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HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

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DETERMINANTS OF CUSTOMER COMPLAINING BEHAVIOR

MUHAMMAD RIZWAN

LECTURER

DEPARTMENT OF MANAGEMENT SCIENCES
THE ISLAMIA UNIVERSITY OF BAHAWALPUR

BAHAWALPUR

AYESHA KHAN
STUDENT
DEPARTMENT OF MANAGEMENT SCIENCES
THE ISLAMIA UNIVERSITY OF BAHAWALPUR
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ABSTRACT

In this era of global market to keep the existing customers in hand has increased. Global market changes like severity of competition, changing in customer perception and diversification. According to this situation of global market, complaint is an important issue that has to be investigated. Customer complaining behavior plays very important role in any company and it is key to success. Complaints solve the many problems and enhance the performance of the firm. The purpose of this research paper is to investigate an integrated model to understand the impact of variables on complaining behavior (CB). Convenience sampling method is used to evaluate the effect of different variables on CB. The method was based on self-administrated questionnaires and collected data from the sample of 150 individuals who experience the dissatisfaction related to their bank accounts. We use the regression analysis to evaluate our variables. The analysis shows that attitude, perceived value and politeness having more impact on CB. The results show that politeness has stronger influence on the CB and experience has less influence in CB. This study recommended that company should encourage the consumers to complaint and intensify their attitude towards complaining.

KEYWORDS

Attitude, Complaining behavior, past experience, Perceived value, Politeness.

INTRODUCTION

omplaining is a pervasive and important form of social communication. In business we believe customer is a king, so if anything that annoy our king will uproot our business. To resolve this issue national and multinational concerns are very sensitive and caring about their customers. Consumer behavior is a vast field in business and deals in with all levels and every aspects of it. It deals with individuals, groups, communities or organizations and all the process they have been going. Most prior the process they use for selection security purposes and dispose of services, experiences or any new ideas, new innovations to assure needs, wants and demands and the effect of these process having on that customer and the social order. It all helps to make value the consumer decision-making course of action at both stage; individuals and groups. It deals with the demographic and behavioral characteristics of individual consumer to understand the people's needs, wants and demands. It helps to understand the influence of friend, family and society on consumer and it helps in achieving the better goal. Customer behavior deal with different levels through which customer goes through, from purchasing the product to consumption.

Complaining behavior knowledge helps the companies in different areas such as knowledge about bad service, better service availability and infrastructure; understand the customer perception about quality and helping in setting the long-term goals (Harrison-Walker, 2001; Johnston and Mehra, 2002). According to customer must complaint about the dissatisfied product and they must be appreciating to complain about dissatisfied product. Because if customer does not complaint about dissatisfaction to any of it, the company will suffer a great loss by losing its consumers. It helps the companies to improve their services and make the better quality products to prevent from bad experience (Rust et al. 1996; and Tax and Brown, 1998).

IMPORTANCE

- 1. Impacts and consequences of the possibility for future survival on service provider's capabilities and efficiencies.
- 2. It may help in reducing the negative impression and satisfy them by giving attention to their complaints.
- 3. It also helps to obtain customer's feedback, help in future decisions, and enhance the customer's satisfaction, profit and loyalty. (Kelley et al. 1993; Fornell and Wernefelt 1987)

OBJECTIVES

- 1. To give the organization an approach towards their customer's complaints dealing manner for their business.
- 2. To find out the weak spots and
- 3. To help the organization by giving them recommendations to improve their complaint dealing behavior. Singh (1991) debates on this issue by saying that suppliers should have to be familiar with the amount of customer displeasure in the market and the dealing of service improvement are the most important aspects of customer trust, benefits and dissatisfaction. Tax et al. (1998) have also added in this regard that efficient solution to the customer's problems will have a good impact on winning back customer's faith and a surety. Thus, dealing of the problem is of crucial importance in asserting and growing the relationship and strengthening the bond with someone who has paid for goods and services as pointed out by (Dwyer et al.1987; Parasuraman 1991). The important elements which affect the complaining behavior are as follows:
- Hesitancy to pointing out complains Word of mouth is often enough
- Low relationship involving the amount of dissatisfaction and the probability to complain
- Theory of Planned Behaviour
- Expected Results
- Normative influence
- Controlling factors

An objection from the purchaser and a consequent require of service improvement will prove how well the company will go in the coming future and the more years to come. When a difficulty arises, the organization's reaction has the possibility to develop a solid customer/company bond or to transform a small problem into a big one. According to (Power and Driscoll 1992) by improving an organization customer's retentively rate by 20%, it will provide a similar outcome on 23 percent net income as bringing down the cost up to 10%. Moreover, it has been expected that by reducing client complaints amongst unhappy clients by merely 5%, an organization can pull off a net income up to 25 to 85% (Reichheld and Sasser Jr. 1990). According to (Brown 2000) dealing of a problem is an important asset for any organization to develop 30 to 150% ROI. The compensation for a client's receptivity is greater than normal and a better reply to the complaint will be used to improve from an adverse event and will ultimately ensure the organization's profit in the time to come. As it was pointed out, in the first place client's reaction and complaints are important factors for meliorating dissimilar prospects of an organization and assist the owners to produce an established corporation. An efficient objection managing process can be a vital tool for improving the quality. Many researchers have pointed out this fact that client's opinion and objections should be entertained and promoted by an organization to achieve what customer really wants, as they generate important information (Tax and Brown, 1998; Nyer and Gopinath, 2005; Reynolds and Harris, 2006). There may be 24 noble customer complaints businesses.

A client who does not express his discontent or displeasure to the organization when facing adverse services is of special importance to any business. Normally it is believed that receiving response from clients about the services provided by an organization are of significant importance and if the company is unable to attain such precious response from the clients, the chance to solve any state of difficulty that needs to be resolved and to hold back the customer, sometimes gone (Hirschman 1970). In addition, the organization's repute can undergo harm from negative word-of-mouth amid unhappy clients (Richens 1983b). Frequently it is maintained that deficiency of response from unhappy and discontented clients symbolizes a failure in both expected and existing clients. Hence, it is of vital importance to recognize the customer's service assessment by improved information about the adverse service experience, and about the behavioral process.

It is evident that establishments cannot react to a complaint until the customer complains of it. Still, managerial actions to promote customers to complain have not always been successful, because they have not pay attention on the suitable variables, which determine and control complaint behavior and non-voice complaining. By centering on the related variables to encourage complaints would help the company to proactively target precise areas, which requires attention. By doing this, it will serves the company to set up a more useful and efficient customer complaint dealing program. On the other hand, it should be kept in mind that a program can only be able to accomplish its purpose, if it reaches its aimed target audience, the quality of the program exclusively will not decide its success and ultimate value to the company.

RESEARCH QUESTIONS

- 1. Is there any relationship among attitude, past experience and perceived value?
- 2. How these variables effect the complaining behavior of customers?
- 3. How would factor of politeness affect the complaining behavior of the customers?

LITERATURE REVIEW COMPLAINING BEHAVIOR

A massive amount of theories has been practical to the study of complaining behavior(CB).(Oliver 1997; Jhonston 1995; Ganesh et al 2000; Folkes 1984a; Ladwein and Crie 2002; Blodgett et al 1997). Definitely, Expectation-Disconfirmation Theory (EDT) is the most common functional theory. This theory argues that size of disconfirmation experienced is linked to satisfaction, where customer's early expectation is associated by disconfirmation (Wilton and Tse 1988; Parasuraman et al. 1985; Dover and Olson 1979; Oliver 1980; Anderson 1973). The (EDT) suggests that the thing that is being estimated from the practice then the quality of service is supposed to be poor and the customer becomes discontented and complaint responses may connect to it (Wilton Singh and Tse 1988; Oliver 1980; Gronroos 2000; Landon Jr. and Day 1977a; Surprenant and Churchill 1983; Drew and Bolton 1991; Berry et al. 1985; Bearden 1983). this theory has been criticized, on the other hand, both for theoretical and practical reasons (Decarlo and Teas 2004; Teas 1993; Taylor And Cronin Jr 1992). The most important part of the criticism concerns the reliance on gap scores that are resulting from calculation, i.e., the difference between anticipated service and theoretical service. A standard-based sector of tolerance was urbanized based on this further investigative research and criticism (Ziethaml et al., 1993; Parasuraman and Berry 1991). Bloemer and poiesz (1991) recommended that to expose expectations, as a region would be suitable rather than as distinct points on a scale. Simultaneously, Parasuraman and Berry (1991) recommended that the sector of easiness should occur between customer's preferred level of service and the stage of service that the customer considers sound. The area of acceptance is a range of performance that the customer think it will be quite suitable for him. Inside the range of sector, the customer will accept any discrepancy and any change will only have a minor effect on perceptions of service quality that is crucial aspec

problem or distasteful experiences will related most likely with consumer complaint behaviour. This is because consequently complaints and negative thoughts will guide to bad experiences. Arndt and Hawes, (2007) found that higher level of consumer complaints show discouraged consumer. As such, negative feelings would direct by bad experience and optimistic feelings would lead by good experiences, which both of these experiences would resulted a complaints behavior for either a good report or bad.

In complaint behavior a variety of factors play a main role such as demographic factors such as age, gender and education level (Han ea al.,1995). Age differences were considered in the chance of having a dissatisfying experience, the demand for complaint measures and the effects of determinants on complaint behavior (Ferrer and Lee, 1999). Higher level of education was connected with the number of complaints because high-educated people know where and how to complaints (Herman and Edgecombe et al 1995 Morganosky and Mayer,1987; Han et al 1995; Landon and Day 1977) based on earlier result, compared to the uneducated people. Lower income and education groups according to Paim and Haron (2008) have been well known as having most problem in too many deals and deceptions in the market compared to other consumer groups. While, Psychology and personality factors as leading variables caused delay from complaining due to the panic of stress (Davidow and Dacin,1997). In count, consumers tend to have a lower self-assurance and anxious to capture a risk towards complaining behavior. The consumers who are less conservative and confident (Liu and Keng, 1997). While, mature are less expected to report a dissatisfying experience, though those who do state dissatisfaction is expected to take action just like young consumers (Ferrer and Lee, 1999).

RELATIONSHIP BETWEEN ATTITUDE AND COMPLAINING BEHAVIOR

Attitude towards complain (ATTC) can be defined as major principle in authenticity of an unsatisfied customers' obtaining reimbursement from the company (Richens, 1987). In the era of severe competition, not only service firms but also every manufacturing firm tries to attain a group of trustworthy and gainful people by providing excellent services (Zemke et al., 2007). However, mistakes can be occurred in spite of all the care in service businesses, especially tourism and hospitality services (Babakus et al., 2003). Thus, firms require organizing the valuable and competent solutions. For this reason, first they have to know how members of their target market judge and complete, in other words, what are their (ATTC) (Bodey and Grace ET Al., 2007). Numerous researchers have told that attitudes (ATTC) (personal Norms and/or societal benefits) influence complaint responses including voices and negative word-of-mouth (Oh et al., 2004). "Consumers who have a more optimistic ATTC maybe because they are self-assured of success, or because they may not feel particularly while doing a complaint are more expected to complain than those who have a pessimistic ATTC. (Bodey and Grace, 2007, p. 187). Likewise, Cho and Joung (1999) interpreted ATTC as attitude towards restore seeking where they found a well-built relationship between attitudes and authentic restore seeking. Similarly, Richens (1982) supported the relationship between 'Attitude toward redress seeking' and 'redress seeking intention'. Blodgett et al. (1995) put forward that consumers who are reluctant to redress seeking will just wordlessly depart and/or connect in negative word-of-mouth behavior. On the other hand, ATTC was related to one's intentions or behavior to complain in other words, generally, consumers with a more optimistic ATTC have a larger propensity to complain (Bodey and Grace et al., 2007)

H1: Attitude has a direct affect on complaining behavior RELATIONSHIP BETWEEN EXPERIENCE & COMPLAINING BEHAVIOR

A massive amount of theories has been applied to the study of complaint behavior (Folkes 1984a; Johnston 1995; Blodgett et al. 1997; Oliver 1997; Ganesh et al. 2000; Crie and Ladwein 2002). Definitely, the theory, which is used most commonly, is the Expectation Disconfirmation Theory (EDT). This theory argues that satisfaction is associated with the size of the disconfirmation experience, where disconfirmation is related to the customer's preliminary prospect (Parasuraman et al., 1985). The EDT suggests that if the product is not according to the customer's expectation and its quality service is expected to be bad. In this case, customer will not satisfy and he may involve in complaint response. (Churchill Day and Landon Jr.1977a; Oliver 1980; Bearden 1983; Berry et al. 1985; Singh 1988; Tse and Wilton 1988; Bolton and Drew 1991; Gringos 2000). Theory is criticized for the various reasons like practical and theoretical reasons (Teas and DeCarlo et al., 2004). The primary area of criticism tells the dependence on gap scores i.e., the difference between customers' supposed service and predictable service. Customer will purchase the products by reviewing its experience. In this sense good or bad experiences takes a lot of importance. If the customers have good experience then they will be more confident while purchasing. However, if he had a bad experience, he will engage not only in complaint responses but also moved from that product to its alternative.

Various studies also highlight the importance of customer's past experience. Dissatisfaction has more harmful effect for new customers than regular customers who have strong relationship based on their previous dealings (Wetzel's, 2000). Some researchers report that customer awareness causes satisfaction, which has more influence on the succeeding loyalty. Highly experienced customers will have more experience while they making purchase. Their satisfaction will create loyalty with the trader (De Ruyter et al., 1998). In our context if the customers who have no experience about the particular product and service, they are more likely to complain about their bad experience. In this case, they will be less committed and less loyal with the trader. CCB most possibly related with consumer unsatisfied problem or disgusting experiences. This is because awful experiences can direct to pessimistic feelings and as a result, complaints. Hawes and Arndt (2007) found that if there are more complaints then there are more dissatisfied customers. Likewise bad experiences would direct to a pessimistic feeling and fine experiences would lead to optimistic feelings.

H2: past experience has a direct and positive effect on complaining behaviors.

RELATIONSHIP BETWEEN WORKPLACE ENVIRONMENT AND EMPLOYEE SATISFACTION

According to Singh (1989), perceived value (PV) defines as the differences between the consumer personal findings and the value of benefit through direct complaint and the expenditure incurred. Value cover the wide area of privileges and interest recovery such as refund and reduction, change of faulty goods, approving service and the expenditure involve such as energy and time save, that we will loss in clash for replacement and change of product. The conceptualization of PV is the most mottled of all constructs, which form a critical part of buyer accomplishment models. According to Oliver and Rust (1994), adopt a microeconomic view that, value is combination of what we gain (usefulness received from quality) and what we sacrificed (costs). The value's concept is constituted from qualitatively different types of value like liveliness, class, aesthetics etc (Holbrook, 1991). PV is the combination of scarifies, risk and cost and these are very important components of PV, especially in the case of services. In another conceptualization model the most important factor of PV are measureable and affective benefits while risk and cost are the independent factors in this model (Snoj and Pisnik Korda, 2007; Cronin et al., 2000). Risks and cost are ultimately related to PV and harmfully influence consumer satisfaction. The construct of sacrifice includes the factors the effort and time involved in before purchase and the purchase process actually happened (price factors) and non-price factors (Zeithaml, 1988; Monroe, 1990). The risk related with attractiveness, social order and protection in purchase.

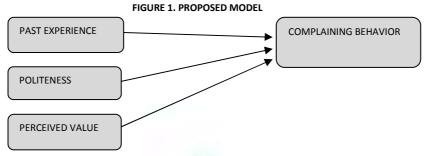
H3: Perceived value has a direct affect on complaining behavior. RELATIONSHIP BETWEEN POLITENESS & COMPLAINING BEHAVIOR

Brown and Levinson et al.,(1987) describe face as the direct communal value people competently claim for themselves and the politeness theory describe in two different type of faces: "negative face and positive face". Positive Face concerns the need for support. As such, it recognizes that we each have self-esteem and expect that other people see us as we see ourselves. Negative face is constituted by procedure, self-effacement and moderation. The interface style of politeness is related with customer CB because complaint is a hostile act from the very first in its nature. Politeness response in three different ways e.g. voice, third party action and private action. Polite customer use less voice response for making complaint as compared to impolite customer. Although the third party action is equally used by the polite and impolite customers. The companies prefer the direct complaint instead of the third party action in order to save the company's goodwill. Company tries to compensate the customer from the dissatisfied product so that customer do not involve in third party action. Polite and impolite customers are involved in private action rather than the voice response although the voice response is an opportunity for the manager to identify the problem and resolve it so it increases the company's profitability.

H4: Politeness has a direct and positive effect on complaining behavior.

PROPOSED MODEL OF THE RESEARCH

According to the given research hypothesis a model is developed which is as under:



RESEARCH METHODOLOGY

The current research is descriptive in nature. Descriptive research can be explained as describing something, some phenomenon or any particular situation. Descriptive researches are those researches that describe the existing situation instead of interpreting and making judgments (Creswell, 1994). The main objective of the descriptive research is verification of the developed hypothesis that reflects the current situation. This type of research provides information about the current scenario and focus on past and present.

SAMPLE/DATA

For the research process, to judge the impact of selected variables on the complaining behavior through the questionnaire to understand the impact of variables on the complaining behavior. Samples of 150 respondents were asked to participate in self-administered questionnaire. The population for the research is the people who are having bank accounts and who face the complaining problems. The studies based on non-probability sampling technique that is, convenience sampling. This sampling technique is used to collect the data from large number of population speedily and with economically.

INSTRUMENT AND SCALES

The survey questionnaire of our study contain on two sections. First section consists on the respondent personal and demographic variable. It contains the respondent's information about gender, age, income, status, and bank account. The second session contains the independent variables that are important to understand the dependant variable "complaining behavior". The independent variable is attitude, perceived value, past experience, and politeness. We analyze the impact of these variables on complaining behavior. This section based on the past literature and already used questionnaire. The scales of study were adopted from the previous literature and published studies. The scales of our study are as follows:

TABLE 1: SCALES OF STUDY

Variables	Items	References
Perceived value	If you believe that the company will;	Richins',1980
of complaint	Respond properly to your problem, will you complain directly?	
	Respond satisfactorily, will you complaint directly?	
	Prevent it from reoccurring, will you complain directly?	
Attitude	I feel uncomfortable, if not complain directly about dissatisfactory product or service to the company.	Adopted from Blodgett et
towards	I feel obliged to complain directly about dissatisfactory product or service to the company.	al., 1993, P.414, 1997, P.
complaint:	People should not complain that much for it happens(in reverse)	195.
	It is unnecessary to ask for change or return, if the failing product or service does not much cost (in reverse)	
	When I have a problem with a product, even if it is cheap, I usually complain, ask for a refund or to change a	
	product. Normally, I am reluctant to present a complaint even if the product I have purchased is no	
	good/faulty.	
	In general, I am more likely to complain, ask for refund or to change the product than other people I know.	
Past	Have you complained to a retail store in the last six months?	Blodgett et al.,1993
experience:	Have you complained directly a lot to the company?	
	You have complained how many times directly to the company so far (converted into seven point scale)	
Politeness:	When making a request , I am as direct as possible	Brown and Levinson,1987
	It's OK for people to be forceful in order to get their way	
	I am comfortable asking people whom I barely know personal question	
	I feel free to express my opinion when I disagree with someone	
	I am forceful in order to get my way.	
	If asked whether or not I like something, I will frankly say if I do not like it.	
Complaining	I find bit embarrassing to complain	Singh's ,1989
behavior:	Complaining about an unsatisfactory product is my duty.	
	The more frequently I have to use the product the more likely I am to complained it is faulty.	100
	Firms are usually willing to provide repairs for faulty products.	

PROCEDURE

The questionnaire was distributed among 150 respondents in BAHAWALPUR. These respondents are selected based on the criteria above mentioned. Before giving the questionnaire, the purpose of study and questions were explained to the respondents so they can easily fill the questionnaire with relevant responses. After collecting the completed questionnaires, these questionnaires were coded and entered into SPSS sheet for regression analysis.

RELIABILITY ANALYSIS

Overall Cronbach's alpha of customer complaining behavior questionnaire all variables in our study are more than acceptable and recommended value 0.50 by Nunnally (1970) and 0.60 by Moss et al. (1998). This shows that all the 23 items were reliable and valid to measure the opinions consumers towards customer complaining behavior.

TABLE 2: RELIABILITY ANALYSIS

Scales	Items	Cronbach Alpha		
Attitude	7	0.634		
Past experience	3	0.852		
Politeness	6	0.576		
Perceived value	3	0.585		
Complaining behavior	4	0.612		

RESULTS AND ANALYSIS

PROFILE OF THE RESPONDENTS

Personal and demographic information such as gender, age, income, education level, status and bank account are presented in the following table:

TABLE 3: PROFILE OF THE RESPONDENTS

Variables	Category	Frequency	Percentage	
Gender	Male	80	53.3	
	Female	70	46.7	
Age	15-20 Years	48	32	
	20-25 Years	80	53.3	
	25-30 Years	11	7.3	
	30-35 Years	5	3.3	
	Above 40 Years	6	4	
Income	Below 15000	78	52	
	15000-25000	33	22	
	25000-35000	6	4	
	35000-45000	14	9.3	
	45000-55000	3	2.0	
	Above 55000	16	10.7	
Education	Matriculation	2	1.3	
	Inter	14	9.3	
	Bachelor	48	32	
	Master	74	49.3	
	MS/M.PHILL	11	7.3	
	PHD	1	0.7	
Status	Student	123	82	
	Employed	23	15.3	
	Businessman		2.0	
House wife		1	0.7	
Bank account	UBL	21	14	
HBL		82	54.7	
	ABL	3	2	
	NBP	1	0.7	
	Others	43	28.7	

HYPOTHESIS TESTING

ATTITUDE & COMPLAINING BEHAVIOR

According to the results of the study, attitude has a direct and positive relationship with complaining behavior. The attitude has a significant positive relationship with (β =0.368) and (ρ =0.000) that means the attitude contributes 36% to complaining behavior. This study validates the hypothesis.

EXPERIENCE & COMPALINING BEHAVIOR

According to the results of the study, attitude has a direct and positive relationship with complaining behavior. The attitude has a significant positive relationship with (β =0.368) and (p=0.000) that means the attitude contributes 36% to complaining behavior. This study validates the hypothesis.

PERCIVED VALUE & COMPLAINING BEHAVIOR

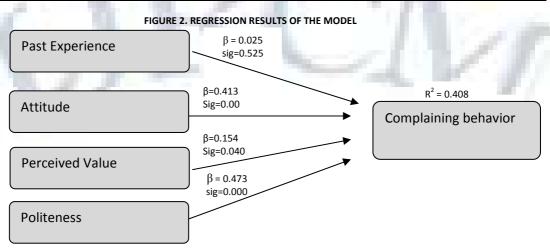
According to the results of the study, attitude has a direct and positive relationship with complaining behavior. The attitude has a significant positive relationship with (β =0.368) and (ρ =0.000) that means the attitude contributes 36% to complaining behavior. This study validates the hypothesis.

POLITENESS & COMPLAINING BEHAVIOR

According to results of the study, politeness has a direct and positive relationship with complaining behavior. The politeness has a significant positive relationship with (β =0.417) and (p<0.000). That means the politeness contributes more than 42% to complaining behavior. This result of the study validates the hypothesis.

TABLE 4: REGRESSION RESULTS

Hypothesis	Model variable	Beta estimated	Standard error	Coefficient of regression(t value)	P-value	Results
Н	POLITENESS	0.473	0.081	5.845	0.000	Supported
Н	PVC	0.154	0.064	2.845	0.040	Supported
Н	PASTEXP	0.025	0.039	0.638	0.525	Not supported
Н	ATTC	0.413	0.080	5.166	0.000	Supported



DISCUSSION

The imperial study in our research shows that PV, Politeness, Past Exp. and ATTC are important variables that have a great control on customer's tendency to make a complaint directly, the controllability of the problem and the reaction of the firm to its customers to shrink their complaints. The present studies also provide insight into a company's customer relationship management practices. If the company wants to get feedback from its customers for improving the quality then it should enhance the perception of the possible outcomes, if complained to. Numerous practices can be taken into account such as establishing guarantees and warranty system for the products which they are selling, by improving the function of customer service centers, and freely cooperate with customer complaints by showing what has been done and how it can be achieved. Secondly enhance PV of complain and politeness can contribute to increase customer's direct complaints in a number of ways. Thirdly, to reduce the customer complaints, it can introduce compensation to the public by giving some discount and allowances. Finally, company should reduce customer perception of hostility by showing that company really cares about their customer benefits and rights through a commitment.

Depicting and eliminating the factors that leads to customer dissatisfaction is possible only by ensuring customers to convey their dissatisfaction about the products to the company. By doing so, company will reach not only its economic targets but can also achieve its social targets. We complain only in the two situations, first when we do not get very good service or when the product does not work according to our expectations. Problems for the companies that we do not complain to the firm instead of this we complain to our children, to our wives, and colleagues. This complaining behavior shows actual challenge for the firm that which wants to improve customer service and get feedback about their products. Customers are not especially very confident. They hesitate to complain about their products and some time they hurt when the made a complaint. Therefore, in our communication we need to give a clear statement that we will not be insulted but we want to know what you think. This distance assures people that they can plan and accomplish complaints without sensitivity that they are confronting the service donor directly.

LIMITATIONS AND FUTURE RESEARCHES

The first drawback is the size of sampling which we used is relatively small. Therefore, it restricts the overview of the research. Further research may also seek to address some of the theoretical and practical drawback of the existing study. Researcher needed to expand this scale by accumulated more items by containing to this phase of oral behavior. Furthermore, researcher may require accomplishing further test to reveal the dynamic strength of the customer complaints. To eliminate the customer complaints investment can be made and it will be helpful to build the relationship succession in long-term orientations. By recruiting and training definite contact personnel, organization can minimize its complaints. By taking a macro overview of the firms, it should assure to its customers that the firm is not playing the fake tricks as mass of the rivals in the industry. This basis of differentiation could be profitable when the rivals have pessimistic picture in this perspective. In the modern era, Customer, Change and Competition are the main keywords for the business. In order to compete with the competitors and to meet the customer's changing in demands, the firm should have to introduce innovative products. It should take practical steps to hold the customers. As Weingand indicates Change is today's one constant and no organization can break out its presence and effect.

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