

The Role of Government Agency's Employee in Managing Consumer Complaint

Wan Hartini Wan Zainodin*, Mariani Abdul Razak

*Faculty of Communication and Media Studies, Universiti Teknologi MARA,
40450, Shah Alam, Selangor
Malaysia*

Abstract

Government's agencies play a vital role in order to provide efficient services for the public. This has garnered the fact that public expectations have to be delivered at the level best by the employees of the agencies. In a way to achieve excellent services and high satisfaction by the public, there are grievance handling mechanisms for the general public. Thus, consumer complaint management is a part of customer focus strategy in the public services provider. Employees in government agency have the responsibility towards managing consumer complaint accordingly. For that, this study has been conducted to understand the roles of employees in government agency on managing consumer complaints. This qualitative study has been based on case study approach in which the data were obtained through in-depth interviews with 10 informants. They are among the employees and Complaint Handler's Officer working in government agencies located in Putrajaya. Data analysis was conducted simultaneously with data collection using the NVIVO 12.0 Software in the process of coding. Thematic analysis and constant comparison strategy were used to analyse the data. This study reveals the performance of the agencies direct effect resulting on the non-compliance complaint within the timeframe; following the unstructured organizational planning and the government agency personnel competency.

Keywords: government agency, role, employees, managing consumer complaint

1. INTRODUCTION

Complaint is dissatisfaction towards the services or product expectations. The complaint comes in a form of negative emotions felt by the consumer which leads to the anger. The consumers normally will channel their dissatisfaction by lodging a complaint. Furthermore, complaint management is one of the administration jobs in public service and requires extra attention by the public sector because it involves citizen satisfaction. The public can lodge a complaint regarding unfair action, mal-administrative, dissatisfaction services, failure, insufficient public amenities, power abuse, weakness of government act and policy, and service counter. Public had put trust and high expectation towards the government agency to resolve complaints and give corrective actions to prevent the same complaint in the future.

The employees who are handling the complaint must be equipped with good communication skills and positive attitude as they need to face angry public who are not satisfied with the services provided by the government. It is not an easy task to do as one is always avoiding confrontation or meeting people when one is in a bad mood condition which eventually leads to the argument. Employees who are involved in handling complaints play an important role in succeeding the processes. Mutual communication between the service personnel and consumers need to be enhanced so as to create a good relationship and understanding to solve the problem or complaint reported (Taleghani, Largani, Gilaninia, & Mousavian, 2011). Complaint personnel should have good skills and personality such as friendly, polite, honest, patience, and good communication skills (Walter & Ezema, 2016). Managing complaint is a big responsibility and needs to be given special attention. People who handle complaints

* Tel.: +03 5544 4860; Fax: +03 55444861
E-mail: wanhartini@uitm.edu.my, marianirazak1010@gmail.com

must also meet certain criteria and have effective communication skills. It is the roles of employees that spell importance to drive organization success.

2. PROBLEM STATEMENT

The public sector such as government agency has the responsibility and accountability for delivering efficient and effective services to the public as customers. Nowadays, public service organizations or agencies have ever-increasing demands to deliver best services and improve efficiency relatively compared to previous times. Government agency has been rated by the public through star rating and customer satisfaction index (Shamshir, 2019). Public sector organization has faced many constraints in carrying out their daily tasks and also to deliver their services to the public. By having motivated employees, it empowers an organization in allowing all the work processes to run smoothly and also to ensure the organization meet its goal. Government needs an efficient and motivated task force to overcome all the obstacle in delivering the services to public (Abu Hassan Asaari, Mat Desa, & Subramaniam, 2019). In order for the public service organizations to serve the public, they have many challenges and obstacles such as complaint of long procedures, queues, ineffective service delivery, inconvenient physical facilities that affect their image and level of service quality in the sector.

In government agency, customers can lodge their complaint direct to the Public Relation Officer, complaint personnel or customer service operator. This kind of person is an employee which has a role in managing consumer complaint. Most of the employees normally will react defensively towards the complaint especially to the one that is pointing fingers or trying to accuse a person who is on duty, dealing with the customers. These employees are namely counter staff, cashier and most of the time the front liner. Underlying defensiveness of hospitals when responding to patient complaints is a desire to deflect or quickly terminate complaints lest they escalate to more serious risk management. When viewed through such a lens of institutional defensiveness, challenges to using patient complaints to drive system-wide improvements come as no surprise. Addressing individual complaints, such as answering specific questions about scheduling or accessing to test results, may address what a specific patient wants at the moment. However, overemphasis on this type of work may detract from efforts to improve the care experience for future patients (Liu, Rotteau, Bell, & Shojania, 2019).

3. RESEARCH OBJECTIVES

This study is guided by the following Research Objectives with a focus on employees in government agency:

- to explore the role of government agency's employee in managing the consumer complaints and
- to investigate the problem that contributed to employee non-complaints to the complaint handling timeframe.

4. LITERATURE REVIEW

In Malaysia, there are about 25 Ministries that operate under the Government of Malaysia. The functions, roles, and responsibilities of local governments have been extended with new legislation. Public services, which used to be carried out by the central government, in health, tourism and culture, forest and environment, agriculture and village affairs, social care and child protection, youth and sports, industry and public works have been devolved to local government. The administrative and financial autonomy of the local government is recognized, and local government has obtained increasing discretion in economic activities and fiscal borrowing (Shamshir et al., 2019).

The government acknowledged that ethics and integrity in the public sector are important as it is needed to manage and administer an organization and contributes to better deliver services and national development. Measuring professional competence addresses the skills and knowledge that all employees have to possess in order to practise his or her occupation. It is also to identify potentials for improvement within the company and to develop a relevant technical solution (Sajari, Haron, Ismail, & Chambers, 2019).

Government agencies or organizations in the era of globalization are to ensure employees can perform and deliver their services at the very best with commitment and responsibility. The performance of government employees or normally known as public servants is still at a low-level even though a lot of transformation programmes have been organized by the government. For this the number of complaints grows higher in public sector rather than private organization (Abu Hassan Asaari, 2019).

According to Tung, Chen, and Schuckert (2017), one of the employee roles is responsiveness towards consumers or customers. The employee must act and respond quickly to the issues or complaint addresses to them. This will lead to satisfaction, loyalty and perceived value towards the organization.

Meanwhile others research found that employee engagement plays an important role which can contribute to increase in productivity and organization performance. Engaged employees are also known as ambassadors for their organization (Shmailan, 2016).

Based on Bin and Aziz (2015) as an organization, teamwork is crucial as it bonds together the employees with the management. Being responsible together towards the success of the organization has always been the goals of many organizations. Employees feelings are empowered to play their part in handling complaints which start from the front line upwards and at the same time to include senior management (complaint commitment and empowerment).

Moreover, In a country like Malaysia where the government agencies are large organizations, there are many complaints about the government agencies due to the low quality of service delivery to the public and dissatisfaction of public towards government agencies service delivery (Mohamed & Ali, 2019).

Customer complaints that are not handled appropriately can affect the level of customer retention, profitability, and organizational image. Complaints that are not immediately dealt with quickly will incur huge recovery costs and can guide customers to migrate and provide negative information to other potential buyers. Therefore, managing complaint is a key component of good customer focus. It has become a key performance indicator in the public sector, subsequently monitored by the government in a way to deliver excellent services to the citizens (Bin & Aziz, 2015).

According to Stevens, Spaid, Breazeale, and Jones (2018), timeliness, transparency and trust are elements in efficient management of online complaint. Manager should apply and train the employees with these three things in a way to have efficient complaint handling. Complaint managing must be positive, professional and constructive as these will impact customer retention and quality improvement. Handling complaint needs skilful staff that can communicate well with the customers. They are required to try resolve the problem or complaint in a respectful way (Walter & Ezema, 2016).

5. METHODOLOGY

This study takes a research design that is qualitative in approach grounded in the interpretivist paradigm. This approach is using in-depth interview with selected informants to garner the data. Informant selection under this study could be understand as a purposive group of people that suits with these characteristic (i) Involving from complaint receive to complaint close processes (ii) Dealing with complainer, customer or consumer on the complaint (iii) Doing investigative job on the complaint (iv) Cooperate with the agencies to make clear on the complaint and (v) Giving feedback to the complainer.

The selections of informants are described below. The researcher met each of the informant one by one separately for their semi-structured interview sessions. By human interaction in this method, it gave more accurate findings as the interviewees were perceived to give honest answers and opinions through personal interaction with the interviewer. Once the interview session was completed, the informant's script was transcribed in verbatim manner to avoid any misleading information.

One to one interview was conducted in a way for the informant to be freely sharing their thought and opinion about how the organization work toward complaint management achieveness. The informants come from various background such as education level, job position, years of experience handling complaint and also age factor. The information received are different from each person rather than we do it in focus group where some people might be reluctant to throw their true thought about the organization. In public sector environment, normally the hierarchy is always put on the top of respect and employees from lower position sometime might not want to share their thought openly because feel that they are not in the level who can share their thought openly and afraid it might hurt others feeling as they work in the same organization. Other than that, relationship between supervisor and subordinate also took place where in certain situation peoples can be bias and some perhaps have their favourite employee or team.

In other perspective, the informants are in charge of different organization or agency complaint which might experience different hardness or problem in complaint management depending on the situation or factors that they faced. They might talk about the weakness of the organization and this should be discuss in close conversation and must respect on personal thought.

As for this study, the researcher used a single case for the case design namely organization which handled public complaint is only the case being studied. The researcher main concern was to understand the roles of employees in government agency on managing consumer complaints. Data collection by conducting in-depth interview was followed by the interview protocol and pilot study. The data collection of this study used multiple sources of informants from various organizations. Perhaps in future, the research can be expanded more to other agencies or ministries which have a complaint management division as might be different view from this study as the working environment is different.

Informants have been asked question according to the set of question which follow the structure. Leading question is on what and why the role of employees is important to the organization on managing consumer complaint in order to answer the research purpose, which researcher found the informant knowledge and opinion about the organization services to the publics. Through out the process, the researcher are able to recognize the problem or the weaknesses in the organization either from the employees itself or the management capability.

In order to meet the study objectives and purposes, the interview sessions had been arranged with each of the informants and followed the set of semi-structured questions. The researcher used the NVIVO 12.0, a computer software to accommodate the analysing process of qualitative data. It was mostly used in organizing the raw materials and in the coding process. To determine the objective of the study, a thematic analysis approaches was conducted. This approach offers a systematic element in processing the data to obtain the ideal pattern. In this procedure, the interviews were transcribed into verbatim manner before getting into coding process to help build up the themes. The researcher followed step by step procedure in doing the coding. It started with open coding followed by second level of coding (axial coding) and finally selective coding. Categorized data then was sorted out and analysed to get the appropriate finding.

All the informants were informed that the interview would be recorded for the study purposes. The informants had also been asked to sign a consent form with necessary details. This research employed purposive sampling. Informant selection under this study could be understood as a purposive group of people. This research has determined the employees in government agency as the informants of the study. The selection of the informant was particularly for those who have roles, knowledge and directly involved in managing complaint task and processes in the organisation. The informants were put into two categories (i) the professional group and (ii) the executive group.

Table 5.1 Informants background in the in-depth interview session

Employees in government agency	Gender	Age	Level of education	Position	Years working
Informant 1	Male	45	Bachelor's Degree	Complaint Manager	3 years
Informant 2	Male	47	Master's Degree	Complaint Manager	1 year
Informant 3	Female	42	Master's Degree	Complaint Manager	2 years
Informant 4	Female	36	Bachelor's degree	Complaint Manager Assistant	5 years
Informant 5	Female	52	Diploma	Complaint Manager Assistant	1 year and 8 months
Informant 6	Female	39	Bachelor's Degree	Complaint Manager	1 year and 9 months
Informant 7	Male	28	Bachelor's Degree	Complaint Assistant Manager	1 year and 7 months
Informant 8	Female	51	SPM	Complaint Assistant Manager	1 year and 8 months
Informant 9	Female	47	Bachelor's Degree	Complaint Assistant Manager	2 years
Informant 10	Male	40	Master's Degree	Complaint Manager	2 years

The research used semi-structured questions for the interview. It was conducted in Bahasa Malay which was placed as a priority as it is used daily as medium of conversation. Furthermore, it would make the interaction easier and the discussion would flow naturally. In order to co-ordinate the interview session, the researcher divided each question in sequence according to the objectives of the study.

6. FINDINGS AND DISCUSSION

The following presents the findings and discussion for the two research objectives.

Table 6.0: Categories and Themes derived from In-Depth Interview with Individual Informants on Roles of Complaint Handling Officer in Managing Consumer Complaints (RQ1)

ITEM	CATEGORIES	THEME DERIVED
(i)	Employee as Government Direct Representative	<ul style="list-style-type: none"> • Organization asset • Organization image • Serves public • Objective oriented
(ii)	Employee as a Public Interest Trustee	<ul style="list-style-type: none"> • Front liner • Complaint management • Place to lodge complaint • Mediator • Expertise in complaint handling

6.1 Employee as a Government Direct Representative

Employee in public sector is a representative and portrays the image of the government. It reflects that, if they perform well and give the best services to the people, the government gets credit, but if not, it is vice versa. Their role is important and also as a government direct representative. The success of the organization especially government agency relies on the employee's performance. The government agency employees or known as civil servants are tied with rules and regulations that need to be obeyed. Strict action can be taken on them if found guilty in duty responsibility. The following finding answered the first research objective. As quoted from the informants:

“Employees play an important and wide role in each of organization, the involvement of employees is needed to achieve organization’s objective, vision and mission and other. The organization is standing strong because of the employees.”

[Informant 1]

“The role... yup the role of the employees is very important in order to achieve the objective of aaaa... organization. The main role is complaint management itself including the complaint handlers’ officer. Aaaa... it is because the complaint handlers or manager will Aaa... manage the complaint Aaa.. and give a solution to the complaint made by the consumer or complainant.”

[Informant 3]

“Involvement of employees is very important in a way to achieve the vision and mission of the organization. Employees play their role in the operational work. They are back bone of the organization.”

[Informant 9]

“Once again the employees are very important ones in order to achieve objective and mission of the organization.”

[Informant10]

Most of the informants agreed that the employees play a big role and it is crucial to carry out the organization objective, vision and mission. Employees are backbone of the government agency to achieve the goals and need to perform well for the public. Government employee is also seen as ambassador to the government agency or organization. By having a committed and responsible employee helps the government agency to achieve its goals.

Handling complaint with proper manner and responsibility can build good reputation for the government in the way the employee handles the dissatisfaction by the public towards the public service delivery.

Researcher finding is reflect to the previous study which stated that employee engagement plays important roles which can contribute to increases productivity and organization performance. Engaged employees also known as ambassadors for their organization (Shmailan, 2016). It is substantial to conclude that government agency workers play a role as direct representatives of the government and as ambassadors of the organisation. Employees often have to present a positive representation and take responsibility for their work so the public places trust and expects the government direct representative to offer the best services to them as public servants.

6.2 Employee as a Public Interest Trustee

People always expect the best feedback for their complaints to be resolved. The expectation includes having to present the remedial and correction actions, so that the situation they face will not happen again in the future. They believe that employees in government agency will notify the problem and try very best to provide solution towards the complaint. Civil servants need to be lenient and open minded when dealing with the complaint which might have a negative impact even though these services given by the government agency. The employees must not be defensive and need to understand the situation encountered by the complainant. The informant believed that the role of government agency employees in managing complaint is also as a public interest trustee which has been justified by the informants below:

“The roles of employee start from the beginning of the complaint receive till the complaint close. There are steps to follow in the complaint managing processes. The role is meeting the complainant, analyse the complaint either it is having a strong foundation or evidence to follow up further. The complaint later will be investigating. All of the issues bring up by the complainant must be look deeply.”

[Informant4]

“We receive complaint, do a check and triage process then agency investigate the complaint and send over the report to us for thorough checking before we can send feedback to the complainant.”

[Informant 9]

“We are acting as moderator what people said as a place where peoples or customer can put a hope to settle their problem or unsatisfied towards services provide by the government sector. We help and be a linkage between the peoples and the agency.”

[Informant 6]

“Aaaa.... supervisor and complaint handler officer act as a front liner in every case they manage. They are first person whom receive the details from the customer so that the roles is important to make sure all the complaint is suitable and valid to investigate further by the agency. Public Complaint Bureau have a responsibility to investigate the complaint which related to the quality services provide by the government sector. In this situation, all the complaint must pass the rules and regulation comply and this thing is under the complaint handler officers' job.”

[Informant2]

“Emmm.... Employee's role first is to entertain the customer come from whatever medium or channel. Second, investigate the complaint prepare the feedback and need to give a suggestion on remedial and correction action to the agency about the complaint for not happen against in future time.”

[Informant 9]

Civil servant is seen as a public interest trustee that gives excellent services towards the public. The public want their voice to be heard and their opinion to be taken into account as government serves the public. When the organization receives a complaint from the public or the customer, they want the employee to be on their side and become their trusted person. The public have no time to complaint if everything is going well and service delivery is proper. However, in reality there is weakness and lack in the services which lead to dissatisfaction. In normal circumstances, there are employees or public servants who are not efficient and not committed to their work. In

this situation, the function of the complaint officer or complaint handler acts as public interest trustee. Each of the complaint must be investigated thoroughly and must have the correction action in order that matter will not repeat in future. For the employee who cares less and makes mistake in the job to serve the public must be reprimanded and action should be taken wisely because public cannot compromise slack in service provided. The matter must be handled leniently without any bias towards the public servant.

Researchers found that it is completely factual to resolve that employees are a public interest trustee whose responsiveness to clients or customers is one of the employee positions that will contribute to satisfaction, loyalty and perceived value to the company. Every organisation's workers and employees who need to be maintained and coordinated well as resulting in the blissfulness of the organisation. The employee must act and respond quickly to the problems or concern posed to them (Tung, Chen, & Schuckert, 2017). As the matter of fact, people have put their hope and faith in the accountability and alertness of government employees to what they complain about and not trying to be biased or hide behind the certainty. Publics is also an eye and ear for the government to help enhance public services by positively reponse on their complaints and commenting.

6.3 Agencies Performance Affects Complaint Settlement Timeframe

Government agency has a standard operation procedure (SOP) in managing complaints. They have a client charter and timeframe to be followed. There are times when complaints are not settled within the timeframe. This is due to a few factors, namely the complaint officer in the complaint division that does not receive full cooperation from the agencies, for instance late response, failure to meet the due date and incompetent staff handling the complaint in the agency itself. Some agencies might consider the complaint as important to deal with, but for certain agencies they are more focussed on their core business. These informants quote the following:

“Other factor is the department or agency itself give a late response in settling the complaint. Sometimes, have a case where the complaint been close by the agency but do not acknowledge about the status or action been taken. It is agency problem which become a barrier to settle the complaint within the timeframe.”

[Informant 1]

“Some of the agency wait till day ten to take an action on triaging the complaint to investigate further. This kind of problem and attitude will contribute to the noncompliance complaint within the timeframe.”

[Informant 3]

“In my opinion, here two factors. But for me the external factor which involve the agency is more crucial. They need more time to investigate the complaint and cannot comply with our timeframe stated. The agencies have differed standard of procedure from us and this make them to follow their SOP. This all contribute to the noncompliance complaint within the timeframe.”

[Informant 7]

“Main factor which is contributed to the noncompliance complaint is on the agency. The agency sometimes needs more time than the time given to them. It is so difficult for me to get the feedback within the time frame.”

[Informant 9]

The investigator has to wait for the report and feedback from the people in the area affected, then they can proceed to the next step. When this process is delayed, then it will affect the timeframe and cannot comply by the time given. It is seen here as crucial to have a good rapport and engagement with the agency to understanding the structure well and to be aware of obstacle in handling complaint by following the timeframe given. Some agencies might have their own way on handling problem or complaint that occurs with regard to their systems or services. As a mediator or neutral party, it is important to take note of the procedure and process of the agency, in order to give feedback and also to put the right category for certain issues or complaints. Sometimes, it is might look easy to settle issues, but there is a process that has to be done in order to resolve the problem. This is also contributing to the late response of the settlement to the complaint.

From the above finding, the researcher completely agrees with previous research by Jiang et al (2014) that the

barrier to complaint management included low system knowledge of the service customer, lack of mediation skills, poor communication, incompetence and powerlessness of complaint handlers contributing to the ineffectiveness of complaint handling and leading to complaint non-compliance. This suggests that the performance of the department influences the timeline of complaint resolution because the workers do not put the situation in their shoes. They just do it for as long as it can be resolved without feeling guilty because they cannot achieve the settlement of complaints within the commitments of timeframe although it has already been written in the consumer charter that a complaint must be settled in 15 working days.

6.4 Unstructured Organizational Planning

Human resource planning is an important matter that needs to be well organized and planned. High turnover employee is not favourable to the organization as it can disturb the operational work because of insufficient employees to do the work. The HR department has to plan on how to maintain the performance of the employees. Informants did mention about it in the interview session as below:

“Erm... another factor is employee transfer out. Turn over employee is difficult to tolerate. As new comer is new and do not have any experiences dealing with complaint. They will need to learn from A-z.”

[Informant 6]

“Manpower is not sufficient. Aaaa for certain unit, the numbers of staff is not equivalent with the numbers of complaint that need to handle. The management should look and structure it back.”

[Informant 1]

“Workload as complaint handlers’ officer is high. Yes, there is a system to help the officer to keep alert on the complaint settlement but the employees themselves must put the whole attention towards their job.”

[Informant2]

From the study, it revealed that there is weakness in the management on organizing the numbers of staff that should be in the department as their burden is quite challenging. The management should investigate the problem and to ask the employees on their shortfall or anything that can be improved in the department. Then, the turnover of staff in the organization can be avoided. However, the management should think of the strategy and the way to maintain their staff within the organization. Some of the employees requested to be transferred out because of high workload working in the organization.

The study in year 2015 by Bin & Aziz told that as an organization, teamwork is crucial as it bonds together the employees with the management. Being responsible together towards the success of the organization has always been the goals of many organizations. Employees feelings are empowered to play their part in handling complaints which start from the front line upwards and at the same time to include senior management (complaint commitment and empowerment). Researcher agreed with the study and believed that as employees fulfil basic and necessary requirements for making a successful company, well structure organisation really needs to be on top. It needs to be maintained and continued to ensure that staff are satisfied and can work at their level best in order to overcome all the grievances within the allotted timeline. Manpower can help out, but when they are overloaded by so much work, workers can often get exhausted and weary.

6.5 Complaint Personnel Competency

Officer or personnel who is responsible in managing complaint must have appropriate knowledge and skills dealing with complainant. Not everyone is good and patient enough when encounter the complaint by the public. Complaint personnel must be efficient in investigating the complaint and can have a good solution. Employee’s competency is different from everyone else depending on their knowledge and experience about the problem or complaint.

“Lack of communication with the agency involve also can make the complaint overdue. Aaaa... may be the employees miss out one or two complaint to be acted on it. That is why the complaint handlers officer need to frequent contact and deal with the agency such having an engagement,

discussion and meeting with them.”

[Informant 1]

“Every organization have different level of complaint settlement performance. It depends on the officer competency.”

[Informant 6]

Personnel competency needs to focus on for better complaint management in the organization. The knowledge and skills of the employees in doing their daily task are crucial. Meanwhile, the organization can help to develop their confidence and create things so that employees can enhance their competency. By having competent and skilful employees can help to minimize and reduce the number of non-compliance complaint. This can be relate to the previous one which customer complaints that are not handled appropriately can affect the level of customer retention, profitability, and organizational image. Complaints that are not immediately dealt with quickly will incur huge recovery costs and can guide customers to migrate and provide negative information to other potential buyers (Bin & Aziz, 2015).

7. CONCLUSION

The role of government’s agency employee is vital to achieve the organization objectives, vision and mission, especially in managing complaint. The research reveals that employee is an asset to the organizations that drives success. Employees are backbone to the organization responsible to do the operation work and keep the good work for the customer. The organization objectives can only be achieved by having engagement and good employees working in the organization.

In this research, it shows that there are two main employees’ role which are (i) employee as a Government Direct Representative and (ii) employee as a Public Interest Trustee. Thus, it shows that the employees play a big role. The huge responsibility must be delivered well and excellent. People outside are monitoring and judging the performance of the government sector as they want the best services to be delivered to them in all services provided by the government agencies. Employee is representative and is portraying the image of the government. People expect the best feedback for their complaints to be resolved and it has to come with the remedial and correction action so that the situation they face will not be repeated. All the ministries and agencies quality services under government sector are monitored by the public. The organization needs to face challenges and barriers in order to meet the expectation from people and to meet the organization objectives. It is not an easy task to settle all the complaints at a point in time.

The internal and external factors contributed to the non-compliant complaints. The study reveals that weak organization planning structure, for instance high turnover staff, insufficient manpower and high workload do affect the complaint settlement. The management should consider all these and have a strategic planning to overcome it and do not affect the complaint settlement. At the same time, the burden of the employees is considered, and they can perform well without any stress or some may lack in the management especially involving manpower.

Moving to employee’s knowledge and skills, there are huge needs to plan and organize training and courses related to the complaint managing especially the investigations process and writing good feedback to the customer. Some of the employees might be new in the organization and do not have a full picture about the organization objective, vision, mission and operational work process. Training also needs to include motivation module to enhance the employees momentum and interest towards their stressful task dealing with the complainant.

This paper helps to acknowledge the basics of complaint management that need to be corrected and addressed first, which is the role of employees, rather than moving on to strengthen the complaint system itself. Employees' position in handling customer complaints has often been taken as granted and no clear course is given to the complaint personnel as they also need to learn about the complainant's trend and organisational business or public services. The complaint personnel should first be enhanced because it is important and as a root factor for the successful of the complaint management as well as the process. By having a good and competent complaint personnel that know their roles very well, will eventually help them to perform their job in the best place. As we can see, the government have a system and innovation towards their complaint management but cannot fully resolve the problem of overdue complaint settlement but it may helps a lot. This paper would like to suggest for

the government agency to look back into the root problem that had been prolonged and not been tackled by the government as general and also to the top management of the organization specifically. The role of the employees need to be concrete and strong to overcome the barrier of the complaint settlement and complaint management.

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