the good services you get from them?

a) YES

b) I DON’T KNOW

c) NO

(8) What measures should be taken by TANESCO to improve their services and make them be the best ones?

a) ……………………………………………………………………………………………

b) ……………………………………………………………………………………………

c) ……………………………………………………………………………………………

(9) What problems do you face when you receive service from TANESCO?

a) ……………………………………………………………………………………………

b) ……………………………………………………………………………………………

c) ……………………………………………………………………………………………

(10) What reasons attribute to your remaining a customer to TANESCO?

a) ……………………………………………………………………………………………

b) ……………………………………………………………………………………………

c) ……………………………………………………………………………………………