

**ENHANCING LOCAL RESIDENT SATISFACTION TOWARD
CUSTOMER RELATIONSHIP MANAGEMENT AT LOCAL
COUNCIL**

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ABSTRACT

Customer relationship management (CRM) is crucial for all organization including private and government sector. One of the important aspect in CRM is complaint management. Complaint management allow public to report complaints and issue on particular problem faced by them. Organizations should take complaint management as major element in enhancing relationship with public and to avoid dissatisfaction. This study present the conceptualization of CRM in local government sector. This study aim to explore the complaints management system in one of the local government authorities in Perak which is Majlis Perbandaran Teluk Intan (MPTI). The research methodology for this research is case study retrieve from documentation, one-on-one interview and self-observation. This study also provide discussion and suggestions that could be taken in enhancing customer relationship management.

Keywords: Customer Relationship Management (CRM), complaints management, services delivery, public relations in local government.

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1.1 INTRODUCTION TO THE AREA OF INTEREST

Nowadays, Customer Relationship Management (CRM) is not optional but it is essential to every organization for both private and government sector. According to Knox, Maklan, Payne, & Peppard, (2003) CRM is not a product, but it is a discipline, framework or an integrated approach to managing relationships with customers and needs continuous improvement by an organization. The improvement in CRM is needed because the ways to maintain relationships with customers differ from time to time. Yawised & Marshall, (2015) noted that customer management now has two worlds. First, organizations have existing traditional CRM systems and second, customers from online communities through social media which enable them to connect interactively (Yawised & Marshall, 2015). In conventional ways, organizations engage with customers through letters, phone calls and face-to-face. In this new digital era, organizations engage through websites, social media, portals and live chat. It is crucial for an organization to determine which platform is suitable for their CRM strategies.

On the other hand, when it comes to CRM that focused on government sector, citizens are demanding good service delivery. A study by Pollard, Young, & Gregg, (2006) asserted that CRM is now highly considered in the public sector due to public desire for excellent services deliver by government. At the local government level, local residents are considered as customers because they pay assessment tax every year or semi-annual. Therefore, the local government needs to ensure two-ways of communication between public and organization were apply to maintain the good relationship. A research in local government authorities in Zimbabwe revealed that 99% of the respondents agreed that it is important to maintain relationships with local resident. The research also noted that local councils must be innovative and improve on service delivery (Chiguvi, Madondo, & Dube, 2019).

1.2 BACKGROUND OF THE STUDY

CRM is essential to the government sector, especially when dealing with the public to ensure they remain satisfied with the service given to them. Excellent services will result in high customer satisfaction. In local government, the Unit of Public Relations and Community is responsible for enhancing and maintaining the relationship with the public, which is usually called local residents or taxpayers. CRM is a management tool that helps in improving local residents' satisfaction with services given by the local government. It is important to keep local residents satisfied because they pay a tax called assessment tax billed by local government authorities. Indirectly, local residents can be considered as customers to the local government. This study will focus on

customer relationship management based on a case study from Majlis Perbandaran Teluk Intan (MPTI), one of the local government authorities in Perak. MPTI covers five service delivery areas in Hilir Perak includes Teluk Intan, Hutan Melintang, Bagan Datuk, Langkap, and Chenderong Balai.

In MPTI, Unit of Public Relations and Community has several responsibilities which include complaints management, community management and tourism. The most common responsibility in MPTI is complaints management. Unit of Public Relations and Community acts as the middleman between every department and local residents on complaints management. The unit is in charge of receiving and managing the complaints before passing it to the other related department. For instance, a complaint regarding stray dogs threatening and hurting people was made through a phone call. Unit of Public Relations and Community specifically in complaint management will pass the complaint to the enforcement division for investigation and take action. This is to ensure complaints management in MPTI is centralized. There are several common departments that often get complaints from local residents namely Enforcement Division, Landscape Division, Town Planning Division and Engineering Division.

MPTI adheres to quality management policy of ISO 9001: 2015. The objective of Public Relations on complaint management is to manage public complaints immediately and make an investigation within 3 working days. There are several platforms that can be used by local residents to log their complaints. The platforms are face-to-face, letter, phone calls, email, social media (Facebook), complaint line (Whatsapp), e-government portal known as '*Sistem Pengurusan Aduan Awam (SISPAA)*' and *I-Tegur*. MPTI still accepting both conventional and new digital platforms to cater to every layer of society. According to MPTI's annual report 2019, there are 1448 complaints were made.

More than that, the Unit of Public Relations and Community also provides a Customer Satisfaction Survey (CSS) to evaluate and measure the local residents' satisfaction toward service delivery by every department in MPTI. The survey is using a Likert scale question. It can be accessed through a website, e-kiosk, and QR codes in every department. However, in 2019, there are only 290 respondents from 40,000 total property holdings that answer for the survey. The data is not sufficient to conclude service delivery quality provide by MPTI. Hence, the aim of this study is to explore the CRM system specifically in complaint management by the case study of MPTI.

1.3 PROBLEM STATEMENT

There are several problems that arise in managing effective CRM from local government authority perspectives. Firstly, **high rates of complaints received from local residents**. Forbes, 2008 noted that the number of complaints made by customers is the measure of dissatisfaction about the quality of a product or services. From the view of local government, high rates of complaints received equal to high rates of local residents dissatisfaction toward services delivery provided. To support the above statement, a study by Devereux & Weisbrod, (2006) found that complaints about local public services are predictable responses to stated dissatisfaction with the service quality provided. Furthermore, due to the high rates of complaints received, services given also will become late. Local residents demand for fast service delivery by government. Customers are becoming more demanding and expect government to provide greater service (Sadad, Aimim, Hazimi, & Liza, 2018). Complaint procedures are time-consuming and some complaints took months to settle (Hassan & Abdelkader, 2011). Local councils also received high rates of complaints in social media because public desire for convenient complaint platform.

Next, **non-effective complaints management** also contributes to the problem statement in this study. Every government organization should have an effective communication plan to handle complaints from pre, during and post complaints management. A study conducted in the local district municipal council in Selangor asserted that they facing problems of managing complaints due to the high rates of complaints received every day (Shatina & Muhammad, 2016). Hence, it is important to have systematic complaints management by preparing an effective communication plan for every complaints' platform either online or conventional ways. Complaints management system is one of the factors influencing services quality and have moderate positive relationship with complaints management (Tan, Nur, & Mohd, 2013).

Last but not least, **financial problem** is also one of the biggest limitations in managing effective CRM. In order to made development and maintenance, the local government needs a lot of budget allocation. According to Commonwealth Local Government Forum (CLGF), local government's main income is self-assessed income tax which contributes 60-70%. While other income is from non-tax revenues that include fines, license payment and other chargeable services (Commonwealth Local Government Forum, 2021). The local government also receives grants or subsidies from central and state governments. However, unlike in the private sector, investing in development and maintenance is not to generate income but to serve the public. In this case, there is an absence of return on investment. The cost for development and maintenance also increase from time to time.

1.4 OBJECTIVES

There are main three objectives in this study. The first objective is **to explore the complaints management system in MPTI**. Researcher seeks to know how the complaints management system works in MPTI. Not only that, researcher also wants to explore either the existing complaints management system is effective or not. The second objective of this study is **to explore the communication plan used for complaints management in MPTI**. Researcher believe that every complaints platform should have its own communication plan. It is also crucial to investigate to what extend the communication plan used is suitable or not. The communication plan should be precise and acts as a framework for the management staffs. The third objective of this study is **to analyze the factors that hinder in handling effective CRM**. Researcher believe that there are some limitations to implement an effective CRM. The factors might come from internal or external problems. It is important to investigate the factors to ensure local residents are satisfied with the service delivery given by MPTI.

1.5 SCOPE OF THE STUDY

In this study, customer relationship management is the unit of analysis. This study will focus on complaint management as one of the element in CRM. This study was conducted on one of the local government which is Majlis Perbandaran Teluk Intan. This study conducted to explore complaint management system in MPTI and provide suggestions on how to enhance complaint management system. The methodology of this study is case study by using documentation, one-one interview and self-observation.

2.1 LITERATURE REVIEW

This section will present the important part of this study retrieve from past research. It includes benefits of customer relationship management in government, complaint management system and factors that lead to failure in complaint management.

2.1.1 BENEFITS OF CUSTOMER RELATIONSHIP MANAGEMENT IN GOVERNMENT

Utilizing CRM in government sector would give many benefits to customers as well as organizations. The first benefit of using CRM increases customer satisfaction. According to a study, 47 percent of CRM users believed that the adoption of a CRM system significantly impacted customer retention and satisfaction (Hollar, 2015). On the other hand, CRM also will give an opportunity for organization to improve its CRM strategy. Filip, (2013) in the study asserted customers that log complaints give an opportunity to the organization to investigate internal weaknesses and establish a suitable strategy for improvement. Not only that, suggestions by the public should be considered because this will also help the organization to develop a better strategy. Chiguvi, Madondo, & Dube, (2019) noted that customer complaints must be collected and evaluated in order to improve the CRM Strategy's implementation.

Next, the benefit of utilizing CRM is improving an organization's image. Schellong, (2005) asserted that public sector has a poor service image unlike private sector. However, utilizing a CRM system will enhance the organization's image. A study conducted by Nor Hapiza & Norul Akmal, (2009) to five semi-government organizations indicated that organizations have similar views on the benefits of utilizing CRM which are improve efficiency, improve customer service and improve organizations image. While Kacaniku & Sina, (2016) supported that using CRM, relationships between government organizations and customers may be more efficient, powerful, and auspicious. Building a good relationship with the customer will enhance the organization's image and capability. Chiguvi, Madondo, & Dube, (2019) mentioned that CRM raises customer service standards and helps organizations to provide better customer recognition.

2.1.2 COMPLAINT MANAGEMENT SYSTEM

Complaint management is a crucial part of government sector. The complaint occurs when customers want to show their dissatisfaction toward services provided by government sector. Most organizations put customer satisfaction as the major goal. To achieve the goal, a complaint

management system should be implemented. One of the important parts of CRM is the complaint management system. A precise complaint management system will assist the organization in building and maintaining the relationship with the customers. Complaint management can be defined as the process of information dissemination to discover and rectify the causes of customers' dissatisfaction (Fornell & Westbrook, 1984). Ajaegbu, Idowu, & Adesegun, (2021) asserted that complaint management is an important part of CRM that should not be ignored because paying attention to this part of CRM will not only help to maintain the relationship with customers but it helps to design better goods and services. To support the previous statement, Tan, Nur, & Mohd, (2013) mentioned that more organizations appreciate the benefits of creating and sustaining long-term relationships with their consumers, complaint management has become an integral aspect of their customer retention efforts.

While Filip, (2013) in the study noted that by designing an integrated complaint management system, organizations can learn from the customer feedback and use the information to reduce weaknesses, improve business performance, avoid potential unpleasant experiences, and reestablish customer satisfaction, loyalty, and relationship quality. On the other hand, Tronvoll, (2007) noted that the complaint process is not only the context in which the complaint arises or evolves, but it is also an integral aspect of service delivery. Even a successful complaints management were invented, complaint management will be seen as worse by customers because of the bad service delivery given by organizations. From this argument, every related department needs to give their full cooperation to make the complaint management system as a success. This is because every department in an organization has interrelated responsibility especially when it is about customer relationship management.

2.1.3 FACTORS LEAD TO FAILURE IN COMPLAINT MANAGEMENT

According to research by Gartner, (2003), the study indicates 70% of CRM projects have failed. Hence, identify factors that lead to failure will help organizations to enhance their CRM strategy. There are some factors that lead to failure to meet customer satisfaction. One of the biggest factors is the financial factor. King & Burgess, (2005) noted that organizations unable to sustain and give continuous work for development, operation and maintenance due to financial problems.

Some organizations usually government sector do not have enough income to make development and maintenance which leads to public dissatisfaction. Chiguvi, Madondo, & Dube, (2019) in the research asserted that local government authorities usually cannot choose their customers unlike private sector. In the case of local government, there are numerous of complaints received by non-taxpayers. The same study by Chiguvi, Madondo, & Dube, (2019) noted that government sector require to deal with public who do not qualify for the service provided and it increases the cost acquisition and continuation of services.

Next, another factors that leads to failure in managing CRM specifically in complaint management is management capability. Many research suggests that management staff and leader play the largest roles in implementing effective CRM. According to Shatina & Muhammad, (2016) the important reason in service delivery are strategic plans, high leadership skills and staff training. Management staff in complaint management should understand how the system works to enhance an organization's image. Silva & Batista, (2007) mentioned that to reshape the organization's public image, government must encourage change in staffs' attitudes to customers in the CRM system. While Preece, Chong, Golizadeh, & Rogers, (2014) noted that cooperation and two-way communication must be promoted which include staff training programs. The supervisor or head officer also plays an important role in the managing complaint management system. Kacaniku & Sina, (2016) mentioned people in the general division should involve in outlining the system for implementing CRM in the organizations, as well as the procedures to using the system on daily basis. The same study also highlighted that top executives must understand organizations' missions in CRM.

3.1 METHODOLOGY

The methodology for this independent study is case study. Case study is another common qualitative research. A case study is a research method and empirical study that explores a topic in its real-life context (PressAcademia, 2018). The sources of data for this case study are document (MPTI's annual report 2019), one-on-one interview with head of Public Relations and Community unit, Encik Megat bin Megat Amerrudin and self-observation. The questions is using open-ended questions. The interview session conducted using online platform via Google Meet. The constructed questions for interview are as below:

No.	Questions
1.	How many complaints channels and how do the local resident want to lodge a complaint?
2.	How do the public want to know the status of the complaint?
3.	How Public Relations unit take feedback on complaint management?
4.	What action is taken by the PRO unit if the complaint has been made cannot taken any action?
5.	Do any promotion about complaints management being made on social media?
6.	Do you have a communication plan for complaint management? If yes, can you explain?
7.	Which division always get complaints? Can you explain why?
8.	What are the limitations in handling complaints?
9.	Does MPTI organize any complaints management program? If yes, can you explain?

3.2 THEORY GUIDED THE STUDY

The theory that guidance throughout this study is Customer Relationship Management Theory (CRM). This theory was invented by Pat Sullivan and Mike Muhney on 1987. CRM is known as ACT on 80s. While on 90s, organizations started to recognize and utilizing CRM. CRM do not have any standard process, guidelines or framework. Hence, this study read and observe other academic research in the same field of study which is 'Customer Relationship Management'. The CRM process model act as checklist to check whether existing CRM management in MPTI is sufficient or not. After read through several past research, there are one suitable CRM process model that researcher will use as the guideline of this study. It is a research conducted by Khalid, Haslina, & Huda, (2011). According to the study, there are six processes in CRM which include 1) develop strategy management, 2) set customers objectives, 3) assess organization readiness, 4) align organizations behind goals, 5) execute CRM program and 6) measure program effectiveness. The constructed model are as below.

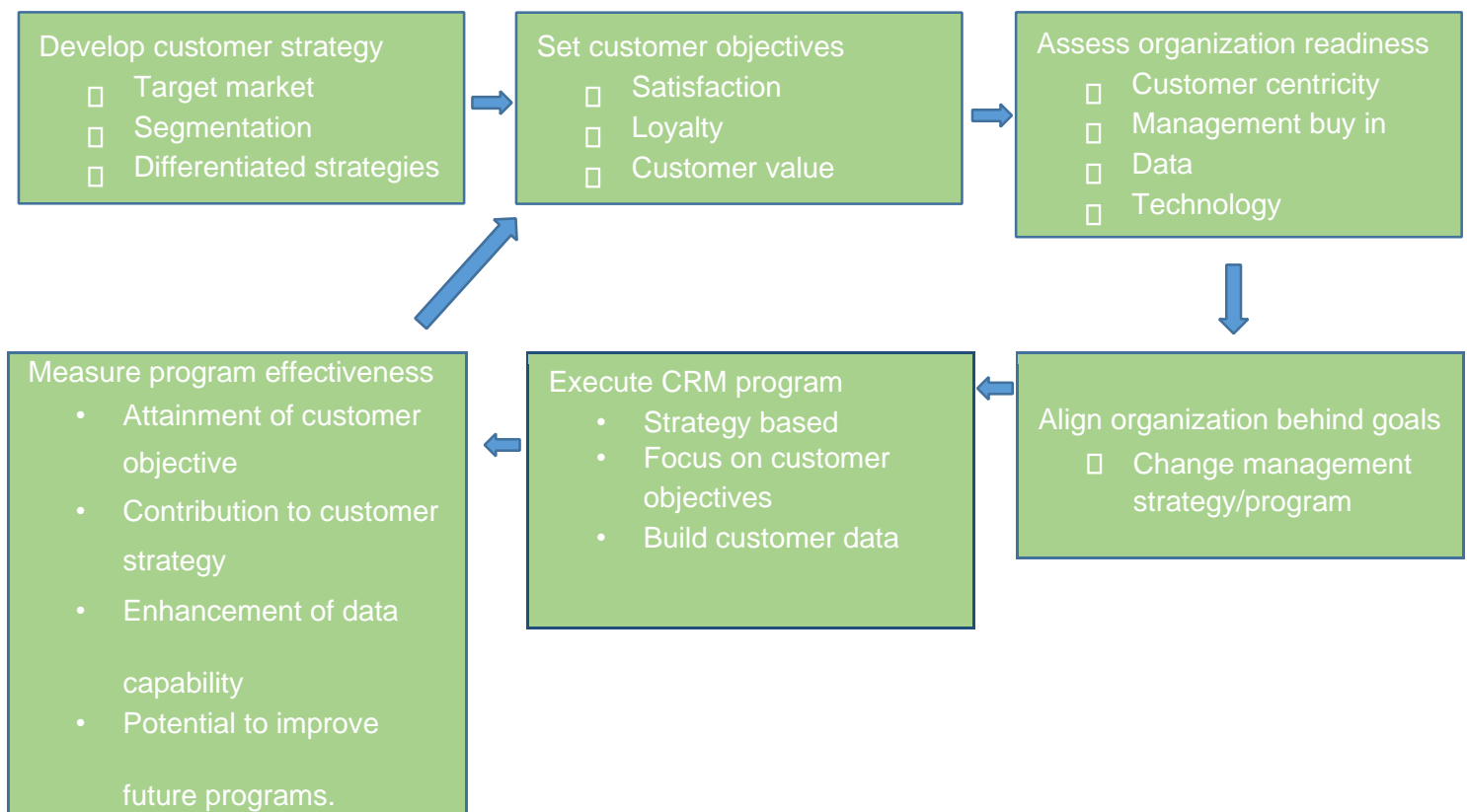


Figure 1 shows CRM Process Model retrieved from a research.

4.1 DISCUSSION

This chapter will discuss several key points raise from the objectives of this study. It includes types of complaint received, checklist in CRM process model, communication plan used in complaint management and factors that hinders in handling effective CRM.

4.1.1 TYPES OF COMPLAINT RECEIVED

According to MPTI Annual Report, the number of complaints received is increasing from 2016 to 2019. In 2016, the number of complaints received is 462. While in 2017, the number of complaints received is 1380. Other than that, in 2018, the number of complaints received is 1512. Lastly, in 2019, the number of complaints received is 1448. The summary of the comparison of complaints received is as below.

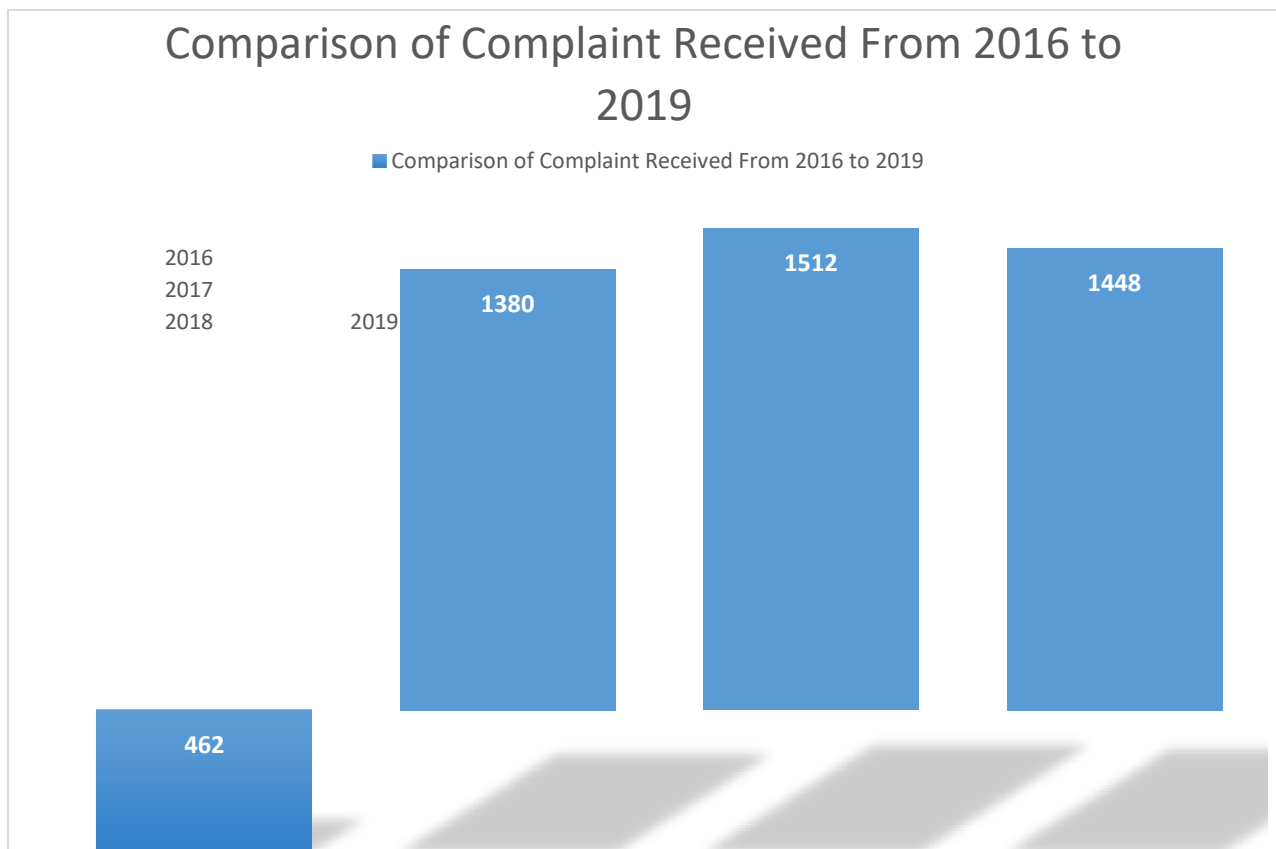


Figure 2 shows comparison of complaint received from 2016 to 2019.

No.	Types of complaint	Number of complaint	Percentage (%)
1.	Trees	158	11%

2.	Drain	246	17%
3.	Road	53	6%
4.	Garbage	299	21%
5.	Obstacle	47	3%
6.	Hawkers	17	1%
7.	Bushes	39	3%
8.	Stray dog	298	21%
9.	Lamp	43	3%
10.	Others	117	8%
11.	Building	37	3%
12.	Local premise	21	1%
13.	Staff	2	0%
14.	Transportation	29	2%
15.	Toilet	1	0%

Table 1 shows types of complaint with percentage received by local residents.

According to complaint system, the highest complaint received is from Town Planning Department which manage the garbage and drain with the number of complaints 299 and 246 respectively. Next, the second highest complaint received is regarding stray dogs from Enforcement Division. Other than that, local residents also complaint about trees with the number of complaint 158 from Municipal Services Division. While the number of complaint received about road, obstacle and lamp are 53, 47 and 43 respectively. Lastly, the other complaint received is below 40 complaints. The summary of complaints is as below.

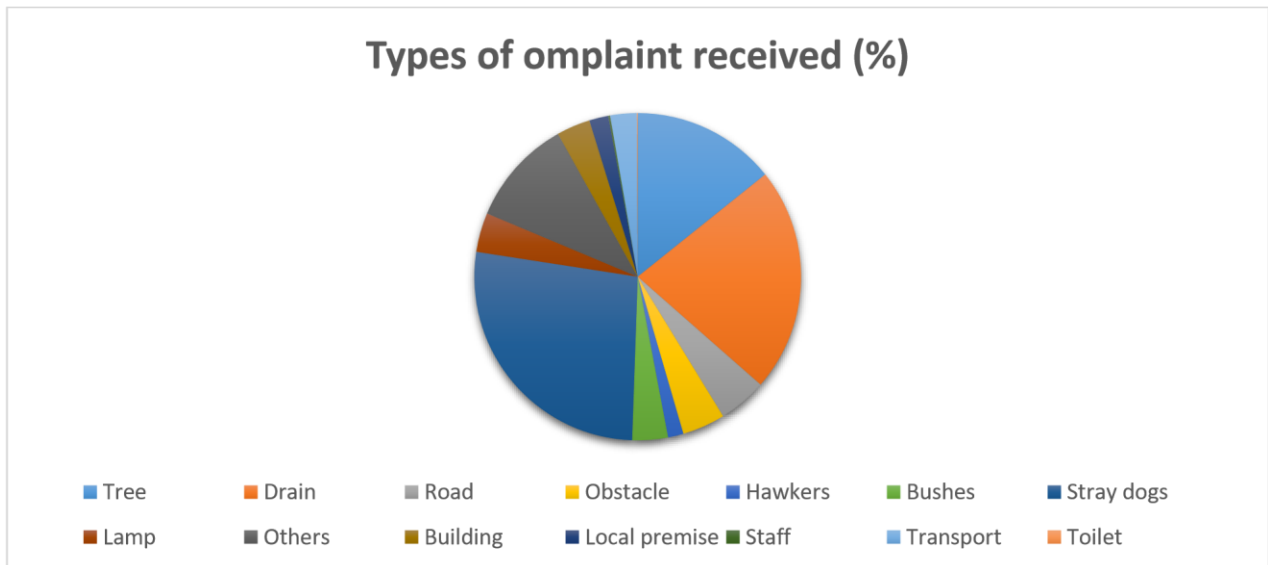


Figure 3 shows pie chart of types of complaint received by percentages.

4.1.2 CHECKLIST IN CRM PROCESS MODEL

According to CRM Process Model in a research by Khalid Rababah, Haslina Mohd, and Huda Ibrahim, this study aims to make checklist to whether current CRM of MPTI is sufficient or not. The data for this study received from interview, annual report and self-observation.

The first element in CRM Process Model as shown in Figure 1 is develop customer strategy. In MPTI, the target market is local residents or also known as taxpayers. Taxpayers required to pay assessment tax annually or semi-annual depends on their preferences. Taxpayers also consider as target market because local council need to provide service for development and maintenance to local residents. For segmentation, the organization using geographic and demographic segmentation. The organization has five administration areas which include Teluk Intan, Hutan Melintang, Bagan Datuk, Chenderong Balai and Langkap. The organization provide many platform for complaint management to ensure every administration area is included. Local resident that not live in Teluk Intan face difficulty to make complaint face-to-face. In that case, MPTI provide other platform for complainers that live outside Teluk Intan area. For geographic, the organization also have customer from different age groups. In order to differentiate strategies, MPTI provide many complaint management platform. The organization provide many platform for local residents to choose their complaint platform preference.

The second element in CRM Process Model is set customer objectives. The Unit of Public Relations and Community main objective for complaint management is to receiving public complaints and providing early feedback to complainers within three working days. However, complaint management is interrelated with involved department. For investigation and action taken, the organization objective is to resolve complaints and take action within 15 days. The table on next page show the data of complaints resolve within 15 days from Annual Report 2019.

Month	Number of complaints	In action	%	Settle case	%	Resolve within 15 days	%
January	158	0	0.00	158	100.00	81	51.27
February	109	1	0.92	108	99.08	59	54.63
March	123	0	0.00	123	100.00	60	48.78
April	128	0	0.00	128	100.00	66	51.56
May	121	1	0.83	120	99.17	60	50.00
Jun	116	1	0.86	115	99.14	52	45.22
July	115	0	0.00	115	100.00	60	52.17
August	162	3	1.85	159	98.15	103	64.78
September	102	1	0.98	101	99.02	69	68.32
October	128	2	1.56	126	98.44	78	61.90
November	89	0	0.00	89	100.00	60	67.42
December	97	0	0.00	97	100.00	64	65.98
Total	1448	9		1439		812	

Table 2 shows the data of complaint resolve within 15 days.

As shown in Table 2, the number of complaint cases resolve within 15 days is around 45% to 68%. The total of complaint received in 2019 is 1448. The total case resolved is 1439 and only 9 case is not resolved. However, the quality objective for Unit of Public Relations and Community unit achieved 100% in term of specified time period which is receiving public complaints and providing early feedback to complainers within three working days.

The third element in CRM Process Model is assess organization readiness. In term of platform, the organization provide many complaint management platform which include conventional and online platform. The platform include face-to-face, phone calls, website, Whatapp, online system known as *Sistem Pengurusan Aduan Awam (SISPAA)*, *I-Tegur* and Facebook. The organization provide various platform because not everyone is computer literate. Age factor also affect the choices of complaint management platform. Local residents that wish to make complaint can choose their platform preferences. In term of data management, SISPAA have the built features of managing and store complainers' data. While in term of customer centricity, the organization has sufficient employees for complaint management. PRO unit is the unit that responsible on complaint management and will pass it to person in charge in the related department. MPTI is well prepared in term of organization readiness.

The fourth element in CRM Process Model is align organization behind goal. The main goal of the organization is committed to all customer needs through the provision of quality services and controlled planning towards realizing Hilir Perak as a developed, peaceful, prosperous and superior district in Malaysia. In order to align with organization main goal, the organization need to enhance strategy and tactic in customer relationship management. According to Table 2, out of 1448 complaints received, only 812 cases that resolve within 15 days. This means more than half of the number of complaints received still did not comply with the objective of quality services delivery.

The fifth element in CRM Process Model is execute CRM program. There are several strategy develop by the organization. The strategy is by implement complaint management program. The first program is known as Town Hall Meeting. The program is implemented two to three times a year. The main objective of this program is to have two-ways communication and dialog session with key stakeholder. From the session of this program, the organization will find root cause that caused the problem. Stakeholder will give suggestions, opinions and others. The program also encourage for question and answer session to ensure public get exposure on function of local government. For example, wild animals such as pigs is not under the jurisdiction of the local government but under the jurisdiction of Department of Wildfare and National Parks (DWNP). The second program implemented is *Turun Padang (TURPA)*. The program is held monthly for selected serious cases or problem that cannot be resolved in normal procedures and require a high allocation. The program collaborate with relevant agencies according to types of case. According to MPTI's annual report 2019, there are 12 visits for TURPA program as below.

Month	Place of visits
January	Signboard operation in Hutan Melintang
February	Abandoned car operation in Bagan Datuk
Mac	Cleaning operation at garbage site in Kampung Bahagia, Teluk Intan
April	TURPA at Jalan Sabak Bernam, Hutan Melintang
May	TURPA at Jalan Woo Saik Hong, Jalan Sg. Nibong
Jun	TURPA with Yang di-Pertua MPTI at Menara Condong area
July	TURPA at Bandar Baru, Teluk Intan
August	TURPA at Jalan Woo Saik Hong, Jalan Manggis and Taman Teluk Intan
September	TURPA at Taman Rethna, Teluk Intan
October	TURPA at Lot 1517, Jalan Changkat Jong with Jabatan Kerja Raya (JKR)
November	License operation in Bagan Datuk
December	Drain cleaning at Taman Impiana, Teluk Intan

Table 3 shows place of visits for TURPA program from Annual Report 2019.

The last element in CRM Process Model is measure program effectiveness. For complaint management, the organization also provide Customer Satisfaction Survey to gain feedback from local residents about quality of main services given to local residents. The survey is using online

form which is Google Form. The objective is to measure performance and get an overall picture about the quality services of the main counters and main services provided by MPTI. Main services of the organization is Engineering Department, Enforcement Division, Landscape Department, Municipal Service Division, Valuation and Property Department. Every department has different constructed questions applicable to types of services provided. However, the organization only provide three answer option which are satisfied, moderate and not satisfied.

From all element in CRM Process Model, it can be seen that MPTI have fulfill all the aspect needed. Complaint management system used in MPTI is effective because it has all the important aspect. However, there is always room for improvement for the organization in complaint management. Even the organization has all of the aspect, MPTI still need to improve on service delivery quality. This is to ensure organization achieve main goal by providing good service.

4.1.3 COMMUNICATION PLAN USED IN COMPLAINT MANAGEMENT

Communication plan used in complaint management is MS ISO 9001/2015 for government sector. MS ISO 9001/2015 is a service quality guideline adopted from International Standard ISO and developed by International Organization for Standardization to Malaysia Standard (MS). MS ISO sets out and explains the elements of the basic requirements that must be have for the quality management system in ensuring that the products and services provided by an organization always meet the needs of customers. In MPTI, the work process for complaint management is documented and audited annually by the auditor. The work implement is based on ISO. Each complaint platform has its own communication plan.

There is also some issue occur when complainers make complaint but no action could be taken. According to interview session, there are several causes why complaints cannot be taken. The main factor is that the complaint is outside the jurisdiction of MPTI. One of the recent example is MPTI get complaints related to flood due to rainy season in Taman Maharani and Jalan Maharajalela. It is the jurisdiction under other agency but complainers think it is jurisdiction of MPTI. In this case, MPTI channel the complaint to the relevant agency and at the same time the complaint remains to be treated by send a letter to complainers.

4.1.4 FACTORS THAT HINDER IN HANDLING EFFECTIVE CRM

Every organization may has several factors that hinder in handling effective customer relationship management. According to interview session and observation, there are several factors that

hinder the organization in handling effective CRM. The first factor is **financial problem**. In Perak, the rate of assessment tax is still using from 1980s rate. The assessment tax rate is no longer relevant to use in 2021 because cost to manage main services like managing garbage, drain clogged and road maintenance is increasing. With limited income, the organization cannot give five-star services due to financial constraints. At the same time, the organization also need to provide main services without fail to local resident.

Other factor that hinder the organization in handling effective CRM is some of the **public do not have self-awareness**. For example, there is still some people throw garbage on the side of the road or non-garbage dump area even a sign have clearly show 'do not litter, or you will be fine RM500'. If following to job responsibilities of local government, the organization should collect garbage or waste from house to house and business premises only. But due to some irresponsible people, the organization also need to collect garbage collections in inappropriate places such as on the roadside. This shows that some people did not have self-awareness and only depends on local government.

Moreover, the factor that hinder the organization in handling effective CRM is the **complaint management system itself**. The complaint received from local residents need to go through PRO unit first before pass it to related department. Sometimes, staff from other departments did not aware on the complaints received. It is time consuming for PRO unit to monitor complaints before pass it to the involved department. The complaints received through phone calls, face-to-face and Whatsapp need to be insert first in SISPA. At this point, it is also time consuming because the person in charge for complaint management have other responsibilities too. Sometimes, the person in charge insert complaint in the next day. Other than that, the organization did not provide proper communication plan especially in social media which increase public frustration. To develop efficient complaint management platform is costly. Effective complaint management system is crucial because it influence services quality given to local residents.

CHAPTER 5

SUGGESTIONS

5.1 SUGGESTIONS

In this chapter, this study provides suggestions that can be used in enhancing customer relationship management. The suggestions include are convenient complaint management

platform, provide precise communication plan, satisfaction scale and staff training program for complaint management.

5.1.1 CONVENIENT COMPLAINT MANAGEMENT PLATFORM

The organization should enhance its complaint management platform that is more convenient and user-friendly. As a suggestion, the organization can develop a mobile application that only focuses on complaint management. Even the organization had developed website, mobile application is more convenient to use by local residents. According to Tania, (2019), mobile application is more convenient than mobile website because it offers better user experiences, easier to use and load content quicker. One of the local authorities that had implement mobile application is Majlis Bandaraya Shah Alam (MBSA). MBSA develop phone application known as i-ADU for complaint management. The main objective for developing mentioned apps is to facilitate efficient and effective management of complaints. Shah Alam residents can use the application to file complaint, attach photos and locate location on map (Shah Alam residents can now file complaint via app, 2017). Other than that, Majlis Perbandaran Manjung (MPM) also recently had introduced a mobile application called myMANJUNG. It is an integrated mobile application that combines all main services include license management, billing management, complaint management and other features. From above clarification, local authority can develop own mobile application like MBSA and MPM.

Another suggestion for a convenient complaint management platform is to develop complaint hotline number. It is one of the most popular and effective ways to resolve complaints. Complaint hotline number help make an organization looks more professional than using local number. It is also a great tool and good option for large organization for complaint management. This method was also implemented by MBSA which the local authority provide complaint hotline for the resident in Shah Alam.

5.1.2 PROVIDE PRECISE COMMUNICATION PLAN

Next, the suggestion to improve complaint management is by providing a precise communication plan. A communication plan is a set of rules and guidelines that assist the organization to communicate effectively with public. In this way, the organization can easily manage all the complaints related to their service. There are many platforms used by MPTI to received complaints. Hence, every complaint platform should have different communication plan. For instance, the organization can provide reply template to answer public complaints through social

media. The organization should plan detailed document which outlined the message for person in charge on what should say and what cannot say. The detailed document will be standard operating procedures for the employee in managing complaints. Even employees that are in charge of complaint management change, the document can be used by new employee as references. It is also a guideline on how to connect from one department and another department to ensure involved departments are aware of the complaint. At the same time, proper communication plan can avoid from time-consuming. Communication plan can hinder service delivery become late. Communication plan help to improve the quality of service and to make it more efficient.

5.1.3 SATISFACTION SCALE

Moreover, suggestion to improve complaint management system is the organization can provide more answer option in Customer Satisfaction Survey. The available answer option which are satisfied, moderate and not satisfied which not sufficient to measure overall public satisfaction. A study by Friedman & Amo, (1999), answer option can be modify using satisfaction scale with response option which are 'very satisfied, 'satisfied', 'neither satisfied nor dissatisfied' and 'very dissatisfied'. Well balanced answer option for Customer Satisfaction Survey would have the organization to analyze biggest contribution to public dissatisfaction.

5.1.4 STAFF TRAINING PROGRAM

Last but not least, the suggestion to enhancing complaint management is by provide staff training program. Staff training program should be conducted to ensure that employees are trained properly and equip with proper skill on complaint management. Among of the important skill are deliver fast, phone etiquette and using proper language. According to a research conducted by Timothy, (2020), the results indicate that 90% of the study respondents agreed that staff training program has improved on their skills in delivering quality service to public.

CONCLUSION

Customer relationship management is important not only to the private sector but also to government sector. Customer relationship management also needs to always adapt to current technology and situation. One of the important aspects is customer relationship management is complaint management. Public complaints are an expression of public dissatisfaction with the quality and service received by an organization. Every government sector should enhance the complaint management system to avoid public frustration. A good complaint management system will strengthen the relationship between a government organization and its public. At the local government level, complaint management is about resolving local resident complaints about main services provided by the local authority. In MPTI, the Unit of Public Relations and Community is responsible for handling customer relationship management. The organization is well utilized on all the important elements in CRM Process Model. All departments in MPTI need to always cooperate to give the best service delivery to local residents. The local authority must give the best experience to local residents to ensure they are satisfied with the service delivery given to them. Public complaints help the organization to identify areas for service delivery performance.

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