ASSESMENT OF CUSTOMERS COMPLIANT HANDLING PRACTICE OF ETHIO-TELECOME IN CASE OF WOLKITE DISTRICT



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ENDORSEMENT

This research paper is having been submitted to Wolkite University, College of business and economics, Department of Marketing management for the examination with my approval and advisor.

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ABSTRACT

This study was conducted to assess how ethio telecom is handling customers' compliant and to see how are the reactions of customers about the complaint handling practices of ethio telecom by collecting data through questionnaire from 123 customers who found in Wolkite university and by interviewing nine ethio telecom of Wolkite employees who are working directly with customers. The findings indicated that ethio telecom was not responding timely for their compliant, and the accessibility of call center is still not good. The result further indicated that quality of network is the most prevailing problem, and there are problems in relation to the process of compliant handling by ethio telecom. Customers also felt that the company does not communicate very well about its complaints handling procedure as most of them knew it through their acquaintances. Thus, the company should communicate customers how they can file their complaints, improve the accessibility of call center, train employees on complaint handling and the company should also give timely response for customers' complaints finally the company should build artificial intelligence system that handle the customer complain and solve minor problems automatically.

CHAPTER I

1 INTRODUCTION

1.1Background of the Study

Complain it is expression of dissatisfaction made to an organization, managers or other person related to any or more of its products, service or the manner in which it has deal with any such expression of dissatisfaction.

Complaints are handled firstly by extending customer service beyond managing millions of consumers complain and customer service became a two –way street for communication where companies engage with customer before complains become problem .Apple business chat ,which became widely available in 2023 after a period in beta testing ,now let's customer message participating companies on iPhone, ipad, apple and mac computer button that can appear across the apple ecosystem ,such as maps ,and on the company's websites and other .and by using chat boot that is developed in 2020 and artificial intelligence that allow to handle customers complaint by answering the customers questions .And in order to reduce complaints companies engaged highly as digital shift in self-service and consumer engagement has and will continue to increase over time and use.

All voice operators have some form of customers care function in place to deal with complaints although it varies in size depending on the number of customer the company has. The task of dealing with customers with customers will be split between a telephone based and retail agencies appointed by operator who sell phones and airtime .in cyber –cafes ,the only person able to deal with complaints is usually the manager on duty, although that person may have access technical staff member or "double-up" in that role.

In the previous year Ethio telecom was the sole telecommunication service provider in Ethiopia before the entrance of Safaricom. To the market .the company's total subscribers in all telecom service like telephone Wi-Fi tele birr ,according to the ,subscribers its mobile phone based financial service tele birr, launched in May 2021,grew to 27.2 million out of its 70million total subscribers and 44.50 million mobile user 29.83 internet user ,CEO Frehiwot tamiru told a news conference .that was up from 21.8 million tele birr subscribers in June 2022.with the launch ,Ethiopia has become one of handful of African countries that have launched the fifth generation network. The company also introduced digital lottery system by extending its service.

Having more than seventy million customers, the company encounter with customer complains. Though Ethio telecom acknowledges the existence of service disruption in different times it always promises to improve the service.

Customer complaints are actually helpful to the organization for several reasons. First, they give the organization chance to recover its organizational problem. In deeded, there is some evidence to suggest customers whose complaints lead to a successful.

Nowadays, complains are giving much emphasis for customer service; there is no excuse for business to offer anything less. And there is so much information about the benefit of ensuring good customer service, as well as help to train employee how to do it right. Thus, the companies are usually observed taking corrective action when customer express their complain without compromising but without customer complain, management often take for granted that everything is going well.

It is essential for Ethio telecom to recognize that the way they handle customer complaints in every activity as important as trying to provide great service .customer are constantly judging Ethio telecom for service disruption (Mengistu,E.,2021).first they judge the company on how it handles the problem ,then on its readiness to make sure similar problems don't take place in the future .fixing the service back to normal has huge impact on customer satisfaction ,repeat business, and in the end profits and growth.

1.2 Statement of the Problem

Many companies do not pay sufficient attention to handling complaints effectively (Stauss and Schoeler, 2004, Homburg and First, 2007). However, customer dissatisfaction, which can be reflected in the form of complaints, has paramount influences on an organizations' reputation because it is through these feedback that the organization can improve its services and become effective. This is surprising as customer complaints are a valuable source of important market intelligence (e.g. Priluck and Lala, 2009), which companies should use to correct the root cause of the problem and to improve the service or product (McCollough et al., 2000; Brown et al., 1996). Naylor (2003), however, illustrates how few companies recognize the importance of customer complaining through the estimate that fewer than 50 percent of complainants receive a reply from the company and those that do often view the organization's response as unsatisfactory. It seems that the issue of service failure is still not adequately addressed by businesses especially when the seriousness of customer dissatisfaction for companies in the short and long term is considered.

Ethio telecom acknowledge that in the previous years, though the focus had been given to the service coverage and service quality issues, a better result was achieved in service coverage and penetration .despite the huge network expansion made, it is common to hear customers complaining about quality of service .customer wait long time in Ethio telecom's 994 line in order to present their complain .in the previous year being monopoly company where customer's do not have a choice to withdraw from the relationship ,the only option is to file a complaint and assess their problem but know Safaricom exist as provider of telecommunication service and when it became mature company the customer switch to that in order to get better service.

Most researcher try to conduct the research in this title by assuming only customer complain handling is useful for Ethio telecom because it improve its working system in that one of the big quality of service giving company is its complain handling practice .but the researcher of this paper see complain handling rather than quality it is one factor that contribute to competitive advantage. In previous years Ethio telecom was the only company who give telecom service. but now a days it has competitor called Safaricom according to its press release march its customer Are reached 2.5 million in 2023. and as we now many developing country customers including Ethiopia are laggards to innovation so we conclude that more than 75 % of Safaricom are not new customer rather they are customer of Ethio telecom.so Ethio telecom must keep its complain for not to loss it customer, for its name and for that complains are sources for greater service as well as profit.

1.3. Research Question

The researcher tries to answer the following question, the questions which was answered by this study are:

1. What are the types of complaint usually raised by customers?
2. What are the factors that contribute for the occurrence of the customer complaint?

3. How are the manner of the staff to wards respond the complain?

1.4. Objective of the Study

1.4.1. General objective

The general objective of the study is to assess customer complaint handling of ethio telecom

1.4.2 Specific objectives

Based on the above general objective of the following are specific objective of the study

- ❖ To assess the customers' perceptions towards compliant handling practices of ethio telecom
- ❖ To forward possible suggestions and strategies to solve the problem.
- ❖ To identify how Ethio telecom responds to these complaints.

1.5 Significance of the Study

The study ensures that assessment of compliant handling strategy of ethio telecom of Wolkite district would have the following Significance.

- ✓ It helps to see the customer as a source of the compliant handling strategy of corporation
- ✓ It serves reference for another research.

- ✓ Use to forward suggestion for the company to improve existing problem

1.6 Scope of the Study

The scope of the study was focused on three areas conceptually, geographically and methodologically respectively, the study only focuses on issues of assessment of complain handling practice of ethio telecom. This study was depending only on Wolkite University and ethio telecom of Wolkite town at which is 160 km far from the capital city of Ethiopia (Addis Ababa) and it does not represent the other areas. The researcher only uses descriptive type of research.

1.7 Limitation of the Study

The main limitations of the study were time and cost constraints. Due to time and cost constraint the researcher focused only one service center for the study and only in Wolkite University. Another limitation is target population unwillingness to respond the question properly and involuntariness of the respondents to give the information what the researchers need.

1.7. Organization of the Study

This study paper organized in five chapter ; chapter one contain introduction part that falls about background of the study ,statement of the problem ,objective of the study, significance of the study ,scope of the study limitation of the study .chapter two deals with literature review and chapter three contain data analysis and presentation. Chapter four data interpretation and analysis, finally chapter five summary, conclusion, and recommendation.

CHAPTER TWO

LITERATUER REVIEW

This chapter consists of complaint definition, types of complaints, manage complaint to enhance loyalty, understanding customer behavior and beyond complaint handling to delighting customer and another.

2.1Theorotical literature

2.1.1 Definition of complain and complain handling

It is expression of dissatisfaction made to an organization, managers or other person related to any or more of its products, service or the manner in which it has deal with any such expression of dissatisfaction. Where a response is either provided by or behalf of the organization at which contract is made (Kotler and Keller, 2006).

Complaint offer business on opportunity to correct immediate problem In ,addition they frequently provide constructive idea for improving product, adopting marketing practices, upgrading services, modifying promotional materials and product information while occasional problem as with service of merchandise are to some extent, inevitable dissatisfied customer are not complain can learn to revolver from mistake. A good recovery can reduce angry, Frustrated customers in to loyal one (Graham,2002) .

2.1.2why do customers complain

The customers are the one that influence overall activities, including success and failure, of one organization. That is, it is the customer who determines what a business is, as Drucker (1977) pointed out. Again, it is the customer alone whose willingness to pay for a good or for a service converts economic resources into wealth, things into goods. “What the business thinks it produces is not of first importance especially not to the future of the business and to its success” (Drucker, 1977:90). In short, the customer is the foundation of a business and keeps it in existence. As Drucker (1977) further called attention, the sole purpose of a business is to create a customer. Therefore, keeping the customer has become equally, if not more, important.

Customers’ complaints are obviously seen critically since they determine most of the organization’s business. Dawkins and Reichheld (1990) thus reported that a five percent increase in customer retention generated an increase in customer net present value of between 25 percent and 95 percent across a wide range of business environments. Due to the fact that customers are such influential ones, knowing why people complain can help the company to know the way they have to respond. According to Boden (2001), the following are the causes of complaints.

1. Quality of Product

The main cause of customers' complaint is a sub-standard product that doesn't meet customers' expectation. The product might have a short lifespan, a faulty design, inferior material to what was expected, if it is poorly finished off and has limited potential. Customers feel angry if they believe they have been misinformed and they may want to take further action.

2. Quality of Service

Since customers nowadays have good understanding about what the service should be, they might complain due to their lack of manners – downright rudeness, if they believe that company has given more concern with profit than people, if the response is slow, due to indifferent attitudes, if the staff has poor product knowledge and lack of communication skills.

3. Customers Awareness of their Rights

Customers are aware of the fact that it is their right to complain if they encounter any problem regarding the product or service they have purchased, that is, if it didn't meet their expectations. Internet and consumers' watchdog programs are the main drivers for this. By doing so, they might think they will get a replacement or compensation.

4. Being Inherent Complainers

Naturally some people are complainers. They tend to complain a lot, they are only thinking of themselves.

5. Professional complainers

According to Boden (2001), it is estimated that two percent of the people who complain do it for living. They are well informed through the media; they have good communication skills .

2.1.3 Type of complainers and Own to Respond Effectively

At least five type of complainers can be identified and each type is motivated by different beliefs, attitudes and needs. Consider the following definitions of the type of complainers how one might respond to them and the danger of not handling complaints effectively (htt://edis.IFL.edu.)

A. Meek Customer

Generally, Will not complaint.

Responds: must work hard on soliciting comments complaints and act appropriate to resolve complains.

B. Aggressive Customer

Opposite of the meek customer readily complaints often loudly and at length.

Danger: being aggressive in return. The aggressive customer does not respond well to excuses reasons why the product and service was unsatisfactory.

Response: listen completely ask: that else?" agree that a problem exits and indicate that will be done to resolve it and when. With that the organization would normally do under the circumstances consider asking "what can

C. High Roller Customer

Experts the absolute best and is willing to pay for.it lively to complain in a reasonable manner, unless a hybrid of the aggressive customer

Response: is interested in result and what you are doing to do to recover from the customer service breakdown. Always listen respectfully and actively and question carefully to fully determine because ask: “What else "and correct the situation like the aggressive customer the high roller customer is not interested in excuses.

D. Rip-Off Customer

The goal is not to get the complaint satisfied but rather to win by getting something the customer is not entitled to receive. A constant and repetitive" not enough" response to efforts to satisfy this customer is a sure indicator of a rip off artist

Response: remain unfailingly objective use accurate qualified data to back up your response be sure the adjustment is a sure in keeping I do to make things, right?" After the right first "not good enough?"

E. Chronic complainer customer

Is never satisfied there always something wrong. This customer mission is to whine. Yet, he is your customer and as frustrating as this customer can be, he cannot be dismissed.

Response: extra ordinary patience is required. One must listen carefully and completely and never let one’s anger get aroused. A sympathetic ear, a sincere apology and an honest effort to correct the situation are likely to be the most productive. Unlike the rip off customer most chronic complainer customers will accept and appreciate your efforts to make things right: this customer wants an apology and appreciates it when you listen tends to be a good customer. (http://ediss,ifl.edu./hr005).

2.1.4 Aggressively Soliciting Complains

In most sector, technical assistance research program in dictators a customer who complains and satisfied is 30% more 1 to 5% complain a management or headquarter 45% complain to agent front line representatives (75% for business to business transactions) 50% encounter a problem

but don't complain (25% for business to business transactions). In this case some customer takes no action but some customer has a characteristics of negative word of mouth.

2.1.5Why customers not complain

2.1.5.1 Customers does not complaint for four reason

1. It will not any good

2. It will not work the trouble

3. I do not know where to complaint

4. I am afraid of retribution (then Employee Company will counter attach)

All four barriers can be reduced or eliminated via effective communication. It won't do any good. The most prevalent and growing reason for not complaining is that it won't do any good.

The belief is the companies will not six the problem or change the offending police. A clear message on the bill or statement (not in the fine print on the back) cover of a catalog or in a Star that says "we can only solve problems we know about " will goal long way toward bearing down that barrier.

This message must appear in front of the customer exactly when and where he or she will most likely encounter the problem. It's not worth the trouble. This second reason can be countered by making the process easier provide multiple easy to use channels for complaining. I don't know where to complaint. The third reason can be countered by lacing the fall free complain number of website link or a contact butte clearly next to the message, "we can only solve problems know about" message. I am afraid of retribution. The fourth reason is more difficult to address but can be partially dealt with by stressing to employees. Therefore, the complaint that most complaint are due to a breaking process rather than incompetency employees. Therefore, the complaint solicitation should ask the complainant for suggestions how to improve processes (ibid).

2.1.6 Beyond Complaint Handling to Delighting Customers

The same process that handle complaints has the potential to delight customers further enhancing loyalty technical assistance research program analyzed five recent surveys from clients *in* investing banking and insurance in which customer were ask "have you received any service that delighted you or was extra ordinary?" Is so please describe your experience of the approximately 5,000 responses, almost 15% shows the result of these five surveys a surprising finding was that actions taking the most effort by to staff, such as hand holding during a tragedy or expediting complex transactions did not result in the greatest lift in loyalty. An only ongoing relationship with an individual usually a specific staff person was named also provided only a moderate lift. Another surprise was a friendly 90 second interaction created an emotional connection that cemented the relationship with the customer (Dell. Hawkins and Newman, 2003).

2.1.7 Benefits of Effective Complaint Handling Process

The five benefits of an effective complaint handling process

1. Soliciting and satisfying a complaint usually result in a 50% increase in loyalty.

2. Moving a complaint from dissatisfied to completely satisfied raises loyalty 30% to 50% and produce significant word of mouth the source of 20% to 70% of all new customers.

3. Many problems leading to complaints can be prevented via proactive customer education. In addition, on, process changes can prevent unpleasant surprises and empower front line staff with rational to with complaints.

4. An effective voice of the customer process can identify problem prevention opportunities that can reduce your overall services expense by 10 to 15 %. Which, in turn pays for the voice of the customer process many times over?

5. Loyalty can be further enhanced by identifying in expensive deliverers, which can be implemented during the complaint and general customer service process. Once these give facts are accepted your organization will be poised to implementing the following four best practices and being to qualify the increase in loyalty they yield.

Aggressively solicit complaints via multiple channels, ensuring the message is in front of the customer exactly when he or she is most likely to have a question of problem (http://www.hazollcart.com).

2.1.8 Ways of Presenting Complaints and Appeal

Complaints can be described to an employee who gave the service or to this immediate supervision in the both oral, Written oriel and thane complaint can also be disclosed in a writer both for complaint handling body when complaint appeals is presented in a written from it has to fill the following point(Newman, 2003)

- ❖ Main idea in which complaints or appeal exist
- ❖ Cause of the action for complaint date and time
- ❖ Name of employee who have the service of concerned department
- ❖ Supporting documents or evidence of any
- ❖ Fill name and address of the complaint

2.1.9 Ways of responding to complaint

- Response to complaint should be disclosed to complaint on
- Written from reported to this particular purpose
- Any response given to appeals should be in written form (ibid)

2.1.10 How can a complaint be made?

Ideally, most Complains should be resolved informally with the relevant employees. However. Complain can be made orally or in written form oral complaints that cannot be resolved informally may need to be put in writing and help will be provide if needed by the by the person receiving the complaint (Adrian Palmer and clown, 2005).

2.1.11 Who can receive a complaint?

Any department made employee can receive complaint should be made where the problem occurred (e.g. the college or school) unless there are can corn's about local principal. Manager or supervision, in which case the complaint should be made to next supervision level research has shown that only one out of twenty-five dissatisfied customers complain the firm. The remaining four switching behavior or negative word of mouth communication. In other words, for every customer that does complain there are approximately twenty-four customers show where dissatisfied do not complain but rather buy elsewhere in one future. In addition to engaging in firm switching behavior, dissatisfied customer often engages in negative word of mouth communication. It is estimated that an unhappy customer will tell because ten and eleven other people their bad experience (ibid).

2.1.12 How to encourage customer complaint?

- ✓ Make is easy people to complain by publicize complaints procedure
- ✓ Stay close to your customer regularly finds out what customers things by asking them
- ✓ Put yourself in your customers shoes by mystery shopping to find out what Customer think (Jeff Toaster CPLP, PHR/28may,2014).

2.1.13 Basic Steps for Effective Complaint Management

Designate allocation to receive complaint,

- ➢ customers need to know where and how to file complaint or make inquiries
- ➢ select a place to receive complaint that is visible and accessible to customer
- ➢ publicize the complaint system to encourage customers to voice their dissatisfaction and to make the good intention of the company apparent

Develop a system for record keeping

Prepare forms for recording categorizing and finding complaint recodes, design system to perform function such as the following

- ❖ Communicating complaint data to top management
- ❖ provide market research though complaint trends
- ❖ And enabling management to monitor the efficiency and management system

Process and record complaint

- ✓ Login the complaint and any relevant data
- ✓ Categorize for reservation and record keeping categorize must be clearly defined and exclusive of one another
- ✓ Assign the complaint to another level of authority, if appropriate

Knowledge of Complaint

Customer does not register complaints with only a causal in trust in their disposition. Complainingly involves some inconvenience; possibly, expense loyal customers with strong feeling are often involved

- Talk to the customer if possible or in
- Use letters when necessary, but avoid in personal form letter.
- Take extra time, if needed, to help customers with special needs such as language barriers.

Investment and analyze of the complaint

- ✓ Be fair
- ✓ Get both side of study
- ✓ Keep records in the complaint file of all meeting conversation or finding
- ✓ resolve the problem in a manner consistent with the company police
- ✓ Notify the consumer promptly of a purposed settlement

Analyze the summarize complaint

- ❖ Circulate the complaints statics and action proposals to appropriate department
- ❖ Develop an action plan for complaint presentations
- ❖ Make sure the consumer view point is given appropriate consideration in company decision making (www.ompuds man.qld.gov.UA/bortals/0/).

2.1.14 Handling customer complaints

- ✓ Act quickly: is the complaint is made during service delivery, time is the essence to achieve a full recovery when complaints are made after the fact many complaints are made after the fact many companies have established policies of responding within 24 hours or sooner even when full resolution is likely to longer, fast acknowledgement remains very important.

- ✓ Admit mistakes but don't defensive: acting defensively may suggest they the organization has something to hide or is reluctant to fully explore the situation.

- ✓ Show that you understand the problem from each customers point of view:

Seeing situation through the customers eyes is the only way to understand what that think has gone wrong and why they are upset

- ✓ Don't argue with customers: the goal should be together facts to reach a mutually acceptable solution not to win a debate or prove that the customer is an idiot. Arguing gets in the ways of listening and seldom diffuses anger.

- ✓ Acknowledge the customers feeling: either tacitly or explicitly for example, "I am understood why you're upset" This action helps to guild report the first step is rebuilding a bruised relationship.

- ✓ Give customers the benefits of the doubt: not all customers are truthful and not all complaints are justified. But customers should be treated as though they have avoid complaint instill clear evidence to the contrary emerges. If also of money are at state loss in insurance clime or potential law suits, careful investigation is warranted.

- ✓ Clarify the steps needed to solve the problem:

When instant solutions aren't possible telling customers how the organization plans to proceed shows that corrective action is being taken. It also sets expectation about the time involved.

So, firm should be careful not to over promise

- ✓ Keep customers informed of progress:

Nobody likes being left in the dark. Uncertainty breeds an anxiety and stress people tend to be more accepting of disruption if they know is going on and receive periodic progress reports.

- ✓ Consider compensation: when Customer don't receive outcome, they have paid for or have suffered serious in convenience and/or loss of time and money because the services failed, either a monetary payment or offer of equivalent service in king is appropriate. This type of recovery strategy may also reduce the risk of legal action by an anger customer service quadrates often lay out in advance what such compensation will be and the firm should ensure that all quarantines and met.

- ✓ Persevere to regain customer good will: when customers have been disappointed one of the biggest challenges is the restore their confidence and preserve the relationship for the future, perseverance may be required to defuse customers of the problems(www.slideshare.net/faxlove/customre).

2.1.15 A suggested customer complaint procedure

Consider the following eight steps customer complaint procedure for handling customer complaints in your organization:

1. Provide customers with the opportunity to complain

2. Give customs your full and undivided attention

3. Listen completely

4. Ask the key question: "what else?"

5. Agree that a problem exists; never disagree or argue

6. Apologize

7. Resolve the complaint (Ask again: "what else?")

8. Thank the customer for bringing the complaint to your attention

As you examine these eight steps, determine which one your organization does most and least effectively. Use your answers to determine where you need to improve your customer complaint procedure (WWW.life hack.org/articles/ communication).

2.1.16. Characteristics of effective internal complaint

Handling and external dispute resolution initiative internal complaint handling and external dispute resolution initiative are distinct approaches usually designed to operate sequentially (I.e. internal complaints handling techniques and exhausted before trying internal approaches) nevertheless they share many characteristics and successful program frequently have similar attributes.

- The initiative is well publicized through retail out let's and in advertisements pamphlets and literature.
- Employees are trained in handling complaints and resolving disputes and are courteous with customer good list resend imagination problems solvers
- The process is adequately funded and appropriate logistical arrangements are in place to make it work.
- Regular review and monitoring tend place to ensure that the program works and that continues improvement occur s.
- The process is free for Customer.
- The response is speeds

- There is continues communication with customers throughout the process to keep them up to data.
- Their time limits for each stage of the process and there are made known to complaint customers.
- For example, dispute resolution processes there are institutional mechanisms such as has independence and neutrality of the redress process is ensured and seen to be ensured (Davis and Orson,2003).

Complains, like death and taxes are inevitable even market leaders encounter them. But each grievance represents a chance to correct a flawed process. Educate a customer and strengthen loyalty. Multiple studies already show companies with high quality customer service and effective complaint handling process can change a premium as well increase loyalty. The case for in resting in improvement is clear or so it would seem. unless decision Maker fully understand customer, complaint behavior and can qualify there turn on investment of complaint

Handling, they won't see the like between complaint handling and loyalty, profits and it's unlikely they well ever allocate adequate resources for change.This article will arm you with the necessary fact's and high-level calculation to establish complaint handling as a priority at your company and part of its ongoing strategy to improve loyalty and ultimately increase profits (Dell. Hawkins and goodman,2003).

2.1.17 Customer Loyalty

Recently, however, technical assistance research programs survey share revealed a decline in complaint rates, even for serious problems due to growing cynicism that complaining does not do any good. We call this behavior "trained helplessness", which adopt the mind set it's futile to bother complaining because nobody will change the police. Therefore, complaint rates appear to be declining in all sectors.

Tip of the ice berg phenomenon the complaint situation most organizations face when customers encounter serious problems. Complaint rates vary by types of problem. The costlier the problem the higher the complaint rate (for example, 5 to 10% for minor problems; up to 50 to 75% for expensive or very serious issues) problems due to mistreatment quality or incompetence evoke only 5 to 30% complaint rates to front line rep because customers believe it will donor good (for example, the company will not fire the employee) or because of fear retribution (for example the rep well remember the customer and treat him or her poorly again) this is iron because mistreatment agreed incompetence often result in five times more damage to loyalty then do monetary concerns. Customers reward companies that do the basics well productively keeping the customer informed, offering the right products and providing consistently good service can actually create delight, other significantly good service can actually create delight with significant rise in top box loyalty (the highest degree of loyalty or "very satisfied" on a five point

scale from "very satisfied" to "very dissatisfied"). In a technical assistance research program surgery of more than 10,000 customers in five industries, when customers were asked what delighted them, they mentioned these simple acts and indicated their loyalty. Loyalty was elevated by 20 to 30% by such delighters.

Word of mouth is a key source of customers in interviews with the executives of five major financial service companies. They confirmed more than 40% of all clients and in two cases more than 50% of all new clients came as a result of personal referrals from existing customs (Dell. Hawkins, Newman and Goodman, 2003).

2.2. Empirical Literature

Roberts-Phelps' (2001) study which advised the importance of customer satisfaction for the company's success of complaints and the value of improvements. These organizations perceive complaint as part of the approach. Technical assistance research program first study for the white house office of consumer affairs in the 10s revealed consumers with problems who did and had their issues resolved.

Subsequent studies for the last 20 years have continued to confirm technical assistance research programs initial finding that every problem presents an opportunity to enhance both loyalty and word of mouth. A few research highlights follow about half of all consumers usually complain about serious problems to a front-line retail rep. in business to business environment three quarters of all customers deem as serious. For less serious problem complaint rates drop significantly. if front line rep is an employee of a distribution of retailer, chances are the problem will never be reported to the manufacturer. Every grievance offers a chance to correct a process educated a customer and strong then loyalty. Armed with facts you can convince organizational leadership improved profits will come from allocating adequate resources to complaint handling (ibid)

Tax, S. & Brown, S. (1998) conducted a study on customer evaluations of service complaint complain handling experiences. They also revealed that customers evaluate complaint incidents in terms of the outcomes they receive, the procedures used to arrive at the outcomes, and the nature of the interpersonal treatment during the process. The results showed that satisfaction with complaint handling has a direct impact on trust and commitment customers on the company.

Cook, S. and Macaulay, S. (1997) explored the practical steps to empowered complaint management. In the study it was found that the way customers are treated determine the relationship they have with the organization.

. Johnston, R. and Mahra, S. (2002) conducted exploratory study on best practice complaint management on customer service managers in 40 United Kingdom service organization The study revealed the need for speed resolution, top management involvements, centralized and decentralized allocations of tasks, develop means of assessing the financial impact Roberts-Phelps' (2001) study which advised the importance of customer satisfaction for the company's

Success of complaints and the value of improvements. These organizations perceive complaint as part of the approach.

*2.*3Conceptual frame work

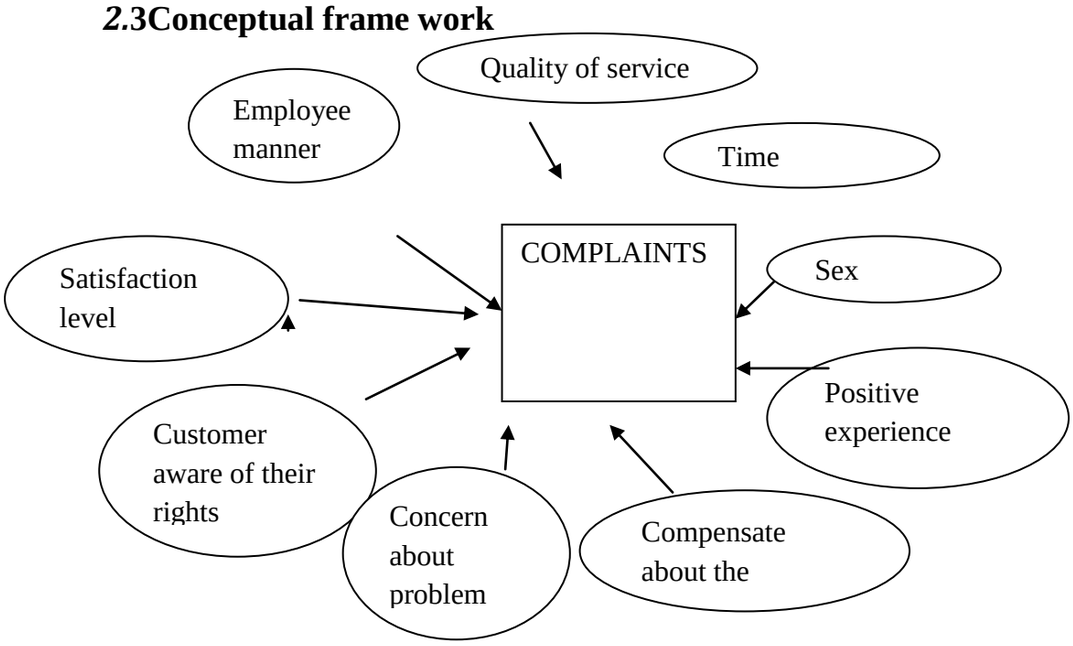


Figure 1.1 Conceptual frame work of dependent and independent variable

CHAPTER THREE

3 RESERCH DESIGHN AND METHODOLOGY

In this chapter the research methodology used in the study is described. The study design and the population and sample are described. The instrument used to collect the data is described.

3.1 Research design

The researcher used an approach to inquiry that combines both quantitative and qualitative forms. And the mixing of both approaches in a study. Thus, it is more than simply collecting and analyzing both kinds of data; it also requires the use of both approaches one behind the other so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell & Plano Clark, 2007). Thus, for the study, both qualitative and quantitative data were employed. And to achieve the objective of this study, the researcher has collected and reviewed relevant documents and information from both primary and secondary data sources.

3.2 Sources of Data

The researcher used both types of data primary and secondary data to identify the problems that related to complain handling strategy. Primary sources, primary data will be collected from customer and employees of Ethio telecom Wolkite branch specifically in wolkite university and wolkite district respectively. Secondary sources will be gathered from existing and published related materials.

3.3Population and Sampling Techniques

Customers of ethio telecom who are found in Wolkite University, and Wolkite district employee were the target population for this study.

Due to the movability nature of customers and the unavailability of regional codes for mobile numbers the researcher did not get the exact number of ethio telecoms' customers who are found in wolkite by using yemane formula the researcher reaches sample size. Distributing questionnaires requires a big effort in many instances as there is a huge need of time and money if the sample is huge. Due to the above constraints, the researcher has taken Wolkite university's community (but by excluding summer, distance students) as a total population. From, the various categories probability sampling technique the researcher where be used by simple random sample. This where be because of all population was considered equally for accomplishment of this study.

N= Total population

n= sample size

e= 0.09(9%)

No student = 8461

No employee= 2600

Total population= 11061

$$n= N/ 1+ N (e)^2$$

$$= 11061/ 1+ 11061(0.09)^2$$

$$=123$$

3.4. Types of Data and Tools

In order to get all the necessary information on the area under study, both secondary and primary sources of information were used. In this study the information was collected through self-administered questionnaires distributed personally to the subjects by the researcher. And document analysis. That is, the questionnaire and interview helped the researcher to collect the relevant information from the customers and employees of ethio telecom. Materials which are related to the subject of the study that were prepared by the company, that is, manuals have been used to collect necessary information from secondary sources.

Questionnaire were designed, of course, by modifying the earlier instruments used by Merteens (2007). This questionnaire firstly has the objective of collecting certain demographic information, and, secondly measuring the view of customers on ethio telecom's complaint handling practices. In the questionnaire the main themes in the literature review chapter were captured. The questionnaire designed to have five open-ended and 27 close-ended questions focus on how customers' compliant is being handled by ethio telecom. The close-ended questions were designed in Likert Scale format (strongly agree, agree, neutral, disagree and strongly disagree).

The interviewees were chosen for their significance to the conceptual questions rather than their representativeness. The interview used to collect data from employees of ethio telecom has 10 questions

3.5 Data Collection Method

The researcher will have different types of data from different questionnaires, interview, and other sources. The motive of the student researcher to use this type of data collection method is a primary data collection method is best fit and more reliable than other data collection method.

The researcher will gather data from customer and employees of the company through distributed and gathered important questionnaire. The researcher will also collect secondary data through review of related literature regarding the study. Data will be collected from company written documents and previous research related to pricing strategy.

3.6 Method of Data Analysis

The collected data will be analyzed in clear and précised way to be understandable to readers. The researcher will use qualitative and quantitative data analysis method. The data will be

analyzed through descriptive analysis method. That means the researcher will describe the study based on the data collected from employees and customers of the company. From the descriptive analysis method, the researcher will use percentage and tabulation to analyze the data because its simplicity and clarity for drawing inferences.

3.7. Characteristic of respondent

Questions were based on information gathered during the literature review and adapted from Merteens (2007) to make sure that they were representative of what customers feel about complaint handling practices of ethio telecom. Content validity was further ensured by consistency in administering the questionnaires. All questionnaires were distributed to subjects by the researcher personally. All the subjects completed the questionnaires in the presence of the researcher. This was done to prevent subjects from giving questionnaires to other people to complete on their behalf.

3.8 Ethical clearance

Ethical clearance for the study was obtained from Wolkite University, from department of Marketing Management and from ethio-telecom wolkite district. The research purpose, its benefits and the processes were outlined for each potential respondent. The respondents were sign an informed consent form, and any respondent who needs more information was informed. Anyone who does not want to participate was not be forced to do so, and anyone who wants to withdraw at any point throughout the study was able to do so. Confidentiality and privacy should be respected to the fullest extent possible. The data was accessible only to the principal investigator.

CHAPTER IV

4 DATA ANALYSIS AND INTERPRETATION

In this chapter, the data that were collected through questionnaire and interview will be presented and analyzed. The questionnaires were distributed to 123 respondents and 99 questionnaires were returned and collected. The remaining 24 questionnaires were not collected because of respondents of Wolkite university students are carelessness and other cases. And interview was made in 9 employees of Wolkite University.

4.1 Demographic Information of the Respondents

The first part of the questionnaire consists of the demographic information of the participants. This part of the questionnaire requested a limited amount of information related to personal and professional demographic characteristics of the respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent tables. These variables include: age, sex, occupational status and educational qualifications of the respondents.

Table 1 Summary of the Number and Percentage of Respondent by Age and Sex

AGE	SEX				Total
	Male		Female		
	Count	%	Count		
19-25	15	17%	35	39%	45(56%)
25-34	10	11%	6	7%	16(18%)
35-44	7	7%	3	3%	10(10%)
45-54	12	27%	2	2%	14(16%)
Total	44	49%	46	51%	90(100%)

Sources: questionnaire

As table 1 revealed, the percentage of respondents in relation to their age and sex, 49% of the respondents were male and 51% of them were female. Regarding the age of the participants, the largest group (56%) was in the 19-25 years of age group. As we can see in table 1, the second largest group (16%) was respondents' age which ranged 25-34 years, but 10%and 14% indicated that they are either 35-44 or 45-54 years of age.

Table 2 Summary of the Number and Percentage of Respondents by Occupational Status and educational qualification.

Occupational status	Educational status					Total
	Regular degree student		Masters		PhD	
	N	%	N	%		
Student	55	61%	0		0	55(61%)
Wolkite university employee	30	33%	5	5%	0	35(38%)
Total	88		5	5%	0	90(100%)

Sources: questionnaire

As we can observe from table 2, the largest groups of respondents (61%) were students; whereas 38% of them were employees of wolkite .

4.2 The Customers' Perception of Their Contact with the Ethio Telecom Staff

Based on the data gathered from the customers of ethio telecom, the researcher has tried to analyze the customers' perception of their contact with the ethio telecom staffs who are managing the complaint. The questionnaire was designed by using Likert Scale where almost all the statements are measured on a five-point scale as strongly agree, agree, neutral, disagree and, strongly disagree. The information obtained from the questionnaire is summarized and discussed in table 3.

Table 3Customers Perception on Staffs Managing the Complaint

N	Customers' contacts with the ethio telecom staff managing the complaint	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	The employee(s) seemed to be concerned about my problem.	24(27%)	30(33%)	8(9%)	18(20%)	10(10%)
2	The employee treated me in a polite way.	23(26%)	45(50%)	5(5%)	7(8%)	10(11%)
3	The employees did their best to solve my problem	15(17%)	15(17%)	21(23%)	24(27%)	15(16%)
4	The employees' behavior while handling complaint my was fair.	21(23%)	41(46%)	14(16%)	7(8%)	7(8%)

Sources: questionnaire

As we can observe from Table 3, about 60% of the respondents agreed with the statement 'The employee(s) seemed to be concerned about my problem'. However, about 30% of the respondents disagreed, whereas 9% of the respondents became neutral in relation to the statement. Based on the responses, we can infer that more than half of the customers felt that the staffs gave due attention for their complaints.

On the other hand, the majority of the respondents (76%) agreed with the statement 'the employee treated me in a polite way'; while about 5% of them became neutral and 19% of the respondents disagreed with the statement. From these we can deduce that if the company wants to give an outstanding customer service, customers should be treated politely, respectfully and courtesy. In this regard majority of the respondents witnessed that employees are good at handling the customers while complaining in a polite way.

However, regarding the statement 'the employees did their best to solve my problem', 35% of the respondents agreed. In this statement the reactions of respondents were mixed. About 43% of the respondents argued that they disagree with the statement, whereas about 23% of them became neutral.

Moreover, 69% of the respondents agreed on the use of 'the employees' behavior while handling my complaint was fair'. Therefore, about 16% of the respondents argued against the statement, whereas about 16% of them had a neutral position.

Treating customers fairly is essential to all products and services that the company provides. That is, customers should be able to understand well, and they should have the confidence to know that they are treated fairly, equally and without prior judgment. Based on this result, it seems possible to infer that the customers are happy with the way how employees handle their complaint.

4.3 Ethio Telecom's Process/ Procedures Used to Solve Customers' Complaints

In order to understand the perceptions of the customers of ethio telecom towards the process or procedure that ethio telecom is practicing to solve their complaints on time, the opinion of the respondents was collected and presented in the following diagram, table.

Table 4Ethio Telecom's Process/ Procedures Used to Solve Customers' Complaints

N	Ethio Telecom's process/ procedures used to solve customers' complaint	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Ethio telecom responded to my complaint in a timely manner.	12(13%)	15(17%)	13(14%)	20(22%)	30(33%)
2	Ethio telecom gave me the chance to tell my side of the story.	13(14%)	34(38%)	12(13%)	17(19%)	14(16%)
3	It was hard to find someone in the company who would do something about my problem.	18(20%)	18(20%)	5(5%)	30(33%)	19(21%)
4	It was hard to find someone in the company who would do something about my problem.	19(21%)	31(34%)	6(7%)	25(28%)	9(10%)

Sources: questionnaire

Majority of the male respondents 32% and 23% of female respondents disagreed with the statement 'Ethio telecom responded to my complaint in a timely manner', whereas 11% and 17% of male and female respondents respectively agreed with the timely response of the company. On

The contrary, 8% and 7% of male and female respondents respectively became neutral with the statement.

From this, it may be inferred that majority of the respondents do not feel that the company is responding timely for their complaint.

As can be seen from table 4, for the statement ‘Ethio telecom gave me the chance to tell my side of the story’ the response became 52% agree and 35% disagree whereas 13% neutral became. The result of the data collected uncovers the existence of problem in listening to customers’ complaint .With regard to finding someone who will sort out their problem, 40% of them believe that there is a solution at ethio telecom while 54% of them disagree. Regarding the fairness of the process 50% of them felt that the process that ethio telecom employed is good but about 34% disagree with the idea.

According to the result of interview, there are four processes regarding complaints. These are customer problem handling via call center, enterprise customer problem handling via call center, customer bill complaint handling and enterprise customer complaint handling via back office.

Customer problem handling via call center

A complaint is raised by the customer when a fault exists on the services which the company offers or when the company fails to meet the service level agreement of the products it provide to the customers. According to the process document, the objective of customer problem handling via call center process is to manage complaints raised by customers related with the organization’s product offerings and services solve those difficulties on time to bring customer satisfaction as well as to meet the company’s objective the process steps are as follows:

Customer calls the contact center and makes a complaint or describes a problem he or she is facing.

The front line first level (call center) will solve the problem if the problem can be solved at that level.

If the complaint/problem cannot be solved by first level, the call will be forwarded to second level. If the complaint cannot be solved by second level, then a trouble ticket is created for further investigation and the customer is informed trouble ticket number assigned for the complaint. The trouble ticket will be dispatched to the concerned body for resolution.

When trouble ticket is solved the advisors will close and put as archives.

The Outcomes Ethio Telecom Provided to Compensate the Problem

In order to understand the perceptions of customers of ethio telecom towards the compensation that ethio telecom provided to respond to their complaint, the opinion of the respondents was collected and presented in table 5.

As one can observe from figure 5, when the respondents were asked to respond about their satisfaction level with ethio telecom in getting response for what they complained, majority of them (53%) disagreed, while 40% of them agreed on the fact that they received satisfactory responses from the organization. The remaining 7% of them, however, responded in neutral manner.

Therefore, when the responses are observed regarding their gender, the result indicated that 33% of male and 20% of female respondents disagreed for the statement 'I received satisfactory response from ethio telecom'. However, 18% of male and 22% of female agreed on the statement. The result indicated that ethio telecom could not provide satisfactory and timely solutions for its customers. However, the result could indicate differences when we see in terms of gender. That is, male respondents are more dissatisfied than that of females in relation with their complaints about the service provisions.

The other statement which asks respondents whether ethio telecom solved the problems of customers as they wanted. As shown in table 5, the result indicated that 25% of the respondents agreed on the statement, whereas 40% of them disagreed, and the rest 38 % of them responded neutrally. From this one can infer that majority of them are not happy with the way the company addressed their complaints. This information is depicted on the table 5 below.

Table 5 Ethio Telecom Complaint Handling and its Outcome

N	The outcomes ethio telecom provided to compensate the problem	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	I received satisfactory response from ethio telecom.	17(19%)	19(21%)	6(7%)	29(32%)	19(21%)
2	Ethio telecom worked out my problem in exactly what I wanted	10(11%)	13(14%)	29(32%)	27(30%)	19(10%)
3	Their effort to solve the problem resulted in positive outcomes.	27(30%)	13(14%)	14(15%%)	20(22%)	16(18%)
4	The service I got after my compliant from ethio telecom was fair.	15(17%)	15(17%)	15(30%)	27(30%)	18(20%)

Sources: questionnaire

The next question which asked the respondents regarding ethio telecom's effort to solve the problem resulted in positive outcomes. Thus, when service recoveries outcome exceeds a customer's expected outcome, according to service recovery literature, positive disconfirmation is resulted. Accordingly, 36% of the respondents replied as they did not bring positive outcome, but 44% of them told that it has brought positive outcome, whereas 15% of the respondents replied in a neutral manner.

The other question that requested the respondents whether the service they got after a complaint from ethio telecom was fair or not. Accordingly, 45% of them told they disagree, whereas 35% of the respondents agreed on the statement. Therefore, the rest 15% of them were found to have neutral responses.

4.4 Complaint Handling Satisfaction

Under this section, the respondents were asked whether they were disappointed on the way ethio telecom handled their complaint or not. As can be seen in table 6, 38% of the respondents disagreed with the statement, whereas 44% of them agreed, and 24% of them became neutral On the basis of gender, about 36% of the male and 16% of the female respondents disagreed in relation to the statement, whereas 17% of the male respondents and 39% of the female respondents replied as they agreed with the statement.

The result of the study reveals that a great deal of respondents was disappointed on the way that ethio telecom was trying to handle their complaints.

In response to the next question that requests the respondents to rate their perceptions in relation to lodging their complaints to ethio telecom, they were found to have positive experiences. Accordingly, 42% of respondents replied in favor of the statement. On the other hand, 38% of the respondents were observed to disagree with the statement. And the rest 20% of them responded in a neutral manner, as it can be seen in the following table (Table 6).

As shown in table 6 again, the next statement requests respondents to give their replies in relation to whether they are very satisfied with the way ethio telecom was working out their complaints or not. And hence, 29% of them agreed with this statement, and 57% of them disagreed, but still about 14% of them had a neutral response. From this, it can be deduced that the perceptions of the customers are unfavorable in relation to the way their complaints are handled by ethio telecom.

Table 6 Lodging a Complaint and Satisfaction of Customers

N	Customers satisfaction with ethio telecom in general	Agree	Neutral	Disagree	Strongly disagree
1	The choice for the product / service from ethio telecom was a good decision.	0(0%)	40(44%)	15(16%)	15(16%)
2	I am satisfied with the ethio telecom after my complaint.	13(14%)	25(28%)	18(20%)	17(19%)
3	So far, I have positive experiences with ethio telecom.	0(0%)	26(29%)	13(14%)	35(39%)

Source; questionnaire

4.5 Intention to Share Experience

With regard to customers' intention of sharing their experience, respondents have complaints at ethio telecom, and as we can see from table 8, about 52% of them responded that they do not tell positive things about ethio telecom to others, whereas only 29% of the them replied that they are likely to tell positive things about the company. And the rest 22% of them replied neutrally. From this we can infer that the majority of respondents are not happy with the complaint handling practices of the company.

As can be seen from table 8, significant number of respondents (31%) became neutral for the statement they were asked whether they can recommend ethio telecom services to friends or not. 43% of them replied that they would not recommend, whereas only 26% of them agreed that they would tell to their friends about ethio telecom services. Based on the aforementioned responses, we can conclude that customers are not happy with the services provided by ethio telecom since many of them replied not to recommend ethio telecom to others.

For the next question that asked respondents whether they are interested to advise their friends to purchase goods or services from ethio telecom. Only 27% of them agreed with the statement, but 40% of them disagreed, and the remaining 33% of them were observed to have a neutral position.

Asked in another way as to whether the respondents advise friends not to deal with ethio telecom, majority of them (46%) of them disagreed with the statement, whereas 25% of them agreed with it, and in similar with the above statement, 29% of them indicated a neutral response. From this we can infer that significant number of customers do not advise their friends to purchase or not to purchase goods or services from ethio telecom as a result of the complaints.

Table 7intention to share experience with other

N	Customers intention to share their experience with other	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	I am likely to tell positive things about ethio telecom to others	6(7%)	17(19%)	20(22%)	20(22%)	27(30%)
2	I would recommend to my friends to ethio telecom services.	6(7%)	17(19%)	28(31%)	19(21%)	20(22%)
3	If my friends were planning to purchase a product or service ethio telecom offers, I would advise them to try.	6(7%)	18(20%)	30(33%)	12(17%)	21(23%)
4	If my friends were planning to purchase a product or service, I would advise them from Safaricom expecting better service.	0(0%)	30(33%)	30(33%)	30(33%)	0(0%)
5	I would advise my friends not to deal with ethio telecom.	11(12%)	12(13%)	26(29%)	26(29%)	15(17%)

Source; questionnaires

position to lodge their complaints to the front-line employees rather In this section, the result that deals with customers who were asked what they do when they encounter service failure is presented. And many of them (46%) told that they keep silent. However, 34% of them responded that they will not keep silent, and about 21% of them were observed to have responded neutrally. In terms of gender, therefore, majority of male (30%) told that they do not take any action, and about 23% of them responded that they take actions when they encounter service failures. When we see female respondents, the result is different. That is, about 44% of the female respondents replied that they take actions; whereas 32% of customers responded that they will not take any actions.

Again, customers were asked whether or not they bad mouth on ethio telecom negatively when they are dissatisfied with the services, and 49% of them were found to have agreed and 35% of them were disagreed on the statement ,17% neutral became. .

In addition to this, as we can see on table 9, the customers found to be not happy to lodge their complaints to ethio telecom management. Thus, 28% of the respondents agreed, but 24% of them Disagreed with the idea of submitting complaints to the management. On the other hand, out of the respondents, 53% of them agreed with the action of complaining to front line employees.

Sometimes customers may divert their complaints to media than directly telling the company about its service failure. Accordingly, out of the respondents 47% of them have interest to divert to media, whereas about 44% of them responded as they do not choose to complain to media.

From this we can infer that many of the customers of ethio telecom were in a than diverting their complaints to the media.

Table 8 Ethio Telecom Customers' Complaint Action

N	Complaint actions taken when customers are dissatisfied with the service?	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Take no action	17(19%)	24(27%)	19(21%)	6(7%)	24(27%)
2	Bad mouth the company	14(16%)	30(33%)	15(17%)	14(17%)	17(19%)
3	Complain to ethio telecom management	25(28%)	28(31%)	13(14%)	10(11%)	12(13%)
4	Complain to front line employees	17(19%)	31(34%)	12(13%)	7(8%)	23(26%)
5	Divert complaint to the media	14(16%)	28(31%)	8(9%)	0(0%)	40(27%)

Source; questionnaires

For the open-ended questions, customers mentioned that the means to file complaint is not easy especially the call center it takes a lot of time in 994 telephone line. surprising it is also one issue that create a lot of complains. though it has shown improvement and the agents' treatment found to be very good. They also mentioned that it took longer period of time to recover the service especially for the fixed line telephones.

Majority of respondents mentioned that poor quality of network for mobile and internet is being observed. They also pointed out that starting from recent times it is even worsening and this has become their major cause for complaint.

Regarding the means to file their complaints, majority of the respondents told that they send their complaints through the call center (994), whereas, some of them replied that they prefer to go to shops to get fast responses since they can meet the management if it is not solved immediately.

When the respondents asked as to how they knew the means to complain, about % of them mentioned that it is though their friends and families, while 15% of them told through media (radios) and 5% don't remember how they knew it. Before new products or services launched to the market, training will be given to contact center advisors so that customers can call and they can get the necessary information. This minimizes the complaint that comes due to lack of information.

With regard to the means to file complaints, customers can call freely 994 (residential customers), 980 (key account customers), 894 (distributors), or they can go to shops. Customers are encouraged to call to the call center that wasting their time by going to shops.

Staffs working at the call center will get the necessary training before they start their tasks. The training includes the vision, mission and values of ethio telecom and also on customer management. There is also on job training for the problems they encounter.

Survey is undertaken on the service provisioning and satisfaction of customers. Regarding the complaint management there is a trouble ticket survey to check if the case is closed or not. It is only ethio telecom internally who handles the complaints.

Regarding the problems they face in handling complaints, there are significant numbers of customers who make a call to the call center for the reasons which is not related to the company's operation. This has a great impact on the queuing of genuine calls and it has an impact on the satisfaction of customers. Internally, sometimes they face difficulty in understanding the sense of urgency of the problem when there is service disruption. As a result, they have a plan to sign an operational level agreement with stakeholders which is expected to solve the problem.

4.6 Discussion

Based on the result of the study, the responses will be discussed under this section. The customers were asked to give their own perceptions regarding their relationship with ethio telecom.

According to the customers' responses in relation to their perceptions towards ethio telecom staff, it can be inferred that many of the customers felt that the staffs gave due attention for their complaints. That is, the customers are almost comfortable with the way how employees treat them when they complain. This can be ensued from the company's provision of outstanding customer service through treating them politely and respectfully. This is in conformity with

Roberts-Phelps' (2001) study which advised the importance of customer satisfaction for the company's success.

Regarding customers' perceptions towards the procedures employed by ethio telecom to solve customers' complaints, majority of the respondents disagreed on the statement that asks the Company's timely response for their complaints. Therefore, while handling complaints, customers should not only be treated fairly but also their complaints should be resolved timely and the company should set clear and appropriate time limits for resolving the complaints, and, where necessary, there should be flexibility for dealing with complex complaints together with keeping the complainant informed. Responding to the complaints timely allows the company to find out what the problems are with the business and helps them to solve the problem. By doing so the company can make customers loyal, happy, and as a result there will be repeated purchase.

In addition, respondents replied regarding the mechanism which was used by ethio telecom to compensate complaint problems. And as the result indicated, the respondents disagreed as to the satisfaction level with ethio telecom in getting response for what they complained. The result of this study is similar with Gruber firs t's (2004) cited in Atalik (2007), that asserts the consumers' more negative feelings about an organization after they go through the service recovery process. Therefore, the company had better ascertain the positive and effective service provision mechanisms. That is, it will be good if ethio telecom could control service recovery mechanism that involves those actions designed to resolve problems, change negative attitudes of consumers and to ultimately retain these customers.

The result also revealed the respondents' disappointment in relation to the way ethio telecom handled their complaint, and this would affect the company's success unless some mechanisms can be formulated. Complaint satisfaction can, of course, be achieved by the applications of professional complaint management which leads to customers' positive attitudes, repetitive purchase and avoidance of negative word of mouth.

In relation to customers' intentions of sharing the experience, many of them (64%) responded that they do not tell positive things about ethio telecom to others. However, telling other people about customers' experiences with a company of product is something that many people do. Obviously, consumers engage in either positive or negative word of mouth more if they are extremely satisfied or dissatisfied because they will have a greater impact, hence more utility. When they engage in word of mouth in a more extreme situation. This is what was found from the result of this study.

With regard to customers' intention of sharing the experience, respondents had complaints at ethio telecom, and as the result indicated, many of them responded that they do not tell positive things about ethio telecom to others. Thus, majority of respondents were not happy with the complaint handling practices of the company.

In addition, in relation to complaint actions, the customers were also asked to respond as to how they could do when ethio telecom fail to discharge its responsibilities. And many of the

customers replied that they keep silent when they encounter service failure though some of them prefer taking some sorts of actions. Besides, the customers responded that they bad mouth ethio telecom when they are dissatisfied with the services. In addition to this, many of the customers of ethio telecom were in a position to lodge their complaints to the front-line employees rather than diverting their complaints to the media. The customers also mentioned that poor quality of service and bill exaggerations are the main reasons why they are complaining.

In addition, the researcher found that customer currently is customer of ethio telecom but 25% have Safaricom Sim card but because currently Safaricom does not have access in wolkite they don't use it but they expect better service from the new emerged company because of its newness they expect additional service.

CHAPTER V

5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study obtained through the questionnaire distributed to 123 customers of ethio telecom and the interview conducted with the 9 employees of ethio telecom, the following summary, conclusions and recommendations were made.

5.1 SUMMARY

On the basis of the findings the summary is presented as follows. Thus, the demographic characteristics of the respondents revealed out that about 49% are male and the remaining 51% are female. The majority of the respondents were in the age category of nineteen up to twenty-five years being followed by twenty five and thirty four years age group.

Then, the data analysis indicated the perceptions of these respondents towards the services given by ethio telecom. Thus, customers' perceptions regarding managing the complaints were found to be good as most of them replied that the employees were concerned about customers' problems and treated them politely and in good manners.

The study also indicated that ethio telecom do not respond timely for their compliant. Hence, majority (50%) of them did not agree that the company resolved their problem on time. Moreover, about half of the respondents did not feel that they are not well heard while they were complaining about the services rendered by ethio telecom. As the result further indicated problems in relation to the process of compliant handling by ethio telecom since almost half of the respondents were found to be uncomfortable with it.

In addition, as the analysis indicates, ethio telecom could not provide satisfactory and timely solutions for its customers. That is, based on the responses given, majority of them were not satisfied with the responses they get from ethio telecom for their compliant.

A great deal of respondents were also disappointed on the way that ethio telecom was trying to handle their complaints ,that is, more than half of the respondents told that they are not satisfied

with the complaint handling that the company employed. But, the other respondents believe that filing their compliant to ethio telecom has brought them a positive experience.

Moreover, no as such significant differences were observed regarding the satisfaction level of customers after they file their complaint to ethio telecom. On the other hand, many of the respondents do not have a positive experience on the company.

Furthermore, ethio telecom customers were not happy with the services provided by ethio telecom. As a result, many of them replied that they will not recommend ethio telecom to others. However, significant numbers of respondents do not have inclination to agreement or Disagreement regarding the question if they advise friends to purchase goods or services from

ethio telecom. From this we can infer that there is some level of dissatisfaction on the company. The result also indicated respondents' replies regarding service failure. Thus, from the analysis it is possible to see that many of the respondents preferred to be silent although they encountered service failures. Therefore, significant number of respondents told that they bad mouth ethio telecom when they are dissatisfied with the services. Also, it has been observed that many of the customers were in a position to complain either to frontline employees or to the management than diverting to their complaint to the media. Analysis of the open-ended questions indicated that majority of them complained due to poor quality of service and bill exaggeration. Many of the customers know the means of complaining through their friends, and significant numbers of them prefer to file their complaints at the call center. From the interviews conducted with the employees of ethio telecom the following findings were observed. That is, almost all of interviewees replied that there is no written definition or meaning of complaints, but it is well understood. Complaint handling is thus important to provide good quality of service and for on time service provisioning. According to the interview result, complaints are well documented and achieved for further analysis.

The interview results also revealed that existence of about four processes for complaint handling. These are customer problem handling via call center, enterprise customer problem handling via call center, customer bill complaint handling and enterprise customer complaint handling via back office. These processes are fully functional. Top management gives attention especially when they are escalated for further action, that is, if the problems are not resolved timely. Employees are aware of the importance of handling customers' complaints, and the division has awarded one best couch and one best advisor last year. Recently the call center efficiency has reached about 70% from around 50% about a year ago and it is showing good progress, according to the interview result.

With regard to the system friendliness four languages are currently being used by the agents for the customers, and based on the volume of the transaction additional languages will be applied in the future. Customers were, therefore, encouraged to make a call to the call center than they go to shops. Training will be given to employees including on job training. Complaint is being handled internally only, that is, dealers and distributors do not address the complaint if any.

5.2 CONCLUTION

Based on the findings presented in the previous section, the following conclusions are drawn.

It is important in the customer service industry to maintain their response times as quick as possible. With this regard majority of respondents told that the company is not responding to their complaint on time. Thus, we can infer that when the company is seen in the eyes of customers'; it is not satisfactory in providing timely response. Some customer also suggested that they have been Safaricom customers and also suggest their friends to use it. The process the company employed to collect complaints were found to be not comfortable as most of the respondents witnessed.

If customers are satisfied with the service they are getting, they will probably tell or recommend to friends about the positive experience they have with the company. To this end, from the responses of ethio telecom customers we have seen that majority of them are not satisfied with services provided by the company. Thus, from this finding we can conclude that the company did not do much on the quality of service.

Service failures are inevitable in every organization. Customers often remain silent when service failures occur as Day et al (1981) mentioned. When ethio telecom customers encounter service failure majority of them replied that they will not keep silent rather they will complain. Also, significant number of them told that they will bad mouth the company if they are dissatisfied with ethio telecom. Based on this fact it can be concluded that the company might be badmouth if it does not provide good quality of service.

When looking to the main causes of complaint, the poor quality of network and bill exaggeration are the areas which majority of customers are complaining for. Thus, we can infer that due to the poor quality of network customers are very much dissatisfied with the company as the problem is not yet solved despite repeated complain.

The company implemented four processes to deal with customers' complaints. From the results of the interview we can understand that the company gives value for its customers' complaints and it follows attentively.

5.3 RECOMMENDATION

On the basis of the findings, the following recommendations were forwarded in order to indicate ways of improving the complaint handling practices of ethio telecom.

- ✓ In order to serve customers more the company should communicate customers on how they can ask information or file a complaint at ethio telecom. Majority of respondents revealed they knew the means to file complaint through friends and families. There are individuals who don't want to complain for different reasons. These may be due to dissatisfaction with the. These kinds of customers may badmouth the company. The input gained through customers is very helpful to ethio telecom to provide an excellent customer service.

- ✓ The accessibility of call center is not easy as most of the responders replied to the questionnaires. In this case, the company should think of other means like designing and using self-service website which can enable significant number of individuals to check the website for the problems they encounter. It can also design a means to file their complaint online so that they should not wait long queue to get register their complaints. There are also customers who are making a call to the contact center for the reason which is not related to the company. So, the company should communicate to the general public what they are doing with the call center.

- ✓ Many of ethio telecom subscribers complained on the quality of the various services that the company is rendering. Quality has always been a hotly debated
- ✓ And challenging issue between customers and the company. More than ever, regular network disruptions and poor connection among mobile and internet subscribers remains the major reason for complaint as it is the key challenge. Ethio telecom, in addition to introducing and expanding new services, should monitor and evaluate its services, persevere for sustainable remedies, take action to customers complains without delay and strive hard to gain reliance and confidence from its customers.
- ✓ To build artificial intelligence software that automatically handle problem and record it, if the complains are minor the software itself arrange it, if not it automatically transfer to management office that decrease the crowded that occurs in 994 line and also decrease employees' burden. so, it enhances customer satisfaction.
- ✓ Due to the ever-changing nature of technology and customers' behavior employees working at the contact center should get continuous and timely training on complaint handling so that they can get empowered in dealing with complaints. By doing so, the customers may feel that their problems are handled with care.
- ✓ Regarding the process that ethio telecom is following, it should be revisited again especially when the customers' problems are not being resolved at the first level since customers are obviously transferred to other advisors to get register their complaint. This has its own discomfort to the customers. A better complaint process needs to be devised to increase customer confidence in the company, especially when problems cannot be tackled. So, the company should think of minimizing the holding time at the call center when the problems cannot be solved at the first level.
- ✓ For service industry it is prevalent to have a continuous improvement in all areas. That is, it is an ongoing effort to improve products, services or processes. Besides, it increases success and reduces failure. So, the company should not be satisfied with its current services. It should assess the services, products and processes the company is providing and take the appropriate action.
- ✓ Ethio telecom should assess the root causes of the problem and try to solve them so that customers' complaints would be minimized.

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APPENDEX

Dear respondent, this questionnaire is prepared to ethio telecom customers. The objective of the questionnaire is to collect information about how ethio telecom customers' complaints are handled by the company. The information you provide will be valuable for the successes of the research project. Please be honest and objective while filling the questionnaire. I am hoping that you could spare me some of your precious time to complete this survey form. Be assured that all information appearing herein will be kept strictly confidential and be used for academic purpose only. Thank you, for your cooperation and timely response in advance.

Questionnaire to be filled by ethio telecom customers

Part I: Personal Information

1. Gender

☐Male ☐Female

2. Age

☐ 14-25 ☐ 25– 34 ☐ 35- 44 ☐ 45 – 54 ☐ more than 55

3. Educational level

☐ Degree ☐ Masters ☐ PhD

Part II: Questions on Customers handling practices

1. Describe the problem you had with ethotelecom?
……
……

2. How did you contact the company? (By letter, telephone, etc)
……

3. How did you know how to reach ethio telecom for your complaint?
……
……

4. What kind of product or service does ethio telecom you complained to provide?
……
……
……

5. What was the cause of your complaint? (For example: a product defect, a billing mistake, a delay or inappropriate behavior of an employee).
……

……

……

For the following questions, please put tick mark (□) in the box that corresponds to your opinion.

N	Questions	Strongly agree	agree	neutral	disagree	Strongly dis agree
	Your contacts with the ethio telecom staff managing your complaint					
1	The employee(s) seemed to be concerned about my problem.					
2	The employee treated me in a polite way.					
3	The employees did their best to solve my problem					
4	The employees' behavior while handling my complaint was fair.					
	Ethio telecom's process/ procedures used to solve my complaint					
5	Ethio telecom responded to my complaint in a timely manner.					
6	Ethio telecom gave me the chance to tell my side of the story.					
7	It was hard to find someone in the company who would do something about my problem					

8	The processes/ procedures ethio telecom used to handle my complaint were fair.					
	The outcomes ethio telecom provided to compensate the problem					
9	I received satisfactory response from ethio telecom					
10	Ethio telecom worked out my problem in exactly what I wanted.					
11	Their effort to solve the problem resulted in positive outcomes.					
12	The service I got after my compliant from ethio telecom was fair. How satisfied you were with the complaint handling					
13	I was disappointed about the way the ethio telecom handled my complaint					
14	Lodging my complaint to ethio telecom was a positive experience.					
15	I am very satisfied with the way the ethio telecom worked out my problem.					
	. **Your satisfaction with ethio telecom in general**					
16	The choice for the product / service from ethio telecom was a good decision.					

17	I am satisfied with the ethio telecom after my complaint.					
18	So far, I have positive experiences with ethio telecom.					
	Your intention to share your experience with					
19	I am likely to tell positive things about ethio telecom to others.					
20	I would recommend to my friends to ethio telecom services.					
21	If my friends were planning to purchase a product or service ethio telecom offers, I would advise them to try.					
22	I would advise my friends not to deal with ethio telecom. Which of the following complaint actions would you the service?					
23	Take no action					
24	Bad mouth the company					
25	Complain to ethio telecom management					
26	Complain to front line employees					
27	Divert complaint to the media					

Interview questions for ethio telecom employees

1. How is complaint and complaint handling defined in your company? Is there a written document identifying those that will be treated as complaint and those that are not?

2. How complaint handling is important to the company.

3. Do you have log records for the complaints?

4. Is there a process for complaint handling management system? Is it communicated to staffs properly?

5. Are the management follow up closely the complaint handling management system? Do you submit reports to top management from complaint records with suggestions for action to prevent recurring problems?

6. Does the company motivate staffs to work on to increase consumer satisfaction?

7. Is the system user friendly and easily accessible to customers?

8. Do you provide customers with all the necessary information relating to your product or service? Do you acknowledge complaints immediately?

9. What are the means customers lodge complaints?

10. Do you encourage the complaint handling system to customers? How? Do you encourage customers to give you feedback about your service?