

# Empirical Study on Consumer Satisfaction After Resolution of Complaint

Maani Dutt\*, Jagriti Singh\*\*, Amit Verma\*\*\*

## ABSTRACT

Today's generation functions on the concept of online platforms in all aspects. Customer complaints are one of the sensitive areas the company focusses on, and they become one of the essential factors for brand loyalty. The depth framework of customer complaint attempts is identified in this study, which also investigates the functions played by each measurement in the structural relationships between customer satisfaction and loyalty. One of the crucial components of online complaint management response time is the subject of this study. The study investigates how the response times of various firms' answers on social media affect customer satisfaction using data gathered from customers who complained on social media. The reasons customers complained were specifically examined, including the initial answer to the complaint and the decisive response that closed the complaint file. Investigating how different content types connect to satisfaction through qualitative research may help find answers to online complaints.

**Keywords:** Customer Complaints, Customer Satisfaction, Social Media

## INTRODUCTION

In contemporary marketing theory and practice, customer satisfaction is essential. The core principles of marketing strongly emphasise satisfying consumers while making a profit. Overall quality of life is anticipated to improve as a result. In order to satisfy varied consumer, corporate, and societal demands, customer satisfaction is essential. Over the past 20 years, there has been an explosion in studies on customer happiness as a result of this recognition of its significance. Numerous research studies and yearly conferences on customer satisfaction and complaint behaviour have been conducted to significantly advance understanding of this crucial topic.

Successful firms gain a competitive edge through greater productivity, better customer service, and improved client connections. Consumers become aware of the business thanks to customer advocacy, which is covered in Understanding User Generated Content and Customer

Engagement (Facebook et al., 2019). Cultivating and maintaining client loyalty has become essential in today's service markets. Knowing the customer's requirements in connection to the item or service is crucial for measuring consumer pleasure. Every business organisation seeks to significantly please customers since doing so lays the foundation for the firm's success. Every business now needs to evaluate client satisfaction.

Consumer complaints result from dissatisfaction with goods and services, which may harm businesses and necessitate corporate attention. Consumers are known to spread harmful material more widely and for longer than good content. Poor complaint management may result in losing current clients, unfavourable word-of-mouth, and a tarnished reputation for the business. Existing research on customer complaint management highlights the significance of this topic, but the shift in complaint behaviour from offline to online necessitates a fresh look at this phenomenon. This will enable the update of complaint

\* Assistant Professor, Centre for Distance and Online Education, Manipal University, Jaipur, Rajasthan, India.  
Email: [maani.dutt@jaipur.manipal.edu](mailto:maani.dutt@jaipur.manipal.edu)

\*\* Assistant Professor, Centre for Distance and Online Education, Manipal University, Jaipur, Rajasthan, India.  
Email: [jagriti.singh@jaipur.manipal.edu](mailto:jagriti.singh@jaipur.manipal.edu)

\*\*\* Assistant Professor (Senior Scale), Journalism and Mass Communication, Centre for Distance and Online Education, Manipal University, Jaipur, Rajasthan, India. Email: [amit.verma@jaipur.manipal.edu](mailto:amit.verma@jaipur.manipal.edu); ORCHiD: 0000-0001-8690-0285  
(Corresponding Author)

management theories to reflect the predominance of this more open-forum style of complaining.

When a customer is dissatisfied, they may respond in several ways. More than six additional consumers leave nasty reviews online for every client complaining. Customers are less inclined to communicate their unhappiness if complaining requires time and exertion, even if direct complaints provide the service provider priceless possibilities to consider and fix the faults (Hornik et al., 2015). Today's customers may complain on social media rather than to the service provider when substantial complaint efforts are anticipated. Service providers must try to allow upset clients to voice their complaints on the premises, given the expanding number of online forums where dissatisfied customers may propagate negative word-of-mouth (WOM). As a result, reducing customer complaints encourages dissatisfied customers to communicate their issues with the company directly rather than through authoritative internet review sites (Morgeson, 2020).

The tasks consumers must do to handle their complaints are customer complaint efforts. However, despite some studies showing otherwise, exertion has traditionally been operationalised as a single quantity. For instance, customers' perceptions of employees' efforts may be a three-dimensional construct with components on the physical, cognitive, and emotive levels. However, the construct's multidimensionality must be better supported by actual data, especially in hospitality situations. Furthermore, the fundamental connections between the three effort dimensions must be better understood. A recent study found that hotel visitors' complaints fall into four categories: procedural/physical, cognitive, emotional, and time (Karunamoorthy et al., 2021). The complaint procedure and the needed efforts vary for restaurants and hotels due to the varied degrees of service difficulty and the diverse goods and services supplied. In the context of restaurants, this study suggests and evaluates a multidimensional measure of customer complaint effort.

Despite the critical relevance of comprehending how customer complaints affect businesses, there are not any empirical studies that look at the results of customer complaints, which is another vacuum in the literature on hospitality. Customer satisfaction is the cornerstone for fostering client loyalty, business profitability, repeat business, and WOM communications. The ability to keep

a tribe of devoted, pleased consumers outperforms eateries in fierce competition. The various complaint effort factors could have varied effects on how customers behave. The cognitive-emotional system shows that affective efforts significantly influence the hypothesised linkages. Affective efforts directly affect consumer satisfaction and loyalty, but they also involve some amount of physical and mental effort on the part of the individual. Prior studies have yet to show the effects of complaint attempts on loyalty and satisfaction, which fell short of revealing their significance (Einwiller & Steilen, 2015). According to the study's findings, affective efforts, consistent with the cognitive appraisal theory, moderate the influence of procedural or physical and cognitive efforts on consumer satisfaction and loyalty. This study aims to further our understanding of the various roles played by each complaint effort dimension.

## LITERATURE REVIEW

### Complaint Handling

Complaint handling refers to how businesses address customer service issues and control their post-purchase resentment. Failures are initially an issue for businesses, but how staff members handle them will affect how customers remember the situation. Companies can fix the issue and turn it into a positive experience if complaints are handled correctly. Successful complaint management enhances the likelihood that dissatisfied consumers will return and spread good word of mouth. Additionally, post-purchase customer satisfaction rises when customers feel that the business made a significant effort to address their issue, which shows a more considerable influence on customer engagement. Eventually, by lowering the cost of acquiring new consumers, complaint-handling solutions can reduce marketing expenses (Orsingher et al., 2010).

Conversely, when resolving complaints ineffectively, there is an excellent chance of losing even pleased clients in the future. Customers are let down twice when a corporation tries to address the original issue but fails. This might result in "double deviation," which describes a scenario where the business initially fails to deliver satisfactory service but then fails to resolve the problem satisfactorily (Fierro et al., 2016). Therefore, efficient client feedback, reduced bad WOM, increased

loyalty, and customer retention are just a few ways that effective and successful complaint management can help businesses sustain customer happiness. Despite this, businesses may find it challenging to appease dissatisfied customers due to factors including a lack of personnel or funding or because of the lengthy procedure involved in receiving, handling, and monitoring customer complaints (Ryngelblum et al., 2013).

When consumers complain, they may have a variety of goals in mind. These may be divided into two categories: public and private complaints. Public complaints comprise customer activities visible to the business, such as asking for restitution or expelling through third parties. In contrast, private complaints only involve close friends and family, such as warnings. Customers expect businesses to respond to their complaints and work to resolve issues when they participate in public complaints actions (Noort & Willemsen, 2012). Therefore, in the view of customers, the company's timeliness is a key component of complaint management. Timeliness, restitution, apology, credibility, attentiveness, and facilitation define responsiveness. Businesses should consider these six elements when they create complaint-handling systems to appease vocal clients. Response time, or the period between the date a complaint is received and the date the complaint file is closed, has traditionally been used to describe timeliness. Response time is assessed more harshly since it is one of the elements that customers believe they can influence. As a consequence, it is recognised as the key to post-complaint satisfaction.

A prompt and effective reaction to customer complaints enhances a company's reputation. It fosters customer loyalty, but it also has a more enormous effect on total complaint satisfaction than other aspects. Quick reactions have positive effects on society and the economy. They have positive economic effects by ensuring that consumers conserve time and money, and they have positive social effects by representing the company's concern for and attention to its customers. A quick reaction typically has a more considerable healing impact than delayed monetary compensation, even when provided as part of the complaint management process (Cambra-Fierro et al., 2015). Rapid action is one of the most essential complaint resolution management traits, underlining the necessity of quickly addressing the problem, comprehending the problem, and finding a solution. However, response time

does not alter customers' impressions of a company's image or intentions to make another purchase. The fact that the impact of reaction time is context-dependent and that customers may have varying prospects depending on the scenario may be one explanation for these contradicting views.

## Customer Satisfaction

Customer satisfaction may be a new fad, but the idea is different. Aiming for customer happiness is like doing effective marketing. The "FourPs" (Product, Price, Promotion, and Place) are not what we mean by marketing; instead, marketing is the traditional meaning of customer- and market-driven. Customers' purchase happiness is based on various variables (Reynolds & Simintiras, 2015). Value is a key factor or the trade-off between an item's quality and price. One of the most extensively researched and accepted marketing restrictions, consumer pleasure or dissatisfaction, is essential to the marketing idea. Its significance stems from the idea that consumer happiness or discontent influences brand loyalty and repeat purchase behaviour.

Customer satisfaction and discontent have been extensively employed in the planning and administering defensive marketing strategies that aim to keep current clients (Blackwell et al., 2002). Companies are becoming more worried about keeping their clients domestically and abroad because of the globalisation of business and the intense competition in global marketplaces. Understanding the nature and effects of customer happiness and discontent on brand loyalty and repeat purchase behaviour internationally is, therefore, necessary for developing effective marketing strategies (Shamout, 2016).

Analysing customers' views of the product's performance while consumed is a key factor in determining satisfaction. Without mitigating circumstances, poor performance and unpleasant consumption experiences virtually ensure buyers will be dissatisfied with the product (Asiegbu et al., 2012). Consumer satisfaction increases as a product performs better for the customer. Future purchasing decisions are significantly influenced by customer happiness—customers who are pleased repurchase and recommend a business. Disgruntled customers frequently migrate to other brands and criticise the goods to others.

Customer value and pleasure are the key cornerstones for creating and nurturing customer relationships.

Contentment happens when a customer's expectations are met or exceeded, and their purchase decision is validated. Consumers are more likely to buy the same brand when satisfied, which fosters good opinions toward the brand. When the expectations of the customer are not satisfied, dissatisfaction develops. Customers will be happier if performance is below expectations. Conversely, they will be content if their hopes are realised or surpassed. The model of satisfaction in which each outcome is weighed according to its declared relevance and total satisfaction is a linearly additive function of the results of characteristic level comparisons. The greater an attribute has an influence on overall satisfaction, the more important it is (Hong et al., 2019).

Pleasure is a reaction to or sensation following a consuming experience in which the customer evaluates the product's performance as either excellent or negative. When performance surpasses expectations, disconfirms expectations negatively when performance falls short of expectations, and confirms expectations when performance is roughly equivalent to expectations. Measures of emotions should represent satisfaction because it is an emotional reaction. The types of satisfaction and their distinctions have been made to measure system satisfaction based on the procedure of the organisational marketing system, entrepreneurship satisfaction based on complex goods and service organisations like major retailers, and goods and service satisfaction based on the utilisation of a specific good or service, and it is impressive (Yıldırım, 2020).

## Customer Loyalty

The advent of globalisation and the expansion of data and communication technologies have increased customer knowledge of and exposure to rivals, making the competitive environment more difficult. Companies are discovering more and more that to achieve long-term profitability; they must do more than focus on improving prices and product quality; they also need to foster customer loyalty for their brands, goods, and services (Flint et al., 2011). Maintaining and expanding a company's base of devoted clients is one of the most

efficient methods to handle competitiveness problems in the twenty-first century. As a result, during the past few decades, client loyalty and its precursors have been heavily discussed in marketing literature. According to studies, gaining a new client may cost a business up to six times as much as keeping an old one (Azizi & Wang, 2018).

Additionally, a company's market share in highly competitive sectors may increase its profitability, and a durable competitive edge can be achieved by boosting client loyalty. Loyalty is not just expressed in the repeated purchase of a good or service but more in the repeated purchase in the face of circumstances that may lead to switching behavior. The objectives of the four types of loyalty, cognitive, emotive, conative, and actionare described. Cognitive loyalty refers to the customer's beliefs and reasons for favouring the company's offer over competing ones. Cognitive loyalty typically has more to do with the characteristics and advantages of the good or service and the price offered than with the brand itself, and it is subject to alter if the client discovers a better deal (Ruefenacht, 2018).

Customers' opinions of familiarity and affection for a company, sound, or service grow with time and are referred to as affective loyalty. Conative loyalty relates to a customer's intent to continue buying the brand, product, or service. In contrast, action loyalty refers to a customer's determination to buy the brand despite having to put up with inconveniences or extra effort to overcome barriers. After a consumer has expressed displeasure with a company's product or service, a complaint management system's fundamental goal is to keep them loyal. When consumers perceive a failure, the business risks losing the client and other people in the customer's network due to unfavourable word of mouth. Effective complaint management presents a chance to convert disgruntled clients into advocates. For this study, loyalty is defined as the extent to which a customer has maintained their relationship with a business after a complaint and the extent to which they plan to do so going forward (Phan et al., 2021). According to the data in the literature, the degree of customer loyalty following the complaint will likely depend on how healthy complaints are handled and how satisfied customers are overall.

## OBJECTIVE AND HYPOTHESIS OF STUDY

This research examines the relationship between the customer and the organisation in maintaining customer satisfaction after satisfying the complaint handling.

### Hypothesis

Consumers have different expectations for how quickly complaints made by phone, email, and in person will be resolved. Customers anticipate that a firm will attempt to remedy an issue when they feel the company can or should assist in fixing it. This expectation includes a concern about how quickly the business will respond. It has always been customary to anticipate a quicker business reaction when customers complain. However, the speed of the statement is constrained by the medium speed, and occasionally, response times might be delayed for reasons beyond the company's control, such as postal service delays in the case of complaints sent through mail (Noort & Willemsen, 2012).

Early studies did find that it took 21.6 days on average to respond to customer complaints sent by postal mail. Conversely, unhappy consumers can communicate more quickly thanks to computer-mediated communication, which also lowers their expectations for the response time. An earlier survey found that businesses typically responded to complaints through email within six days, noting a significant variance from mail letters. Given that online communications are now predicted to be even quicker and social media platforms are acknowledged to be utilised for rapid engagement associated with offline channels of contact and email, it is considered that customers demand even quicker answers from firms via these methods (Pfeffer et al., 2016).

*H1: Response time for the customer on social media is quicker than the traditional method.*

The emphasis of this study is on customer complaints on social media platforms. Social media platforms enable brand ambassadors for businesses, goods, and services to have confirmed, authorised accounts from which they may manage and generate content for their respective brands. If the page permits contributions, customers can post on the company pages, which is one way to express their dissatisfaction with goods and services on this

medium. Users may utilise their accounts to complain about goods and services, and they can also include the company's handler and pertinent hashtags to help others, including the firm, find this post. In exchange, businesses and organisations can respond to these messages using their accounts (Kaplan & Haenlein, 2011).

Social media accelerates communication between businesses and customers. On social media, though, communication takes on a new form. Although this is a social networking site, there are certain social media where entries are restricted to 140 characters since they are a form of microblog. Users can only communicate limited material, such as single photos, short phrases, and links to other online resources. It is mainly used to exchange information and discuss daily activities. Social media has been referred to as an online listening tool because of its advantages of speed and the ease of making and reading messages (Dekay, 2012).

*H2: Actual response time on social media is faster.*

One of the significant elements affecting post-complaint satisfaction is response time. The advantages of prompt answers are twofold: they guarantee that the customer's issue is resolved quickly and highlight the company's concern for customers' issues. As a result, offline and online response times directly affect how satisfied customers are. Customers' pleasure and opinions of the company's reaction will increase if they obtain online replies more quickly. Even a response provided to an online complaint four weeks after the initial complaint has been made has been found to have no impact on customers' satisfaction levels, representing that extremely late replies are essentially equivalent to no responses in terms of their effect on the satisfaction of the customer (Cambra-Fierro et al., 2016).

Prior studies on managing internet complaints have established numerous techniques for organisations' recovery procedures. These imply that you may engage with irate customers on social media more than once. Multiple interactions can be utilised for various things, like getting more information or delivering a quick, generic message to save time while developing a solution. Although customers may occasionally mistake these short boilerplate responses for shunting tactics, quick responses are typically appreciated and enhance customers' opinions of the business. The following hypotheses concerning

the initial and definitive response are made since it is discovered that satisfaction with handling complaints is closely connected to the time required to reply to the complaints (Einwiller & Steilen, 2015).

*H3: The fastest response on social media will lead to high satisfaction and handling customer.*

Consumers may complain for several reasons, with various goals, such as seeking retribution, alerting the public, teaching others, or simply venting. These goals may generally be divided into two categories: the desire for redress and the desire for the complaint to be made public. The goals of a complaint have an impact on the complaint channel a consumer chooses. The objectives of the complaint may also affect how satisfied customers are with the handling of their complaints because the impacts of response time on satisfaction levels depend on the frame of reference and are influenced by a variety of variables, including individual and situational variables (Mattila et al., 2013).

According to the earlier study, consumer happiness rises when recompense is offered, regardless of how quickly a firm responds to a complaint. This implies that response time is acceptable for these customers who obtain remedies. On the other hand, consumers who file complaints for reasons other than redress anticipate faster turnaround times. These customers need a response from the organisations as soon as feasible. They anticipate that the firm will be able to demonstrate that they are paying attention because their primary goal is to draw the organisation's attention to the relevant issue. As a result, when customers publicly complain instead of privately seeking remedy, speedier responses result in better satisfaction. As a result, the following is speculated (Shiu-Wan et al., 2015).

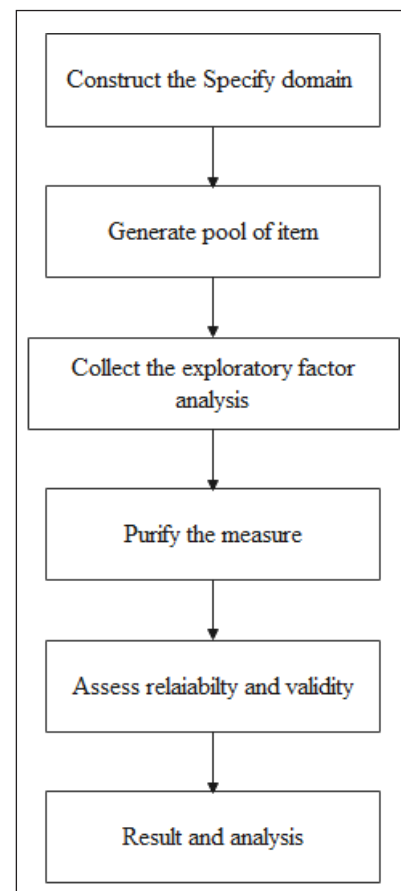
*H4: Consumers who openly complain on social media are more likely to be satisfied with the complaint management process.*

## METHODOLOGY

### Measurement

Each component in this study is measured using multiple-item measures. Uncovering the underlying factors that influence customers' efforts to complain in restaurant

settings is one of the study's primary goals, and this is covered in more detail in the "results" section. Validated scales from the prior research were adopted to measure customer happiness and loyalty. A 5-point Likert-type scale, with one representing strongly disagree and five representing strongly agree, was used to score each item. Five criteria, including "Overall, I was happy with the outcome," "My decision to complain was a wise one," and "Compared to my expectation, I was satisfied with how my complaint was handled," were used to gauge customer satisfaction with the complaint procedure (Fig. 1).



**Fig. 1: Measurement Scale for the Proposed Study**

### Samples

Data were collected via an online self-completion survey. One of the most often used methods in the literature on handling customer complaints is survey-based data collection due to its numerous advantages, including its cost, simplicity, and ease of access to large datasets. Social

media was utilised to find and enlist survey respondents who had commented on these media and obtained a response from the firm because this study focusses on social media users. As a result, the sample was purposeful and made up only of pertinent components, not random ones. By doing so, it was planned to increase the sample size of members who had freshly dealt with an online complaint and lessen the drawbacks of the type of situation data collection techniques, such as accuracy and predictive validity.

The official accounts of 20 organisations, such as manufacturing companies, the banking sector, etc., were looked at to find customers who had complained on the online platforms. The goal was to bring on board customers who had spoken with the business or had a response from it. For example, consider how social media is actively employed in the sector. Social companies consistently monitor social media, participate in pertinent topics, and keep a persistent presence. These businesses were active online during data gathering by posting their material, responding to consumer messages, and participating in conversations.

## Instrumentation

Questionnaires were utilised as the study's instrument. The use of questionnaires in data collecting is prevalent. A questionnaire is a document with a list of questions written or printed in order. It is a technique for gathering information based on the group's members' beliefs, perspectives, opinions, etc. In this survey, respondents are asked to complete a questionnaire delivered to them either directly or via web, mail, etc. Various alternatives are given for each question, from which responders must choose and mark the appropriate response. There are occasions when respondents must provide their own words in response to an unstructured query. The enormous volume of data is cost-effectively gathered from a large number of individuals in a short length of time. The respondents to this survey are given a standardised questionnaire to help gather data. Multiple choice questions are strategically placed throughout the form. The responders must choose the correct response. Each respondent receives an identical copy of the question. The researchers can quickly quantify the results of the questionnaire.

“Within one hour after complaining, among 1-6 hours after complaining, among 6-12 hours after complaining, among 12-24 hours after complaining, or more than 24 hours after complaining” were the options given to participants in the questions examining the company's response time. The following query asked individuals if they had a communication with the firm that included many messages or had only gotten one answer from them. If they had participated in a discussion, they were also asked to judge how quickly the final request that resolved the issue was delivered.

A five-point bipolar scale with the reference points of extremely satisfied and very unhappy was used to ask two different questions about satisfaction with the procedure and outcome. The last set of inquiries gathered classification data (i.e., age and gender). The individuals took part in a pre-test to ensure the online survey tool functioned as anticipated. After completing the survey, the pre-test participants were questioned about any issues they had encountered and whether they had devised alternative interpretations for the given items. As a result, several of the questions' phrasing was slightly changed.

## Data Analysis

This study utilises the statistical package for social science (SPSS) software to tabulate and analyse the primary data collected from the respondents. The data analysis uses the mean plot, frequency, percentage, regression, correlation, and normality test. Before gathering actual data, the data analysis approach is employed. There are two steps to the data-gathering process in surveys. The initial stage explains the outcome, as shown in graphs and charts. In the second step, the outcome and discussion are analysed and interpreted.

A paired samples t-test was used to compare the probable response times for social media and offline complaint channels to see if there was a statistically significant difference (H1). Using an independent sample t-test, consumers' typical projected reaction times on social media were examined (H2). An independent samples t-test was also employed to ascertain social media response times. Since self-completion questionnaires independently collected the data, they were uncorrelated and independently collected, representing that the

independent sample t-test was suitable for this research. Two one-way analyses of covariance (ANCOVA) were performed to ascertain the effect of diverse response times on complaint processing satisfaction (H3). This test may be used to look at group differences while statistically taking another variable, or covariate, into account. In this study, the reliability of variable satisfaction with complaint processing was contrasted across several groups of response times. The severity of the issue, satisfaction with how the complaint was addressed, and initial response time prospects were considered covariates. The answer time for the response (H3) was used as an independent variable. The impact of response time on customer satisfaction for those looking for and those not looking for compensation was also examined using two-way between-groups ANCOVAs (H4). This test observes the distinct and combined effects of two independent variables on a single dependent variable while accounting for the effects of the covariates. Reaction time was once again included as an independent variable for the answer (H4), but this time, the impact of the complainants' goals on the dependent variable was also considered.

Correlation and independent sample t-tests and one-way and two-way ANCOVA tests were all achieved with a significance level of 0.0. Before hypothesis testing, the underlying expectations of the t-tests and ANCOVA tests, including normality, equality of variances, the correlation strength between variables, uniformity, and conformity of regression slopes, were assessed.

## RESULT

The sample comprised more than 50% of females, according to the participants' demographic profile. The bulk of the participants ranged in age from 18 to 40. 33% of the participants reported getting a response from the firm within an hour of complaining, while just 6% said they got their first answer more than 24 hours after complaining. However, 60% of the individuals said they had a dialogue with someone on social media as opposed to getting just one message. Only 7% of those who had a chat said they had obtained the resolution within an hour, while 19.9% said it took them more than 48 hours after they had complained to get the resolution. Overall, 46% of individuals wanted to protest publicly, while 54% wanted to get reparation. Regarding satisfaction levels, 14% were very happy, and 25.6% were highly unsatisfied

with the resolution of their complaint, whereas 18% of the applicants were very satisfied, and 24% felt very dissatisfied with how the firm had remedied their issue.

## Hypothesis Testing

To examine H1, a sample t-test was utilised. It was discovered that participants' anticipated response times via social media were less than those anticipated using traditional methods. According to this, participants generally intended organisations to respond to their concerns within 1 to 6 hours online and 6 to 12 hours via traditional methods. The alteration supported H1 since it was significant statistically.

The expected reaction times on social media were compared using two independent t-tests. On social media, it was discovered that the expected response time was substantially longer than the actual response time. This shows that participants often anticipated businesses to address their concerns on social media within one to six hours. On the other hand, evidence suggests that social media site response times were often between one and six hours. H2 was therefore supported.

The consequence of response time on satisfaction with processing complaints was investigated using one-way analyses of covariance (ANCOVA), where satisfaction with handling complaints was the reliant variable. The time it took the business to submit the response was the independent variable in the ANCOVA test (H3). The independent variable in the second test was the time it took the business to issue the response, which is distinct from the reply that wraps up the customer and business communication. Both experiments used the issue severity, satisfaction with resolving the complaint, and initial response time expectations as variables (Table 1).

**Table 1: Result of One-Way ANCOVA(H3)**

Source	Mean	F	P*
The severity of the problem	5.1	6.9	0.10
Satisfaction with the outcome	542.74	725.16	0.0
The initial expectation of response time	0.3	0.51	0.4
Response Time	4.53	4.69	0.0

The two-way ANCOVAs were performed to see how response time affected customers who made public

complaints and customers who sought redress (H4). To account for individual variations, the severity of the issues, satisfaction with how the complaint was resolved, and initial response time prospects were once more utilised as variables. The answer indicated no interaction

effects (Table 2). These findings imply no discernible difference between consumers looking for compensation and those complaining freely regarding the effect of time of response on satisfaction with complaint processing. H4 was, therefore, rejected.

**Table 2: Result of Two-Way ANCOVA (H4)**

Source	Sum of Square	df	Mean	F	P*
The severity of the issue	5.8	1	4.97	7.95	0.03
Satisfaction with the consequences	461.5	1	458.5	645.4	0.000
The initial expectation of response time	0.434	1	0.39	0.495	0.47
Response Time	3.6	6	0.56	0.832	0.51
Complaint Objective	2.5	1	2.15	3.82	0.06
Complaint Objective x Response Time	5.7	6	0.89	1.62	0.24

The results demonstrate that social media reaction times are expected to be quicker than those for conventional media. Customers often expect corporations to respond to their social media complaints in six hours. Customers want quicker responses on social media, so businesses must adapt their complaint-handling strategies and practices to provide increased post-purchase satisfaction. As a result, businesses may increase the possibility that consumers will make further purchases and promote positive word of mouth by ensuring they won't be let down twice as they fix concerns.

Additionally, it was shown that customer satisfaction was significantly impacted by both the initial and end response times. It might only sometimes be able to resolve the issue with an initial answer in cases of online complaints. Initial communications frequently ask for further information or refer clients to the proper departments. As a result, the resolution of your issue may only sometimes be indicated by the company's response to your complaint. The consequences of this study validate that faster initial and concluding responses increased client satisfaction with complaint management. These conclusions align with an earlier study highlighting how quickly a company responds to consumer concerns via email and how this affects customer satisfaction.

This study emphasises the need to consider public and possibly subsequent private conversations and the complainant's opinion on whether their complaint was effectively handled. Public infrastructure ignores the method many organisations use to progress settlement offline or through private channels. This study also advances knowledge by demonstrating the existence

of the same impact at several phases of the complaint-handling process.

Companies must act promptly when they initially reply to customers' online complaints to attain high satisfaction ratings, but more is needed. They must then respond to the complaint and provide a quick solution. Due to labour and financial resource constraints, businesses can only sometimes fully please their consumers. Thus, it is essential to comprehend how the various responsiveness stages affect customer happiness. This is because current challenges that have emerged with online settings depend on this understanding.

## IMPLICATION

Firms need to be careful and conscious of what customers want and establish their social media strategy and complaint management measures appropriately as more people use social media to express problems. Understanding how social media has altered consumers' expectations, particularly regarding their goals and obtaining different replies, provides fresh perspectives for developing complaint-handling tactics. The results of this study have significant ramifications for marketers who wish to respond to customer complaints as effectively as feasible. When customers complain, they want to know that businesses are paying attention to their issues. Since we know the complainant satisfaction rates, this is one area in which businesses need to improve.

Nevertheless, a new issue for firms is the rise in customer desire for quick complaint resolution because of the

development of computer-mediated communication technologies. This has the consequence that managers should not just think about managing complaints regarding the issue, but also acknowledge that speed will constantly be a factor when social media is involved. Firms must address issues that lead to complaints and act quickly.

Sending an email of acknowledgment in response to an online complaint can buy some time for the issue to be resolved and allow for the preparation of a later, more complete response. We are aware, however, that customers occasionally mistakenly perceive these opening messages as shunting. To avoid misunderstandings and demonstrate that the business has addressed the specific complaint-related issue, sending an early acknowledgment message may be beneficial, provided that the message is individualised. However, even after distributing such an initial communication, the business must discuss the problem immediately and continue the dialogue until a prompt resolution.

## CONCLUSION

This study determined that post-complaint satisfaction is influenced by the problematic harshness and level of satisfaction with the complaint's resolution. Therefore, it could be beneficial for businesses to concentrate on comprehending how consumers judge the seriousness of a problem and on providing solutions that live up to consumers' expectations. Although there is only sometimes enough information from the complainant, learning more about the complainant's opinions and expectations may be feasible by looking into the complaint's content in online complaint circumstances. Initial corporate answers might be used to gather more data, which in turn could be used to improve and customise each customer's complaint management process. This study contributes to the literature by illuminating the need for prompt action to address online complaints so that the issue can be fixed as soon as feasible. However, the substance of the complaints' online answers' was not investigated. Developing solutions to online complaints might be aided by qualitative research that looks at various kinds of content and how they relate to satisfaction.

Furthermore, the current study defines decisive replies as the last communication from the business that ends the complaint process. This final letter might only sometimes

be sufficient from the customer's perspective. Future studies can investigate the change in responses regarding satisfactory and unsatisfactory reaction time. The industry investigates consumer expectations and contentment for various sectors.

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