

# THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

## The Effectiveness of Complain Desk in the Public Sector: A Reflection of Selected Institution in Dar Es Salaam, Tanzania

**Dr. Philemon Sengati**

Senior Lecturer, Department of Political Science and Public Administration,  
University of Dodoma, Tanzania

### **Abstract:**

*This study assessed the effectiveness of Complaints Desk in Public Sector while scrutinizing the challenges of using Complaint desk to handle complains of the services users. The study was conducted in Dar es salaam and used a sample of 150 respondents including 45 public officials and 105 citizens. Data were analyzed by using Statistical Package for Social Sciences (SPSS). The data are presented by using descriptive statistics mainly frequency, percentages and tables. The results revealed that the majority of respondents agree with the fact that complaint desk is an easy platform to express their concerns. However, the results for the variable of accessibility and availability of the tool in the public institutions had more negative response and they also challenged ability of the public institutions to provide feedback or make changes after complaining through complaint desk. The challenges unraveled in the implementation of the tool entailed negligence of the public institutions, illiteracy of the public, lack of confidence and trust of the public in using the tool. The study therefore recommended that, the government through its public institutions should pay attention to "customer complaint" in order to increase customers' loyalty. It should also incorporate complaint handling system in the policy to show its commitment in offering qualitable public services.*

**Keywords:** Complaints desk, consumer complaints and public sector

### **1. Introduction**

Public Service can be defined as "the system or organization entrusted with the responsibility of overseeing the provision or directly providing the general public with what they need from their government or any other institution on behalf of the government as permissible by law; and include the service in the civil service; the teachers service; the local government service; the health service; the immigration service and fire and rescue service, the executive agencies service and the public institution service and the operational service" (Government Notice, 2003) . Central to this is the premise that the citizenry will access and receive services when required with little or no extraneous effort on their part and that such services will be of a given level of acceptable standard and frequency. However, many a times, access or availability of expected public services at the expected standards or frequency tend not to be achieved leading to conflict between the citizenry and their governments. Lack of proper mechanisms to handle such conflict results in confrontation between public offices and its citizenry.

Due to this confrontation, many places in the world have been facing chaos, demonstration, boycott which in severe cases results to disruption of social and economic sectors of the country leading to lower levels of development and growth thus impacting negatively on the social wellbeing of the citizenry at large. According to Johnson (2001-2, 2003), the scholar clearly demonstrated that "what makes excellent service "excellent" and poor service "poor" is very much about how organizations deal with problems and complaints". Open, or at least accessible, procedures through which citizens can query bureaucratic decisions are critical for building confidence and trust in the integrity of public institutions (Bovins, 2005; Nel et al., 2000; Smith, 2005).

As citizen trust is derived from confidence in systemic fairness, the ultimate result is a 'virtuous circle' whereby citizens perceive public services positively, public employees take pride in their work, and enhanced motivation and commitment result (Haque, 2001). Even when resources are used to process unsubstantiated complaints, confidence-building occurs because it provides reassurance about the system's overall integrity (Brewer 2007). Pprofessional and efficient handling of complaints provides a critical factor for conflict resolution in all organizations.

Various studies in Tanzania and other parts of the world have shown that individuals may not be satisfied with the quality or quantity of a service provided by both government authorities and private sector organizations. A complaint therefore is an expression of dissatisfaction of a service or good (London, 1980). It can be in a positive sense for example as a report from a consumer providing feedback about a problem with a product or service. A complaint may arise where an individual is dissatisfied with the manner in which a staff member interacts with him or her, in terms of courtesy, fairness or openness or where the service was not provided in accordance with good administrative practice. Another scenario is where a member of the public has difficulties or concerns with policies. In this respect, it is important that

complaints are not seen as a way of 'skipping the queue', where for example there is a defined programme or scheme of works for instance in the area of road maintenance, where works are prioritized according to policy and good administrative practice. If a member of the public is concerned about the timing of certain road maintenance works, which are scheduled for a future date in accordance with the public authority's policy and prioritization of works, that should not be treated as a complaint (Bovins 2005). The member of the public should be given an explanation of the reasons for the scheduling of works, which often involve a mix of budgetary limitations and prioritization of works based on objective criteria and policy. However, if the individual is, for example, informed that the work is scheduled to start or be completed within certain timeframes, but these timeframes are not met, and the matter is again raised by the individual, the issue should then be dealt with as a complaint.

As such, there are different manifestation of complaints everywhere in the world be it in public or private sector. With greater access to information, a more informed general public has come to know and demand for more public services with an expectation of high standards of quality and regularity. Being a public good, a better-informed public has set its expectations high on what should consist minimum standards of services delivery they expect to receive from their governments leading to higher agitation for better service (Snellman & Vihtkari, 2003).

Increasingly, citizens as customers of the government are expecting public services to be delivered in a more transparent and accountable manner. With a relatively younger population with greater access to public information, a higher level of awareness of what they are entitled to and more liberal thinking, most governments in Africa are increasingly facing a larger number of complaints due to poor public service delivery. In Tanzania, over the last decade, there has been a consistent flow of all manner of complaints leveled against government officials, ministries, agencies and departments due to poor service delivery. People are not satisfied with services they get, which make them to complain (Tripp & Gregoire, 2011).

According to the Tanzania Independent Reporting Mechanism progress report 2011-2013, it was found that a lot of respondents expressed doubt that government Ministries were recording or indeed addressing any of the complaints that were being submitted to them (Tapeni, 2013). Yet handling complaints is an important part of service delivery in government, underpinning the theme of 'serving the customer better' as emphasized in the Public Service Reform Program and Private Partnership agreements, including Sustaining Progress.

Due to such perceptions, the President's Office, Public Service Management introduced and established complaints desks situated in every public office to deal with all forms of complaints from citizens. With this understanding, Ministries, Departments and Agencies (MDAs) within the government have established Client Service Charters that map out pacts between service providers and service users specifying standards of service delivery in the form of a series of commitments or promises (Ngowi, 2013). The Charters inform users of the level and timeliness of services they can expect to receive and provide guidance on complaints handling mechanism to be followed should services fail to meet these standards (Ngowi, 2013).

This aimed on strengthening responsibility in services delivery and sought to ensure that government listened to and cares for its clients. As a result of this, in recent years, the government's commitment to the principles of quality customer service have been illustrated through a variety of practical developments, such as extending opening hours, improving facilities, providing more accessible services, e-government initiatives, and published service standards, in many cases through public customer charters and customer service actions plans.

Customer complaints systems are another clear expression of the government's commitment to customer service and to treating citizens with courtesy and fairness, and in an open and transparent manner. Complaints systems are of benefit to authorities as well as to service users within the local community, as they provide an opportunity for continuous improvement of service, by highlighting possible anomalies and problem areas that can arise. As proposed by Brewer (2007), successful front-line interactions between citizens and public bureaucrats, such as handling information requests, processing licence applications or assessing benefit claims, are a major determinant of overall service quality. These decisions require, to a greater or lesser extent, balancing administrative rules designed to ensure equitable treatment against case-sensitive discretionary decision-making.

Most government authorities have already taken the initiative to establish internal procedures for responding to concerns expressed by local citizens about service delivery, including in many cases appropriate appeals mechanisms. Given the foregoing study intends to assess the effectiveness of complaints desk in the public sector while illuminating the challenges facing the same.

## 2. The Crisis on Board

The key purpose of a complaints desk is to provide effective support for the services being delivered to the clients. The complaints handling system must be conspicuous, easily accessible and simple to operate. It should take account of the needs of different social groups and, even in an era of rapidly increasing computer literacy, recognize that there are many people without access to the Internet and/or the skills required to use it (Brewer, 2007). An over-reliance on information technology can be a powerful form of indirect discrimination (NAO, 2005; Northern Ireland Executive, 2005). The complaint desk thus delivers value to an organization by achieving goals and objectives. Achieving and maintaining a successful Complaints Desk operation therefore depends on a number of pre-requisites that need to be in place. Amongst these include well established goals and objectives that support and match the organizations overall aspirations. However, not all people lodge their complaints to established desk; either not knowing the actual place to lodge their claim or poor services delivered by civil servants cause them not to trust the organs.

According Ngowi (2013), in a study in Tanzania, the level of awareness by the general public of complaints handling mechanism at government offices stood at only 36.25 percent in 2013 suggesting that most citizens had no knowledge of the existence of complaints handling procedures set up nor had they used it before; for example, most of people complain a lot about services provided by local councils, whereby they argue that they are not listened to, and even if they complain no measures are taken, they can't see the result from their complaints. Some time they don't know where to present their complaints, and are not aware who is responsible for handling their complaints. This has in most cases resulted in slow service delivery manifested by long queues in public offices, frustrated citizenry where people feel helpless, resulting to unorthodox means of expression including demonstration against public authorities, and a retrogressive engagement with the general public in development issues because of the perception that they are not listened.

This study therefore, sought to fill the existing gap by assessing the effectiveness of complaints desk in the public sector.

### 3. Theoretical and Empirical Debates

#### 3.1. Theoretical Debate

##### 3.1.1. Economic Theory of Customer Complaints Management

As Fornell and Wernerfelt (1988) suggest, complaint management is much more general than warranties and guarantees. In their summary, complaint management typically applies to all customers, rather than a subset of clients; and it is closely related to the exports on quality improvement. Moreover, "effort to facilitate voicing of complaints" is a crucial part of complaint management. It is also widely recognized that customer complaint mainly is driven by failing expectation, thus both expectations and quality realization are essences. These features motivate the basic ingredients of our model, such as the corrective action as public good, and the key role of complaining barrier set-up as policy choice. The following stylized facts about complaint behavior are concerns of our work. First, it is well-established that only minority of dissatisfied customers complains directly to the service provider, though the percentage varies by industry and type of problem (TARP, 1996). And a famous marketing text-book even asserts that as much as 95% of dissatisfied customers never tell the company their problem (Kotler et al 1999). Hence, it suggests that not complaining is more likely a part of equilibrium behavior, rather than abnormal action. Second, since most customer complaints are unsolicited (Richins and Verhage, 1985), economic theory may suggest because of the possible misreport problem, complaint is not a perfect indicator of service quality. This is confirmed by various researches. For instance, Snellman and Vihtkari (2003) illustrate that the most frequent complainers are those who actually consider themselves guilty for the outcome. Doeringhaus (1991) suggests that disappointed expectations, rather than poor service quality, may result in complaints. And it is recognized that complaint frequency is not significantly related to the dissatisfaction (Andreasen, 1977; Bearden and Teel, 1983). Even worse, Halstead et al (1996) found that poor performance in one service area may predispose the complainers to negatively evaluate and complain other service areas or attributes. Hence consistent with the ending by TARP (1979), customer satisfaction may not react the service quality or customer satisfaction. Finally, despite the claims made by many arms that complaining is an encouraged, substantive barrier exist. TARP (1979) identifies time and sort involved, ignorance about how to complain, and uncertainty about redress after complaints as the primary sources of cost. Moreover, complaining barrier, consequently complain behavior, varies considerably across countries, industries, even arms. Many surveys since Richins and Verhage (1985) have established that dissatisfied customers from some specific countries are significantly less likely to complain, thus culture background may matter. TARP (1986) demonstrates that complaint/dissatisfaction ratio varies significantly across industries, in which tourist and luxury products have higher ratio, and consumer products has the lowest one. Fornell (2007) identifies hospitals, life insurance, airlines and health insurance as the worst ones in complaints handling, while supermarkets and automobile work well. Even the arms in the same industry have quite different complaint handling practices. For example, Ryanair, the leading low-cost airline in Europe, is (in) famous for its bad attitude toward complaints and obstruct procedure to complain. On the other hand, Southwest Airlines, the low-cost airline in U.S., maintain the lowest complaint rate and very high customers' satisfaction

##### 3.1.2. Consumer Problem-Solving Theory (Tip-Of-The-Iceberg)

This theory explains the entire problem-solving process. Previous research has examined portions of the problem perception and complaining process. Different studies support parts of the systemic pattern hypothesis. Best (1981) describes three stages of the complaining process: problem perception, voicing of complaints and resolution of complaints. Warland, Herrmann, and Moore (1984) develop a typology of consumers based upon consumer complaining behavior. Landon (1977) finds that the availability of a channel for complaining and the expected cost of complaining influences whether people will complain or not. Hyman's (1990) hierarchy of consumer participation segments consumers into the following groups: consumer influential are active in their own decision making as well as in policy and advice-giving activities; active consumers make their own decisions based on a variety of information sources; dependent consumers do what others tell them (including acquaintances and sellers), thus allowing others to decide for them; and, no decision makers have no active involvement in their decisions, taking no action and/or allowing sellers to decide for them (e.g. default options). Inferences drawn from these and other studies support the tip-of-the-iceberg hypothesis, although no single study has examined the total process from problem occurrence through voicing perception, complaining, and resolution. This study takes a pivotal step in the direction of validating or refuting inferences that the stages are empirically linked depicts the five-stage conceptual model of the problem-solving process that guides our analysis: occurrence, perception, voicing, complaint-handling, and resolution. The stages are sequential. Consumers may "exit,"

thus terminating the process at any stage. Exit actions are the key to the tip-of-the-iceberg theory in that they represent the unseen part of the universe of complaints.

### 3.2. Empirical Debate

Customer complaint is a mixture of psychology and behavior containing many aspects like reason, motive and the manner of act. So, there are several interpretations about its intension. Jacob and Jaccard argue that customer complaint is individual behavior to convey negative information about products or services to the enterprises or third-entities, which indicates that the characteristic of customer complaint behavior is to convey negative information (Jacoby, Jacob & James J. Jaccard, 1981). Fornell and Wernerfelt report that customer complaint is a kind of customer efforts in order to change the dissatisfaction situation in their purchase or consumption, which emphasizes the purpose of customer complaint (Fornell, Claes & Birger Wernerfelt, 1987). Singh, in summarizing an extensive review of the literature on complaint, finds several common grounds of customer complaint. First, customer complaint is driven by their dissatisfied feeling and emotion (Day, Ralph L, 1984). Second, customer complaint can be classified into behavioral responses and non-behavioral ones. Third, various customer complaint behaviors are not antagonistic mutually, but may occur simultaneously.

Then an acceptable definition is presented by Singh: When customer dissatisfied with the goods (or services) they consumed, driven by the dissatisfaction emotion, they would take series of (single or not) behavioral or non-behavioral responses (Singh, Jagdip, 1988). Not all dissatisfied customers express their dissatisfaction directly toward sellers. Some consumers may take no action; some ones may complain to their friends and relatives or even third parties (e.g., consumers' association or courts). According to complaint objects, Singh (Davidow M. & Dacin P A., 1997) classified CCB into three types (Singh, Jagdip, 1988): direct complaint, private complaint and the third complaint. Direct complaint means that consumer complains to individuals or organizations involved in the dissatisfying consumption and external of his social circle such as shopkeepers; Private complaint represents consumer complains to individuals or organizations that not directly involved in the dissatisfying exchange and are internal to the consumer's social circle such as friends and relations; Third-party complaint represents consumer complains to individuals or organizations that are external to the consumer's social circle and not directly involved in the dissatisfying exchange such as law institution, media.

Some researchers think that third-party complaints are not at the same level with the other two types of complaints, and generally consumers will not firstly appeal To third-party. The number of consumers who take third-party actions is relatively small (Tipper, 1997). Singh and Wilkes (1996) concluded that if consumers believe that redress is possible by complaining directly to the selling organization, they are less likely to voice complaints to others. Debbie and Robert (2003) thought less inquiry has focused on third party complaints, where the customer takes a concern to a government agency, consumer protection group, Better Business Bureau, or some formal party. So, our study focuses on direct and private complaint. In order to make comparison, private is named indirect in our study.

## 4. Findings and Discussions

### 4.1. Effectiveness of the Complaint Desk

This part assessed the effectiveness of the complaint desk in the public authorities. Indicators of effectiveness based on key features of complaint handling system, these included availability, accessibility, simplicity, speedy, Fairness, Confidentiality, Integration with organization's policies & practices, courtesy, openness and transparency. Statement were formulated for each variable in which the respondents were required to rate the level of agreement which ranged from strongly disagree to strongly agree. The following table consists of indicators of effectiveness of the complaint desk which were subjected to the citizens.

	Mean Score	Standard Deviation
Accessibility(a): Clear instructions are given with regards to the public with regards to the Complaint desk	3.0	1.3
Accessibility(b): I am encouraged to use complaint desk by the public officer(s)	1.5	1.2
Simplicity(a): Complaint desk is an easy platform to deliver our complaints	3.9	1.1
Simplicity(a): Complaint desk has minimum stages in delivering complaints	3.7	1.3
Speedy(a): The Public Officers acknowledge the receipts of our complaints	3.3	1.2
Speedy and Feedback (b): The institutions examine our complaints which drop in the complaint desk	2.8	1.1

Table 1: Opinions of the Citizens on the Effectiveness of the Complaint Desk  
Source: Field Data (2018)

#### 4.1.1. Accessibility

The statement on whether the public office provides clear instructions are given with regards to the public with regards to the Complaint desk had mean value of 3.0 with 1.3 standard deviation, this implies the respondents had no opinion to this statement. Another indicator of accessibility was the statement on whether the respondent is encouraged to use complaint desk by the public officer(s) whose mean score was 1.5 with 1.2 standard deviation. This implies the respondents disagree with the indicator/statement.

#### 4.1.2. Simplicity

Simplicity was measure by two indicators, these include Complaint desk being easy to be used and has minimum stages in submitting complaints. The mean score for the statement on whether the complaint desk is an easy platform to deliver our complaints is 3.9 with 1.1 standard deviation; this implies the respondents agree with this indicator. The mean score for the indictor on whether Complaint desk has minimum stages in delivering complaints was 3.7 which also imply the respondents agree with the indicator.

#### 4.1.3. Speedy

Speedy was assessed in terms of providing feedback fast after working on the organization have worked on the complains was 2.8 with 1.1 standard deviation, this also implies the respondents were neutral, they had no opinion either to support it or otherwise. Table 02: Opinions of the Public Officials on the Effectiveness of the Complaint Desk The Table 02 below consist of opinions of the public officials on the Complaint desk which consisted of fairness & Independence, Confidential & Impartial, Policy, processes & Practices, Courtesy and Transparency and the mean scores for each variable are given below;

The mean score of the statement on whether Customers 'complaints are resolved fairly with independent decision makers is 3.0 with 0.8 standard deviation. This means public officials were neutral to either agree or disagree with the statement.

The mean score of the statement on whether customers' complaints are kept confidential was 4.4 with 1.3 standard deviation. This implies public officials agreed with the statement that the organizations keep complains of the respondents are kept confidential.

The mean score on the statement which says the organization identifies the need to integrate complaints and redress, among other factors into an organization's policies, processes and practices was 2.5 with standard deviation of 1.3. This implies the public officials had no opinion for this statement.

The mean score for the statement that the organization intent to make reforms and develop strategies to enhance Complaint handling is 4.4 with 1.0 standard deviation. This implies that public institutions are taking reforms and strategies to enhance complaining handling.

The mean score on the statement that the Public authorities deal with its customers in accordance with the principles of courtesy, fairness, openness and transparency is 4.4 with 1.0 standard deviation. This implies the public officials agree that the Public authorities deal with its customers in accordance with the principles of courtesy, fairness, openness and transparency.

	Mean Score	Standard Deviation
Fair and Independent: I believe my complaints are resolved fairly with independent decision makers	3.0	0.8
Confidential and Impartial: I believe my complaints are kept confidential	4.4	1.3
Policy and Practices: organizations identified the need to integrate complaints and redress, among other factors into an organization's policies, processes and practices.	2.5	1.3
Reforms and strategies: Our organization intent to make reforms and develop strategies to enhance Complaint handling	4.4	1.0
Public authorities deal with its customers in accordance with the principles of courtesy, fairness, openness and transparency.	4.4	1.0

Table 2: Opinion of Public Officials on the Effectiveness of the Complain Desk  
Source: Field Data (2018)

#### 4.3. Challenges Facing the Implementation of Desk as the Complaining Handling System

A researcher intended to examine the challenges of using complaining desk and handling system in the public institutions. A researcher used open ended questions to capture several challenges which during data capturing were classified into five categories; these included negligence by the public authorities, illiteracy of the citizens, lack of confidence among citizens. Lack of trust among the citizens and others. The results are presented on figure below;

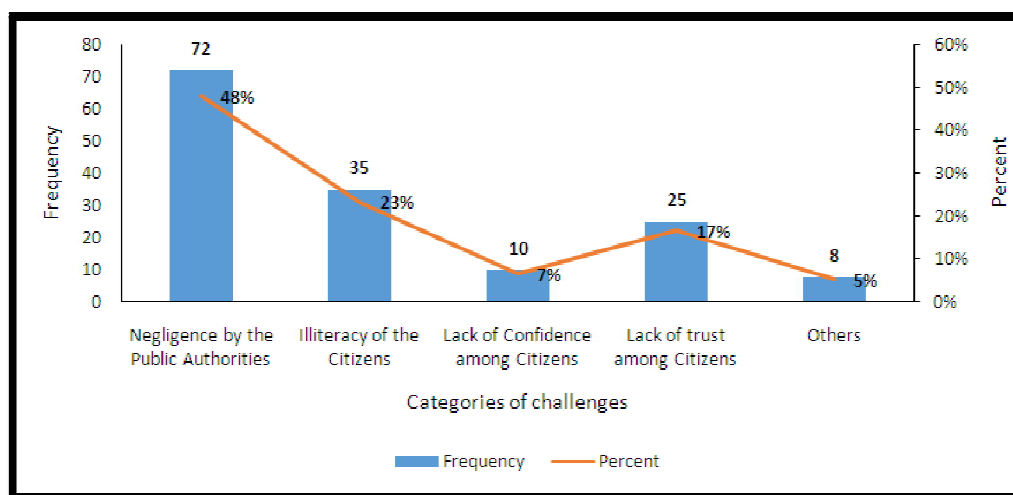


Figure 1: Challenges Facing Implementation of the Complaint Desk  
Source: Field Data, 2018

The results from the above figure indicates 48 percent of the respondents argued the public authorities especially in the local offices have negligence in putting complaint desks in their offices. This means the public officials are aware they are required to have these desks but they do not put an effort to enforce it. 35 percent of the respondents especially public officials from the central offices argue that most of the citizens are illiterate and hence most of them cannot write complain. This implies public officials most of the citizens do not have knowledge on how to address their concerns on papers while 10 percent of the respondents claimed lack of confidence to complain directly is among the challenges facing the consumers of public services, 17 percent said lack of trust for the public institutions is to enforce complains submitted in the complaint desk is among the challenges facing the tool while 7 percent mentioned other factors including but not limited to laziness of the citizens, lack of encouragement to use the tool, lack of enforcement of the policy and feedback are not given to the customers.

#### 4.4. Discussion of the Results

At present, public institutions in developing countries including Tanzania pay attention to “customer complaint” in order to increase customers’ performance which may lead to the performance of the public authorities. They try to increase customer loyalty by reducing customer complaints, but complaint desk which is a direct complain mechanism seems to be ineffective in most of the public institutions/authorities although some statistics indicate that encouraging dissatisfied customers to complain directly is a cost-efficient way to improve satisfaction and loyalty (Fornell & Wernerfelt, 1987).

Findings of the study show that respondents find complaint desk are available but they are not sure if first the public authorities work on their complaints submitted through the complaint desk and also, they are not given any instructions when to use the complaint desk. This is assumed to be negligence of the directly complain through the complaint desk which leads to the dissatisfaction of the customers because the complains contain a lot of important information such as product design, quality control and improvement of management, which are helpful to the firms for providing more satisfactory products and services (Claes Fornell, 1992). Gilly, et al (1991).

Public officials were dissatisfied with the claim that the public institutions identified the need to integrate complaints and redress, among other factors into an organization’s policies, processes and practices. Since this implies the public services consumers are not given organizational channels and opportunities to complain, they will voice concerns to others outside the organizations and their satisfaction degree will be decreased. Debbie and Robert (2003) thought that the indirect complaint behavior normally indicates a degree of consumer dissatisfaction, organization unresponsiveness or related factors, which can severely threaten relationships and effectiveness. According to the viewpoint of Bart and Dirk (2005), if customers who do not complain to the organization when dissatisfied, the organization will lose the opportunity to rectify the problem (Fornell & Wernerfelt, 1988; Levesque & McDougall, 1996) and to restore the customer’s satisfaction level (Smith, Bolton & Wagner, 1999).

Empirical studies indicate that handling customer direct complaints well is good for company. Fornell and Wernerfelt (1987) suggest that marketers maximize complaints from consumers in order to reduce customer turnover and other negative effects. Customers who complain and receive a proper response to firms’ failure services are more likely to stay (Conlon & Murray, 1996), to buy new products (Maxham III & Netemeyer, 2003), to pay price premiums (Zeithaml, Berry & Parasuraman, 1996), to engage in favorable word-of-mouth and to recommend the company’s services to others (Maxham III, 2001; Maxham III & Netemeyer, 2002). Bougie, et al (2003) found customers are less vulnerable to switch and less likely to spread negative word-of-mouth to friends when their direct complaint is treated with well. Surveys indicate that in the event of dissatisfactory purchases, 70% of complaining directly consumers will repeat purchasing (ZHAO Ping & MO Ya-lin, 2002). If the results of complaint processing satisfy them, this proportion will rise to 95%. In sum, there is overwhelming evidence from previous researches that successful complaint handling results in customer loyalty.

## 5. Conclusion and Recommendation

### 5.1. Conclusion

This paper puts forward three research objectives about effectiveness of the complaint desk in the public institutions and conducts descriptive study. The assessment was done based on the principal features of the Complaint handling system which included several elements including accessibility, simplicity, speedy, fairness, feedback, policy and practices, reforms and strategies, awareness and challenges facing the tool.

According to the study the results show that respondents confirmed complaint desk is an easy tool to express their concerns however it is not made accessible to the citizens especially in some of the local public institutions and also, they disagree to get feedback in areas where they are available.

Public officials also confirmed that the organizations the institutions have integrated complaints and redress, among other factors into an organization's policies, processes and practices. They also listed several challenges facing implementation of the tool; these include negligence, illiteracy, lack of confidence, lack of trust and others. These challenges act as stumbling blocks towards the effectiveness of the complain desks.

### 5.2. Recommendations

The government through its public institutions should pay attention to "customer complaint" in order to increase customers' loyalty which may lead to the performance of the public authorities. If the government will manage to handle and work on the complains it likely have chance to increase customer loyalty especially through several mechanisms including complaint desk although it seems to be ineffective in most of the public institutions/authorities because some statistics indicate that encouraging dissatisfied customers to complain directly is a cost efficient way to improve satisfaction and loyalty (Claes Fornell & Birger Wernerfelt, 1987).

The government must ensure it incorporate complaints handling system in the policy and practice and also educate and encourage the citizens to submit their complaints in the available desks because the complains contain a lot of important information such as product design, quality control and improvement of management, which are helpful to the firms for providing more satisfactory products and services (Claes Fornell, 1992). Gilly, et al (1991).

Empirical studies indicate that handling customer direct complaints well is good for company. The government should ensure it maximizes complaints from consumers in order to reduce customer turnover and other negative effects. Furthermore, the institutions have to provide a proper response to the customers to ensure they retain them (Conlon & Murray, 1996), they will finally being able to use services (Maxham III & Netemeyer, 2003), being willing to cost sharing even at premium prices (Zeithaml, Berry & Parasuraman, 1996) where necessary, to engage in favorable word-of-mouth and to recommend the institutions' services to others (Maxham III, 2001; Maxham III & Netemeyer, 2002). Bougie, et al (2003).

## 6. References

- i. Balogun, M.J., 2001, "Performance Improvement and Customer Satisfaction as a Focus of Public Service Reform: Trends and Challenges in Africa", *Public Administration Quarterly*
- ii. Bearden, William O. and Jesse E, Teel. (1983) Selected Determinants of Consumer satisfaction and Complaint Reports, *Journal of Marketing Research*, 20, 21-28
- iii. Black, H.g., & Kelly, S.W (2009). A Storytelling perspective on online customer reviews reporting service failure and recovery. *Journal of Travel & Tourism Marketing*, 26(2), 169-179.
- iv. Bob Johnson, 2001-2, *Delivering Service Excellence: The View from the Front Line*, ICS Research Report, Warwick Business School
- v. Bob Johnson, 2001-2, *Service Excellence = Reputation = Profit*, ICS Research Report, Warwick Business School
- vi. Bovins, M. (2005) 'Public Accountability', in Ferlie, E., Lynn, L. Jr and Pollitt, C. (eds) *The Handbook of Public Management*, pp. 182-208. Oxford: Oxford University Press.
- vii. Brian Brewer (2007), *Citizen or Customer? Complaints Handling in the Public Sector*, *International Review of Administrative Sciences*, IIAS, Sage Publications (Los Angeles, London, New Delhi and Singapore), Vol 73(4): 549 – 556
- viii. Cupido, M.F., 1996, "Civil Service Reform Priorities in a New Nation: Focus on Namibia", *African Journal of Public Administration and Management*, Vol. V-VII, No. 2.
- ix. Claes, Fornell. (1992). A national customer satisfaction barometer: The Swedish experience. *Journal of Marketing*, 56, 6-21.
- x. Claes, Fornell & Birger, Wernerfelt. (1987). Defensive marketing strategy by customer complaint management: A theoretical analysis. *Journal of Marketing Research*, 24, 337-346.
- xi. Debbie, Thorne, McAlistera & Robert, C. Erffmeyerb. (2003). A content analysis of outcomes and responsibilities for consumer complaints to third-party organizations. *Journal of Business Research*, 341-351
- xii. De Las Casas, L. (2005), *Complaint and Redress Mechanisms in International Organizations: Background Research for the Complaint and Redress Dimension*, Global Accountability Project, One World Trust. <http://www.oneworldtrust.org>
- xiii. Doodoo, R., 1996, "The Core Elements of Civil Service Reform" *African Journal of Public Administration and Management*, V-VII, 2.

- xiv. E. Laird Landon, Jr. (1980), *The Direction of Consumer Complaint Research*, NA-Advances in Consumer Research Volume 07, eds Jerry C. Olson, Ann Arbor, MI: Association for Consumer Research, Pages: 335-338
- xv. Fornell, Claes (1988) *The Satisfied Customer: Winners and Losers in the Battle for Buyer Preference*, New York, NY: Palgrave-Millan.
- xvi. Haque, M.S. (2001) 'Pride and Performance in the Public Service: Three Asian Cases', *International Review of Administrative Sciences* 67: 99-115.
- xvii. Hupprtz, J.W. (2007). *Firms' complaint handling policies and consumer complaint voicing*. *Journal of Consumer Market*, 24(7), 428-437.
- xviii. Kuder, G. F., & Richardson, M. W. (1937). *The theory of the estimation of test reliability*. *Psychometrika*, 2(3), 151-160
- xix. Kyarimpa, Genevieve, E., 1996, "Customer Service as an Element of the Uganda Civil Service Reform", *African Journal of Public Administration and Management*, V-VII, 2.
- xx. National Audit Office (NAO) Government of the United Kingdom (2005) *Citizen Redress: What Citizens Can Do if Things Go Wrong with Public Services?* London: The Stationery Office.
- xxi. Landon, J.H., Jr., (1977). *A model of consumer complaint behavior*. In R.L. Day (Ed.),
- xxii. *Consumer satisfaction, dissatisfaction and complaining behavior* (pp. 31-35). Bloomington, IN: Indiana University
- xxiii. Nel, D., Athron, T., Pitt, L.F. and Ewing, M.T. (2000) 'Customer Evaluations for Service Complaint Experiences in the Public Sector', *Journal of Nonprofit & Public Sector Marketing* 7(3): 3-30.
- xxiv. Northern Ireland Executive (2005) 'Views on Public Services', <http://www.rpani.gov.uk/publicsectorstaff/results.htm> (accessed 4 September 2006).
- xxv. Ofisi ya Rais Menejimenti ya Utumishi wa Umma, Kitini cha jinsi ya kushughulikia Malalamiko, Feb 2011
- xxvi. March, J. G., & Olsen, J. P. (1984). *Rediscovering institutions: The organizational basis of*
- xxvii. *Politics*. New York: Free Press
- xxviii. Prosper Ngowi, 2013, *An Assessment of Implementation of Client Service Charters in public Sector: Situation of client Service Charters in Tanzania*, African Capacity Building and Tanzania Global Learning Agency Study Report.
- xxix. Snellman, K. and T. Vihtkari (2003) *Customer Complaining Behavior in Technology-based*
- xxx. *Service Encounters*, *International Journal of Service Industry Management*, 14, 217-231
- xxxi. Singh, J & Wilkes, R. E. (1996). *when consumers complain: A path analysis of the key antecedents of consumer complaint response estimates*. *Journal of the Academy of Marketing Science*, 24, 350-365.
- xxxii. Smith, G. (2005) 'A Most Enduring Problem: Police Complaints Reform in England and Wales', *Journal of Social Policy* 35(1): 121-41.
- xxxiii. Sanes, C. (1993), 'Complaints are hidden treasure', *Journal for quality and participation*, 16 (September), pp. 78-82.
- xxxiv. Seelos, L. and Adamson, C. (1994) 'Redefining NHS complaint handling: the real challenge',
- xxxv. *Journal of health care quality assurance*, 7 (6), pp. 26-31.
- xxxvi. Singh, J. (1988) 'Consumer complaint intentions and behavior: definitional and taxonomical issues', *Journal of marketing*, 52 (January), p. 93-107.
- xxxvii. Singh, J. (1990a) 'A typology of consumer dissatisfaction response styles', *Journal of retailing*, 66 (1), pp. 57-99.
- xxxviii. TARP (Technical Assistance Research Program) (1996) *Consumer Com-plaint Handling in*
- xxxix. *America: An Update Study*, Washington, DC: White House Office of Consumer Affairs
- xl. T. D. Dick Roche, *Customer Complaints Guidelines for Local Authorities*, July 2005, by Minister for Environment, England.
- xli. Tanzania Open Government Partnership (OGP) Action Plan 2012 – 2013
- xl.ii. Tapeni Ngunga, (2013), *Tanzania Independent Reporting Mechanism (IRM) Progress Report 2011-2013*, IRM researcher's stakeholders' meetings, 23 and 26 October 2013, Dar es Salaam.
- xl.iii. *The Public Service Regulations*, Government Notice No 168 of 2003, Publication of the United Republic of Tanzania
- xl. iv. Tom Recher, *Handling Customer Complaints, Establishing a Customer Complaints Resolution Process*. Warland, R.H., Herrmann, R.O.&Moore, D.E. (1984). *Consumer complaining and community involvement: An exploration of their theoretical and empirical linkages*. *Journal of Consumer Affairs*, 18(1), 64-78.
- xl.v. Wilson, D. S. (2002). *Darwin's cathedral: Evolution, religion, and the nature of society*
- xl.vi. Chicago: University of Chicago Press
- xl.vii. Weeks, J., & Galunic, C. (2003). *A theory of the cultural evolution of the firm: The intra-organizational ecology of means*. *Organization Studies*, 28(8), 1309-1352.
- xl.viii.