

Complaint Management- Review And Additional Insights

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Abstract: Research on complaint management has been substantially growing over the last few years. Firms have started to realize the importance of complaint management as defensive marketing strategy. The purpose of this paper is to synthesize extant literature and present insights for future researchers. A review is carried on past literature on complaint management, identified from online academic databases like Proquest, Google scholar and Emerald. A total of 64 conceptual and empirical articles published in the time span 1991-2018 were analyzed on different classification basis. Complaint management has emerged as a key concept in marketing. Theoretical foundation of this concept lies with customer relationship management. Complaint management is a multi-dimensional concept comprising of customer complaint behaviour, complaint handling by firms and post complaint behaviour of customers. Complaint management as a research theme gained pace after the year 1991, however it is mostly researched in developed countries in west such as USA, UK, Australia and Germany. By analyzing the distribution of articles across different parameters and highlighting the agenda for future research – the current study will serve as a valuable tool for researchers to understand the current scenario of complaint management research in marketing discipline and take complaint management as a research area forward. This study highlights the merit of efficient complaint management that can act as a competitive advantage.

Keywords: Literature review, complaint management, customer complaint behaviour, post complaint behaviour.

1. INTRODUCTION

Consumer needs and expectations are heterogeneous and it is challenging for any organization to satisfy its customer or consumer in an equitable manner. Mistakes or failures are inevitable and common in any business (Kim et al., 2010). However, discerning the root causes of problem areas and fixing them takes effort. Offerings of any organization are perceived differently by different customers. When there is gap between customer expectation and actual experience, results in dissatisfaction and potential complaints (Ngai et al., 2007). Customer complaints are clear expression of dissatisfaction, which poses a challenge to the firm. However, rather than dissuading them from complaining, firms need to take measures to reduce the volume of dissatisfied customers (Stauss & Seidel, 2019). This is in line with the principle of defensive marketing. The objective of defensive marketing is to retain existing customer for longer time period by keeping them satisfied with the right product and services (Hauser & Shagun, 2008). Growing competition, consumerism and influence of social media in services and manufacturing sector has shifted the focus to defensive marketing strategies, which help retain customers. A competitive framework for retaining customer for longer time requires a strong complaint management system (Stauss & Seidel, 2019). Complaint management therefore emerges as a potent tool for efficient and effective customer relation management. Complaints as an area of research started getting attention since 1970's. However, research in this area has been rather sporadic in nature. It is imperative to revisit this area- complaint management and draw insights from the extant literature.

Efficacy of complaint management system would emerge as key determinant of the firm's competitive position and therefore this research may prove timely for practitioners and researchers in this area, Furthermore, the purpose of this review article to provide a snapshot of literature of complaint management research on a single podium. It presents a classification of published research on complaint management based on different countries, journals, orientation, time and dimensions proposed by assorted studies. In the sections that follow firstly the concept of complaint management is presented. Next, the methodology followed for classification is presented. Third, the research finding in term of the classification of articles based on various criteria such as country, journal, orientation and time is presented. The three dimensions of complaint management i.e. customer complaint behaviour, complaint handling by firms and post complaining behaviour is discussed next. Finally, the paper discusses the potential scope for future research.

2. COMPLAINT MANAGEMENT – DEFINITION AND CONCEPT

A complaint is a negative expression of dissatisfied customer or consumer, about the product, services and organization's action (Ngai et al., 2007). According to Tronvoll (2007) it is an action taken by a dissatisfied individual, which involves communicating something unwanted or unacceptable regarding a product or service. Complaints are a proof of customer dissatisfaction. Most simple definition of complaints is 'it is a statement that something is unsatisfactory or unacceptable' (Oxford Dictionary, 2011). Fornell & Wernerfelt (1987) define complaints as an attempt of the customer to change the unsatisfactory purchase experience. Complaint management is the process and procedure by which companies systematically handle problems of customer. According to Hansen et al. (2009) it involves the receiving, inquiry, resolution and prevention of customer complaints and recovery of the customer. This phenomenon is critical because Complaints have never been taken positively by firms and they always dissuade registering of complaints therefore cause more distress and dissatisfaction in customers (Stauss & Seidel, 2019). Eventually by creating complex system of complaint registering and handling

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alienates the customer, which reduces the count of complaints but leaves behind dissatisfied customers. Presently, customer complaining has somewhat enhanced in the last few years due to the influence of social media, which has empowered the customers in terms of raising and sharing their dissatisfaction. Furthermore, post globalization (after 1991) competitive environment has turned customers as more demanding and firms has started realizing the importance of addressing customer complaints. Dissatisfied customers switch to competing brands or stores and can share their negative experience with other customers with a click. In such a scenario, customer complaint management is critical for firms and customers. Additionally, firms collect constructive feedback from customer complaints and thereby can improve the products and performance of the firm in future. It is therefore essential to view complaint management as just not for complaint handling procedures but also as a potent marketing intelligence tool. Data derived in such processes can help – classify type of complaints, identify poor performing product or services, classify complainers on various demographic factors and discern patterns in complaint etc. undoubtedly this is an area which demands attention from academicians and practitioners. This review can provide meaningful direction on the same. The objective of this review is twofold: first, to present a holistic framework of complaint management. Second, to summarize unexploited areas related to the phenomenon of complaint management that future research should focus on.

3. RESEARCH METHODOLOGY

The study provides a review of the research on complaint management published across different electronic databases in various journals for the time period 1991 to 2018. Three known and reputed academic databases including such as - Proquest, Google scholar, Emerald were explored to recognize articles on complaint management. Articles were recognized in the article title and abstract of the above-mentioned databases using keyword descriptor “complaint management”, “customer complaint behaviour”, “post complaint behaviour”, “service recovery”, “complaint handling”. Subsequently a total of 140 articles were identified. 64 articles were retained and several articles were eliminated which were repetitive and less relevant in nature.

4. ANALYSIS AND RESULTS

This section shows the classification of 64 identified articles based on country, journal, orientation and time and later dimensions of complaint management research is described.

4.1. Distribution of articles based on country.

Country wise classification of literature was done to identify the amount of research across the globe. To determine the country of study, respondent countries were considered for the studies that mentioned respondent location. Country of First author of the publication considered for the conceptual studies and for those that are not mentioned location of the study.

Table 1. Distribution of articles based on country.

Country	Study	Country	Study	Country	Study
Australia	2	Netherlands	1	Canada, China	1
Brazil	1	New Zealand	1	Asian and Non Asian countries	1
Canada	1	Norway	1	Britain, Netherlands, Israel, Turkey	1
France	1	Portugal	1	Singapore, Canada	1
Germany	3	Singapore	2	South Korea, USA	1
Ghana	1	South Korea	1	South Korea, Singapore, USA	1
Hong Kong	1	Spain	2	Sweden, Denmark	1
Indonesia	1	Turkey	1	Turkey, Germany, Netherlands, France, Switzerland	1
Iran	1	UK	10	USA, Hong Kong	1
Israel	1	USA	16	USA, Korea	1
Italy	1	Vienna	1	USA, Singapore	1
Las Vegas	1	Germany, Austria, Switzerland	1		Total = 64

study found that 64 identified articles on complaint management have come from 30 countries exclusively or collectively with most of the articles from developed countries like the USA(16), UK(10), Germany(3) and Australia(2) as shown in table 1. Some studies (12) were found comparative in nature and conducted on multiple locations to explore cultural differences among different countries in context of complaint management. Studies in developing countries such as India are limited. Developing countries like India is emerging hub for businesses. It is critical to carry research in several emerging markets to form a comprehensive view of complaint management.

4.2. Year wise and Orientation wise distribution of articles

This classification was done to see orientation across the time period. In the period (1991-2018) complaint management research demonstrates a sporadic trend, 15 articles (1991-2000) 37 articles (2001-2010) 12 articles (2011-2018) shown in table no.2. Influence of social media (after 2000) also brought a shift in the scholarly attention towards complaint management studies. Based on the study orientation (conceptual or empirical) it was found that most of the published studies were empirical in nature. Such studies focused on relevance of complaint management as marketing strategic tool, customer complaint behaviour and influencing factors, firm's complaint handling policies and

procedures and post complaint behavior of customers.

4.3. Distribution of articles based on journals

Classification of articles on the basis of journals was done to highlight the diversity of journals in publication of complaint management research. Among these journals, a good number of articles on complaint management research have been Published in the Journal of service research (6) articles and Journal of Hospitality and tourism research (4) articles shown in table 3.

Table 2. Year wise and Orientation wise distribution of articles

Year	Study	Study Type	Year	Study	Study Type	Year	Study	Study Type
1991	Singh(1991)	Conceptual	2003	Maxham & Netemeyer(2002)	Empirical (Quantitative)	2008	Schoefer & Diamantopoulos(200)	Empirical (Quantitative)
1991	Singh & Pandya(1991)	Empirical, Quantitative	2003	Mccoll- kennedy et al.(2003)	Empirical, Quantitative	2008	Phau & Baird(2008)	Empirical, Quantitative
1992	Clark et al.(1992)	Empirical, Quantitative	2003	Davidow(2003)	Conceptual	2009	Gruber et al.(2009)	Empirical, Quantitative
1993	Halstead et al.(1993)	Empirical (Quantitative)	2004	McCole(2004)	Empirical, Qualitative	2009	Kitapci & Doryol(2009)	Empirical, Quantitative
1995	Miller(1995)	Empirical, quantitative	2004	Wirtz & Mattila(2004)	Empirical (Quantitative)	2010	Orsingher et al.(2010)	Empirical, qualitative
1995	Keng et al.(1995)	Empirical, Quantitative	2004	Mattila & Wirtz(2004)	Empirical, Quantitative	2010	Hansen et al.(2010)	Empirical, Quantitative
1996	Conlon & Murray(1996)	Empirical (Qualitative)	2005	Defranco et al.(2005)	Empirical, Quantitative	2010	Neira et al.(2010)	Empirical (Quantitative)
1997	cook & Macaulay(1997)	Conceptual	2006	Karatepe(2006)	Empirical (Quantitative)	2010	Sharma et al.(2010)	Empirical, Quantitative
1997	Blodgett et al.(1997)	Empirical (Quantitative)	2006	Bell & Luddington(2006)	Empirical, Quantitative	2010	Kim et al.(2010)	Conceptual
1998	Tax et al.(1998)	Empirical (Quantitative)	2006	Gruber et al.(2006)	Empirical, Quantitative	2011	Gelbrich & Roschk(2011)	Empirical (Qualitative)
1998	Stephens & Gwinner(1998)	Empirical, Qualitative	2006	Hamzlu et al.(2006)	Empirical, Quantitative	2011	Abosag et al.(2011)	Empirical, Qualitative
1999	Lam & Dale(1999)	Conceptual	2006	Yuksel et al.(2006)	Empirical, Quantitative	2012	Badawi(2012)	Empirical (Quantitative)
2000	Davidow(2000)	Empirical (Quantitative)	2007	Gursoy et al.(2007)	Empirical (Quantitative)	2013	Simon(2013)	Empirical, Quantitative
2000	Zairi(2000)	Conceptual	2007	Ngai et al.(2007)	Empirical, Quantitative	2013	Mattila et al.(2013)	Empirical, Quantitative
2000	Estelami(2000)	Empirical (Quantitative)	2007	Gursoy et al.(2007)	Empirical, Quantitative	2014	Park et al.(2014)	Empirical, Quantitative
2001	Au et al.(2001)	Empirical (Quantitative)	2007	Huppertz(2007)	Empirical, Quantitative	2014	Berry et al.(2014)	Empirical, Quantitative
2001	Lau & Ng(2001)	Empirical, Quantitative	2007	Tronvoll(2007)	Conceptual	2014	Kim et al.(2014)	Empirical, Quantitative
2001	Liu & McClure(2001)	Empirical, Quantitative	2008	Rothenberger et al.(2008)	Empirical (Quantitative)	2015	Preko & Samuel(2015)	Empirical, Quantitative
2001	Johnston(2001)	Empirical, Quantitative	2008	Fernandes & Santos(2008)	Empirical, Quantitative	2015	Ogbeide et al.(2015)	Empirical, Quantitative
2001	Hui & Au(2001)	Empirical (Quantitative)	2008	Anthony(2008)	Conceptual	2017	Soares et al.(2017)	Empirical, Quantitative
2002	Maxham & Netemeyer(2002)	Empirical (Quantitative)	2008	Huitema & Ros(2008)	Empirical, Qualitative	2018	Bergel & Brock(2018)	Empirical, Quantitative
2002	Jones et al.(2002)	Empirical, Quantitative						Total = 64

Table 3. Distribution of articles based on journal.

Journal	Study	Total	Journal	Study	Total
Academy of management journal	Conlon & Murray(1996)	1	Journal of marketing management	Sharma et al.(2010), Gruber et al.(2006)	2
Advances in consumer researches	Fernandes & Santos(2008)	1	Journal of quality assurance in hospitality and tourism	Gursoy et al.(2007)	1
Asia pacific journal of marketing	Hamzeli et al.(2006)	1	Journal of relationship marketing	Rothemberger et al.(2008)	1
Asia pacific journal of tourism research	Defranco et al.(2005)	1	Journal of retailing	Maxham & Netemeyer(2002), Blodgett et al.(1997)	2
Canadian journal of administrative sciences	Lau & Ng(2001)	1	Journal of retailing and consumer services	Simon(2013)	1
Clinical Governance	Anthony(2008)	1	Journal of service management	Soares et al.(2017)	1
European journal of marketing	Singh & Pandya(1991), Ng ai et al.(2007)	2	Journal of service Marketing	Mattila & Wirtz(2004), Halstead et al.(1993)	2
International journal of bank marketing	Neira et al.(2010)	1	Journal of service research	Mccoll-kennedy et al.(2003), Estelami(2000) Gelbrich & Roschk(2011) Schoefer & Diamantopoulos(2008), Davidow(2003), Bell & Luddington(2006)	6
International journal of conflict management	Au et al.(2001)	1	Journal of service theory and practice	Bergel & Brock(2018)	1
International journal of contemporary hospitality management	Kim et al.(2010), McCole(2004)	2	Journal of the Academic marketing science	Orsingher et al.(2010)	1
International journal of culture tourism and hospitality research	Park et al.(2014)	1	Journal of the academy of marketing science	Stephens & Gwinner(1998)	1
International journal of health care quality assurance	Miller(1995)	1	Management research news	Kitapci & Dortyol(2009)	1
International journal of hospitality management	Karatepe(2006)	1	Managing Service quality	Tronvoll(2007), cook & Macaulay(1997)	2
International journal of innovation, management and technology	Badawi(2012)	1	Marketing Intelligence and planning	Phau & Baird(2008)	1
International journal of retail and distribution management	Hansen et al.(2010), Mattila et al.(2013)	2	The journal of consumer affairs	Singh(1991)	1
International journal of service industry management	Wirtz & Mattila(2004), Johnston(2001)	2	The Journal of consumer marketing	Clark et al.(1992)	1
Journal of competitiveness	Preko & Samuel(2015)	1	the TQM Journal	Huitema & Ros(2008), Abosag et al.(2011)	2
Journal of consumer marketing	Liu & McClure(2001), Huppertz(2007)	2	The TQM Magazine	Zairi(2000)	1
Journal of hospitality and tourism research	Berry et al.(2014), Gursoy et al.(2007), Jones et al.(2002)Davidow (2000)	4	total quality management	Lam & Dale(1999)	1
Journal of hospitality marketing and management	Kim et al.(2014)	1	Tourism and hospitality research	Ogbeide et al.(2015)	1
Journal of international consumer marketing	Keng et al.(1995)	1	Tourism Management	Yuksel et al.(2006)	1
Journal of services marketing	Gruber et al.(2009)	1	Journal of business research	Hui & Au (2001)	1
Journal of marketing	Maxham&,Netemeyer(2003), Tax et al.(1998)	2			Total = 64

4.4. Dimensionality of complaint management research.

Through this review of complaint management literature, this study has summarized that literature has been broadly classified in three dimensions i.e. customer complaint behaviour, complaint handling by firms and post complaint behaviour of customers which comprehensively covers the complaint management phenomenon. The extant state of complaint management research based on the dimensions of the concept is presented in table 4. Out of final 64 articles taken for current review 26 articles were related to the dimension customer complaint behaviour, 20 articles were related to complaint handling and rest of 18 articles were related to post complaint behaviour of customers. the three above mentioned aspect are discussed in detail in the next section.

Table 4. Dimension wise distribution of articles.

Dimension	Study	Total
Customer Complaint Behaviour	Singh & Pandya(1991), Hamzulu et al.(2006), Fernandes & Santos(2008), Kim et al.(2010), Park et al.(2014), Preko & Samuel(2015), Bergel & Brock(2018), Berry et al.(2014), Defranco et al.(2005), Gursoy et al.(2007), Jones et al.(2002), Keng et al.(1995), Kim et al.(2014), Kitapci & Dortyol(2009), Lau & Ng(2001), Liu & McClure(2001), Mattila & Wirtz(2004), Mccoll- kennedy et al.(2003), Ngai et al.(2007), Phau & Baird(2008), Sharma et al.(2010), Singh(1991), Soares et al.(2017), Stephens & Gwinner(1998), Tronvoll(2007), Yuksel et al.(2006)	26
Complaint handling	Cook & Macaulay(1997), Lam & Dale(1999), Davidow(2003), McCole(2004), Huitema & Ros(2008), Orsingher et al.(2010), Hansen et al.(2010), Abosag et al.(2011), Bell & Luddington(2006), Clark et al.(1992), Anthony(2008), Gruber et al.(2006), Gruber et al.(2009), Huppertz(2007), Johnston(2001), Mattila et al.(2013), Miller(1995), Ogbeide et al.(2015), Simon(2013), Zairi(2000)	20
Post complaint Behaviour	Badawi(2012), Neira et al.(2010), Conlon & Murray(1996), Davidow(2000), Estelami(2000), Gursoy et al.(2007), Halstead et al.(1993), Karatepe(2006), Maxham & Netemeyer(2002), Maxham & Netemeyer(2003), Rothenberger et al.(2008), Tax et al.(1998), Wirtz & Mattila(2004), Au et al.(2001), Blodgett et al.(1997), Gelbrich & Roschk(2011), Hui & Au(2001), Schoefer & Diamantopoulos(2008)	18
<i>Total =64</i>		

4.4.(a) Customer complaint behaviour

The Primary aspect to consider in customer complaint behaviour is dissatisfaction (Singh & Pandya, 1991). When the expectations are not fulfilled by the experience, the situation makes a customer dissatisfied. Dissatisfaction is considered as primary antecedent of complaining however, dissatisfaction is not enough for complaining many other personal and situational factors contribute towards customer complaining behaviour (Singh & Pandya, 1991). The goal of

many firms is to reduce the amount of complaints, this goal only make sense however if one proceeds with the assumption that all dissatisfied customers complain (Stauss & Seidel, 2019). Most customers do not complain and/or through a formal or structured process. Therefore, companies are normally aware of only a small percentage of actual problems. Non complaining behavior occurs because dissatisfied customers examine cost benefit trade off before registering of complaint (Huppertz, 2007). Some time they may feel it is not worth to complain and that too much effort is required or on several occasions they do not know where to complain (Stauss & Seidel, 2019). The fact that majority of dissatisfied customers do not complain has great economic significance due to two reasons, first large number of non-complainers switch immediately without giving chance to company to save the relationship through restoration of customer satisfaction and second focusing only on the number of complaints registered in the company results in a distorted picture and underestimation of the negative customer experience (Stauss & Seidel, 2019). Different customers express their dissatisfaction differently. Numerous authors have tried to conceptualize concept of expression of dissatisfaction but Hirschman's (1970) work remains standard as response of dissatisfaction through the model Exit, Voice and Loyalty. Exit as a destructive response to dissatisfaction by breaking the relationship with product or service, voice is constructive response by complaints towards product or service and loyalty is constructive and passive response by not taking any action. Past literature suggests that complaint behavior is influenced by factors such as demographics, psychographics & behavioral factors, culture, situational factors. Tronvoll (2007) detected relevant differences in complaint behaviour if a customer uses a service or product. Customer seems to experience a greater dissatisfaction with services than product (Tronvoll, 2007). Demographic factors such as age, gender, income, education are found to influence complaint behaviour which are suggested by previous literature such as Keng et al. (1995), Mccoll- kennedy et al. (2003), Soares et al. (2017) confirmed that gender, age, income and education has significant impact on complaint behaviour. Women's are more inclined to complain. Customers in younger age are more likely to complain (Phau, 2004). Generation Y customers (Born after 1981) have more complaining attitude because they are tech savvy and prolific users of social media (Soares et al. 2017). Customers who were highly educated are more outspoken and exposed to complain. Income also has positive impact on complaint behaviour as customers in high income group are more engaged in complaining. Some aspects such as role of social class, religiosity, rural and urban classes in context of complaint behavior is less explored in past studies. Psychographic and behavioral factors were also found to be related with complaint behaviour. Lau & ng(2001), Gursoy et al.(2007), Fernandes & Santos(2008), Kitapci & Dortyol(2009), Berry et al.(2014), Preko & Samuel(2015), Soares et al.(2017) found that assertive and aggressive customer are highly engaged in complaining. Customers with high self-confidence and individualistic traits and interactional behaviour are more inclined to complain as compare to conservative consumer who generally do not complain. As far as nationality or culture is concerned comparative studies such as Liu &

McClure (2001), Defranco et al.(2005), Yuksel et al.(2006), Ngai et al.(2007), Kim et al.(2014), Park et al.(2014) suggests that In individualistic nations (USA, UK, Germany, France) consumers are likely to complain. In collectivistic nation (India, China, Japan, Hong Kong) consumer find it disturbing to voice their complaints, but likely to warn family members and friends (Ngai et al., 2007). Most of previous studies were conducted in western context (USA, UK, and Germany). Other parts of the globe can be researched for deep understanding of culture influence on complaining behaviour. People in America (low in power dimension) actually enjoy complaints by keeping quality improvement perspective in mind. (Huang et al., 1996). Ngai et al. (2007) studied asian and non asian customers complaining behaviour and found that Asian customers (High on power distance) are less likely to complain. Asian customers indulged in word of mouth complaints or exit rather than seeking redressal or contacting the companies. Situational and product related factors also significantly affect complaining behaviour of customer (Bergel & Brock, 2018). (Hamzulu et al.,2006, Keng et al., 1995, Phau, 2004) found that dissatisfied customers are more inclined to complain for expensive products and durable products or which has longer life span. Customer's high Product involvement also encourages them for complaining but in case of low involvement products, customers are more likely to become silent killer (Hamzulu et al., 2017). Complaint channel or channel of communication is also a critical issue as now a day's many communication medium is available like, in person, telephonically, e- mail, letter and social media. Association of complaint channel choice with customer demographics and complaining behavior is yet to be studied in literature.

4.4 (b) Complaint handling

Complaints and the way it is handled by the firms is an important issue because complaints could have negative impact on customer satisfaction and loyalty (Hansen et al, 2010). Inefficient complaint handling procedures could spoil the customer and company relationship. This can raise the dissatisfaction level of customers, resulting in spread of negative word of mouth and can restrict potential customers from doing business with firms (Gruber et al 2009). Employee's response is the most critical factor for shaping of customers perception of complaint handling policies of firms (Huppertz, 2007). Employees should given authority and responsibility for serving the customer speedily and efficiently (Stauss & Seidel, 2019). Empowerment is now an accepted way of doing businesses. When firms are aware about customer expectations, they can train employees to manage dissatisfied customers in a more efficient manner (Lam & dale, 1999). Training helps employees to connect and empathies with customer issues better. It is known fact that most of the customers do not like the idea of complaining, so to encourage dissatisfied customers to complain is also an issue that needs attention. Huppertz (2007) pointed that firm should have policies which encourage customers to complain. Firm's focus should be on designing the user oriented complaint registration policies so it can reduce cost, time and efforts of customers and helps them expect successful outcomes (Zairi, 2000). Cook & Macaulay (1997) advocated the need of empowerment for efficient complaint handling. All the relevant information

contained in complaints must be documented and the responsible customer contact employees must be prepared and empowered to handle customer complaints (Stauss & Seidel, 2019). In the current era firms are coming up with concept of auto reply or scripted response to handle customers but customer prefer personalized response. Customers do not like to be served with auto reply emails and sometimes it may lead to negative emotion (Mccole, 2004). The primary reason behind complaining is that customer wants to be get compensated for the loss perceived by them. Companies can compensate the customers by offering repair, exchange or money back (Johnston, 2001). It serves as strong link for relationship building and gaining customer's confidence that firms really care about them (Gruber et al., 2009) Some of the primary work in the field of organizational response to complaints considered six dimensions (Huppertz, 2007, Gelbrich and Roschk, 2011, Davidow, 2003, Clark et al., 1992).

Timeliness: Speed of an organization to respond to any complaint.

Facilitation: Policies, procedures and structure a company has to handle complaints.

Redress: The benefit or response that, a complainant receives from an organization.

Apology: Acknowledgement by the organization of the complainant's distress.

Credibility: Organizations willingness to present an explanation for the problem.

Attentiveness: The interpersonal communication and interaction between the organizational representative and complainant.

4.4 (c) Post - complaint behaviour

Complaint management seems like double edge weapon: on the one side, it provides a favorable opportunity to regain customers and on the other side, a poor complaint management procedure can dissatisfy customers for forever (Maxham & Netemeyer, 2002). The recourse offered by the company as a solution to their complaint or problem may or may not satisfy the customer and it may once again deepen the gap between customer expectations and organization response (Gelbrich & Roschk,2011). It is more noticeable in case of services (Kim et al. 2010). The effective response to complaints is known as service recovery. Service recovery is a crucial success factor for organizations (Blodgett et al., 1997). Organizational response can either reinforce customer relationship or intensify the negative effects of failures (Maxham & Netemeyer, 2002). Customer experience after complaint handling has been underrepresented in the past. Customer experience of complaint handling by firms is widely studied through justice dimension (Davidow, 2000). Justice theory has emerged as the most frequently investigated framework for understanding that what drives satisfaction with complaint handling (Gelbrich and Roschk, 2011). Past Researchers (Gelbrich and Roschk, 2011, Davidow, 2000, Estelami, 2000) have adopted a three-dimensional concept of justice

considering distributive, interactional, and procedural justice. All these three justice has the ability to decrease the level of negative emotion felt by the consumers. It is argued and empirically tested that justice perception completely mediate the relationship between organizational response and post complaint satisfaction (Gelbrich & Roschk, 2011). Distributive justice is outcome justice. It deals with the analysis of benefit received relative to money, time, efforts associated with any complaint (Estelami, 2000). If organization fails to deliver an expected benefit, it led to feeling of unfair among the complainants. In a complaint, customers generally expect refund, apology and compensation (Davidow, 2000). Principle of distributive justice is that every customer expects some outcome or result from their complaint attempt. It can be positive or negative but most of the time positive (Estelami, 2000). Interactional justice refers to how customers perceive the way they are treated by firms. Customer perceived positively when employee treat them in the polite way and respectful manner (Gelbrich & Roschk, 2011). Procedural justice refers to procedure and processes used to handle the customer complaints like speed of response, information communication to customers (Tax et al., 1998). Most of the time-dissatisfied customers expect refund, replacement or compensation from complaint. It has been evident from many studies that compensation has the great impact on customer satisfaction with complaint (Tax et al., 1998). This is not clear that which justice dimension has stronger impact on shaping the favorable post complaining behaviour, but together all justice dimensions are important aspect of post complaining behaviour of customer.

5. FUTURE RESEARCH

Complaint management is an important research area of customer relationship marketing. It has been studied in limited industries like banking, tourism and hospitality and leaving many industries and service sectors untouched. There is need to explore complaint management practices and customer behaviour across different sectors and services and to identify factors responsible for variation if any. Complaints channels used or preferred by customers in different sectors and in respect of different demographics and the impact of complaint channel on customer complaint behaviour are needed to be explore in future. Complaint handling skills of employees is vital issue in the field of complaint management. In the past skill set is proposed for employees but do employee should possess different skill set for different sector or services is not investigated. Longitudinal research in particular setting should be conducted in future to get results that are more reliable therefore, it is suggested to conduct longitudinal research to get better understanding of customer response towards complaints over a period of time. It can provide appropriate insight in online and offline complaint management processes. Cultural dimensions need to explore exclusively in particular geographical settings, as cross-cultural research with respondents from many countries do not reveal the concept in depth. For instance, the concept of social class in context of complaints is not researched. Several conceptual studies in the past have developed the theoretical concepts on complaint registering and redressal (Davidow, 2003, McCole, 2004, Huppertz, 2007, Hansen et al., 2010,) but they are yet to be tested empirically. Thus to conclude,

complaint management remains a promising area of research which can provide meaningful insights for customer relationship management.

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