EVALUATION ON COMPLAINT MANAGEMENT PRACTICES IN MOBILE TELECOMMUNICATION INDUSTRY
A CASE STUDY OF TIGO AND VODACOM COMPANY

BY
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A Dissertation Submitted in Partial Fulfillment of Requirement for the Degree of Master of Marketing Management (MSc-MKT) of Mzumbe University
2019
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a research report entitled Evaluation of Complaint Management Practices in Mobile Telecommunication Industry: A Case Study of Tigo and Vodacom Company in partial/fulfillment of the requirements for the award of the Master of Science in Marketing Management of Mzumbe University.

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ACKNOWLEDGMENT

The success of this study is due to the contribution of various individuals who provided all kinds of constructive support during the entire period of conducting my study.

First and foremost, I would like to thank the Almighty God for his blessings that has enabled me to successfully accomplish this study. I would like to acknowledge the contribution made by Tigo and Vodacom Companies for their support during my study. I am also grateful to the respondents that took their time and energy to make this study possible and successful.

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Lastly, a warm appreciation goes to my friends Bob, Stella, Imelda, Mussa, Mwanavita and many others, for inspiring me in each step of my research that led to successful completion of my work.
DEDICATION

I dedicate this work to future scholars who are planning to create an impact through education. Also dedicate this work to myself, because it will always remind me of the achievements of my research report that has helped me to always be motivated and dream higher.
<table>
<thead>
<tr>
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<tr>
<td>GSM</td>
<td>Global System for Mobile Communication</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
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<tr>
<td>MTN</td>
<td>Mobile Telecommunication Network</td>
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<tr>
<td>TCRA</td>
<td>Tanzania Communication Regulatory Authority</td>
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<td>TTCL</td>
<td>Tanzania Telecommunication Company</td>
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<td>WOM</td>
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ABSTRACT

The research was intended to evaluate the customers’ Complaints Management Practices in Telecommunication Companies, a case study of Tigo and Vodacom Company. To achieve its objective, the research intentionally identified techniques used by Tigo and Vodacom companies in complaints management, assessed performance of Tigo and Vodacom Company employees in managing the customers’ complaints, assessed the effectiveness of Vodacom and Tigo Company customer care on complain management and finally the research assessed the effectiveness of complaints management techniques used by Tigo and Vodacom in provision of feedback to the complaining customers.

The research used a case study research design which in cooperates qualitative and quantitative designs. The sample size of the research was 108 whereby 100 samples were customers and 8 were operational staffs from both Tigo and Vodacom companies. Data were collected through administrating questionnaires and interviews respectively to both customers and employees of Vodacom and Tigo Company. Data collected was then coded, analyzed, interpreted, and presented in form of tables, chart, and graphs.

The findings of this study reveal that proper understanding and managing of customer’s complaint increase satisfaction and repurchase rate to customers. The complaints managed to satisfactory will eventually peel up and won’t be easily dealt with effectively and that will affect the survival of the companies. The customer cares of both companies were not effective enough to provide services to the customers. Although, whatever the quality of services they provide the company only spend one day to provide feedback to the customers.

Finally, the research recommended the companies to analyze the better methods and techniques for effective management of their customer’s complaint.
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CHAPTER ONE

INTRODUCTION

1.1 Background of the study
The telecommunication companies worldwide have undergone many changes in service quality to ensure that satisfaction to their customers is successfully enabled. These changes were done due to the immediate improvement of the world social, economic, and technological changes Robb, (2018). Majority of these companies were busy modifying their services to cater to the demands of the time and of their customers (ibid). The aim of these changes was to ensure that each company retains its customers and build trust for the service delivered.

Retaining the existing customers within the company is triggered by improving the quality of the services or product Narteh (2013). The quality service may influence customers’ satisfaction, trust, and expectation to remain using the services of the company or institution Hanson (2000). If this happens, the company on the other hand expects to reduce the number of complaints against the services they provide. It is obvious that quality services and products minimize customer complaints and as a result build retention and customer loyalty Narteh( 2013).

The telecommunication services in developing countries are still not yet competitive with the current change of social, economic, and technologies. According to Kenya’s Economic survey’s research, (2003), telecommunication companies in Kenya are affected by a number of challenges including a poor information system, limited skills in ICT, and skill on modern technology. In mobile money services, for example, Odoyo et al, (2016), found a limited competitive framework due to limited number of service providers. There is also a problem of delaying money transfer feedback and network failure during the sending session. Bhavnani, (2008), found the problem of network penetration specifically in congested tall buildings environment and rural areas in North African. The problem relating to supplying an integrated data, media and voice service at a higher speed in sub-Saharan Africa has been
observed by Kaul et al (2008). Majority of mobile subscribers are not satisfied due to increasing cases of impediments.

The increasing trends of the problem in telecommunication have raised a number of complaints from the mobile users in all services. The complaints occur when services lead to a high degree of dissatisfaction to customers Hoosier, (2000). This means that customer complains in order to express that he/she is not satisfied with the organization’s products, services, or staff of the organization. Complaints provide valuable information that can be used to improve customer satisfaction Robb, (2018). This means that when the customer complains, the organization has an obligation to provide better services. There are a number of complaints thrown to the companies’ management. A complaint can genuinely be caused as a result of the misunderstanding between the customers and the services provider who is not fulfilling the expectation of the customer Hoosier, (2000).

These claims represent lacking adequate telecommunications services to satisfy the customer’s demand. Customer wishes to obtained services of high quality and provided on time Godwin and Verhage (1990). If this does not happen, complaints arise after the customer experience persistence problems which impact their socio-economic plan and programs. Rust and Chung (2006) found that complaints normally rise when the first and second trials toward the effort of problem solution fail. Majority of the customers complain of several problems they encounter once they need instant services Robb, (2018). They claim to have their money returned or services improvement.

However, on the other hand, complaints are one of the key aspects which provide room for improvement. Robb (2018) stated that customers who complain to provide messages that tell the management to take extra time and effort to improve better services. Complaints take a chance of warning as Kaul et al, (2008), warned organizations to take care of complaints before complaints turn into problems. The common problem which resulted from unsolved complaints by the organization is customers to take their business elsewhere Larivet and Brourad (2010). Hoosier (2000) explains that complains provide a decision to the customer to take new action.
A customer can choose among several alternative options to express the dissatisfaction from his/her service provider. For example, a customer may decide to abandon the services and or circulate messages regarding complaints to other company customers. It is in this stage where Kotler (2006) defines complaint into a problem. The last decision of the customers could be breaking his/her retention and forget about loyalty.

Several kinds of literature has confronted the complaints management approaches Miller (2000), Voorhees & Horowitz (2006), Bodey & Grace (2008), Lovelock & Wirtz (2010). The effective complaints management approach should focus on the mindset of the customer. Miller, (2000) on firsthand suggests that the most affected customer should be pleased by hopeful and appointment, an apology, or immediate feedback of his/ her complaints. This approach not only makes the customer feel conscious of organization staffs’ competency but also thinks about humble and loyalty. Lovelock and Wirtz (2010), on the hand, suggested that customer should be retained through tangible strategy approach. The approach usually deals with managing complaints by refunding and compensating (money, services) for poor services or products received from the company. However, this approach has been dismissed by a number of market researchers. Johnston (2001) observed that compensation could not be able to sustain loyalty since it does not change the mindset of the customer. Also, when the customer is refunded may decide to relinquish the company and find an alternative.

The most important thing to be considered by management is empowering complaint management officers to have appropriate skills and knowledge to manage their customer’s complaints effectively. Also, the company’s management has to appoint qualified service providers to serve and handle customers’ complaints satisfactorily. Lack of empowered staff may cause the company failed to serve their customers satisfactorily thus losing many customers that may lead to instability of the company growth and loss Johnston (2001). However, the issue of coordination between various organization sects could be of important approach.
Telecommunication sector in Tanzania has been extremely improved since the 1990s. The subscriber base has reached 31.86 Million from 2.96 Million; penetration has reached 67% from 10%. Vividly, also the prices have dropped and general traffic has dramatically increased for local calls and international plus SMS. Vodacom and Tigo are among the companies holding about 94% of the market share leaving the rest to be shared by other operators (TTCL, Airtel and Zantel) serving mobile telecommunication market for the last decade TCRA, (2014).

On the firsthand, Tigo Company as the first cellular network in Tanzania provides affordable, widely accessible, readily available cellular telephone services. Tigo leads with the mission to lead the adoption of easy access to the internet and digital lifestyle to their customers. This guarantees that the Tigo subscribers experience the best services at the most affordable rates throughout 26 regions in both Tanzania Mainland and Zanzibar. It has almost more 40,000 employees across the country that competently provides the best services to the customers Tigo, (2017). Tigo provides a number of mobile offers to ensure that the customers use the services conveniently.

On the secondhand, Vodacom Telecommunication Company was established in 1999. It is leading the market with over 5,670,122 subscribers which are about 40% in Tanzania. It enhances its product portfolio and positioning itself as the market leader of any communication solution company Vodacom report, (2018). The technology available to the subscribers both individual and corporate includes GSM 900\1800 countrywide covering 75.82% of the population and EDGE in selected towns and cities covering 50% of the population. It has a number of services including internal call, external call and M-Pesa money transfer which is one of service the company to offers over 60 million people that are generating a great profit to the company Vodacom report, (2018). It has several customer service centers all over the country that customers can present their complaints and recommendation 24 hours a day.

In Tanzania, there is a set of rules and regulation to protect the telecommunication consumer rights when using the companies’ services. Each company has increased a number of operators to improve services and compete in the national and international markets. This competitive environment to a large extent has a positive impact on
consumers like lowering of cost. Although, sometimes consumers become vulnerable and may end up getting an unsuitable deal, in that environment, there is a need for policy intervention Munis, (2000). The Telecommunication Regulatory Authority (TCRA) established such regulations in 2011. The regulations show the rights and duties of consumers, complain procedures, and how operators should treat consumers and fines imposed in case operator violate service agreement. Moreover, in protecting consumers, other regulations were put forward. They include the competition regulation and the quality of service regulation to ensure that competition is fair among operator and there is no collusion among operators while services remain of high quality.

1.2 Statement of the problem
Due to the increase in today’s ongoing telecommunication competition in the marketplace, companies have implemented different marketing strategies to provide better services and products to their customers. Moreover, due to the increase in competition in the marketplace telecommunication companies have mostly recognized the effectiveness and importance of understanding the needs and want of their customers Ganguli Shirshendu, (2008). The aim was to ensure loyal customers, customer retention and quality services to attract more customers.

Tigo and Vodacom as the leading telecommunication companies in Tanzania have established several strategies for the sake of providing better services. The aim is to meet customers’ satisfaction with the services offered. To ensure these services are provided in the extent of customers’ satisfaction, the companies run operating station in almost all regions in Tanzania Mainland and Tanzania Zanzibar (Tigo, 2017, Vodacom, 2018). There is the number of offers provided by the companies at least every day for the purpose of retaining their existing customers and build strong loyalty. The companies promote their services and provide public training so that many customers can be served instantly. The target is not only strengthening their market share but also to ensure they minimize complaints from their subscribers.
Besides the efforts of the companies to retain their customers and building loyalty, there are a number of customers who complain against services provided by their companies. Majority of the customers were witnessed claiming against their companies to have no proper planning of setting payment. Service payments change inconsiderably while there are a number of cases relating to improper payment cut-off. There is a problem of delaying services in all, calling services, internet, and messages. Majority of customers complain against slow network and poor network coverage. For a long time the mobile subscribers faced a number of mobile crimes (Cybercrimes) in all companies Lubua, (2014). The cases have been complained by a number of mobile money services users. Majority of people have been witnessed to complain about being victims of such crimes. However, the effect of cybercrime still threatens the security of mobile phone subscribers and become one among complained issues in Tanzania.

Several kind of research have been conducted to determine the causes of the customers’ complaints, the effect of complaints and complaints management practices in telecommunication companies in Tanzania Pladna, (2008), Mayunga, (2013), Lubua, (2014).

In the literature review, the researcher found that scholars like Rosa (2005) have discussed the different steps of resolving customer’s complaints. Also, there were other different researches conducted in the area of customer’s satisfaction by Samuel (2006) and the persistence of customer’s complaints in banking services by Johnson (2001). Although those studies have been done on customers, they focused on customers, satisfaction, and complaints persistence. However, in all the researches, the complaints managements’ techniques and evaluation of their effectiveness on complaints management in telecommunication companies were not yet empirically emphasized. This was a research gap and must be investigated and addressed. It is for these reasons the researcher thought it is necessary to determine the complaints management techniques and evaluate their effectiveness for the purpose of contributing significantly in that area of the study.
1.3 Research objectives

1.3.1 Main objective
The main objective of the research is to evaluate complaints management practices in the telecommunication industries.

1.3.2 Specific objectives:
To achieve the above general objective, the following specific objectives should be taken into consideration.

i. To identify techniques used by Tigo and Vodacom companies in complaints management.

ii. To assess the performance of Tigo and Vodacom Company employees in managing the customers’ complaints.

iii. To examine the effectiveness of Vodacom and Tigo Company customer care on complain management.

iv. To analyze the effectiveness of complaints management techniques used by Tigo and Vodacom in the provision of feedback to the complaining customers.

1.4 Research questions

i. What are the techniques used by Tigo and Vodacom Companies to manage customer’s complaints?

ii. What’s the performance level of the Tigo and Vodacom employees in effective managing customers’ complaints?

iii. What are factors that measure Tigo and Vodacom customer care desks effectiveness in managing customer care services?

iv. To what extent are the complaints management techniques effective in managing customer’s complaints?

1.5 Scope of the study
This study focused on the evaluation of complaints management practices in the mobile telecommunication industry. The study was conducted in Dar es Salaam on
Tigo and Vodacom companies, targeting the customers and employees of the companies.

1.6 Significance of the study
This study may be beneficial to the scholars of mobile telecommunication marketing, finance, investment, and customers at large because the findings may be used to build the knowledge and better understanding on the complaint management in telecommunication companies.

It’s of importance to all stakeholders such as customers, investors, and the government to understand telecommunication companies’ efforts and strategies to manage their complaints so that they can serve their customers to satisfactory standards as well as managing complaints about the well-being of the company growth and improvement.

1.7 Limitation of the study
In completion of this study, the researcher faced the following setbacks.

Despite the willingness of the customers of Vodacom and Tigo Company towards the research, the researcher faced a few setbacks along the way and some of them were: One was the slow return of the questionnaires or no return at all of the questionnaires, the researcher distributed 150 questionnaires and only 108 were filled and returned. This was due to the fact that some respondents were busy and did not have time to answer the questionnaires in a timely manner. While other respondents just accepted the questionnaire and ignored to fill in the questionnaires.

That led to the failure to return the responded questionnaires and lack of information from a large number of study respondents. However, the researcher used the returned questionnaires and the information gathered through other data collection methods like observation and increase to the input of the study. Another setback was time constraints, the study was conducted while the researcher was also attending her work, due to that the researcher improvised on putting extra hours into the completion of the research.
1.8 Delimitation of the study
The imperative was to carry out an effective and reliable study so the researcher controlled and avoided as best as possible the limitations to the study. Also, limitations can overcrowd the research objectives leading to unreliable findings and information.

To overcome resistance from respondents who were unwilling to fill the questionnaire and possible deliberate or in deliberate loss of the questionnaires the researcher mainly adopted the self-administered method where respondents filled the questions after a diligent and persuasive rationale of the study was presented to them by the researcher.

Also, a participatory observation method was applied to the study. In overcoming unwillingness and ignorance among the customers the researcher adopted a participatory method in collecting information through recording and observing the case study without direct interaction with Tigo and Vodacom customers.

Also, the study was self–financed by the researcher, which was difficult at times for the researcher to obtain financial resources that were needed to support effective research report, so to overcome the financial constraints the researcher had to allocate extra funds from her income to cover stationeries and communication cost during the data collection and report writing.

1.9 Organization of the study
This research report is organized in five chapters. The first chapter comprise of the background of the study, statement of the research problem, research objectives, research questions, scope, and significance of the study, limitation, and delimitation of the study. The second chapter covers the review of literature where both theoretical and empirical reviews centered on complaint management in the mobile telecommunication industry were covered and conceptual framework. The third chapter includes study design, study area, the population of the study, units of analysis, variables and their measurements, sample size and sampling techniques, mode of data collection methods, validity and reliability issues, methods and ethical
consideration. The fourth chapter focuses on the presentation, analysis, and discussion of key findings of the study. The fifth chapter comprises of the summary of findings, conclusions, and recommendation.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This study was based on evaluating complaint management practices in the mobile telecommunication industry. In this chapter, the researcher presents different findings on, the literature review of related empirical literature, theoretical framework and the research gap in relation to the study.

2.2 Hypothetical literature review
2.2.1 Definition of the key terms
Complaint: It is an action taken by an individual who wants to communicate his/her negative experience from the company’s product or services. London, (1980) defines complaint using the dissatisfaction produces exit voice (complaining), or loyalty (repurchasing), the author reasons in the following way

Customer loyalty is the situation where customers decide not to complain and stay loyal to the services or to the products accepting silently and passively. The customer becomes loyal despite problems, experiences and the consequent dissatisfaction they face when using the company’s services or products. Oliver (2001) defines loyalty as "a deeply held commitment to rebuild and re-patronize a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause switching behaviors.

Customer retention is the situation where the customers decide to remain using product and services provided by the business entity. Sam et al, (2010) define customer retention as an effective embracement of customer management provided by customer needs, segment profitable products and facilitate satisfaction.

Evaluation is the method to judge the outcome in relation to cost and benefit analysis. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability (2009).
Management is the process which involves a careful process of planning supervision and controlling of individual or organization. According to Fayol (2000), Management is the process of forecasting, planning, organizing, and commanding individual or group in an organization.

2.2.2 Customer complaining behavior
The customers complaining behavior is triggered by the dissatisfaction those customers felt after purchasing the company’s services. If the existing option was blocked or unavailable, complaints would be the only way to express consumer’s claim Mowen (1993). Economic theory predicts that complaints would be more frequently registered in markets characterized by monopoly than in markets resembling the notion of perfect competition Liang (2009). Consumers are negatively related to the number of competing organizations offering identical or similar goods and services in the relevant trading.

Different scholars suggest that complaints from customers may arise as a result of the ineffective or poor-quality product or service. It has also been empirically argued by Bård (2007), that complaints may become a result of dissatisfaction by the consumers who perceive that its benefits of using the company’s services are diminished. This argument has been also forwarded by other many scholars. Complaints always occur in any circumstances related to poor feedback from the company. If the customers obtain differently what he/she expect then the alternative way is to submit a complaint to notify management that service obtained is against expectation.

2.2.3 Value of customer’s complaints
Customer’s complaints are the most important aspect to be considered for organizational development. Allen (2009) explains that it is of importance to realize that respond effectively to customer’s complaints is one way to develop strategically the consumer retention and satisfaction. Company or institute has to focus on activities that minimize and resolve their customer’s dissatisfaction from the complaints. Jerry (1991) found that for effective improvement of organization
services to the customers, the organization management purposely encourages their customers to complain.

This is due to the fact that, firstly, the management will appropriately respond to complaints and prevent customers from switching to competitors. Secondly, to give dissatisfied consumers the chance to vent their unhappiness. Thirdly, the customer complaining behavior is one of the crucial elements for the development of effective service recovery strategies so that the company can fix the unresolved customer complaints and winning the confidence of once dissatisfied customers. Forth, those complaints can provide ways to services providers to re-design the services that are of high quality to meet customers’ exact expectations and requirements. In view of benefits, many authors agree that companies should not only seek to address and welcome complaints but also make a purposeful attempt to encourage complaints from their customers, especially the ones that are dissatisfied with the company’s product/services. Heung & Lam, (2003).

It is therefore that, companies specifically should be committed to creating and installing the culture of effective customer care service. The company furthermore encouraged to go a great length to satisfy their customers, provide the best services to the customers. Management can provide their customer’s motivation programs, training, and ongoing reinforcement to encourage them to provide the best services to the customer and increase customers satisfaction.

2.2.4 Customers expectation towards services and products
Customer expectations are based on the information about the product and services, promises by service providers. A firm must conduct research to measure the expectation of its customers as part of managing quality, designing and operating ongoing quality assessment and improvement programs and campaigns to meet the expectations of their customers. One of the purposes for standardizing the quality of the product and services delivery is to substitute machines for people whenever possible. Liang (2009).
According to William (1995), customer expectation has traditionally been measured by the quality of customer services the company offers. Kotler (1995) describes the expectation as a personal feeling of being pleased or disappointment as a result of comparing product perceived performance.

If the performance does not exceed expectation, the customer is highly satisfied or delighted. Kotler (1995) explained that the firm’s success depends not only on how departments perform but also on how well various departments’ activities coordinate with each other to build community expectation to their services. Many researchers found that customer expectation and product is realized by quality, and suggests that the complaints provide firms with a valuable way to learn the true quality of the products and services as well as customers dissatisfaction Fornell, (2007). According to Allen (2009), it is important to realize that the organization is totally customer focused, that they not only respond to the customer’s complaints effectively but also, they seek for complaints from their consumers.

2.2.5 How customers judge the product, service quality

Service Quality is simply explained as a measurement on how service delivery is inconsistent with the customer’s expectation Carman, (1990). Quality, however, can be seen as a comparison between expectation and performance. Service quality shows the organization’s ability to meet customer’s desires, expectation, and needs Hanson (2000). The provision of quality services helps to analyze the necessary factors that can be used to facilitate successful service quality and promote service satisfaction to their clients in order to increase growth, productivity, profitable and survival of the organization. The judgment of the service quality according to Kotler (1995) can be identified by common approaches including reliability, assurance, Empathy, tangibility, and responsiveness.

The reliability of products, services, and staff to perform as expected by the customer is an essential consideration of the organization performance. The organization’s staffs need to show reliability in a good manner when providing their services to the customers. Sometimes customer care employees are overworked and their levels of performance to a customer become inaccurate. Reliability in kind of literature has
been referred to as corrective action Fornell and Wernerfelt, (1988). Lang, (2009). Many customers are attracted to reliable services and reliable products. According to Kotler, (1995), reliable services and products are those obtained in the right quality, at the right time.

Assurance is an acknowledged level and politeness of the employees and the extent they trust the organization products and services Parasueaman & Berry, (1995). Organizations have a lot to offer to its customers in order to gain their trust. It’s also the courtesy, competence, the credibility of the company and also the security. Carman, (1990), states that assurance mostly refers to the competence of employees. It refers to the extent of skill to give out services to the customers to their best and bring an understanding to persuade other customers to purchase the organization services.

Empathy is a moral emotion that exists in societies. It is communication, accessibility, and understanding. It concerns whether the company listens and seeks to understand. One of the Zairi,( 2000) steps in resolving customer’s complaints is to listen intently. To deliver good service quality organizations like Tigo and Vodacom need to meet customer expectations of their services.

The physical appearance of the organization, location or the images of the services provided is the most concern of customer satisfaction. Tangibility, as defined by Parasuraman et al. (1998), is the physical appearance of the organization includes equipment, machines, and website. The measurement of service, products quality in customer care is subjective, complex, and also a multi-dimension concept. Campbel et al, (2000) explains that telecommunication companies’ customer care quality, for example, is the application of quality service and products in a manner that it maximizes benefit without correspondingly increasing risks.

Responsiveness is promptly and willingness to help the customers. Many company’s employees should be responsive in giving services and assistance to the customers willingly Andaleeb, (2001).
2.2.6 The customer services model of quality services
The excellent customer service is where customers are provided with all the business information, their rights, and assistance in resolving their complaints or problems with the services or product of the company. Often, customers make purchases with the expectation that the quality of the product and service they receive is formed by previous experiences, individual needs and a word of mouth recommendations and marketer’s communication. After purchase customers compare the actual quality of the product, services rendered and the expected quality

Products/ services gap is the discrepancy between service provider performance and customer expectations

![Service quality model diagram](image)

**Figure 2.1: Service quality model**

Source Parasuraman et al. (1998)

2.2.7 Suggested methods to manage customer’s complaints
According to Karen (2007), a good business tries to minimize customer’s complaints through excellent customer services, address customer’s complaints about the
company’s products and services quickly and fairly. Organization or company displays the rights and the responsibilities that their customers have over the products and services offered by the company. Giving customer’s information about their rights and responsibilities is one way to set their satisfaction Rosa, (2005). Information gives the customers the source of the problem opportunity of choice about the kind of services and product in a particular time and in particular areas Karen (2007). According to Miller (2000), the competence of the companies to handle the customers’ complaints, means building a new strategy of the performance. This could be possible if the companies involve their employees in developing systems, procedures, and proper management of complaints and appoint suitable and sufficient staff for the job, efficiently to help complaints management. Customer service providers are best and skillful trainers for the job.

Training employees is the best way to solve complaints. Roza (2005) found that anticipation to the complaints management and work out standard solutions should be in written form for the future purpose. The organization should ensure that their employees are trained in the procedures and have skills to resolve their customers’ complaints.

2.2.8 Seven steps for resolving customer’s complaints by Rosa 2005.

Roza (2005) in her article “Seven steps to complaints management” has listed down the best approaches that should be considered to manage the customer complaints. These steps are:

Firstly, is to listen to the customer intently so that the customer may feel conscious to submit the complaints. When the customer care welcomes and listens to the customer’s issues attentively without interrupting them, is one of the best ways to understand the customer and manage their complaints to satisfactory.

Secondly, thank the customer for submitting important information. It would be better if the customer care will inform the customer that the information submitted is crucial and important for organization development. This is because without the complaints that the customer report to the companies, the company or organization would not
realize the downfall and failures of services and products. Complaints give input and room of improvement to the companies and not to assume that they provide good services and products and in resolving their customer’s complaints.

Thirdly, Apology to the customers for any inconvenience faced when using the company’s products, services, and the company is of importance. The customer care should politely request the customers not to quit using the organization services and customers should be informed that the same problem will never happen again.

Fourthly, seek for the best solution to determine what the customers are seeking, their expectation, and satisfaction. For best resolution ask the customer what would be the best way for the company to resolve the problem. But if customers get surprised by this kind of question then the solution is a sincere apology from the company which is what will resolve their complaints.

Fifthly, reaching an agreement is one of the main actions the company should take. To seek for an arrangement and agreement that will resolve their customer’s complaints, best resolution that will turn dissatisfied customer to a satisfied one would be a good reason to not only to satisfy the customer, but also to retain them using the organization services and product.

Sixthly, taking quick action; Vodacom and Tigo have to take actions quickly in resolving the customer’s complaints. As soon as possible the problems should be fixed. That will to lead to the customers being pleased on the resolution of his/ her problem and focus more on how the problem was quickly fixed than the dissatisfaction they felt earlier on and that will satisfy the customers more.

Seventhly is following up on the resolution of the customer complaint reported and see it has been if resolved to the extent of satisfactory and the customer is not facing any more troubles, or problems using the company’s product or services. Based on Rosa (2005) the suggestive steps on complaint management, the steps are the key aspects that will create a positive relationship between the customer and the company. The customer will feel cared if anything happens.
The company is guaranteed to solve and ensure the complaint is resolved to satisfactory and follow up to make sure of that. Miller (2000) explained some of the strategies enforced in complaint management which are divided into psychological and tangible strategy. Tangible strategy approach is concerned with refunding or compensating to their customers for the inconvenience or difficult they have faced using the company’s products or services. The other approach is a psychological strategy whereby companies understand the customer’s problem, and explain to them why they are facing those difficulties, and apologizes to their customers.

This approach emphasizes on better communication between a company and its customer to be able to communicate better, analyze the problem, apologize for the inconvenience, and manage the complaint successfully. Companies should emphasize investing most of its resources in satisfactory customer complaints management Lovelock & Wirtz (2011). It helps in retaining the company’s customers and protecting the long-term relationship between the customers and the company (ibid). When the company fails to communicate effectively with their clients, know the problems and better ways to resolve them the company will face loss not only in losing customers but the company will have to invest more to build their image again Rust & Zahorik, (1993). Using more resources in attracting the customers who choose to switch the organization will affect the growth and development of the organization. Understanding the customers and implements effective approaches to managing their complaints is one of the key aspects of the development and growth of companies.

2.2.9 Evaluation of complaint management performance in the Telecommunication industry
Evaluation has become more and more of an independent marketing discipline and research. It measures how products or services supplied by an organization are meeting or if it surpasses a consumer’s expectations Merlin, (2011). This opts to be very important because of business owners or entrepreneurs with a metric that they can use to manage and improve their businesses. Business is improving and can be improved because customers are now satisfied with the goods or services provided by an organization Rust & Zahorik,( 2010). It is hard to measure or manage people’s
expectations, however, organizations can know that customers are satisfied due to their purchasing behaviors and responsive customers are after the quality of the service provided to them.

To satisfy customers with the best quality services and products as well as building a mutual relationship with both the services and organization help the company to increase in sales and create customers loyalty. Merlin, (2011) explains more than quality management goes beyond transactional exchanges and it enables marketers to estimate their customers’ needs and purchasing intentions so the organization can provide with products and services before they start demanding them.

When a customer is satisfied with the company’s products and services it leads to greater repurchase intention Day and Landon (1997, Singh (1998). Dissatisfied customers can form a complaining behavior that leads them to repurchase and still complain while increasing the repurchase action. This statement elaborates that complainer who reports their complaints also have the interest of repurchasing when their complaints are resolved at satisfaction.

The complainer has higher repurchasing intentions if his/ her complaints are solved and managed to satisfy and exceed their expectations. That is dissatisfied customers who have addressed their complaints and resolved satisfactorily, will have higher repurchase intentions than the noncompliance Boshoff, (2005). The figure down below, The American Customer Satisfaction index demonstrates how customer expectation and perceived quality exceed and fulfills the customers. That leads to customer satisfaction but also when the perceived quality and customer expectation do not satisfy the customer that may lead to customer complaints and end up losing a customer but when a company can deliver satisfactorily helps to develop customer loyalty.
2.2.10 Customer loyalty

Loyalty has several definitions, Jacob& Kyner (1993) defined loyalty as repetitive purchase behavior that a client or customer has for same particular product, services or brand over a period of time. Loyal customers are customers who repetitively acquire/ purchase the same products, service and most likely they will repurchase from a particular or same service provide every time they make the purchase. A loyal customer is also the key component of spreading the words of mouth. Due to that, companies are very conscious of dealing with their loyal customers as well as effective management of their complaints Fisher,( 2001), Oh,( 2006).

Also, different scholars like Fornell and Wernefely (1997) explain on Defensive marketing strategy which is concerned with minimizing customer turnover by reducing customer exit and brand switching which is very crucial to this study in analyzing satisfaction of the customer complaints resolution. This strategy takes the position that satisfaction and loyalty can be restored through effective complaints management. So, a company like Tigo and Vodacom are recommended to adopt the defensive strategy to able to resolve their customer’s complaints with satisfaction so to maintain customers to still be loyal. The purpose of the complainer is to get better
quality products and services. When they are satisfied with the resolution they continue to purchase and still be loyal customers of the company.

Tax and Brown (2000) explains more that customer complaint management contributes a great deal in customer’s loyalty. Improper handling of customer’s complaints by Tigo and Vodacom service providers projects the decrease of customer's level of commitment to purchasing the company’s service and products. Whereas proper handling of customers complaints leads to customers satisfaction due to proper service recovery that has a positive impact on the customer’s loyalty. Effective recovery of the customer’s complaints gives the assurance to purchase the services again because they have confidence with the company to provide best services, as stated by Andreassen (1999).

Furthermore, Stauss and Scoeler (2004) vividly provided empirical evidence on how positive relationship between service providers and customers can have an impact on effective customer’s complaints handling/management practices. These scholars brought to light on how strategic complaint management which is building a relationship between the customer and the company’s management can provide the Tigo and Vodacom managers with practical evidence and figures on the returns they get after and before effective management of their customers’ complaints. This is to say companies like Tigo and Vodacom can calculate their customer complaints management profits on the repurchase of a satisfied customer after resolution of their complaints.

2.2.11 Customer Retention

Gerpott and Schindler (2001) define customer retention as a continuous business relationship between a customer and the company. In building a relationship with the company and its customers one of the key components is knowing and understanding your companies needs and wants and who is the right to serve the customer’s needs to satisfaction.

Liu and Wu (2011) explain that the customer retention behavior is secured and caused by the good quality of product and services the company’s offers, best services from
services providers, trust, the satisfaction which will give a push for the customer to purchase the product, service in the future. The solid relationship that the customer has with the company is that the company wants to retain to them to return and repurchase. The trust that the customers have that the company will resolve the problems they face to their satisfaction attract them to be loyal to the company.

But also, findings indicate that the failure of providing core service and quality product appropriately as well as failure to manage and handle customers complaints are the key factor that leads customers to switch. They will switch to other Telecommunication companies which will satisfy their needs rather than be loyal to a company that doesn’t serve and handles complaints effectively. The switching behavior of customers which is a drastic increase in developing countries is because of every company tries to offer similar services but better than the others something which provides the variety of options for customers to switch. That is to say, effective management of complaint practices, s, quality products, services, and staff is crucial for the growth of the companies as explained by Lovelock & Wirtz (2011).

Different scholars have attempted to solve the concept on how effective management of complaints have an impact in increasing of companies returns, Stauss and Schoeler (2004) explains that complaints management department stimulates over 312.8% profit of the company’s development financially. Effective complaint management that also influences customer retention, loyalty, and satisfaction was emphasized over 312.8%. This describes how effective evaluation of customer’s complaint management practices has a positive impact on the financial development and the growth at large of the company if the companies implement on the strategies to handle complaints effectively.

2.2.12 Customer dissatisfaction

As indicated, ineffective evaluation and management of complaints that peels up and become a burden that the companies department cannot handle effectively, it leads to their customers losing trust, and become dissatisfied with the services and products they offer. Failure to resolve the complaint your customers have over the company is one of the key components that manifests to brand switching. And due to the fact,
there are several other telecommunication companies that can offer similar services customer will take the business to companies that their problems will be cared for and fulfilled rather than companies that have no ability to recover their problems to satisfaction. This is to say improper handling of customer’s complaints leads to customer’s dissatisfaction that is a path to customers brand switching to a better company that is more competent and offers services and products to their customer’s satisfaction. Keller, (2005)

The diagram below demonstrates the dissatisfaction incident that customers face after their complaints not successfully managed. A customer may choose to take a public action and speak out to other customers, seek for legal action, switch to other telecommunication companies or take private action not to speak out and not use the product, services of the company.

Figure 2.3: Customer Dissatisfaction
2.3 Theoretical framework

2.3.1 Customer satisfaction theory

This study is guided by the customer satisfaction theory developed by Kolter, (2010). It says that most companies their revenue and market share is their main priority rather than their customer’s satisfaction. If the company’s interest is in customer satisfaction that will path the way to higher repurchase action and customer retention that increases the market share of the company.

Satisfaction can be measured on different four-point as discussed by Gilly (1997) the four scales range from dissatisfied, very dissatisfied, satisfied, and very satisfied. Customer’s satisfaction can be measured depending on how their complaints were handled, so a researcher can use this theory to identify the level of satisfaction or dissatisfaction on how their complaint was handled successfully or not. Complainers are divided from satisfied to dissatisfied consumers.

This theory reflects on the assumption that telecommunication companies like Tigo and Vodacom have to pay more attention to their customer’s satisfaction more than their market share. They should deal with their customers to their satisfaction and fulfillment to avoid complaints and even when the complaints do occur they should know the suitable way to solve them because of the better knowledge the company has on their customers and using better techniques to manage their complaints.

2.3.2 Justice theory

Justice theory stated by Homburg and Furst (2005) is applicable to the study on evaluating complaints management which explains that customer’s satisfaction is measured by how the company’s complaint management practices is able to handle and resolve the complaints fairly to customers satisfactory. Morrisson and Hupprtz (2010) advised on the importance of catering equally and fair to all the companies’ customers and solving their complaints in a fairly same way and not favoring certain individuals that seem to have more value than other customers. Complaints can be
managed to satisfactory if dealt with great emphasis and fairness, finding the right methods to handle the complaints and treat all customers ‘fairly.

Monetary compensation is not the right answer or method to successful handling of customer’s complaints but fair treatment and a simple apology can turn dissatisfied customer to a loyal customer as added by Wirtz and Mattila (2004).

The theory reflects that effective evaluation of complaints management is handling/managing all companies customers complaints fairly, equally and not giving special treatment to some customer’s more than the other because that will lead to a company losing many customers due to unfair treatment. And also, telecommunication companies should handle their complaints by first apologizing to their dissatisfied customers rather than the monetary compensation that will influence the customer to take their business elsewhere. A simple apology will influence a customer to give the company a second chance and lead to the repurchase of the company’s services.

2.3.4 Equity Theory
Equity theory as propounded by Adams (1963) originates from the exchange, dissonance, and social comparison theories in making an assumption on how individuals manage their relationships with others. Individuals assess their relationships with others by measuring the ratio of their outcomes from inputs, if the outcome/input ratios of the individual are observed to be unequal, then inequity exists Huseman, Hatfield and Miles, (1987)

Consumers can always receive a negative Word of Mouth (WOM) when perceived that they have not been adequately compensated for service failure. This is due to the unfair treatment of customers. Thus, with effective customer complaint management customers will feel fairly treated. Equity theory is applicable where the exchange process takes place and it is possible that one or both parties recognize inequity during exchange Maxham and Netemeyer, (2003). Equity theory seems reasonably acceptable in the context of service failure since consumers normally perceive an inequity due to service failure. Equity theory is applicable when inequities arise and provide a meaningful structure that shapes customer’s perception of satisfaction,
intention to purchase and word of mouth. Therefore, this theory reflects fairness in complaints handling procedures used by an organization in order to satisfy and retain customers in the business organization.

2.4 Empirical literature review

The findings from the study conducted by Alvarez, Casielles, and Martin (2011) titled Analysis of the Role of Complaint Management in the Context of Relationship Marketing indicated the importance of complaints management in building a long-term relationship, thus effective complaint management procedures and skilled and motivated employees are essential in building stable customer portfolio. Andreasen (2004) revealed that customer satisfaction and retention are determined by complaint handling. Zeithaml et al. (2000) have also concluded that delivering service at the very first time and punctuality in solving issues will create a long-term relationship between service provider and customer.

The findings from the study based on Service quality, profitability and the economic worth of Customers conducted by Zeithaml et al (2000) indicated that a customer relationship is a strategic tool toward sustainable competitive advantage against a competitor in the current service firms. Similarly, Panda (2003) also found that the quality of the relationship between service firms and customers is an essential determinant of success for the firms which in turn develop customer satisfaction and loyalty.

Accenture (2008) conducted a survey of 4189 consumers in Australia, Brazil, Canada, China, France, Germany, India, United States, and the United Kingdom. The survey revealed that more than 67% of respondents agreed that poor customer service is the main factor switching from mobile firms. Moreover, Oyeniyi and Abiodun (2010) conducted a study to examine switching cost and customer loyalty in the Nigerian mobile phone market. The study revealed that customer retention is positively affected by customer satisfaction and therefore the switching cost is considerably affecting the level of customer retention.
The study conducted by Ojo (2010) investigated the relationship between service quality and customer satisfaction in the telecommunication industry with the case of Mobile Telecommunication Network (MTN) Nigeria. The study exposed a positive correlation between service quality and customer satisfaction. The study, therefore, recommended that firms should seriously focus on service quality since it affects customer satisfaction which finally helps to create loyalty and retention. The firm must understand customers’ expectation and how to fulfill such expectation. The study also revealed that the cost of attracting a new customer is very high compared to the cost of retaining existing ones.

Samuel (2006) conducted a study based on Customer’s satisfaction on the mobile telecommunication industry in Nigeria; the research explains how customer’s satisfaction level differs depending on several characters of demographic groups. In the age group, it is researched that young ones are less satisfied mobile services than the older adults; the cause of low satisfaction with the younger customers is due to their familiarity of mobile phones and advanced technology rather than the older age group people. Other factors can be the gender difference, status, location, and income can lead to satisfaction and dissatisfaction of the customers.

Also, Johnson (2001) research on retail banking, the study explained and demonstrated that if a customer’s complaints, service problems are not properly managed and properly dealt with. Can have a great impact on the customer’s trust, attitude, and intention to repurchase or use the product, services again. However, the study did not support the notion that proper management of customers complaints that path the way to customers satisfactory have the same level of customer satisfaction when the customer didn’t face any problem when first using the company’s product or services.

Varela and Iglesia (2010) conducted a study on customer satisfaction with complaint handling, the study revealed the importance of understanding customers, the research aims at different cognitive evaluations like disconfirmation of expectations, perceived justice, and effective responses on satisfaction with complaint handling. The result of the study supports the model and highlights the importance of the emotions
experienced as a result of complaint handling. Nevertheless, that emotions have been underrepresented regarding service recovery, the study investigated and stated that emotions don’t only have an independent but also have affect on customer satisfaction, also effect the cognitive evaluations of complaints handling, but also play a mediating role in the relationship between these cognitive variables and satisfaction.

Gruber, Szmigin, and Voss (2009) organized a study titled, ‘’Handling customer complaints effectively a comparison of the value maps of female and male complainants’’. The paper explored various factors that lead to customer satisfaction with an emphasis on different qualities and behaviors that male and female customers value when the encounter individual complaint handling services.

Findings from the research indicate that both females and males value effective complaint management when they encounter any company about the services/products. Proper complaint management practices are important to both male and female complainers. Females were abler than male respondents to develop strong associations on the highest level of abstraction and linked desired employee behaviors with several values. Also, findings state that, female complainers tend to be more emotionally invested and want the customer care desk officer to listen, apologize about their cause of problem/dissatisfaction, unlike men complainers that address the complaints and want them to be dealt with as quick as possible.

The researcher used descriptive research whereby they conducted 40 laddering interviews with 21 female and 19 male respondents with complaining experience. However, they did not indicate the percentage of women and male who want the employees to apologize for the problem and the one who didn’t want.

2.5 Conceptual Framework
The conceptual framework of this study is organized from a set of ideas that evaluate the effectiveness of complaint management practices in the telecommunication industry. Through this study, Complaints Management Techniques which are listening carefully and apologized reporting at the office, provision of the 24 hours
free hotline, follow up decision, occasions and exhibits and recording customer’s complaints are identified as an independent variables and customer satisfaction which is made of effective customer care, management response, customer loyalty, customer retention and quality of the returned services as dependent variables. Service recovery moderates the relationship between dependent and independent variables; this is because once the complaints are handled effectively and service recovered as per the expectation of customer then the customer will be satisfied. The conceptual framework showing the relationship among variables is presented in figure 2.5 below.
Figure 2.2: Conceptual framework

Source: Researcher (2018)
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction
This chapter provides a detailed description of methods and approaches that were applied in research that includes research design, study area, the population of the study, sample design, and sample techniques and methods of data collection. Also, the validity and reliability of the study were described. The chapter furthermore, provides a description on data analysis of both qualitative and quantitative data in nature.

3.2 Research Design
For the nature of this study, the design of the research was a case study. A case study design is defined as an intensive study about a person, a group of people, or a unit, which is aimed to generalize over several units Gustafsson, (2017). Normally, case study designs pick a small geographical area or a very limited number of individuals as the subjects of study Zainal, (2017). This study focused on exploring and understanding complaints management practices in two selected cases in the telecommunication industries which are Vodacom and Tigo Company. According to Yin (2003) a case study involves studying single or several cases to understand the differences and similarities between the cases, or to understand the situation under investigation on behalf of the large remained area. It can be used to either predict conflicting results for expected reasons or either predicts related results in the studies. This kind of study is similar to a case study where two companies on behalf of others were involved to study their complaint management strategies which they use to solve various complaints submitted by their customers.

3.3 Area of study
The study was conducted in Dar es Salaam specifically in Tigo and Vodacom headquarters where these institutions are located. The selection of this unit was due to
the fact that Dar es Salaam is headquarter which comprises the majority of the staffs in administration sections where complain management are mainly resolved.

3.4 Units of analysis
Unit of analysis entails who or what is analyzed in the study Trochim, (2006). It is also referred to as the entity that a researcher is conducting and makes generalizations based on an analysis. It might be individuals, groups, organization, geographical area or objects whose characteristics will be measured are classified as the units of analysis. For the purpose of this study, the unit of analysis was complaint management, complaints management practices, and companies’ administrative support to subordinates.

3.5 Variables and their measurements
The key information needed from this study include details on complaints management in those listed companies focusing on administrative support to subordinates, effectiveness, and efficiency of management techniques and techniques used by customer care on complaints management.

3.6 Study population
The population of the study was both mobile subscribers and employees of the telecommunication companies of Tigo and Vodacom who work at the companies headquarter in Dar es Salaam Tanzania.

3.7 Sample and sampling design
For the nature of the study, non-probability sampling design was useful and more appropriate. This was due to the fact that the study intended to have special respondents who have already faced communication challenges and report to company management for resolving. As the intention of the study was to evaluate complaints management practices, hence respondent who did not go to the company office or did not call to the company customer care could not have any chance to participate in this research. In this case, the purposive sampling approach was used to pick up respondents of this design.
Non-probability sampling was also useful to select mobile subscribers who were only trapped around the offices to submit their complaints. Non-probability was also used to select staff who specifically working in the companies who were willing to exploratory explained complaints management approaches used by the companies. However, for the best outcomes of this research probability approach was also used to identify sample distribution from each company.

3.7.1 Sample size and sampling techniques

Since the population is scattered between two different companies, it was very difficult to list all members of the target population and select sample among them, so it was convenient to study subjects in strata. Stratified sampling technique was used to identify a number of representatives from each company based on the number of populations. This kind of probability sampling referred to a stratified sample because the unit chosen is not individuals but rather group of individuals who are alike with respect to characteristics relevant to the variables of the study (Ary et al., 2010). Hence this study adopted the stratified random sampling technique to select respondents from the companies. The sample was drawn according to the proportion of subjects in each company.

<table>
<thead>
<tr>
<th>Company</th>
<th>Sample size</th>
<th>Percentages distribution</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Customers</td>
<td>Staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PR</td>
</tr>
<tr>
<td>Vodacom</td>
<td>44</td>
<td>1</td>
</tr>
<tr>
<td>Tigo</td>
<td>56</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>2</td>
</tr>
</tbody>
</table>

Table 3. 1: Sample Distribution

Source: Research data, 2018

The sample size for the study was 108 respondents; out of the 100 were mobile subscribers (customers) were 44 from Vodacom and 56 from Tigo. The number of staff which has been selected was 8 whereas, from each company one public relation officer, two lin officers, and one marketing officer was purposively selected. The size of the sample has only considered a researcher capability and willing to maintain
research process based on her financial, materials, and human resources. Greener (2008) recommended the researcher to select a sample of his/her size based on materials and financial strength. The researcher has minimum time and financial capacity to run sample above the proposed size. The above table provides a clear description of the population and sample distributions for the study.

3.8 Data Collection Method
Before the collection of the data for this study, approval was obtained from two sources and authorities. First, the letter from the supervisor to the Tigo headquarter and Vodacom to requesting the permission of the companies to conduct this research. After obtaining the permission, data collection started by surveying each company. Since the study required both qualitative and quantitative data, interview and semi-structured surveyed questionnaires were used. The aim of using these types of tools is due to the nature of that data required for the study objective. Quantitative data aimed at providing information showing the effectiveness of complaints management approaches. However, qualitative data mainly applied to justify quantitative information provided by the respondents. The aim of using interview was to provide the reason for customers’ complaints against companies, but also learning how professionally the management of the companies deals with complaint management within various offices, hence, qualitative data played a great role on this part.

3.8.1 Secondary data
The secondary data emanate from the Tigo and Vodacom companies which mainly the annual performance report 2016/2017 and 2018.

3.9 Validity and Reliability
Most researchers use the expert knowledge to check the validity and reliability of the contents of the questionnaire and make changes where found necessary. Validity instrument on the firsthand is the extent to which instrument measures what is supposed to be measured Ary et. al., (2010). Content validity is the extent to which the instrument measures an intended content area Gay et al., (2006).
Content validity used whereby specialists in the content measured by instrument to judge the appropriateness of the items. A content validation team and experts were consulted from both companies of Tigo and Vodacom who were holding several positions of the policy and administrative offices specifically from the department of Planning, human resources, and Research. Other research experts who have management experience were also participated to validate the instrument. It was further suggested that there is no need to translate the instrument into local language (Swahili) because almost all Vodacom and Tigo staffs were able to use and understand the English language.

On the other hand, Ahuja, (2003) defines reliability as the degree to which measures are free from error so that they give the same results when repeated measurements are made under constant conditions. To check the validity and reliability of the data collection, the researcher consulted three experienced professional lecturers of two different universities in Tanzania to seek guidance concerned validity issue. In addition, data collection was done with close follow-ups to ensure that it is not biased and not flawed to constrain the analysis. By controlling and assuming other variables and factors that influence the study, the findings are expected to be true and valid for explaining the situation that the study investigates.

3.10 Data analysis
The data were statistically and qualitatively analyzed so that findings obtained to be able to draw a conclusion of the study. According to Kombo and Tromp (2006), data analysis entails an examination of information obtained through a survey or testing method and making judgment and implication. After the researcher finished the data collection process, the filled questionnaires and recorded interviews were reviewed to identify errors and then the data analysis process was started. The statistical technique used for data analysis was data statistics where mean, frequencies and regression techniques were run by using Statistical Package for Social Sciences (SPSS) computer package and content analysis was also used to analyze data collected by using interview instrument so as to expose important themes. The attention was given
to repeated themes from the open questions. Then findings were finally presented in form of tables, charts, and narrative statements.

3.11 Ethical Consideration
Ethics refers to standards for behavior that differentiate between proper and improper conduct Resnik, (2011). Researchers whose focuses are people or animals ought to follow ethical aspects related to their studies Kombo and Tromp, (2006). This study took into account the confidentiality of participants about the information they provided, the researcher was secured by an introduction letter to introduce herself and request cooperation from the participants. The research was conducted fairly as respondents deliberately participated in the study. All respondents were informed on the aim of the study and asked for their consent before being given questionnaires to fill. Moreover, the respondents were informed that they are capable of canceling their consents throughout the research period. The researcher was honesty and open during the research processes as there was good interaction with participants.
CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction
As it was noted from the beginning, this study the researcher presented different findings and information from the first specific objective of the study which was to evaluate complaints management in telecommunication industry that was assessed in four different ways which are: assessing technique used to manage complaints, how long does it take to manage customers complaints, follow up on complaint management and managing complaints to satisfactory. The below subsections provide detailed, thematic and statistical analysis data, discussion of the information obtained from findings in order to understand the evaluation of complaint management practices in telecommunication companies.

4.2 Responses to the study
Based on the number of questionnaires (100), which distributed to the population sample, 100 questionnaires have been received with complete responses that were equal to 100% of all response rates (table 2). This level of response is desirable for the study. Richardson (2005), states that even 50% of response rate is enough to conclude the study, while Nulty, (2008) concludes that 60% of the response rate is desirable. In this case, this study has met the standard of accuracy in term of the response rate. The results of this study unquestionably are representatives. This data is illustrated using table 4.1

<table>
<thead>
<tr>
<th>Types of respondents</th>
<th>No. of respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>100</td>
<td>83</td>
</tr>
<tr>
<td>Employees</td>
<td>8</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>108</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.1: Respondents of the study
Source: research findings (2018)
4.3 Demographic characteristics of Tigo and Vodacom customers.

4.3.1 Gender of the respondents

The study involves respondents of different genders whereas the majority of them are female (61%) and rest are male (39%). The gender consideration was made in this study to identify if, the difference in gender influence complaints management practices in the companies. In most cases, females are more prioritized in every aspect than their male counterpart UN, (2002). However, the outcome of the interview revealed that in both companies, genders are taken as a whole. This data is illustrated using table 4.2

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td>Male</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.2: Gender of respondents

Source: research findings (2018)

4.3.2 Age of the respondents

Majority of respondents 46 (46%), were the aged group of 18-40, followed by 41-60 with 39 (39%) and 61 and above was 15 (15%). The implication of the age group in the research was considered if there is a priority in complain management practices. Many studies found that elders above 40 years were prioritized in many institutions when solving the problem, specifically public institutions Elissa et al, (2015). However, the results imply that in Tigo and Vodacom companies, complains are resolved regardless number of age the complainant has. According to an interview with public relation officers of both Tigo and Vodacom, explained that the company’s priority in resolving complaints is undertaken on time as the complaints are submitted. On another hand, the researcher was interested to understand the consequence of age group toward reporting complaints to the companies, administration. However, age 18-40 frequently complain mainly toward communication and financial services. This data is illustrated using table 4.3
Table 4.3: Age of respondents

Source: research findings (2018)

4.3.3 Duration of using Vodacom and Tigo services

The respondents were asked to mention their complete years since they became mobile phone subscribers. Majority of respondents 42 (42%) have become the mobile subscriber of more than five years, while 6-10 year and more than ten years were 37 (37%) and 1-5 years is 21 (21%). The result revealed that respondents who were selected to participate in the research have experienced enough to evaluate the efficiency of complaints management of the two companies. Pew, (2005) suggested that experience provides the opportunity to identify the gap in any profession. Base on that suggestion, the age group was considered as one among techniques to provide information suitable for the research conclusion. This data is illustrated in table 4.3

<table>
<thead>
<tr>
<th>Age of respondents</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-40</td>
<td>46</td>
<td>46</td>
</tr>
<tr>
<td>41-60</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td>61 and above</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3: Age of respondents

Source: research findings (2018)

<table>
<thead>
<tr>
<th>Duration</th>
<th>Tigo</th>
<th>Vodacom</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5years</td>
<td>17</td>
<td>4</td>
<td>21</td>
</tr>
<tr>
<td>6-10years</td>
<td>18</td>
<td>24</td>
<td>42</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>21</td>
<td>16</td>
<td>37</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td>44</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3: Duration of using Vodacom and Tigo services

Source: research findings (2018)
4.4 Techniques used by Tigo and Vodacom companies in complaints management

The first objective of the research was to identify techniques used by Tigo and Vodacom companies in complaints management practices. The following findings were gathered from the respondents.

4.4.1 Types of complaints which are mostly submitted to the management

The researcher has been interested to understand types of complaints which were mostly required to the management of the companies. After careful analysis of the data, the researcher identified several complaints submitted in the company’s management as described in the table below. Majority of respondents said that the common problem they are going to complain is based on financial problems. These were mobile money services 57% and inconsistency services charge cut-off 17%. Other complaints are network call barrier 10%, internet network barrier 14% and Simcard block 8%. The data is illustrated in table 4.4

<table>
<thead>
<tr>
<th>Types of complaints</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network call barriers/disconnection complaints</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Simcard block complaints</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Inconsistency services charges cut-off complaints</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Mobile money services complaints</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td>Network internet barrier complaints</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.4: Types of complaints

Source: research findings (2018)

4.4.2 Responsible people to receive complaints

Based on the above findings, then, researcher was interested to understand where those complaints are submitted within the companies’ management. Majority of customers 92% submit their complaints to customer care offices. Other customers 8% use their friend and relatives who are working at the companies to submit their complaints. Customer care is the most important department to primarily receive and handling customer complaints Jindal, (2013). It is the first contact of the customers.
Majority of the institutions improve the customer service care because it is an office of complain. Customer care office provides a first-hand account of the customer’s views and experience, and can highlight problems that management in general miss (David, 2018). In this case, the customer care departments in both Tigo and Vodacom play great role to complaints handlings. The data is illustrated in the figure 4.1

![Figure 4.1: Responsible people to receive complaints](image)

Source: research findings (2018)

**4.4.3 Method of complaints submission at the company**

In this part the researcher intended to identify how the customers submit their complaints to the company. The target was to understand approaches which normally customers use to send their complaints. Researcher aims to compare the type of submission approach given more priority by the management. Based on this question, majority of respondents (88%) use hotline (call directly) to the company’s customer care while other respondents (22%) go physically to the companies’ offices.

The results above imply that the companies have only two ways of submitting the complaints which are commonly understood by their customers. However, it is obvious that customers prefer to call directly to customer care via hotline rather than
go to the office. This method is mostly selected because it minimizes time to go to the companies but also minimize financial cost of transport to the office John (2013). Calling directly is free and most of time resolution is much quicker Arndt, (2017). There is not much waiting time through online complaint. The only problem exists is the case of reliability of the network Larivet & Brouard (2010). Sometime, network barrier may limit the accuracy of this method. If this case happens, the method of calling directly may be inaccurate and complain management may become unsuccessfully. In relation to justice theory Wirtz and Mattila (2004), which explains that monetary compensation is not the right answer or method to successful handling of customer’s complaints but fair treatment and a simple apology can turn dissatisfied customer to a loyal customer. Simply apologizing to the customers of Tigo and Vodacom Company about their complaint immediately is one of the keys to effective complaint management. The data is illustrated in the figure 4.2

![Figure 4.2: Method of complaints submission at the company](image)

**Source:** research findings (2018)

**4.4.4 Approaches used by the companies for complaints management (quantitative data)**

This objective has been covered by two types of data. The first one was to analyze the quantitative data from customer to identify their views and ideas based on approaches
applied by the companies to treat their complaints. The next one was qualitative data through interviewing the companies’ staffs who specifically dealing with complaint management.

This question intended to identify and assess approaches used by the companies’ management to solve the customers’ complaints. Several approaches have been mentioned by the customers as tools for their complaint’s management. The table below illustrates types of the approaches and their level of their usages. The data is illustrated in the table 4.5

In relation to justice theory developed by Wirtz and Mattila (2004), which explains that monetary compensation is not the right answer or method to successful handling of customer’s complaints but fair treatment and a simple apology can turn dissatisfied customer to a loyal customer. Simply apologizing to the customers of Tigo and Vodacom Company about their complaint immediately is one of the keys to effective complaint management. Keller (2004) states that by listening carefully to customer’s complaints, we can identify opportunities for training employees, improving products and services, educating customers and improving the business bottom line. According to William J. (1995) customer service has traditionally assessed the measurement of customer's satisfaction.
4.4.5 Effectiveness of the approaches to manage the customers’ complaints

The previous table illustrates four main approaches and the level of their applicability to managing complaints within the companies. It was then very important to measure their effectiveness to treat the customers’ complainants. Majority of respondents (45%) confirm that using hotline is more helpful and more effective to manage their complaints, followed by reporting the office (14%) which is most of the time provides room of physical contact between customer and staff, recording (28%) which aim to protect the customer right to complain, occasion (9%) is also helpful but as its name provides help occasionally and last follow up (4%) which is rarely applied. The data is illustrated in figure 4.3.

Connecting with Allen (2009) it is important to realize that the organization is totally customer focused, that they not only respond to customer’s complaints effectively but also if they seek for the complaints from their customers in order to manage them in a timely manner. So, of its importance, Tigo and Vodacom company have to identify their customer problem and resolve it immediately because unhappy customers are bad news to the business.

<table>
<thead>
<tr>
<th>Approaches</th>
<th>Not used</th>
<th>Less used</th>
<th>Average used</th>
<th>used</th>
<th>Often used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listening carefully and apologized reporting at the offices</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of the 24 hours free hotline</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Follow up decision</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occasions and exhibits</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recording customers complaints</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.5: Approaches used by the companies for complaints management

Source: research findings (2018)
4.4.6 Approaches used by the companies in complaints management (qualitative data)

The interview was conducted on four public relation officers from each company. The interview was conducted separately while each individual public relation staff was in-depth interviewed on how they use to manage the customers’ complaints. The aim of this interview furthermore was to obtain detailed information to supplement quantitative data from previous respondents. Almost four approaches were mentioned to be used by almost both companies.

The first approach wants the customer to report the complaint physically to the office. The approach is effective because customer and complainants’ manager establishes a detailed conversation of the problem. In most institutions, public relation officer is the key primary responsible for listening and provides primary suggestion to the customers Oakland (2014). In other institutions, complaints are listening by other appointed personnel appointed by the institution management Hülsmann & Scholz-Reiter & Windt (2011). In both companies, Tigo and Vodacom the complaints are listened by the complaints manager who is normally public relation officers.
The companies open customer care almost all days to welcome complaints. Many detailed complaints are collected which encourage companies’ diligent. “I enjoy working closely with the customer because they have more to make us learn”. Tigo Public Relation officer at Tigo HQ Dar Es Salaam on 14/2/ 2018.

Other effectiveness of this approach is the identification of other challenges that customer describes apart from which it was submitted. Jindal, (2013) refer customer as part of the organization, having a high contribution to evaluate the organization effort and weakness. To use complaint data which provides room to a discussion between customer and complaints manager solves many problems specifically in marketing, distribution and loyalty maintenance John, (2003).

“We understand our challenges, weakness, and problem only because customer tells us” Vodacom Public relation officer – at Vodacom HQ Dar Es Salaam on 26/2/ 2018. Oakland (2014) found that complainant manager may get a basic understanding of the company’s challenges and market behavior of the institution only because there is physical contact with the customers. The customer knows much then manager do Larivet (2010). The complaints of the customers will have guidance to the institution. Using this approach furthermore, two important outcomes are determined.

On the firsthand, makes the customer cooling the anger and managed his retention to use the company’s services. As the customer is then served and told the source of the problem, his trust in the company’s services is well managed and preserved. On the other hand, the approach provides an opportunity to the customer to recommend mechanism. In this circumstance, the public relation or any other staff gather extra information and update the institution’s strategic plan.

The second approach is the provision of the 24 hours of free hotline for the customer to communicate with customer care. The outcome of this approach is that the customer obtains an opportunity to submit the complaints instantly and on time. This is the best approach to manage customer complaints than anyone else. Online customer service experience is based solely on online stores’ information because of a lack of physical contact Kotler, (1997). Through hotline, the customers are given a
time freely to explain the details of his/her problem according to the number of his/her words Liao & Cheung (2001). Apologize then follow before being served. Using this approach, much of the companies’ problem has been solved within a few minutes and at the right moment, and customers continue to use the company’ services better. Majority of the customers like this approach because it has minimal risk of tolerance. Brown, and Jayakody (2008), this complaints management method is fastest and accuracy. Many business personnel this is their choice. Tigo and Vodacom have almost an average of 30 online stations in Tanzania Tigo and Vodacom (2018).

The third approach is the follow-up decision. This approach mainly applied when the complaints associated with the majority of customers in particular areas. According to public relation officers, the follow-up approach is not applied if the problem is personal or is about one or two individual customers. In fact, the approach used to serve the community of a particular village, street, district, or region. It is a wonderful approach because complaints of a large number of customers are resolved in advance. To make follow up in order to understand the voice of the customer is crucial to restoring consumer trust in businesses and building customer loyalty, engagement, and advocacy VOC, (2011). The biggest reason is that complaints manager gets the will of community majority toward effectiveness.

As companies work to restore consumer trust and build better relationships with customers, they must think and communicate differently including following them. Although, this approach mainly practiced within rural areas, however, the majority of the customers appreciate having a thorough discussion with companies’ management. To follow customers in their location, have two important benefits. The first one has been mentioned by John (2003) that following up provides a chance to the companies’ management to enable making a framework for interpreting the business situation based on culture and tradition, economic standard and other business necessity of which customer is available. Companies will establish business frame which coups situation of the community. This advice has been used by majority of firms in many countries Reichheld, (2003); Salegna and Goodwin, (2005), Moisescu,
(2014). It is a useful tool to enable the company to engage more widely for the purpose to retain more customers.

The second one is that companies get the opportunity to assess the opportunity of its competitors. VOC, (2011) argues that follows up to enable the companies to gain a better understanding of customers’ needs, wants and concerns by continually gathering, analyzing, and acting on customer feedback specifically from several visits to their surroundings. Nowadays, many businesses have changed their habits of waiting customers in the reception, instead they follow them anywhere they are to pursue them with various promotion and promises.

The fourth approach is using occasions and exhibits. This approach is wonderful because the majority of customers are served within a short moment. The best of this approach is that, while the companies’ staffs provide services including manage complaints, at the same time advertising of the new or old brand including promotion takes place. This approach also provides knowledge and other guidance on the proper use of the companies’ services. According to Baron et al. (2007), exhibits is the only approach that customer may interact with other customers and learn how to use services and having interactions. Yet, customer interaction was suggested as a strategy to encourage customer satisfaction.

Martin and Pranter (1989) suggested that in order to promote customer similarity the service firm should use customer interaction techniques such as inviting in the marketplace, utilizing the physical environment to foster them by informing them and rewarding through exhibiting practice. More recently, Levy (2010) and Levy et al. (2011) demonstrate through experimental methods that managing complain could be simplest as customers meeting together in the open market and share ideas on the existing problem which ultimately leads to increased satisfaction and enjoyment.
4.5 Performance of Tigo and Vodacom Company employees in managing the customers’ complaints.
The second specific objective of this study was to assess the performance of Tigo and Vodacom Company employees in managing the customers’ complaints. The following findings were gathered from the respondents.

4.5.1 Effectiveness of the companies’ staff on customers care
The intention was to understand their performance and willingness to effectively handle customer care. Generally, in both companies, the average scaling of respondents varies as respondents scale differently at each company. Majority of respondents confirms that the customer care in both Tigo and Vodacom is moderately effective by 49% and 37% respectively. This means that in both companies still, the mode of caring to the customers is unsatisfied. The customer has to take a long time in the queue to contact the receptionist to submit his/her complaint. This circumstance appears in both ways of physical and hotline services. However, few respondents observed customer care as very effective by 6% Tigo and Vodacom 13%, effective by assessed 16% and 17% for Tigo and Vodacom respectively. Other assessments are very ineffective for Tigo 8% and Vodacom 14%, ineffective 21% Tigo and Vodacom 19%. For those who assessed high and effectiveness in customer care, it is because their problems have been solved by hotline and never exist again.

For those who opted as ineffective and very ineffective, it is for the reason that, apart from the presence of the long queues, but also, the majority of the staffs especially at the reception do not have experience in customer care. The researcher’s observation revealed that majority of the customers lack customer loyalty and retention. When staffs fail to identify the need of the customer, the level of retention and loyalty become intolerable Stauss & Schoeler (2004). The language used has been also observed unfriendly. Kau &Loh, (2006) observed that effective handling of customers complaining behaviors is a kind of service recovery that could culminate into satisfaction, trust, positive Word-of-Mouth communication, and future re-purchases.
Staffs do not inform the customer about the source of the problem. They provide service tranquility so that customers could not be able to understand the problem and way of caring. The data is illustrated in figure 4.4

![Bar chart](chart.png)

**Figure 4.4  Effectiveness of the companies’ staff on customers care**

*Source: research findings (2018)*

### 4.5.2 Duration to resolve complaints

The study intended to understand the time taken to solve the customers’ complaints and providing feedback. The table below illustrates the feedback provided time from complaints management. The results are that feedbacks are provided within a day, by Tigo 52% while Vodacom 54%, 1 day to 5 days Tigo 36%, Vodacom 36%, 6 days to 10 days Tigo 12% while Vodacom 10% and nothing complaints to be solved by more than 10 days.

This question was analyzed separately between Tigo and Vodacom companies. This separation has been intentionally done so that researcher may compare the effectiveness of each company in providing feedback to customer’s complaints. The most interesting scenario observed is that based on respondents’ answers on this question, the result shows at least no variation on management response to customers’
complaints between these two companies. Larivet (2010) explains that if a company fails to have quickly and on time feedback for the complaints management, then their customers will take their business elsewhere. It is from these findings that feedback is shown to have a major role in customer satisfaction. Otherwise, customers will decide to switch to other the telecommunication companies that offer the same services. The data is illustrated in table 4.7

<table>
<thead>
<tr>
<th>Response</th>
<th>Tigo Frequency</th>
<th>Tigo Perc.</th>
<th>Vodacom Frequency</th>
<th>Vodacom Perc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within a day</td>
<td>29</td>
<td>52</td>
<td>24</td>
<td>54</td>
</tr>
<tr>
<td>1 day to 5 days</td>
<td>20</td>
<td>36</td>
<td>16</td>
<td>36</td>
</tr>
<tr>
<td>6 days-10 days</td>
<td>7</td>
<td>12</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>More than 10 days</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>56</td>
<td>100</td>
<td>44</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.6: Duration to resolve complaints
Source: research findings (2018)

4.6.1 Effectiveness of the techniques used by Vodacom and Tigo Companies to manage customer’s complaints.

The third specific objective was to evaluate the effectiveness of the techniques used by both companies to manage customers’ complaints. The major indicator to be assessed is customer satisfaction toward management of their complaints. In this question, the respondents were asked to measure the level for their satisfaction and the reason of their satisfaction or their dissatisfaction. However, satisfaction can be also assessed in terms of customer care, management response, customer loyalty and customer retention, and quality of the returned services

These variables were put in a special measurement scale so that respondents can assess the companies’ performance and eventually, evaluation of the management techniques will be possible. If the performance does not exceed expectations, the customers are highly unsatisfied. Kolter (2010) also said that a firm’s success depends not only on how well departments perform but also on how well various
departments’ activities are coordinated. Too often company departments act to maximize their interests rather than customers interest.

Figure 4. 4: The evaluation outcome of complaints management.
Source: Research findings, (2018)

4.6.2 The assessment of customer care on management complaints
The performance toward customer care in the companies was assessed and finally evaluated. Majority of respondents (41%) show their satisfaction to the customer care services within companies while 34% show their satisfaction to the average level, 12% are highly satisfied. However, other customers (10%) were satisfied but to the minimum extent and other (3%) were not satisfied. The result implies that customer care plays a great role in customer satisfaction. This means that customers provide at least what they need from their complaints. Shahin, (2015) observed that the role of customer care is to transform complaints into knowledge to the customer. If that happen customers could not simply come back for the same problem. Customer care may provide information aiming at understanding the customer to differentiate a company from its competitors Jindal, (2013). Customer care should handle a customer’s complaints objectively and fairly with appropriate confidentiality. Remedies should also be provided where complaints are upheld and there is a system.
for review for finalized complaints. In both companies of Tigo and Vodacom customer care, services provided fairly so that some customers leave the office with satisfaction and forget the risk of the queue.

4.6.3 Management of feedback to the customer complaints
The management responses and provision of the feedback once complaints were submitted complaints were also assessed. Majority of the customers (49%) showing average satisfaction. Furthermore, satisfaction and highly satisfaction were shown by some customers with 23% and 16% respectively. However, other customers have minimum satisfaction (6%) while other (6%) were not satisfied with the management responses and feedback once submit their complaint. The implication of this result is that both companies although provide services to the extent that a customer is satisfied, there is a problem in complaints management feedback. The most important demand of the customers from companies management is good responses, even if the services are impossible VOC, (2011). Feedback is an important part of staying in touch with customer needs and wants.

This means that information regarding customers’ concerns, complaints, questions, suggestions, must be provided on time. Companies should provide feedback to the customers that can enable its customers to use as way out of their complaints. Customer feedback has become increasingly important to everyone in business Ombudsman, (2003). In most business companies, feedback is used to shape marketing campaigns. It is a tool which helps management to see whether their customers are satisfied with the company.

4.6.4 Customer retention
One of the strategy and effort of any company’s management is to retain their already existing customers. In this case, the researcher was also interested to understand and measure the aspect of companies’ retention on the customers who provide their complaints. The customers were asked to explain if the services, staff or management’s attitudes satisfy and tempt them to continue using the companies’ services. Majority of customers (51%) said that to some extent they satisfy, while 6%
and 3% respectively are satisfied and highly satisfied. The effort of all companies is to ensure they satisfy their already existing customers and attracting new ones. Gerstner (2005) argues that improved customer satisfaction will lead to improving customer retention and customer loyalty, eventually resulting in improved profit. The customer retention needs a number of efforts

4.6.5 Customer loyalty
The faithfulness of the management and its staffs to the customers was another indicator used to evaluate management techniques applied in customers’ complaints management. At these indicators, the question was required to understand the extent to which the customer satisfies reliability of the services obtained from the company. Majority of the customers (35%) ranked dissatisfaction, while 28% minimum satisfaction, 20% average satisfaction, 11% satisfy and 6% highly satisfy. The findings of the study revealed that in Tigo and Vodacom, the issue of loyalty is still questionable. This is due to the fact that all activities that a company does to provide better service for their customers are part of a company’s quality management. The company gains a competitive advantage on the market. In other words, commonly it is referred to as customer loyalty Hülsmann & Scholz-Reiter & Windt (2011).

In both companies the great challenges is how to make customers trust their services. Rosa (2005) explains that an unhappy (dissatisfied) customer is the big reason for leading company’s failure. A dissatisfied customer is the strongest tool to spread negative information against companies. As a rule of information diffusion, the word of mouth is stronger. It may result to risk on the issue of customer loyalty and even retaining the existing customers may become difficult.

4.6.6 Quality of returned services
The researcher also was interested to know the quality of services returned after the customer’s complaints. Majority of the respondents 71% assessed the services to some extent satisfied, while 17% satisfied and 9% highly satisfied. Other assessment including 1% dissatisfied and 2% minimum dissatisfaction. Other indicators to be assessed including office setting especially waiting lounge, clear hotline voice, and
office calmness. This is one of the competitive strategies. A company’s reputation and competitive advantage are based on quality, reliability, delivery, and price Julia, (2016). If the company fails to assess the quality of its services it proves itself to failure. In both companies, the services provided are of quality as the majority of the customers at list enjoy the pro products.
CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction
This chapter presents a general summary, conclusion, and recommendations based on the findings of the study. The study evaluated complaint management practices in the telecommunication industry.

5.2 Summary of the findings
The first Specific objective was to identify techniques used by Tigo and Vodacom companies in complaints management. Majority of the customers rate the effectiveness of techniques used by Tigo and Vodacom in managing their customer’s complaints to being of average and another rate that the methods, techniques as poor. About 40% of the respondents disagree that Tigo Company takes proper action in consideration of the techniques they use in solving their customer’s complaints while Vodacom Company has more improved techniques that are more equipped and sufficient in managing customer’s complaints successfully. That show more effort should be applied by Tigo Company to be more competent in using proper techniques in managing customer’s complaint successfully.

The second objective was to assess the performance of Tigo and Vodacom Company employees in managing the customers’ complaints. Majority of the respondents of the study found that, it took one to two weeks for their complaints to be managed and solved to satisfactory and also a large number of Tigo and Vodacom company customers expressed that their complaints took over four weeks to be dealt with and some weren’t managed effectively causing customers to face difficulties to access the company services. 22% of Tigo company respondents expressed that it took four weeks and more for their complaints to be solved as well as 10% respondents of Vodacom said it took four weeks and more for their complaints to be dealt with. The findings also reveal that Vodacom customers care officers who are well trained will pave the way to successful company’s growth and profit, unlike Tigo.
The third specific objective was to assess the effectiveness of Vodacom and Tigo company techniques in managing customer’s complaints. The essence of this objective was to evaluate the response of Tigo and Vodacom customers on their complaint management to satisfaction, to indicate the rate of satisfaction on customer’s complaints management. The findings on the study indicates that there is a large group of customers that are not satisfied with how their complaints are handled that is to say more efforts should be applied on training, motivating customer care, using creative and customized techniques to manage every customer complaint independently for better results and personal satisfaction of their customer.

5.3 Conclusion
The respondents of the study helped to conclude that customers of Vodacom and Tigo companies are of great importance. The proper management of customer’s complaints will make greater progress of these companies. But improper management of customers’ complaints may pave the way to loss of customers and failure to grow and develop.

The study findings provide advantages of the building of a positive relationship between the customer and the company (service providers) because it’s easier for the company to acquire accurate and relevant data from the complainer because of the relationship that is built. The company can understand their customer’s complaints effectively and be able to manage the complaints in a satisfactory manner because they have qualified approach that would tackle the customer’s complaint effectively.

Also, the study has brought the light of the unique impact that managing customer’s complaint benefits the economic and financial aspects of the company. The study has brought to understanding that complaints should a unique learning opportunity of the company like Tigo and Vodacom. Complaints should not be feared, they are the indicators to the company to where they should improve, develop more services or products, increase innovative ideas and technology so as the company can strive higher in today’s competitive market.
Proper management of customer’s complaints will not only retain and satisfy the customer and persuade them to repurchase Tigo and Vodacom company’s product and services but will also be an essential part of the economic dimensional of the company. Furthermore, it is guaranteed that effective customer complaints management will enforce customer satisfaction, which will improve the company’s economic status and profit maximization that will impact the survival of the company. It is also necessary to judge whether customer complaint management will be able to reach the Tigo and Vodacom objective effectively.

**5.4 Recommendation**

Tigo Company should exercise more effort in managing their complaints in a timely manner as well as Vodacom so as to avoid customers finding the need to switch to other mobile companies for better services where when they have complaints they are managed properly in a timely manner.

Tigo and Vodacom companies need to employ customer care officers that have patience, ability and are obligated, motivated and trained to perform their duties effectively, as the job can be demanding and pressuring. Customer care officers should learn the polite way to communicate with their customers because the findings of the study show that some Tigo customer care officers are complainants and use harsh and rude words.

It was noted that Vodacom Company has an innovative and highly equipped network and trained service providers that perform their duties effectively as the findings indicate that the number of complainers is very small. That the techniques they use in managing their customer’s complaints is successful although still there is room for more improvement in minimizing the chances of customers to complain about their services and products.

**5.5 Areas for further studies**

The future scholars should use customer satisfaction as one of the variables to measure, evaluate the effectiveness of the complaint management so that companies
can put more effort in handling complaints to influence customer’s satisfaction that will be of positive impact to the growth and wellbeing of the companies.
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I am Rukia Amos Sarakikya. A Master Degree student at Mzumbe University pursing Masters in Marketing Management. I am conducting a research on “EVALUATION OF COMPLAINTS MANAGEMENT IN MOBILE TELECOMMUNICATION INDUSTRY”, a case study of TIGO Company. I kindly request your participation in this study by providing requested information which will be used for academic purposes only.

Instruction; put a tick to the correct answer

1. Gender
   Male ( )
   Female ( )

2. Age
   18 – 25 ( )
   26- 33 ( )
   34 and above ( )

Write the correct answer on the space provided.

3. For how long have you been Tigo customer? ............... 

4. As a Tigo customer have you ever had a complaint on their services?
   a) Yes ( )
   b) No ( )

5. If yes, which way did you use to report your complaints?
   a) Telephone ( )
   b) Complaint form ( )
   c) Suggestion box ( )
   d) Social Media ( )
6. What was the complaint about in accordance to Tigo services?

   a) Tigopesa (  )
   b) Tigo Bundles (  )
   c) Tigo network (  )
   d) Tigo Devices (  )

7. Did you receive any feedback concerning your complaint from Tigo Company?

   a) Yes (  )
   b) No (  )

8. How long did it take for your complaint to be resolved?

   a) Same day (  )
   b) 1-2 weeks (  )
   c) 3-4 weeks (  )
   d) More (  )

9. Are Tigo Customer care employees effective in managing their customer’s complaints?

   a) Agree (  )
   b) Disagree (  )

10. If you disagree, why?

    ........................................................................................................................................
APPENDIX I

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Instruction; put a tick to the correct answer

1. Gender

Male ( )

Female ( )

2. Age

18 – 25 ( )

26-33 ( )

34 and above ( )

Write the correct answer on the space provided.

3. For how long have you been Vodacom customer? ....................

4. As a Vodacom customer have you ever had a complaint on their services?

   c) Yes ( )

   d) No ( )

5. If yes, which way did you use to report your complaints?

   e) Telephone ( )

   f) Complaint form ( )

   g) Suggestion box ( )
6. What was the complaint about in accordance to Vodacom services?
   e) Vodacom Mpesa (   )
   f) Vodacom Bundles (   )
   g) Vodacom network (   )
   h) Vodacom Devices (   )

7. Did you receive any feedback concerning your complaint from Vodacom Company?
   c) Yes (   )
   d) No (   )

8. How long did it take for your complaint to be resolved?
   e) Same day (   )
   f) 1-2 weeks (   )
   g) 3-4 weeks (   )
   h) More (   )

9. Are Vodacom Customer care employees effective in managing their customer’s complaints?
   c) Agree (   )
   d) Disagree (   )

10. If you disagree, why?
   …………………………………………………………………………………………………………………

11. Are the methods used to manage complaints by Vodacom Company to your satisfaction?
12. Was the response on your complaint management towards Vodacom Company to your satisfaction?

   a) Yes       (   )
   b) No        (   )
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Instruction: put a tick to the correct answer

1. Gender
   Male (   )
   Female (   )

2. Age
   18 – 25 (   )
   26- 33 (   )
   34 and above (   )

3. Education level
   Primary (   ), Secondary (   ), University (   ). Any other ……………………

Write the correct answer on the space provided.

4. For how long have you been Tigo employee? ……………………

5. Does Tigo Company provides training on management of complaints?
   e) Yes (   )
   f) No (   )
6. Does Tigo Company have clear techniques towards managing their customer’s complaints?

   e) Yes (  )
   f) No (  )

7. How is the rate of customer’s complaint towards services of Tigo Company?

   a) Increasing (  )
   b) Decreasing (  )
   c) Neutral (  )

8. Are the techniques used by Tigo Company sufficient in managing customer’s complaints?

   a) Yes (  )
   b) No (  )

9. If No, why

   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

10. What is the rate of Tigo customer’s complaint management to satisfactory?

    e) High
    f) Medium
    g) Low (  )