Improving Accessibility and Responsiveness in a Complaints Management System

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Outline

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2. Literature Review

3. Research Methodology

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Introduction

If you don't measure it, you can't improve it!"W.
Edwards Deming, a quality guru

- More and more organizations do customer research.

- New methods of research are utilized to get the real picture.

- Customer satisfaction is the heart of service oriented organizations

- Focusing on factors influencing student satisfaction and how to enhance student satisfaction.

- HEIs are very much in need of these sort of researches.

Introduction

Background

- Extensive growth in HEI

- Rigorous competition locally and internationally

- Need for a comprehensive framework to address all the stakeholders

- Service providers focus on the factors which influence student satisfaction

- Accessibly, Responsiveness, are under spotlight in this study

Introduction

A previous study done in OUM has proved that attending to complaints is among the lowest ranked items.

Therefore, Problem to be Investigated:

- Dissatisfaction expression (complaints) can easily be lodged(accessibility) and if the institution is responsive to the complaints.
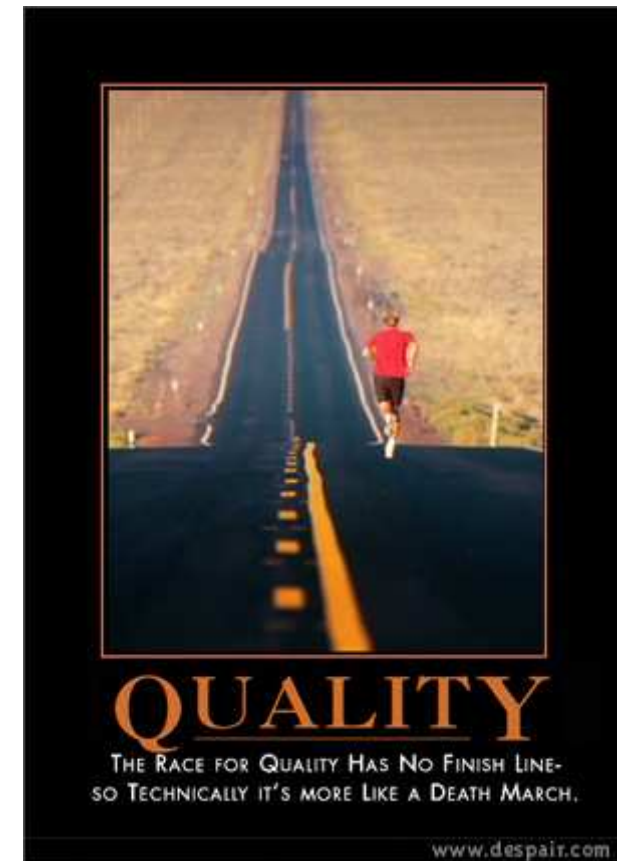
Introduction

Objective

- To define, measure, analyse, rectify the dissatisfaction with regard to Accessibility and Responsiveness utilizing Lean Six Sigma philosophy.
- To see how the university can revise it policy with regard to accessibility and responsiveness to complaints in order to increase the satisfaction.

Literature Review

Definition of Quality:

- *Garvin (1984)* has classified quality into 5 major groups: transcendent, product-based, user-based, manufacturing-based, or value-based.
- quality as fitness for use *(Juran and Gryna, 1988)*
- conformance to requirement *(Crosby, 1979)*
- conformance to specification *(Gilmore. 1974)*
- meeting and/or exceeding customers' expectation *(Parasuraman , Zeithaml and Berry, 1985)*
- performance over expectation *(Besterfield, 1999)*
- zero defect *(Crosby, 1979)*,
- products' or services' ability to perform to its intended function without harmful effect *(Taguchi, 1986)*
- *Firdaus (2004)*
- *Wagner and Yousefi Fard (2009)*
- *Taherizadeh and Yousefi Fard (2009)*

QUALITY
THE RACE FOR QUALITY HAS NO FINISH LINE-
SO TECHNICALLY IT'S MORE LIKE A DEATH MARCH.
www.despair.com

Literature Review

Dimensions of Quality:

- technical quality, functional quality and corporate image
- product, software and service

TQM

"a constant endeavour to fulfill, and

preferably exceed, customer needs and expectations at the lowest cost, by continuous improvement work, to which all involved are committed, focusing on the processes in the organization". (Bergman 2003)

Kai   Zen

改 善

Change   Good

Literature Review

Service Quality dimensions and Measurement:

    According to Parasuraman *et al.* (1985), service quality dimensions that used in the higher education are as follows and has modified by Ghobadian *et al* (1994). in their research;
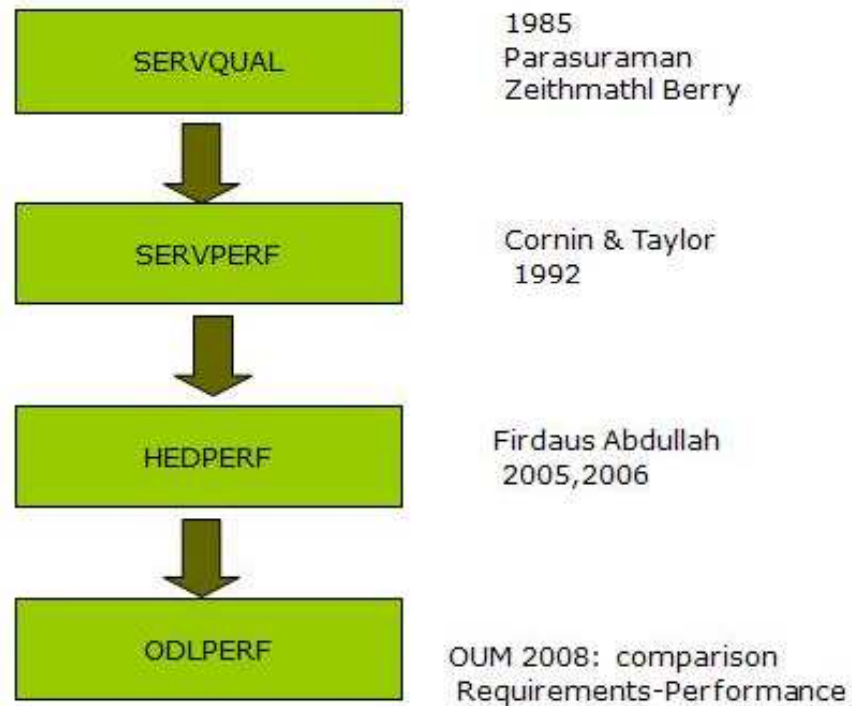
1) Reliability
2) Responsiveness
3) Customization
4) Credibility
5) Competence
6) Access
7) Courtesy
8) Security
9) Communication
10) Tangibles
11) Understanding customers

Overall Picture

Service Quality measurement Development

SERVQUAL	1985 Parasuraman Zeithmathl Berry
SERVPERF	Cornin & Taylor 1992
HEDPERF	Firdaus Abdullah 2005,2006
ODLPERF	OUM 2008: comparison Requirements-Performance

Literature Review

- **Complaint** is "the expression of <u>dissatisfaction</u> made to an organization, relating to its <u>products</u>, or the complaint handling <u>process</u> itself, where a <u>response</u> or <u>resolution</u> is explicitly or implicitly expected". (AS ISO 10002-2006)
  - It provides free feedback on service delivery.
  - It identifies areas needing improvement.
  - It presents an early chance to put things right.
  - It strengthens public support for the organization.

- What is Complaint Management System (CMS)?

Best Practice CMS
A staged way of handling complaints by:

Receiving → Recording → Processing → Responding → Reporting

Principles of a good CMS:
- Visibility & access
- Responsiveness
- Assessment & action
- Feedback
- Monitoring effectiveness

ISO 10002:2004
AS ISO 10002-2006
BS ISO 10002:2004

Complaint Management Model

Literature Review

Interesting facts on complaints:

Bad:
- Only 5% of dissatisfied customers complain to the organization – the 'tip of the iceberg', the remainder complain to 8-10 of their friends.
- Dissatisfied people tell twice as many people as satisfied ones.
- Most people have no idea who to complain to in an organization.

Good:
- Speedy responses to complaints can significantly increase customer loyalty.
- Customers who complain and are satisfied by the complaint handling process are more loyal than those who had no problem initially.
- Resolving complaints on first contact can cut handling costs in half.
- A strong link exists between good complaint management process and business improvement.

A COMPLAINT IS A GIFT

Using customer feedback as a strategic tool

JANELLE BARLOW and CLAUS MØLLER

Foreword by Sir Colin Marshall, Chairman, British Airways

Literature Review

6σ

Six Sigma is a disciplined, data-driven approach and methodology (DMAIC & DMADV) for eliminating defects (anything outside of customer specifications) in any process; from manufacturing to transactional, and from product to service.

Lean

The practice of a theory of production that considers the expenditure of resources for any means other than the creation of value for the presumed customer to be wasteful, and thus a target for elimination.

Literature Review

Weaknesses:

- Lean cannot bring a process under statistical control.
- Six Sigma alone cannot dramatically improve process speed or reduce invested capital.

Emergence of Lean Six Sigma

- The amalgamation of the two principles gives rise to **Lean Six Sigma**.
- Not just quality;
- Not just speed;
- **Balance** between quality & speed.

Literature Review

- Focus on the customer.
- Identify and understand how the work gets done – the value stream.
- Manage, improve, and smoothen the process flow.
- Remove Non-Value-Add steps and waste.
- Manage by fact and reduce variation.
- Involve and equip the people in the process.
- Undertake improvement activity in a systematic way.

Research Methodology

Instrument Design

- The questions are arranged in 2 subgroups with regard to complaint management as follows:

1. Accessibility
2. Responsiveness

Research Methodology

Sample

Two different sets:

1. Full time and part time graduate students registered in the University Graduate School for 2009-2010 academic year <u>with a sample size of around 255 and with the response rate of 63.5%.</u>

2. Two key groups of staff in the university with the sample size <u>of 51 and response rate of 80%</u> .

    - Approximately 40% of staff with direct contact with students
    - The remaining 60% of the correspondents consist of various personnel from the management team and other supporting departments that might not be directly involved in student interaction

Data Analysis Method

Soft-wares:

- SPSS 15
- MiniTab
- Excel

Type Data Analysis Method:
- Descriptive
- Inferential

Measurement Instrument
- Questionnaire

Data Analysis

Analysis

Data Analysis

	No & Partially	Yes	Not applicable
Visibility & Accessibility	34%	61%	4%
Responsiveness	31%	65%	4%

All aspects has more than 30% of the combined 'No' and 'Partially' responses.
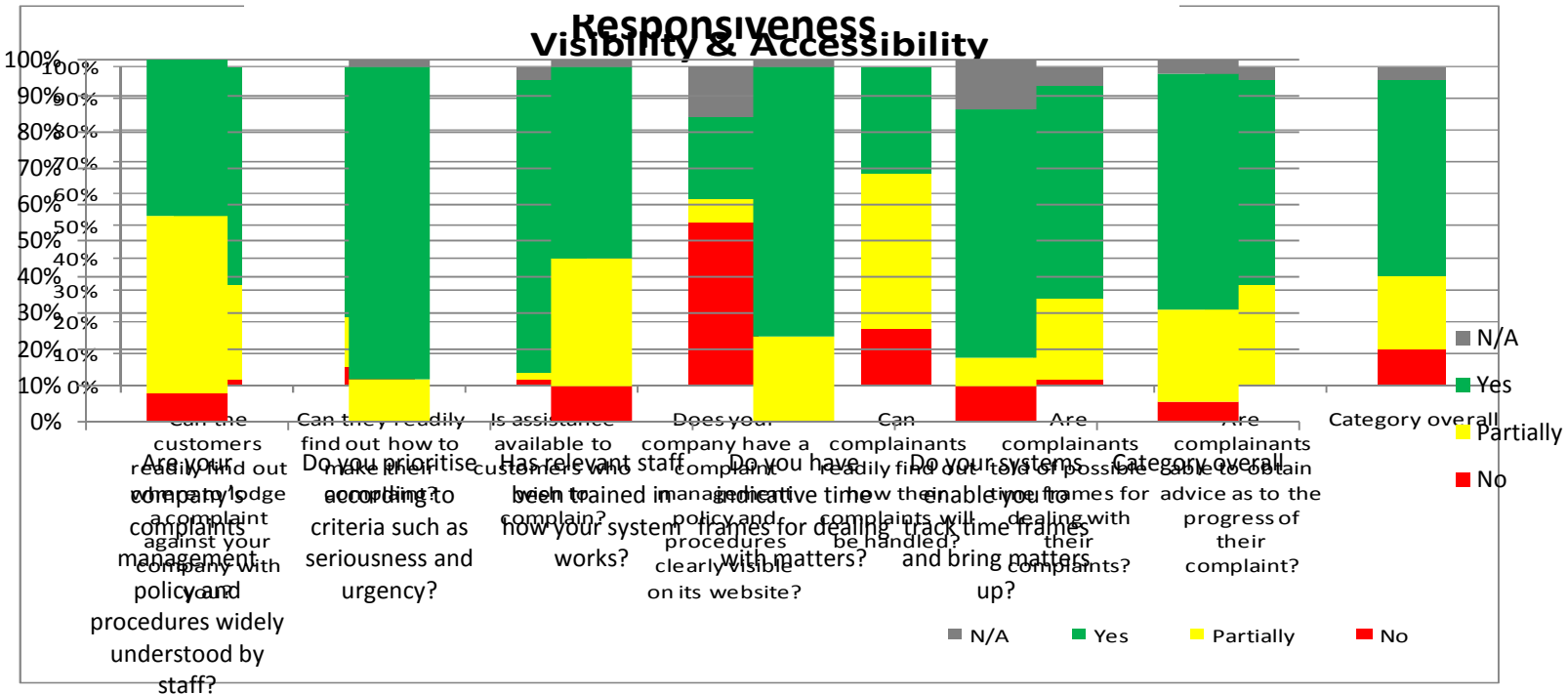
Discussion

The organization culture must be conducive to effective complaint management. There must be

- Communication
- Commitment
- Acceptance
- The university management should draft a Customer Service Charter that reflects institution's position with respect to complaint management
- In the aspect of resources, the management should provide sufficient number of adequately trained staff; modern information and communication technology and equipment are essential elements for an effective CMS.
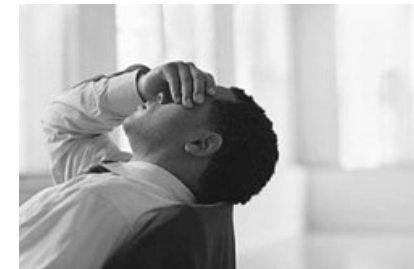
Discussion

Resources are allocated to training and supporting relevant staff so that they:

- are receptive to complaints and active listeners
- welcome feedback on the university's service delivery
- have solid interpersonal skills
- are problem solvers and adept at

conflict resolution

Findings

Visibility and accessibility

- Information on where and how to lodge a complaint readily available to students
- Information on how the company will handle a complaint readily available to complainants
- Assistance to complainants (i.e. dedicated service counter, complaint hotline, and support for language interpretation)

Responsiveness

- Appropriate time frames for responses, turnaround times, etc are set and monitored
- Track progress of complaints and advise complainants upon reasonable request

Recommendations

1. Develop the university's Customer Service Charter

2. **Management Commitment – Active participation (Monthly Customer Service review)**

3. **Resources – Management to provide adequately trained staff with necessary IT assistance**

4. **Lean Six Sigma based complaint management procedures**

   - **Accessibility**: Ensuring customers can see that the institution has a clear process for handling complaints, Easy for customers to complain.

   - **Responsiveness**: Timeliness is not just about managing the complaint, it is also about managing the staff performance.

Conclusion

- It has become transparent that Accessibility and responsiveness are significant determinant of Student satisfaction and with regard to responsiveness to complaints there is a lot of room for improvement.

- Essentially, it is important to develop a process that enables the institution to efficiently, effectively and economically:
  - receive, assess, deal with and fairly resolve complaints
  - analyze and report on those complaints with a view to business improvement.

Limitations of the Study

- Only two factors: accessibility and responsiveness are taken from the original 5 factors in British study.