2022

Strategies to Manage Customer Complaints

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
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Abstract

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by

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MS, AlBalqa Applied University, 2013

BS, The University of Jordan, 2001

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Poor customer complaint-handling strategies can negatively affect customer loyalty. Leaders in the pharmaceutical industry who fail to improve complaint-handling strategies can experience a decrease in profitability. Grounded in the double-loop learning theory, the purpose of this qualitative single-case study was to explore effective strategies business leaders use to manage customer complaints in a pharmaceutical company. Participants included six business leaders in Northwest New Jersey, United States, who successfully used strategies to improve customer complaint handling in the pharmaceutical industry. Data were collected from semistructured interviews and company documents relevant to customer complaint handling and were analyzed using thematic data analysis. Two themes emerged: improving the investigation process and organizing the management structure. A key recommendation for business leaders is to focus on organizational learning to improve investigation strategies. The implications for positive social change include the potential to improve the investigation processes and organizational structure, which may improve the health of the population and lead to providing high-quality and low-risk products to patients.

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Dedication

I dedicate this research study to my beloved parents, husband, sisters, and brothers whose inspiration, support, and encouragement have helped me to finish the course. This achievement is as much theirs as it is mine.

Table of Contents

ii

List of Tables

Section 1: Foundation of the Study

Managing customer complaints is an essential aspect of any business or entity (Duica et al., 2019; Niazi et al., 2019). The ability to manage complaints properly is essential to the success of any business (Ogbeide et al., 2017). The main topic explored in the current study was business leaders' strategies to manage customer complaints. The discussion in this chapter focuses on a problem identified concerning this study's topic. The themes included in the discussion of the topic and problem of the study are the background, problem statement, purpose of the study, nature of the study, research question, interview questions, conceptual framework, definitions of terms, assumptions, limitations, delimitations, significance, and review of relevant literature. The chapter concludes with a summary.

Background of the Problem

Customer satisfaction is the ultimate goal of any business. No business can perfectly satisfy all customers. In some cases, customers complain about dissatisfaction with a product or service or any unmet expectations from a business entity (Niazi et al., 2019; Shooshtari et al., 2018). Complaint management strategies must successfully convert customer complaints into positive outcomes for the business (Shooshtari et al., 2018). Business leaders are responsible for overseeing and ensuring that complaint management strategies are effective (Shooshtari et al., 2018). However, not all business leaders handle complaints effectively.

Problem Statement

Business leaders who mismanage customer complaints are likely to lose existing customers (Niazi et al., 2019). Widijanto and Rachmat (2019) found that 22.4% of customers have reduced customer loyalty when customer complaint management is reduced. The general business problem was that some business leaders lack effective strategies to manage customer complaints, which results in poor feedback regarding customers' needs and losing existing customers (see Duica et al., 2019; Niazi et al., 2019). The specific business problem was that some business leaders lack the strategies to manage customer complaints effectively.

Purpose Statement

The purpose of this qualitative single-case study was to explore strategies that business leaders use to manage customer complaints effectively. The target population consisted of six business leaders at a pharmaceutical company in Northwest New Jersey, United States, who had successfully implemented strategies to address customers' complaints. The implications for positive social change include the potential for business leaders to use customer complaint management to obtain information from customers to better their products for improving patients' health and quality of life.

Nature of the Study

The research approaches are qualitative, quantitative, and mixed methods (Basias & Pollalis, 2018). Qualitative researchers use open-ended questions to explore topics in depth; understand the processes; and analyze experiences, behaviors, and relations to interpret the why and how of a phenomenon (Basias, & Pollalis, 2018; Gerring, 2017). In

contrast, quantitative researchers use closed-ended questions to investigate or test hypotheses about variables' characteristics or relationships (Schmiedel et al., 2019). Mixed-methods research includes qualitative and quantitative elements (Alavi et al., 2018). To explore customer complaint management strategies that business leaders use, I did not test hypotheses that are part of a quantitative study or the quantitative portion of a mixed-methods study. I used the qualitative method because the purpose was to explore and describe customer complaint management strategies.

Qualitative research designs include ethnography, phenomenology, and case study (Haradhan, 2018). Ethnography is appropriate for determining, describing, and explaining the social world the research participants inhabit and define (Jamie, 2019). Because I did not seek to explain the social world, the ethnographic design was not appropriate. Phenomenology is proper when the study refers to the method used to describe the personal meanings of participants experiencing a particular phenomenon (Webb & Welsh, 2019). The phenomenological design was not appropriate for this study because I did not explore the meanings of participants' lived experiences regarding a phenomenon. The case study design is appropriate when the researcher aims to investigate a contemporary phenomenon within its real-life context and explore the underlying systems and strategies to gain an in-depth holistic view of the research problem (Pathiranage et al., 2020). Case study research is an approach that involves the study of a case or several cases within a real-life contemporary context or setting over time through detailed, in-depth data collection involving multiple sources of information (Lemon, 2019). The single-case study design addresses a single entity, an individual, a

group, an organization, or a partnership. In a multiple-case study, the cases can be similar or distinct but are selected to provide different perspectives on an issue (Skorupski et al., 2019). Multiple cases are unnecessary when there are no plans for comparisons among the cases; additionally, a more significant number of cases would result in complex multiple-dimension results (Skorupski et al., 2019). Because I intended to focus on a single-case of a pharmaceutical organization and explore how six of its business leaders implemented strategies to manage customer complaints to better their business, I selected a single-case design.

Research Question

What strategies do business leaders use to manage customer complaints effectively?

Interview Questions

1. What strategies have proven to be effective for you in managing customer complaints?

2. Please describe the processes that lead to managing complaints successfully.

3. How did you assess the effectiveness of the strategies and processes for effectively managing customers' complaints?

4. What were the key challenges of implementing strategies to manage customer complaints?

5. How did you overcome the key barriers to implementing strategies to manage customer complaints?

6. What, if any, plans do you have to improve customer complaint management further?

7. What other information about the issues, subjects of interest, comments, or suggestions that we have not discussed can you provide regarding your effective strategies for complaint management?

Conceptual Framework

The conceptual framework for this study was the double-loop learning theory. Argyris and Schön (1978) developed the single- and double-loop learning theory. The theory entails using single and double loops to solve problems that arise in organizations. The first loop is used in the decision-making rule, while the second loop facilitates modifying the decision made. Argyris and Schön expounded on how detecting and correcting organizational errors is a learning process. The concepts in this theory have influenced how managers and organizational business leaders think and solve problems in many organizations.

In contrast, single-loop learning occurs when a company's standard error-solving process realizes and solves an error (Argyris, 2002). Argyris and Schön (1978) explained that the double-loop learning method changes how managers and organizational business leaders address issues and problems in the organization. Argyris and Schön focused on how business leaders alter the strategies they use and how they frame outcomes. Argyris (2002) further described double-loop learning as an organizational leader detecting and solving an error in different ways that diverge or are not in conjunction with the organization's standard practices, norms, objectives, and policies.

The double-loop learning theory was relevant for the current study regarding how business leaders use different strategies to solve and deal with customer complaints. The theory enabled me to understand how leaders respond to strategies to address customer complaints more effectively. In addition, the theory enabled me to focus on the key barriers and challenges of implementing strategies to manage customer complaints.

Operational Definitions

Complaint management: Complaint management refers to how businesses deal with dissatisfaction arising from customers' expressed problems with their service (Agu et al., 2018). Part of complaint management is strategies for resolving problems that bring about customer complaints and dissatisfaction toward a product or service (Gaikwad & Kate, 2017).

Corrective action and preventive action: A corrective action is the method of reacting to product problems, customer complaints, or other nonconformities and fixing them (Ajit et al., 2021). Corrective action means to forestall the recurrence of nonconformities or undesirable situations. Preventive action means to stop the occurrence of nonconformities or undesirable situations (Ajit et al., 2021).

Customer complaints: Customer complaints refer to a kind of demand wherein customers express strong dissatisfaction with a product or service provided by a business (Fajar et al., 2018).

Federal tag: A federal tag refers to the number corresponding to a specific regulation within the Code of Federal Regulations (Liu et al., 2021).

National drug code: National drug code refers to unique numeric identifiers of prescription drug products for the United States Food and Drug Administration (Lester et al., 2021).

Product quality complaints: Product quality complaints refer to product organoleptic issues (Devliyal, 2014).

Quality management system: Quality management system refers to business processes focused on consistently meeting customer requirements and enhancing their satisfaction (O'g, 2021).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are assertions considered to be true but are not verified (Silverman, 2016). Because the transition from fact to assumption implies subordinating epistemic resources to normative criteria within an argumentative process, it is crucial to verify the information (Benfeld, 2021). I made several assumptions to accomplish the purpose and address the research questions. The first assumption of this study was that the participants answered the questions in an accurate, truthful, and complete manner. I made this assumption because of the inability to be certain about the intention and truthfulness of the participants when providing answers for this study. I reminded the participants to provide answers based on their best recollection of their experiences concerning the context of the study. Another assumption was participants had different experiences and perspectives. Because I could not control the answers obtained from the participants, I assumed the answers would be different.

Limitations

Limitations are the limiting weaknesses of a study that a researcher cannot control (Theofanidis & Fountouki, 2018). Because of the qualitative nature of this research, the first limitation of this study was that the findings could not be generalized to all pharmaceutical companies in New Jersey, United States. In addition, business leaders may not have been able to recall previous experiences, and information might not have been accurate. Finally, conducting research in a single organization reduced the transferability of the research findings.

Delimitations

Delimitations are the limiting boundaries of a study that a researcher can control (Theofanidis & Fountouki, 2018). The first delimitation was the phenomenon of interest: Effective strategies of business leaders to manage customer complaints. The geographical scope of interest was in Northwest New Jersey, United States. Another delimitation of the study was that the participants consisted of a pharmaceutical company's business leaders.

Significance of the Study

This study could be of value to companies that need effective customer complaint management strategies to meet regulatory requirements surrounding complaints in the pharmaceutical industry in the United States for improving their products. Patient safety and product recalls are two concerns for the pharmaceutical industry when dealing with customer complaints (Shashikant et al., 2018). In the pharmaceutical industry, customer complaints are a primary source of information on product quality and safety (Shashikant et al., 2018). The current study findings indicated how pharmaceutical business leaders

use effective customer complaint management strategies to mitigate the chances of nonconforming products, reduce the cost associated with improper strategies, and identify approaches that enhance the customer experience to improve business performance. Effective customer complaint management strategies included ways to store, code, aggregate, retrieve, and manage such information to prioritize areas for continuous improvement, develop corrective and preventive measures, and mitigate concomitant safety concerns.

Business leaders in the pharmaceutical industry are interested in meeting corporate social responsibility to produce a positive social impact (Min et al., 2017). Pharmaceutical business leaders are looking for ways to ensure pharmaceutical products remain up to customers' expectations that directly link the product to their well-being (Min et al., 2017). Identifying strategies for effective customer complaint management may contribute to positive social change by improving the quality of pharmacological products that lead to better patient quality of life for promoting a healthy society.

A Review of the Professional and Academic Literature

The purpose of this qualitative single-case study was to explore strategies that business leaders used to manage customer complaints effectively. The research question of this study was the following: What strategies did business leaders use to manage customer complaints effectively? I conducted a literature review to identify the relevant discussions that supported the problem, business issue, and the need to conduct this study. The goal of the literature review was to provide a comprehensive understanding of the research phenomenon. This section covers the applicability of complaint management

to the strategies that leaders used to handle customer complaints to enhance customer experience and level of satisfaction. This review integrates concepts related to double-loop learning and includes a discussion of similar concepts and theories that business leaders can use. This literature review also includes customer-related concepts of service satisfaction and the financial implications of a complaint.

The literature review includes four sections. The first subsection of this literature review is the literature search strategy. The second subsection is the theoretical framework of the study. In the third subsection, I present the review of literature related to complaint management and the pharmaceutical industry. The literature review includes the research phenomenon consisting of four subsections: the importance of customer satisfaction, effects of customer complaints to business, customer complaint management and service recovery, and customer complaints strategies in the pharmaceutical industry. The literature review concludes with a summary of the highlights and the research gap emerging from the review.

Literature Search Strategy

A systematic, integrated literature review approach is critical and is used to identify essential information of existing literature. The systematic, integrated literature review methodology for searching literature helps researchers identify the essential components of published literature by using keywords in multiple databases (Rahmawati et al., 2020). In the current study, keywords were chosen and used to search databases to identify relevant peer-reviewed literature using the systematic literature review approach. Primary databases included Emerald Insight, SAGE Publications, Google Scholar, and

Science Direct. These databases yielded source materials including dissertations, case studies, and peer-reviewed journal articles.

I sorted articles by themes and concepts using the following keywords: *double-loop learning*, *single-loop learning*, *service recovery*, *customer care*, *customer satisfaction*, *customer relationship*, *customer management*, *customer complaints*, *complaints*, *complaints strategies*, *complaint management*, *complaint-handling*, *strategies of complaint-handling*, *organizational learning*, *competitive advantage*, *organizational leadership*, *innovation*, and *pharmaceutical industry*. These search terms represented on their own and in conjunction with other terms the main components of the theoretical framework, research problem, and research phenomenon for this study. The use of these terms provided access to relevant literature for the review.

This literature review focused on research published in the last 5 years to ensure the inclusion of the most recent literature developments. Additionally, this literature review included some older studies to accommodate for the historical aspects of the topics. There were 182 references in this study; 93% were peer reviewed, and 70% were published between 2018 and 2022. The literature review section includes 80 peer-reviewed articles.

Theories Related to Complaint Management

In this subsection, I introduce the concept of double-loop learning and review the literature on this concept. I also present other theories that were considered for this study but were deemed inappropriate. I present these theories to establish that the double-loop learning theory was appropriate for this study.

Double-Loop Learning Theory

Argyris and Schön (1978) were among the first researchers to write about the double-loop learning concept. Argyris and Schön showed the difference between single-loop learning and double-loop learning concepts. Single-loop learning focuses on how entities (i.e., individuals or organizations) change their actions based on the difference between achieved and expected outcomes without considering the reasons underlying the actions taken. In double-loop learning, individuals consider the reasons for the actions when making changes or adjustments to current policies, programs, or activities (Argyris & Schön, 1978) Double-loop learning is a form of integration of knowledge and actions and improvement of the decision-making processes leading to exploration of new learning opportunities (Hedberg et al., 2018). The business environment is changing. Leaders and professionals need to acquire explicit knowledge and tactics to learn and implement routines to respond to the changes. Addressing this need may improve an organization's overall success and the productivity of its participants (Hussain et al., 2018).

Typically, an organization's participants, such as managers, employees, and stakeholders, achieve organizational goals and objectives. These participants require expertise and knowledge to complete job-related tasks. Identifying and implementing new ways to perform job-related tasks and setting up a new process rather than sticking to routine processes is essential and helps improve organizational processes. Identifying new processes and reformulating an organization's objectives and goals require modes of organizational learning (Basten & Haamann, 2018). Organizational learning is a self-

productive process that helps organization leaders identify and correct errors (Basten & Haamann, 2018). The theory of action is the basis of the organizational learning concept, which differentiates between people's desires, values, and actions (Basten & Haamann, 2018). Double-loop or feedback loops of information help promote such learning for organizations.

Generative learning defines double-loop learning. The basis for this claim is the use of feedback from previous actions to question the underlying assumptions, approaches, views, ideas, and outcomes (Basten & Haamann, 2018). When considering feedback, professionals and leaders question what they will do next and why they did not implement the actions based on an alternative paradigm (Basten & Haamann, 2018).

Double-loop learning and feedback learning are essential to organizations as a basis for learning. Double-loop learning occurs when individuals learn from conflicting experiences and integrate the ideas or lessons into practice (Mahmoud et al., 2019). Applying double-loop learning to organizations encompasses small-scale adaptations to an organization's processes and work routines that relate to the performance of an organization (Hertzum, 2021). The routines for organizational learning impact how individuals behave. Vinther et al. (2017) concluded that feedback-learning loops in firms, such as double-loop learning, are important because they support the creation of shared understanding and vision. Vinther et al. used the single-case study design using nine participants to experiment. Vinther et al. concluded that double-loop learning is essential for attaining a high learning level, which occurs in the bottom-up change and management practices approach. Feedback-learning loops are essential to organizations

(Mahmoud et al., 2019; Vinther et al., 2017). In the current study, I considered that feedback loops in complaint management were important to organizations to learn from mistakes and improve customer service.

Double-loop learning is related to adaptive management (Williams & Brown, 2018). From adaptive management, a cycle of double-loop learning, the steps are assessing the problem, designing, implementing, monitoring, evaluating, and adjusting. Organizational leaders use double-loop learning when adapting to change and promoting continuous learning. Williams and Brown (2018) showed that through double-loop learning, organizational leaders could empower their employees by providing them with an opportunity to be part of the feedback process in designing adaptive strategies to change. The claims of Williams and Brown about adaptive management were relevant to the current study because they helped me explain the importance of double-loop learning to organizations.

Practitioners who use double-loop learning focus on solving ill-structured and complex problems. Basten and Haamann (2018) indicated that developing new performance strategies solved problems in an organization. A thorough analysis of the trade-offs between divergent perspectives and analysis of the beliefs on the perspectives can solve other problems. An organization can use double-loop learning in overcoming challenges that hinder the improvement efforts (Basten & Haamann, 2018). Organizational leaders used the double-loop learning theory to empower employees and stakeholders (Basten & Haamann, 2018). Organizational leaders also promoted the development of new ideas and solutions and made an organization's decision-making

process easy when dealing with complex problems (Basten & Haamann, 2018). Double-loop learning theory was relevant to the current study because problem solving establishes the importance of double-loop learning and feedback learning, which view problem solving as a part of complaint management.

Double-loop learning is involved in the assessment and correction of errors (Basten & Haamann, 2018). The focus of error-correction in double-loop learning is new situations, which are difficult to include in the existing schemes and patterns (Johannessen et al., 2019). Carless (2019) found that organizational leaders used double-loop learning to promote cooperation during error-correction by sharing knowledge among the employees, learning, and cross-scale coordination.

Organizational leaders face challenges when developing capacities for double-loop learning. The first challenge of developing capacities for double-loop learning is related to reflective thinking. During the provision of feedback, an individual acts defensively or protects their self-esteem as an initial reaction to any possible type of criticism. Such challenges lead to ineffective double-loop learning (Carless, 2019). Double-loop learning promotes innovation and creativity. Basten and Haamann (2018) noted that double-loop learning is used in cross-functional teams to promote creativity and innovation. Organizational leaders consider several factors to promote a learning organization toward innovation. These factors include decision quality, strategic execution, improvement of performance, and promotion of a positive and safe environment (Basten & Haamann, 2018). Hesjedal et al. (2020) indicated that double-loop learning encourages innovation. Hesjedal et al. noted that to become a creative

problem solver, an individual should consider expressing, challenging, and testing theories as a second aspect.

Double-loop learning provides a means for the reevaluation of how to approach a problem. The development of learning strategies uses the feedback process. The development of advanced learning strategies needs more time than learning strategies. Individuals consider taking an active role in developing learning strategies by promoting self-regulation, such as creating enhanced goal-setting and taking actions on feedback received (Carless, 2019).

Different settings and many situations can involve double-loop learning (Azadegan et al., 2019). Double-loop learning impacts organizational performance because of considering knowledge acquisition. The modification of organizational norms and policies helps leaders develop a better approach to strategic change. Double-loop learning promotes the development of new skills (Williams & Brown, 2018). According to Jaaron and Backhouse (2017), feedback loops are essential when developing strategies to improve tasks and performance. Employees using feedback loops find solutions based on existing behaviors and attitudes needed to address complaints. For instance, learners use double-loop learning to reexamine their actions and modify their learning strategies in the education setting. A learner also uses double-loop learning in evaluating how a task can be undertaken or approached. Students improve their learning experience by developing alternative strategies to overcome challenges in achieving their goals (Jaaron & Backhouse, 2017).

Learners use double-loop learning to reexamine their actions and modify their learning strategies because it can help shift the learners' perception through feedback learning. This concept helps learners acquire and integrate new information. In supply chain management, double-loop learning methods are used to identify how employees develop and improve strategies through a consistent feedback loop. Organizational leaders then improve organizational performance by redefining the values, mission, and goals associated with the organization (Jaaron & Backhouse, 2017).

Some researchers in complaint management have used double-loop learning as a framework for their studies. Mousavi (2019) used double-loop learning as the theoretical basis for a study on complaint management within auction markets. In a similar study, Reddick et al. (2017) used double-loop learning as a theoretical basis for exploring how leaders address the conflict between government and citizens through interactions of its associated Facebook portal. Reddick et al. concluded that the leaders failed to use proper double-loop learning because they focused on promoting the government's agenda rather than learning from the public regarding their wants and needs. These studies established the importance of double-loop learning in resolving issues (e.g., complaints) between different entities or parties, making this theory relevant for the current study.

Organizational leaders used double-loop learning to apply formal and informal knowledge, creating new skills to help increase the capability of an organization (Azadegan et al., 2019; Basten & Haamann, 2018; Carless, 2019). Double-loop learning can also aid in the development of new skills by leaders questioning and discarding ways of thinking and acting that have proved dysfunctional (Williams & Brown, 2018).

Through proper feedback loops, which are central to double-loop learning, management

could have information for complaint management, which was the topic of the current

study. Business leaders use double-loop learning in acquiring and integrating new

information. Double-loop learning was relevant to the current study about complaint

management. Other theories also related to complaint management.

Service Recovery Theory

Service recovery theory is optimal for building and deepening customer

relationships. When an organization makes a mistake, well-performed service recovery

protects valued relationships. The service recovery theory refers to ensuring the

satisfaction of complaining customers. Service recovery paradox is a process in which a

customer's postfailure satisfaction becomes more significant than prefailure satisfaction

(Matos et al., 2007). Because of the focus on complaints within service recovery, service

recovery theory was related to the current study. Matos et al. (2007) claimed that

customers who have a terrible experience and receive an effective response to their issues

are likely to be more loyal than those who never had any bad experience. Cai and Qu

(2018) defined service recovery as the actions taken by firms to address customer

complaints regarding a service failure. Product or service providers used the service

recovery concept to increase customer retention (Bacile et al., 2018). The concept of

service recovery is beneficial to managers because they view failure as an essential aspect

that can drive customer switching behavior and eventually result in customer retention

(Cheng et al., 2019; Matos et al., 2007). Effective customer recovery may result in higher

customer satisfaction than first-time delivered services (Matos et al., 2007).

Customers are dissatisfied if the services or products offered to them did not meet their expectations. Organizations report customer complaints because of service failure occurrences (Cheng et al., 2019). Customer dissatisfaction affects long-term relationships. If the service recovery procedure is not structured correctly to handle service failures, organizations risk losing their customers (Matos et al., 2007). It is crucial for service providers to ensure customer feedback or complaints are incorporated in the service recovery process (Cheng et al., 2019). Customer feedback or complaints provide critical information that can foster a company's growth by improving the services provided to customers. Service recovery procedures are significant (Bacile et al., 2018). Not many studies examined the field of service recovery (Cheng et al., 2019).

A single service recovery strategy may not effectively respond to all customer complaints; thus, developing an effective service recovery process may be costly. Customers tend to react emotionally in cases where they judge their service response as insufficient. Having a service recovery policy is essential. A service recovery policy should identify proper steps or methods used in the service recovery process, examined service perceptions, and the service recovery plan (Cheng et al., 2019). Ogbeide et al.'s (2017) study associated service recovery strategy with customer loyalty and satisfaction. Specifically, Ogbeide et al. (2017) revealed the importance of empowering frontline employees in complaint management to ensure that complaints are handled efficiently (Ogbeide et al., 2017). The findings of Ogbeide et al. have shown that employees' proper complaint-handling improves the satisfaction of a complaining customer; thus, supporting the claim that proper service recovery could have positive implications to the behavior of

complaining customers. The studies of Cheng et al. (2019) and Ogbeide et al. (2017) showed the importance of service recovery to improving customer loyalty and satisfaction.

All organizations must proactively correct any issues. Service recovery had many benefits for organizations; research needs to validate service recovery systems (Smith et al., 2019). The research should focus on antecedents of service recovery systems and examine outcomes of service recovery systems. The information should identify the best approaches for creating an effective service recovery strategy. An organization should design a service recovery system to consider both external and internal factors to be effective. Service providers develop different recovery systems to respond to diverse forces they perceive outside and within company boundaries (Smith et al., 2019).

Adoption of modern business practices focused on customer satisfaction and innovation in improving sustainability and social performance. Krishna et al. (2014) claimed that the service recovery paradox justifies that service recoveries are more effective in building customer loyalty than no failure conditions. The process-by-process analysis showed that an effective service recovery process and specific service failures enhance customer loyalty. This analysis implies that service recovery should not be used as a failure mitigation tool but rather to instill a sense of confidence and assurance among customers (Krishna et al., 2014). Díaz et al. (2017) claimed that the service recovery paradox had become a fundamental aspect for organizations in the competitive marketplace. Customers are increasingly becoming more demanding regarding the quality of services offered (Cai et al., 2018). Many companies have lost their customers

due to service failure that caused customer dissatisfaction and eventually declining customer confidence; organizations must respond effectively to service failures (Díaz et al., 2017). If an organization does not handle a service failure strategically, this may result in the loss of customers (Cai et al., 2018). Service recovery strategies for managing complaints are essential to improving customer relationships, loyalty, and overall organizational performance.

Customer retention is essential in improving efficiency, market share, financial performance, and the overall success of an organization. A failed service recovery process may also cause customers to spread negative word-of-mouth, which may have an unwanted impact on customer retention. Dissatisfied customers may end up taking revenge-oriented actions, condemning employees, and turning against the involved firm. The service recovery process is problematic because of adopting the whole community concept, which caused a lack of specificity (O'Donovan, 2015). Collaborative service recovery efforts are specific in focusing on the same service provided to minimize customer turnover.

For effective service recovery to occur, people involved in the value chain of the service should proactively correct and address issues raised by dissatisfied customers. In the case of customer complaints in pharmaceutical organizations, the complaints are the basis of intervention programs or service recovery strategies, which the organization developed and continuously improved. Organizational leaders used service recovery theory to apply formal and informal knowledge, created new skills. Business leaders used service recovery theory to acquire and integrate new information and develop new skills.

Service recovery theory was considered a good foundation for a study dealing with complaints and considered a good foundation for this study. Service recovery theory is most appropriate for studies exploring loyalty and satisfaction of customers concerning complaints and management strategies. This current study did not explore the loyalty and satisfaction of customers concerning the complaint management technique used. Even though the concept of service recovery is related to this study, double-loop learning is a more appropriate theory because of the importance given to feedback loops, the essential element in complaint management. Service recovery theory is more general because customers are more loyal after a successful service recovery than not experiencing the complaint process. The double-loop theory is more appropriate when implementing complaint management strategies and the effectiveness based on lessons learned from customer complaints as feedback loops.

Commitment-Trust Theory

Trust and commitment are the most crucial building blocks for a good relationship but did not ignore satisfaction. In every business relationship, trust, and commitment, two fundamental factors that must exist for the relationship to be successful (Morgan & Hunt, 1994). In the current study, the focus is on complaint management. Trust is a significant determinant of commitment among customers, which influences loyalty to a brand, product, service, or company (Goutam & Gopalakrishna, 2018). Ensuring that customers trust a company is one of the considerations of complaint management (Matos et al., 2007). The context of the application of the original trust-commitment theory is in

marketing research. Existing recent works of literature have not explicitly explored this model for complaint management contexts.

Within the context of complaint management, a practical service recovery directly affects the level of customer trust (Matos et al., 2007). Good service recovery can promote positive relationships between customers and the company (Matos et al., 2007). Failure makes customers feel insecure, affecting their trust in the organization; excellent service recovery is an excellent opportunity for the organization to make the customers feel it is able and dedicated to solving the problem. In Goutam and Gopalakrishna's (2018) study, handling post-sales complaints promptly is a significant factor in customer satisfaction. In the context of commitment-trust theory, proper handling of post-sales complaints is a significant determinant of customers' trust, which, in turn, would improve customer commitment (Goutam & Gopalakrishna, 2018). The existing recent literature, including that of Goutam and Gopalakrishna (2018), has fully explored commitment-trust theory in the context of complaint management.

Commitment-trust theory related to service recovery and complaint management by improving loyalty to establish trust between its customers. Goutam and Gopalakrishna (2018) considered the commitment-trust theory in exploring complaint management in the pharmaceutical industry. I did not explore this theory concerning complaint management directly. I found the commitment-trust theory inappropriate for this study. The double-loop theory is more appropriate than commitment-trust theory because the current study focused on the overall effectiveness of complaint management strategies instead of the specific implications of complaint management on trust, loyalty, or

commitment of customers. Like service recovery theory, the commitment-trust theory is an inappropriate theoretical framework for this research.

Theory of Justice

The theory of justice is essential to organizations as an equal right to fundamental liberties (Bahri-Ammari & Bilgihan, 2017). They should have the right to opportunities and an equal chance as other individuals of similar abilities (Bahri-Ammari & Bilgihan, 2017). The theory of justice explained how individuals react to situations of conflicts (Mazzone, 2020). Based on this theory, organizational justice has three dimensions: Distributive, procedural, and interactional (Mazzone, 2020). Distributive justice refers to the fairness associated with the distribution of resources; procedural justice refers to the fairness associated with the outcomes of process implementation; interactional justice refers to the fairness associated with treatment or interaction with people (Bahri-Ammari & Bilgihan, 2017). In the context of an organization, justice theory claimed that customers or employees assess actions based on fairness, and they respond according to their fairness perceptions (Bahri-Ammari & Bilgihan, 2017). Different industries and topics for academic research, including complaint management, used theory of justice (Bahri-Ammari & Bilgihan, 2017; Cho, 2017; Taha & Esenyel, 2019). It is relevant to this study.

Organizational justice is the focus in different studies on complaints. Cho (2017) explored complaints and organizational justice in the US federal workplace using the theory of justice. Internal organizational complaints instead of customer complaints were the basis for this study. Cho showed the significance of the theory of justice to complaint

management, wherein management must consider what employees perceived to be fair to provide satisfactory responses to internal complaints. In a related study, Taha and Esenyel (2019) also discussed the theory of justice in the context of employee complaints. Both studies were able to establish the link between justice theory and complaint management.

Studies have also linked justice theory to employee complaint management. The study of Sampaio et al. (2017) used the theory of justice in analyzing the interaction (e.g., complaints) between clients and the company through the dimensions of distributive, procedural, and interactional justice. Best solutions to complaints were identified based on which three dimensions of justice are more important to a specific customer (Sampaio et al., 2017). Bahri-Ammari and Bilgihan (2017) claimed that a specific dimension of justice is more relevant than the others in facilitating complaint management. Bahri-Ammari and Bilgihan (2017) added that distributive justice determines customer satisfaction in handling customer complaints. Cai and Qu (2018) also used the theory of justice as the basis for explaining customers' behavior during the service recovery process. The dimensions linked to the theory are also the basis for evaluating customers' reactions to proposed solutions to complaints (Cai & Qu, 2018). In all studies, the theory of justice is relevant in handling customer complaints. The theory of justice only provides a generic basis for assessing the probability of a complaint management strategy to be successful. The double-loop theory is more appropriate when implementing complaint management strategies and the effectiveness based on lessons learned from customer complaints as feedback loops.

Background on Complaint Management

In any business, establishing a positive relationship and ensuring customer satisfaction are critical objectives with direct implications on the organization's overall performance (Abbas et al., 2022; Leninkumar, 2017; Santouridis & Veraki, 2017). Businesses encounter problems and barriers in satisfying their customers' wants and needs (Niazi et al., 2019; Rejikumar et al., 2018; Shooshtari et al., 2018). Dissatisfactory experiences of products or services translate to unmet expectations that may sometimes drive customers to complain (Niazi et al., 2019; Shooshtari et al., 2018). In this aspect, effective complaint management becomes essential (Abbas et al., 2022; Shooshtari et al., 2018).

Business leaders are responsible for ensuring the effectiveness of strategies for handling customer complaints (Al-Ayed, 2019; Shooshtari et al., 2018). Having the right leadership skills, especially in customer complaint management, is the defining factor in a company's competitive advantage over other industry players (Al-Ayed, 2019). Leaders are responsible for enabling valuable change in addressing customer complaints (Niazi et al., 2019; Shooshtari et al., 2018). In alignment with the double-looping theory, organizational leaders must have the ability to detect and correct errors in an iterative manner based on feedback from past actions (Argyris & Schön, 1978). This subsection discussed the double-loop learning theory concerning the themes and concepts of complaint management among business leaders.

Review of Related Literature

The topic of this study is the strategies to manage customer complaints in the pharmaceutical industry. This section explored and discussed the themes relevant to complaint management among business leaders in the pharmaceutical industry. I started with the discussion of customer satisfaction to relate the lack of satisfaction regarding possible customer complaints. The second theme of the review is the effects of customer complaints on businesses to highlight the importance of handling these complaints effectively. Customer complaints had a direct impact on customer loyalty and organizational performance. The next theme is to address and recover from customer complaints. Different businesses and fields commonly used these, especially in handling negative customer feedback or customer complaints.

In the last part of the review, relevant academic works in the pharmaceutical industry, especially strategies in handling customer complaints, are highlighted and discussed. This study summarized reviewed literature, and the business issue related to the problem and research question of this qualitative study. In this literature review, I have chosen these themes because of their relevance to managing customer complaints.

Importance of Customer Satisfaction

Customer satisfaction is a standard business philosophy that pertains to the ability and responsibility of meeting customers' demands, managing and forecasting their expectations, and creating value for clients (Chen et al., 2019; Leninkumar, 2017; Nobar & Rostamzadeh, 2018). Chen et al. (2019) and Rejikumar et al. (2018) defined customer satisfaction as a person's discontent or pleasure toward a product or service by comparing

the perceived performance of the same product or service concerning one's expectations. Customer satisfaction metrics provide business leaders with information necessary to understand and identify customers' real needs and requirements (Al-Hawary et al., 2017; Chen et al., 2019). Understanding the factors that provide higher value for customers and improve customer satisfaction is a crucial role for business leaders (El-Adly, 2019; Lin et al., 2017; Nobar & Rostamzadeh, 2018). Customer satisfaction is included in the literature review of this study because this factor is related to customer complaints.

Customer satisfaction is essential to any organization (El-Adly, 2019; Lin et al., 2017). The basis of the importance of customer satisfaction to organizations is the several implications of this concept to business outcomes, following the claims of different researchers (El-Adly, 2019; Kanten & Darma, 2017). Satisfying customer demands is a fundamental organizational goal because of associated long-term benefits, including but not limited to positive word of mouth comments, customer loyalty, and sustainable profitability (El-Adly, 2019; Guerola-Navarro et al., 2021; Kanten & Darma, 2017; Lin et al., 2017). Ensuring the highest customer satisfaction is the essential task of business leaders to gain the highest business performance measures (Kanten & Darma, 2017). Customer satisfaction is the goal in organizations when managing customer complaints.

Organizations should meet customers' expectations about an organization to achieve customer satisfaction (Chen et al., 2019; El-Adly, 2019). Customer complaints arise from unmet expectations (Cai & Chi, 2018). Researchers have claimed that customer complaints negatively correlate with customer satisfaction (Cai & Chi, 2018;

Salim et al., 2017). Managing customer complaints, the focus of this research, is essential

for any organization to achieve customer satisfaction (Salim et al., 2017).

Dissatisfaction is one of the main reasons customers switch from one provider to

another (Salim et al., 2017). El-Adly (2019), Nobar and Rostamzadeh (2018), and Salim

et al. (2017) have negatively linked customer dissatisfaction to customer loyalty. El-Adly

(2019) created a model to establish the statistical relationship between these two

variables. El-Adly (2019) used structural equation modeling analysis to identify a

significant and positive relationship between customer satisfaction measures and

customer loyalty, which directly impacts the financial performance of an organization.

Nobar and Rostamzadeh (2018) established a strong positive relationship between

customer dissatisfaction and loyalty in a similar study.

Different industries have explored customer satisfaction. Salim et al. (2017)

illustrated the applicability of the relationship between customer complaints and customer

satisfaction in banking. Cai and Chi (2018) also explored customer satisfaction and

complaint management in the banking sector. When customers feel the bank did not

adequately address their complaints, they file a complaint with the regulatory body of the

bank (Salim et al., 2017). If the company's response to the complaint is satisfactory to the

customer, the customer may become loyal.

In contrast, ineffective responses disappoint customers and encourage them to

leave the company (Salim et al., 2017). Based on Salim et al.'s (2017) findings, ensuring

the effectiveness of the strategies for addressing customer complaints is essential in

promoting customers' satisfaction. Even though the pharmaceutical sector has not applied

Salim et al.'s study, the findings may support or oppose the results in this qualitative study on managing customer complaints in the pharmaceutical industry.

Cai and Chi (2018) studied customer satisfaction and complaint management by exploring the structure of customer complaint efforts and investigating the roles of each dimension in the structural relations with customer satisfaction and loyalty. Cai and Chi found that customers' physical/procedural and cognitive efforts during the complaint resolution process compound their affective efforts, reducing customer satisfaction with the complaint process and eroding customer behavioral and attitudinal loyalty. Similar to Salim et al.'s (2017) discussion of the banking industry, Cai and Chi's (2018) study is not focus on complaint management and customer satisfaction within the pharmaceutical industry.

Cai and Chi's (2018) results are informative for the topic of this study. The basis for explaining the findings of this current study used these results. Salim et al. (2017) and Cai and Chi's (2018) studies are examples of recent studies that exhibit the importance of proper customer complaint management to improve customer satisfaction and loyalty. Ultimately, customer satisfaction minimizes complaint efforts from customers, thus improving the overall performance of the organization. Productive customer complaint efforts are essential to ensure positive customer behaviors and satisfaction.

The most appropriate approach for customer satisfaction is improving service quality (Chen et al., 2019; El-Adly, 2019). Promptly responding to changing customer needs is critical to improving service quality and achieving customer satisfaction (Chen et al., 2019). In the pharmaceutical industry, customer satisfaction and loyalty have also

been explored and found significance (Chen et al., 2019; Rejikumar et al., 2018). Because pharmaceutical manufacturers usually engage logistics and distribution companies, it is through these service channels that strategies of ensuring customer satisfaction are injected (Chen et al., 2019). Concerning this current research, service quality in logistics improved customer satisfaction to apply in a company within the pharmaceutical industry. This concept found in existing literature is helpful in this study as the basis for understanding complaint management because customer satisfaction is related to managing customer complaints.

Similar to Chen et al. (2019), Al-Hawary et al. (2017) also studied the importance of customer satisfaction in the pharmaceutical industry. Specifically, Al-Hawary et al. explored the effects of supply chain flexibility aspects on customer satisfaction within the pharmaceutical industry in Jordan. Supply chain flexibility aspects, specifically, new product flexibility, distribution flexibility, delivery flexibility, and responsiveness flexibility, have significant influences on the customer satisfaction of Jordan's pharmaceutical industry. Al-Hawary et al. explored customer satisfaction in the pharmaceutical industry but did not expand the scope to include complaint management. These studies established the importance of customer satisfaction to companies in the pharmaceutical industry. According to previous studies, proper complaint management achieves customer satisfaction; thus, highlighting the importance of the findings of Al-Hawary et al. to this study on complaint management strategies in the pharmaceutical industry.

An organization must meet the goal of satisfying the customer. A satisfied customer has experienced met expectations from an organization (El-Adly, 2019). Pharmaceutical organizations cannot compete effectively without meeting their customers' expectations; hence, customer satisfaction is the significant determinant of success in the pharmaceutical industry (Al-Hawary et al., 2017). Thus, the leaders should improve the patient complaint management system by reviewing and formulating structural, managerial, executive, and compensatory measures, improving service quality, and ensuring patient satisfaction (Mirab et al., 2022). According to Phabmixay et al. (2021a), developing a complaint management system requires an organizational structure which helps to ensure that the obtained results prove satisfactory to both parties involved in the commercial relationship; customer and firm. A satisfied customer is less likely to complain about a product or service (Chen et al., 2019), which minimizes the need to address more complaints.

Preziosi et al. (2022) conducted research on the behavior of clients of an eco-labelled restaurant. The authors analyzed whether green actions are considered excitement factors among hotel service quality features and whether hotel visitors regard these green activities as a specific dimension of service quality. The findings suggested that customers recognize environmental activities as a distinct characteristic of eco-labelled restaurants. According to the authors, clients positively notice the restaurant's effort toward the environment.

In the wake of the COVID-19 pandemic, food delivery services increased in prominence. In one study, Food panda, the leading online food delivery service provider

in Taiwan, was selected; the researchers intended to evaluate user satisfaction with their

services (López-López et al., 2021). After conducting research, the authors found out that

customers were more satisfied with the delivery speed, user-friendliness of the

application, food freshness, delivery price vendors, and celebrity endorsement. The

research also concluded that food price is a significant factor in user satisfaction, and

service providers need to consider service providers to maintain a good image carefully.

The main contributions of the above elements were determined in other published studies

to analyze the link between the characteristics of housing and the gratification of short-

term lease customers and the satisfaction dimensions that most affect satisfaction of

short-term rental customers (Machado et al., 2021) According to one contribution, the

type of lodging is linked to short-term rental consumers' satisfaction. The significance of

the many satisfaction characteristics as predictors of the general happiness of the short-

term rental client was the next contribution.

Effects of Customer Complaints on Business

Customer complaints are the negative comments about consumed products or

services that are purchased or availed. Complaints from a feedback system could be

helpful to organizations in terms of quickly and easily changing its product, service style,

and marketing goals toward whatever is pleasing and acceptable to its customers

(Išoraitė, 2017). Customer complaints refer to the fact that a product or service did not

meet the customer's expectations, and the customer reviews it (Yang & Liu, 2020). A

customer's behavior leading to the decision to raise complaints may occur when the

perceived performance of a good or service falls between the minimum expectations (i.e.,

tolerable expectation) and the worst imaginable expectations (i.e., worst imaginable

expectation; Salim et al., 2017; Yang & Liu, 2020).

Any business must determine the necessity for a personal response to client

concerns. López-López et al. (2021) compared other replies, such as an automated

response to complaints, against a personalized response. An automated complaint

response was compared to a personal answer. The goal of this study was to determine

which of the two would have a beneficial impact on brand image perception. The study

indicated that a tailored answer is more definitive and indicates a better level of

engagement and dedication on the side of an organization than an automatic response

when using social media, specifically Twitter. The authors examined the two responses to

see which one would positively impact purchase intent and came to the same conclusion

as the previous one.

A number of studies have been conducted to demonstrate the impact of

entrepreneurs' attitudes regarding specific company risks on opinions of large and micro

businesses' chances of survival. According to Dvorsky et al. (2020), entrepreneurs' views

on the failure of a business have positively impacted the development of small and

midsize enterprises. Accordingly, the perception of financial risk is a clear indicator of

financial performance (Dvorsky et al., 2020). According to Dvorsky et al. (2020), a

company's view of financial risk as part of its daily operations has the greatest impact on

future business. Operational risk is the use of organizational assets, minimizing

grievances about the level of the firm's commodities, and the corporation's reliance on a

small number of suppliers (Dvorsky et al., 2020). The firm's total sales suitability is a

source of market risk; in the macro and microenterprises category, it has the third most significant positive effect on the future company (Dvorsky et al., 2020). Providing and explaining the definitions and descriptions of customer complaints is essential to this literature review because the topic of this study is customer complaint management. These different descriptions of customer complaints provided the basis for the explanation of complaint management that emerged in the findings of this study.

Although many businesses perceive client complaints to be an annoyance, such issues can be incredibly helpful to their organizations. Customer complaints, according to Von Janda et al. (2021), are an increasingly widespread occurrence, particularly in business-to-consumer industries. They are also becoming increasingly widespread as a result of the expansion of digital complaint channels like e-mail and social media. Complaints are dealt with differently by different companies. Some organizations see complaints merely as issues that need to be fixed, whereas others use defensive methods when faced with complaints. Customer complaints will always be a source of tension for businesses, and it is up to enterprises to take advantage of these expressions of displeasure as effectively as possible. The most effective strategy to accomplish this is through the construction of an effective management structure.

It is vital for any organization to have a good management structure. Efficient management leads to more profitable output, which in turn contributes to an increase in the general well-being of the people. Because it eliminates wastage of scarce resources, good management makes an arduous activity more bearable. According to García-Alcaraz et al. (2019), decent management leads consumer to innovativeness. Total quality

management is not a new production strategy; nonetheless, it is growing increasingly

popular as a result of the multiple benefits it continues to give. Total quality management

is concerned with the promotion and implementation of a culture of continuous

improvement in which individuals know that there is always an opportunity for

improvement in processes and products.

Companies that put a high emphasis on customer satisfaction throughout the

adoption of total quality management are better able to manage their resources efficiently

and minimize expenses, which has a favorable impact on their financial earnings in the

long run. As García-Alcaraz et al. (2019) points out, reaching high levels of customer

satisfaction demands minimizing operating expenses and always sticking to the goods'

technical design standards, which is what customers notice first when they contact a firm

or purchase a product. In measuring the level of customer satisfaction, it is necessary to

comprehend the firm's competitive position and social image in the market. Therefore,

the number of complaints, warranty expenses, and customer loyalty should all be

considered when measuring the level of customer satisfaction with the purchased

products.

On the other side, client complaints can be reduced if the management structure is

organized in a manner that enhances customer service. According to Rong et al. (2021),

this can be accomplished by increasing the participation and matching of more people on

sharing economy, improving service operation efficiency (operational and financial

efficiency) through the reduction of transaction costs, encouraging service innovations,

and increasing the rates of utilization of goods and services. Hence, businesses should

embrace the sharing economy. Increasing and fostering company innovation are crucial SE department objectives. This is only possible if a company is fully committed to a structured management system, such as Total Quality Management.

Customer Complaints and Financial Implications to Businesses

On its own, customer complaints did not directly impact businesses (Yang & Liu, 2020). The inability to handle these complaints effectively negatively affected the organization's financial performance and perceived reputation (Salim et al., 2017). Understanding the implications of complaint-handling to the different aspects of the organization is essential to identify the proper strategies that best fit in terms of addressing customer complaints. Handling customer complaints have financial implications (Abubakar & Usman, 2018). Researchers have explored the implication of customer complaints on the financial performance of businesses (Abubakar & Usman, 2018). Overall, good customer complaint management leads to improved customer perceptions and behavior toward the company, improving the organization's financial performance. Whereas poor customer complaint management led to the negative behavior of customers toward the company, with some people shifting to competitors for options, thus harming customer loyalty and business financial performance. The relationship between proper handling of customer complaints and an organization's performance (e.g., financial performance) usefully assessed the effectiveness of strategies emerging from the data of this research regarding customer complaint management as explored in the pharmaceutical industry.

Abubakar and Usman's (2018) study, which focused on the banking field, explored the relationship between customer complaints and financial performance. Abubakar and Usman applied the least-squares model of 10 deposit money banks in Nigeria from 2012 to 2017. The results indicated that customer complaints, which took the form of the ratio of resolved customer complaint to total complaint received, are significantly negatively associated with financial performance, as measured through the return on equity (Abubakar & Usman, 2018). The most significant finding from Abubakar and Usman (2018) is the claim that high levels of customer complaints and poor complaint management had detrimental effects on financial inclusion and financial performance. Based on the findings of Abubakar and Usman, the importance of effective complaint management strategies had been established. The findings of Abubakar and Usman (2018) are not directly applicable to the pharmaceutical industry.

The relationship of complaint management to financial performance is indirect when observed through customer satisfaction. In businesses, increased customer satisfaction is related to decreased customer complaints and strengthened financial performance (Hallencreutz & Parmler, 2019; Phillips et al., 2019). This relationship included customer satisfaction related to the airline industry's financial performance (Phillips et al., 2019). An important finding from Phillips et al. (2019) is that customer satisfaction is improved through corporate social responsibility to improve the financial performance of an organization. This finding from Phillips et al. showed the importance of customer satisfaction to the financial performance of an organization, with the addition of corporate social responsibility as a mediating factor. Customer satisfaction is an

essential factor in the context of complaint management. The relationship established in the study of Phillips et al. is relevant to this study, as the importance of customer satisfaction is showed through its role in improving financial performance.

Social media is another medium that highlights the reputation of an organization's complaint management. Istanbulluoglu (2017) focused on social media to explore response time as one of the critical aspects of online complaint management. Using data collected from consumers who complained on Facebook or Twitter, Istanbulluoglu focused on two responses: (1) the first response after the complaint and (2) the conclusive response that closed the complaint file. The results showed that a quicker first response and a quicker conclusive response led to higher satisfaction of the customers regarding complaint management (Istanbulluoglu, 2017). The study of Istanbulluoglu (2017) established that complaint management is related to customer satisfaction, thus establishing support for studying the effectiveness of strategies to complaint management.

Another factor that may exhibit the indirect relationship of complaint management to financial performance is the factor of customer loyalty (Yakubu & Kadiri, 2019). Effective customer complaint management often improves customer behavior by promoting customer loyalty (Bengul & Yılmaz, 2018; Išoraitė, 2017; Kim & Lim, 2021; Yakubu & Kadiri, 2019). In turn, customer loyalty meant repeat buyers (Išoraitė, 2017). Bengul and Yılmaz (2018) conducted a study that identified the dimensions of customer complaints, examined management quality, and considered the effects of these dimensions on firm performance. The researchers collected 200

questionnaires from banks in Turkey to investigate the effects of customer complaint management quality dimensions, interest and transparency, empowerment and authorization, and process standardization on the overall performance of service businesses (Bengul & Yılmaz, 2018). Results indicated that process standardization negatively influences customer loyalty and organizational learning while positively affecting firm performance (Bengul & Yılmaz, 2018). Specifically, it found that customer complaint management quality dimensions developed business performance by increasing customer loyalty (Bengul & Yılmaz, 2018; Kim & Lim, 2021). The findings established that customer loyalty is essential to this study as it relates to effective customer complaint management, the topic of this study. The factors and concepts related to customer loyalty in the different studies may support or oppose the findings from this current study.

If companies seek to improve consumer loyalty, then organization leaders of firms must look at complaint management as a strategic tool, as customer loyalty has implications to the financial aspect of the organization (Išoraitė, 2017). Improving loyal customers is more cost-effective than acquiring new ones (Japparova & Rupeika-Apoga, 2017). Prasad (2020) claimed that retaining existing customers and minimizing the loss of potential customers from negative word-of-mouth entails swift and effective customer complaints handling. Specifically, acquiring new customers is five to six times more expensive for an organization than retaining loyal customers (Malik et al., 2017). The indirect implication of an effective customer complaint management system, which is the

topic of this study, to the financial performance of an organization presented through customer loyalty (Japparova & Rupeika-Apoga, 2017; Malik et al., 2017).

Customer Complaints and Perceived Reputation of Businesses

Aside from financial performance, another aspect affected by customer complaint management is the perceived reputation of these organizations. A high level of customer satisfaction led to a stronger company image and weakness of the brand, which consequently causes dissatisfaction and disloyalty to the brand (Nobar & Rostamzadeh, 2018). In some cases, when businesses fail to recover from service failures, the company image is the most affected due to poor service recovery (Mostafa, 2017). Often, this situation creates positive attributions or lessens customers' expectations (Mostafa, 2017). Concerning this study, perceived reputation is considered keywords in the questions about complaint management strategies in the pharmaceutical industry. Similarly, the relevant literature on perceived reputation and customer complaints is a basis for explaining possible findings from this study.

Customer directly transferred complaints from one customer to another, which is critical in maintaining the company image (Sahin et al., 2017). Any business leader who has experienced a service failure knew the importance of service recovery in preventing the company's image from being tarnished (Liat et al., 2017). A quick and positive response to consumer complaining improves a company's image and increases consumer loyalty (Istanbulluoglu, 2017). A negative comment from one customer in the form of a complaint, which another customer heard or learned about, negatively impacted the company's reputation (Istanbulluoglu, 2017; Liat et al., 2017). Hence, through simple

word of mouth expressing dissatisfaction and complaints, the company's image is tainted. Understanding customer complaint management is essential, as it has implications on the reputation of the organization. Research on the relationship of customer reputation to customer complaints has helped establish the significance of studying strategies for managing customer complaints.

Customer care played an important role when organizations want to achieve favorable assessments of their company's reputation (Osakwe et al., 2020). In the study of Liat et al. (2017), service recovery and company image are explored in the field of hospitality (i.e., hotel industry). In this study, Liat et al. distributed questionnaires to customers who had experienced service failures. Liat et al. tested the mediating effect of corporate image on the relationship between customer satisfaction and customer loyalty. The results found that service recovery and service quality significantly impacted customer satisfaction. More importantly, it found that corporate image mediated the relationship between customer satisfaction and customer loyalty. To relate the study of Liat et al. to this study in the context of customer complaint management, corporate image is an important variable that must be considered, especially concerning service recovery strategies and customer satisfaction or loyalty. These findings from Liat et al. are not directly related or applied to the pharmaceutical industry. The findings from Liat et al. are used, instead, as support for themes that emerged from the data analysis of this current study.

Mostafa (2017) also explored the importance of company image or reputation in the context of service recovery or complaint management. Specifically, Mostafa (2017)

investigated the moderating role of the corporate image in the relationship between strategies for service recovery and customer satisfaction in the post-recovery phase. Findings based on the disconfirmation paradigm theory revealed that corporate image moderates the effect of apology, problem-solving, and speed response on post-recovery satisfaction. Mostafa found that the corporate image did not moderate the courtesy-recovery satisfaction link (Mostafa, 2017). Mostafa (2017) showed a fantastic result on company image concerning complaint management and service recovery. The specific insignificant relationship is not between complaint management strategy and company image, but with the role of company image as a moderating factor to the relationship of courtesy to customer satisfaction about service recovery.

Overall, firms in service industries have begun to give more importance to developing and maintaining effective customer complaint management systems and service recovery strategies (Bengul & Yılmaz, 2018). The importance of service recovery lies in the different effects it has on the performance of an organization. Scholars have shown how complaint management impacts financial performance and the image or reputation of an organization (Abubakar & Usman, 2018; Bengul & Yılmaz, 2018; Japparova & Rupeika-Apoga, 2017). They also found indirect financial implications of service recovery or complaint management concerning customer loyalty (Išoraitė, 2017; Japparova & Rupeika-Apoga, 2017). An effective complaint-handling system could improve customer loyalty, directly impacting the organization's expenses (Išoraitė, 2017; Japparova & Rupeika-Apoga, 2017). Despite the significant role of complaint management on an organization's finances, the explored research primarily focused on

sectors in banking. Researchers have not explored complaint management in the pharmaceutical industry.

Scholars have shown how complaint management impacts financial performance and the image or reputation of an organization (Abubakar & Usman, 2018; Bengul & Yılmaz, 2018; Istanbulluoglu, 2017; Liat et al., 2017; Mostafa, 2017). In some cases, company image is seen as a mediating factor, while in others, it is a dependent variable to the effectiveness of the service recovery strategy (Liat et al., 2017; Mostafa, 2017). Despite the significant roles of company image in the context of service recovery, these roles differ in several studies (Liat et al., 2017; Mostafa, 2017). Regardless of the role of company image, they found a significant implication of company complaints, which made service recovery significant for any organization (Abubakar & Usman, 2018; Bengul & Yılmaz, 2018; Istanbulluoglu, 2017; Liat et al., 2017; Mostafa, 2017). The research explored here mainly focused on sectors in banking or online organizations. Researchers have not explored complaint management in the pharmaceutical industry. The only way to correct complaints and service failures is through the performance of effective service recovery.

Customer Complaint Management and Service Recovery

Service recovery entails carefully planned strategies to meet various service failures, which inevitably occurred (Liat et al., 2017). Successful service recovery enhanced customers' perceptions of the quality of the service (Abubakar & Usman, 2018). Bengul and Yılmaz (2018) defined customer complaint management as a set of systematic activities within an organization involving proper analysis, planning, and

control of responses to customers who presented a complaint. This established the relevance of exploring complaint management in this study.

Effective elements exist in online complaint intention and service recovery expectations. According to Nguyen et al. (2021), bystanders with little vulnerability to the bandwagon effect had a more robust brand attitude when a customer gave a remark than when the salesperson sent the same response. Nguyen et al. (2021) and Tseng (2021) evaluated various other platforms, such as Facebook comments', and showed that no visual comment is attained when there are zero comments; and positive virtual presence when there are several comments in altering the brand attitude of bystanders who are vulnerable to the bandwagon effect. Consumer vouching leads to a good brand attitude that is highly susceptible to the bandwagon effect. Furthermore, when bystanders susceptible to the bandwagon effect were compared to those who had no virtual presence, the corporate image of bystanders susceptible to the bandwagon effect was higher when they perceived positive virtual presence following consumer vouching. The results are comparable when they see an excellent online identity after the marketing vouching. The affecting elements on online complaint intention and service recovery expectation in e-banking services are attitudes, experience, and service failure severity.

Scholars have evaluated the influence of relationship quality on client loyalty. Tseng (2021) discovered that online service recovery has a moderating effect on relationship satisfaction. According to Tseng (2021) and Nguyen et al. (2021), interaction significantly impacts customer loyalty, whereas service recovery has a minor impact on relationship quality and loyalty. When an e-commerce website fails to provide the

necessary technological capabilities for customers to complete their transactional operations, many customers will begin to transfer between e-commerce websites with a single mouse click. The reason for this is that the level of service recovery has a significant impact on the relationship between customer loyalty and relationship quality. Relationship quality significantly influences customer loyalty, while service recovery has minimal influence on the association between relationship quality and customer loyalty.

Managing customer voice impacts service recovery evaluations. Compared to consumer-initiated voice, Nuansi and Ngamcharoenmongkol (2021) found that firm-initiated speech boosts client's perceived fairness and satisfaction. As a result, it will make it easier to harness client feedback on service recovery trials (Nuansi & Ngamcharoenmongkol, 2021). The impact of consumer voice initiation on perceived fairness, negative word-of-mouth, and satisfaction has been thoroughly researched. As a result, the likelihood of negative word-of-mouth is reduced. Following a service interaction, customers' voices must be activated. Service failures can be quickly discovered and resolved by engaging the customer's voice. So, it is essential to activate the client's voice following a service encounter to enhance client evaluation of service recovery attempts.

Organization leaders should accept critique and consider complaints as opportunities to improve service or product quality. Customer complaint management systems are tools that organizations commonly used when planning and implementing strategies to address protests from clients (Prasad, 2020). This tool is used in defensive marketing, gaining a competitive advantage for organizations and lasting customer

relationships (Zaby & Wilde, 2018). The effectiveness and efficiency of a customer complaint management system depended on the proper methods and correct implementation of the strategies embedded within the management tool (Prasad, 2020; Zaby & Wilde, 2018). Such a tool must be planned and developed well before execution. These tools or strategies are the focus of the exploration in this study. This current study involved the identification of the effectiveness of the strategies implemented to ensure successful complaint management in the pharmaceutical industry.

Complaint Categorization

Understanding and categorizing buyers' complaints can help meet them (Išoraitė, 2017). According to Išoraitė (2017), there are two types of complaints: (1) recommended complaints and (2) irreparable complaints. Recommended complaints provide possible solutions to problems (Išoraitė, 2017). Irreparable complaints are about product or service aspects that cannot be changed, but customers still wanted companies to hear these complaints and react accordingly (Išoraitė, 2017). Ferri (2018) agreed with the claim that categorizing complaints, especially in online or automated complaint management systems, might have positive and negative implications for the organization. Proper and correct categorization of complaints can make complaint management effective and efficient (Ferri, 2018). Ferri (2018) did not have a specific categorization proposal but examples, such as "high-risk" or "sensitive", for categorizing complaints requiring specific escalation and immediate response. A robust complaint-management program helped a firm identify, categorize, and analyze complaints properly (Ferri, 2018). Organizations must develop schemes, definitions, and proper usage of different

categorization methods appropriately to effectively address customer complaints or facilitate service recovery (Ferri, 2018). Ferri (2018) explored categorization as one of the strategies in the data collection of effective strategies for complaint management in the pharmaceutical industry. The data collected is also searched for categorization to determine if this strategy is useful for complaint management in the pharmaceutical industry.

Community of Practice

Farnsworth et al. (2016) defined the community of practice as an organizational learning mechanism or social platform to increase knowledge in organizations by sharing knowledge, experiences, and business model designs. The community of practice mechanism emphasizes sharing knowledge among companies or organizations to evaluate how decisions work out to improve performance. In this process or mechanism, businesses help each other resolve problems that stakeholders have in common. Exploring literature on the community of practice is essential for this study because of its relevance to the feedback mechanism in complaint management. In the context of complaint management, the community of practice involved knowledge sharing and feedback between members to improve performance, which included managing customer complaints.

Active participation of the members of the communities of practice is essential to ensure the mechanism's effectiveness (Pyrko et al., 2017). The exchange of experiences and knowledge within the communities of practice is the essential element that enables the mechanism's effectiveness (Sims, 2018). Communities of practice often publish

capability maturity models to describe various levels of practices within an industry, sector, or profession (Langston & Ghanbaripour, 2016). These maturity models are used as repositories to increase knowledge and stimulate the exchange of experiences (Farnsworth et al., 2016). Within the context of complaint management, organizations may share knowledge on effective strategies for managing complaints. The practical strategies for complaint management have yet to be explored or implemented in the context of the pharmaceutical industry.

Members of community-of-practices and applying maturity models advance learning in organizations (Pyrko et al., 2017). Concerning the double-loop theory, double-loop learning refers to underlying learning assumptions that drive actions taken. In the context of communities of practice, learning from the exchange of experiences is inevitable with the feedback loop inherent in the communications between businesses (Tran et al., 2018). The process enables implementation and further customization of industry practices that induce double-loop learning (Jaaron & Backhouse, 2017). In essence, a possible means of managing complaints, which is the central topic of this research, is collecting data from the knowledge-sharing between similar and related businesses. Research is yet to explore the effectiveness and applicability of the concept.

Businesses should focus primarily on resolving complaints in a fair, prompt, and transparent manner while informing customers throughout the process and, at the same time, making sure that the contact person responsible for these actions are well-trained, well-instructed, and provided with the necessary decision-making authority to deal effectively with complaints (Bengul & Yılmaz, 2018). Ogbeide et al. (2017) showed that

employee empowerment plays an important role in service recovery and customer loyalty and satisfaction. Specifically, Ogbeide et al. revealed the importance of empowering frontline employees to accept, process correctly, and react to complaints about an efficient complaint management strategy. The findings of Ogbeide et al. have shown the importance of employees' perceptions in ensuring proper complaint management. The focus of Ogbeide et al. is not the pharmaceutical industry. They did not explore complaint management strategies in-depth. They may explore the findings of Ogbeide et al. for applicability for pharmaceutical companies.

Sahin et al. (2017) explored complaint management in the online setting. Specifically, Sahin et al. explored the negative reviews for five-star chain hotels and e-responses in an online travel booking website. The analysis results are 11 complaint categories with 82 sub-themes (Sahin et al., 2017). The internal responses of the hotel management for problem-solving strategies are mostly requests for future patronage, detailed analysis of the problem, and warnings to the poorly performing department (Sahin et al., 2017). Like Ogbeide et al. (2017), Sahin et al. (2017) explored complaint management in another field instead of the pharmaceutical field. Despite the effectiveness of these strategies for the five-star hotels chosen for this research, the findings did not apply to an offline setting or the pharmaceutical industry. Sahin et al.'s study is essential in this literature review because it highlighted the importance of complaint management to an organization.

The intelligent complaint management system incorporated mobile applications, chatbots, and web applications to solve customer dissatisfaction issues (Kormpho et al.,

2018). Kormpho et al. (2018) developed a system to classify the complaint and automatically direct it to the responsible department are possible. The service for finding a similar complaint to avoid submitting the same complaint is also included (Kormpho et al., 2018). The system's result observed a reduction in the time and procedures for complaint-handling. The channels for filing the complaint, reporting progress in complaint resolution, and tracking the complaint status are also increased (Kormpho et al., 2018). Kormpho et al.'s (2018) study had positive results regarding the proposed complaint management strategy. Similar to Ogbeide et al. (2017) and Sahin et al. (2017), the findings are not directly applicable to the pharmaceutical industry. Similar to the other studies included in this review, Kormpho et al. (2018) has provided a basis for the importance of proper complaint-handling, which is the main reason for conducting this proposed study.

Online complaint management systems are also the focus of Setyani et al. (2019). Setyani et al. focused on e-complaint systems in the hospital and healthcare sector. Setyani et al. analyzed the implementation of an e-complaint system for managing customer complaints at one of the type-C private hospitals. It found that organizational aspects play an essential role in successfully encouraging people to implement technology (i.e., e-complaint system). Weak monitoring of the complaint-handling process by managers and supervisors is a cause of delay in the resolution of complaints (Setyani et al., 2019). Based on the findings of Setyani et al. (2019), management support and active participation in the complaint management process are essential, regardless of the system's implementations. Because the scope of Setyani et al. is a specific part of the

healthcare sector, the findings are not directly applicable to the pharmaceutical industry.

Moreover, the applicability to this correct study compared the results from Setyani et al.'s

research.

Customer Complaint Strategies in the Pharmaceutical Industry

An effective mechanism for product complaint-handling is one of the essential

business requirements of the pharmaceutical industry (Kumar & Jha, 2019). Customer

complaints potentially jeopardized the pharmaceutical organization's reputation and

trigger regulatory action if left mishandled. Santosh et al. (2015) claimed that frequent

complaints handling enables a company to keep a good relationship with customers.

Despite having regulatory obligations in several countries, pharmaceutical companies

developed a sound complaint-handling system as an opportunity to improve the quality of

their products and services and to establish a committed relationship with their customers

(Braga, 2007; Santosh et al., 2015). Kibatu (2021) stated that while companies feel they

were handling customer complaints correctly the customers disagree. It is crucial for

companies to improve their current customer complaint processes (Kibatu, 2021).

Exploring complaint management strategies in the pharmaceutical industry is essential to

identify the gap in research that I wanted to address.

Many researchers explored customer complaint-handling in the pharmaceutical

industry (Braga, 2007; Devliyal, 2014; Hake et al., 2019; Kumar & Jha, 2019; Osmanli,

2013; Santosh et al., 2015). Devliyal (2014) overviewed the fundamental basics of

product quality complaints and product quality problems within pharmaceutical products.

Devliyal also presented steps of a complaint management process. The steps are the

following: (a) having a sound system for acquiring complaints, (b) documenting the complaints on a complaint form, (c) triaging of cases according to priority, (d) processing of cases in a suitable database, (e) sending acknowledgment letter to the complainant, (f) procuring samples for investigation, (g) sending samples for investigation, (h) collecting investigation reports, (i) sending the response letter to the complainant, and (j) requesting feedback from the complainant. The discussion did not provide the details of the steps in full description (Devliyal, 2014). They still provided the specific procedures included for each major step of complaint management. Devliyal (2014) did not explore the factors contributing to complaint management in the pharmaceutical industry. Moreover, Devliyal (2014), is not from current years (e.g., 2018 to 2022). Devliyal showed the importance of complaint management in any organization, including those involved in pharmaceutical products. The area of focus in this study included (e.g., pharmaceutical industry), thus making Devliyal's study relevant to this literature review.

Braga (2007) explored complaint-handling in pharmaceutical companies. Braga identified the main steps for a sound complaint-handling system in a pharmaceutical setting. Braga's steps are logical and coherent to the nature of any pharmaceutical company, making it relevant to this current study about the pharmaceutical industry and complaint management. Due to the generic nature of the steps, they identified sub-steps for each cluster of organizations within the pharmaceutical industry. With the study conducted more than 10 years ago, Braga's work further updated or improved to be more appropriate for the current set-up of the pharmaceutical industry and the corresponding complaint management system.

Osmanli's (2013) research considered complaint management as pharmacovigilance. Pharmacovigilance is a complaint management system and a regulatory authority requirement to report every serious and nonserious case related to the use of medical products or drugs (Osmanli, 2013). As such, integrating pharmacovigilance into technology made the system efficient by incorporating reporting, processing, feedback, and follow-up through a computer system (Osmanli, 2013). Osmanli (2013) claimed that an increase in the number of qualified pharmacovigilant personnel assigned to pharmacovigilant ensured that complaints are managed effectively and timely under regulations from regulatory authorities. Osmanli's management suggestions are directly applicable to the pharmaceutical industry. Osmanli's (2013) work, like that of Devliyal (2014), is not from current years (e.g., 2018 to 2022). Including these researchers in this literature review is necessary to show the lack of recent research on this topic. The pharmaceutical industry considered an update on the applicability of these guidelines to ensure that the procedures and the status of operations and customer demands are still aligned.

Kumar and Jha (2019) also focused on investigating the evolution of pharmaceutical products complaint-handling systems. Based on their review, Kumar and Jha found that the prevailing complaint-handling practices in the pharmaceutical sector followed a random and independent approach without synchronizing the strategy with the gross interest of stakeholders. The existing system to handle pharmaceutical complaints works with a technical perspective without the effective involvement of the distribution personnel (Kumar & Jha, 2019). These disconnections in the process and the existing

system highlighted the importance of a connected and unified process for complaint-handling within the pharmaceutical companies to address complaints effectively. Kumar and Jha (2019) did not provide a detailed description of their proposed process for complaint-handling. Neither is the effectiveness of the process explored. This current study considered the limitation of Kumar and Jha.

Deep learning technology is an effective tool for supporting complaint management processes (Hake et al., 2019). Due to the increasing digitalization of medical technology manufacturing, more process-related data is collected and stored for further analysis (Hake et al., 2019). Hake et al. (2019) showed how this data could support the complaint management process. Hake et al. designed, implemented, and evaluated a novel approach for automatically suggesting a likely error source for future complaints. In the current study, the researcher focused on complaint management for manufacturers of medical technology. Although this is a related field to pharmaceutics, applying the concepts in this study to the pharmaceutical industry is not appropriate.

Different fields, especially in the service sector, established the importance of the relationships between customer satisfaction, customer complaint management, and customer loyalty (Abubakar & Usman, 2018; Al-Hawary & Al-Menhaly, 2017; Bengul & Yılmaz, 2018; Cai & Chi, 2018; Kanten & Darma, 2017), but not in the pharmaceutical industry. In any organization, customer satisfaction is a goal because of the several significant effects on the company's performance (Salim et al., 2017; Santouridis & Veraki, 2017). With customer complaints, customer satisfaction also had an important role. The inability to address a complaint effectively may negatively affect customers'

satisfaction (Salim et al., 2017). In turn, customer dissatisfaction negatively impacted customer loyalty, directly reflecting the company's financial expenditures and costs (Abubakar & Usman, 2018).

Researchers have explored complaint management in the pharmaceutical industry (Braga, 2007; Devliyal, 2014; Hake et al., 2019; Kumar & Jha, 2019; Osmanli, 2013; Santosh et al., 2015). The exploration of complaint management in the pharmaceutical industry focused on developing an online system that will make complaint-handling effective and efficient (Devliyal, 2014; Hake et al., 2019; Kumar & Jha, 2019; Osmanli, 2013). Most of the studies about complaint management in the pharmaceutical field are not from recent years (i.e., 2018 to 2022) or are not directly about the pharmaceutical industry (i.e., some are about manufacturers' medical technology or equipment). There is a gap in research about the effective strategies for complaint management in the pharmaceutical industry based on the perspective of its business leaders. Exploring the research gap based on leaders' perspectives is helpful because the information is from the primary resource that implemented and evaluated the strategies.

Furthermore, any service or product's success depends on the customers (Chen et al., 2019). Customer satisfaction is determined by the quality of the products offered by an organization and the demand from the consumer side (Kumar & Jha, 2019). Customer satisfaction is determined by the company's ability to meet the customers' needs, service reliability, and cost (Chen et al., 2019). On the other hand, business organizations can meet customer and financial needs by implementing a comprehensive supply chain for transporting goods from the customers to the end-users. An adequate supply chain

benefits business organizations by reducing demand time, maintaining the quality of goods, guaranteeing reliability, and reducing the cost of the flow of goods from the manufacturers to consumers (Omoush, 2020).

The government and consumer protection rights protect consumers of medical products. In the United States, pharmaceutical companies must follow the regulations set aside by regulatory agencies such as Food and Drug Administration FDA) agency. Moreover, there are variations in the mode of advertising prescription drugs in various countries, affecting the supply chain management variedly in different countries. Countries like Canada, Australia, and the United Kingdom outlaw prescription drugs' direct-to-consumer advertising (DTCA; Song et al., 2019). Consequently, the advertisement of prescription drugs in the pharmaceutical companies in these countries is through healthcare organizations. On the other hand, countries like the United States allow for DTCA. Thus, manufacturers can directly advertise prescription drugs to consumers upon adhering to regulatory processes.

The existing studies have extensively explored the nature of pharmaceutical industries, supply chain management in the pharmaceutical industry, customer satisfaction and service of quality, and competitive advantage strategy (Castillo Apraiz et al., 2020; Omoush, 2020; Song et al., 2019). Song et al. (2019) explored the consequence of the varying advertisement strategies in different countries. However, the studies included in the literature review provided little to no information on customer complaint strategies. One selection criteria for studies to include in the review is based on their

publication date (not exceeding four years). They are all peer-reviewed articles and are selected from online academic sources.

Supply management is requisite for pharmaceutical companies. Most scholars agree that the nature of medical supplies sets them apart from other goods in the markets. Based on the existing studies, the authors assert pharmaceutical supply chain is regulated from the manufacturer to the end-users by established government agencies (Kumar & Jha, 2019). Furthermore, the pharmaceutical industry is different because the companies must adhere to stringent rules and regulations. The supply chain is also sensitive to the quality of medical supplies during their life cycle. Suppliers must maintain the correct quality and environmental conditions for the medical supplies (Kumar & Jha, 2019).

The uniqueness of pharmaceutical companies also influences their supply chain. The main reason for SCM in the companies is to ensure that the medical products are transported at the right temperature and humidity to retain the correct quality stipulated by the agencies (Kumar & Jha, 2019). A mixed study by Kumar and Jha (2019) involving professionals in supply chain management found that the SCM team is involved in the manufacturing, manufacturing, and distribution of pharmaceutical supplies. In the United States, the supply of medical products is regulated by federal agencies that ensure drug quality meets the predetermined standards. The factors that influence the supply chain for pharmaceutical products include local transportation access, laws, customs, and politics.

Scholars have also investigated the different approaches used to advertise pharmaceutical products. The United States allows pharmaceutical companies to advertise prescription drugs to consumers directly. On the other hand, countries like

Canada, Australia, and United Kingdom allow pharmaceutical companies to market

prescription drugs through hospital organizations. The variations in advertising

regulations complicated the supply of drugs in different countries. Despite the challenges

in the supply of pharmaceutical drugs, (Omoush, 2020) found that SCM is a prerequisite

"in linking the partners together and interesting in transporting the materials from the

supply sources to deliver the products" to end-users. The study on the Jordan

pharmaceutical companies listed on the Amman Stock Exchange showed that strategic

agility would be pivotal in enhancing SCM in the respective companies (Omoush, 2020).

Various pharmaceutical companies find challenges in implementing a successful

SCM. Pharmaceutical products are vulnerable to theft during transportation. (Kumar &

Jha, 2019) found that "pharmaceutical pilfering accounted for 9 percent of all recorded

cargo theft incidents in Italy" a year before the research. Further, countries that have

outlawed DTCA have challenges implementing the regulations due to trade agreements

and proximity to countries that allow DTCA (Song et al., 2019). Therefore, companies

can enhance the SCM for pharmaceutical products by adopting sophisticated and modern

supply techniques, monitoring conditions such as temperatures and humidity, and

complying with all existing laws (Kumar & Jha, 2019).

The concepts of customer satisfaction and competitive advantage have grabbed

the attention of most market researchers. Customer satisfaction is an essential ingredient

that ensures an organization retains its customers while a competitive advantage sets

businesses ahead of existing competitors in the market. Companies that intend to satisfy

their customers and remain competitive both in the market and financially have to be

strategic in all their activities, including managing the supply chain. For pharmaceutical companies, competitiveness is based on the quality and effectiveness of medical supplies. (Chen et al., 2019) suggests that pharmaceutical companies satisfy customers by supplying products that match their demands and improve the quality of current studies. The study's setting is in Taiwan and involved 104 participants who completed the research process. The results showed that pharmaceutical companies excel when they focus on customer priorities.

The authors further showed that the customers are satisfied with products that evoked loyal feelings (Chen et al., 2019). Therefore, customer satisfaction is attainable when the products available solve the customers' problems. On the other hand, competitive advantage is conceivable through strategies that target the cost and Quality Management (QM) practices (Castillo Apraiz et al., 2020). Pharmaceutical companies wanting a competitive advantage must enhance the quality of the products and reduce the operational costs by improving internal processes such as supply chain management.

Customer Complaint Strategies in Health Care Industry

A deficiency citation is issued for noncompliance when nursing facilities fail to fulfill basic certification standards. Individuals handling customer complaints frequently mistreat nursing home residents, which has negative implications (Liu et al., 2021). Liu et al. selected a subset of six mistreatments federal tag for two reasons: First, because of being directly related to various forms of mistreatment (such as abuse, neglect, and financial exploitation), and secondly, because of representing violations of federal standards of care that many considered forms of abuse such as physical restraints and

pressure ulcers. Abuse and misappropriation got the most complaint investigations

among the essential maltreatment deficiency citations (Liu et al., 2021). Nursing home

residents are essential to the US government. Thus, the United States sets standards for

healthcare through extensive requirements to protect healthcare providers' mistreatment.

Exploring complaint-handling in the healthcare industry is essential to identify effective

customer management strategies.

When practitioners have an accurate, detailed, and well-documented method,

complaint management becomes more effective and efficient. According to the fairness

heuristic theory, employees rely on justice-relevant information to understand, evaluate,

and react to what is happening in their organization, especially when faced with

uncertainty (Neall et al., 2021). The professional justice literature focuses on the four

elements of experienced justice: Distributive, procedural, interpersonal, and

informational justice (Neall et al., 2021). These four elements of professional justice

views emerge when a victim files a bullying complaint. The perceptions of predicted or

anticipatory justice heavily influenced the victim, which is described as expectations of

justice in future events. A ready judge influences how employees respond to

organizational changes in the healthcare industry (Neall et al., 2021). An effective and

efficient response is crucial in healthcare, and that can be reached through a well-

designed and documented system.

While responding to and resolving complaints is a good start, successful

complaint management includes analysis and reflection. Giardina et al. (2021) linked

patient complaints to adverse events and malpractice lawsuits, yet patient complaints are

underutilized in efforts to improve patient safety. Geisinger is one of the country's major

integrated health systems (Giardina et al., 2021). Geisinger health system has the policy

to respond to initial patient concerns within 24 hours and write a response within seven

days (Giardina et al., 2021). Geisinger employs a locally established and regularly

updated taxonomy to identify patient complaints, followed by a time-bound investigation

done by the patient liaison to obtain details from the patient's perspective (Giardina et al.,

2021). Few healthcare institutions use systematic or rigorous methods to review and act

on patient complaints about system-wide learning and improvement. Analyzing patient

complaints using systematic or rigorous methods can make the healthcare system

sensitive to the nuances of diagnostic safety from the patient perspective; for example,

focusing on patient return visits and reoccurrence errors could be fertile ground for

additional exploration.

Healthcare organizations must correct their errors, define responsibilities for

accountability, and act appropriately regarding client satisfaction. Few healthcare

institutions use systematic or rigorous methods to review and act on patient complaints

about system-wide learning and improvement (Giardina et al., 2021). Analyzing patient

complaints about diagnostic errors requires systematic procedures. Analytical approaches

for studying patient concerns, on the other hand, are becoming more robust.

Complaints should be valued for what they are and used as a springboard for

improvement by healthcare institutions. Residents, family, and anybody with concerns

about the care a resident receives can make complaints (Peterson et al., 2020). Long-term

care ombudspersons are commonly involved as advisors or complainants themselves

(Peterson et al., 2020). The complaint in the healthcare industry is assigned a priority level based on the alleged injury severity, which decides whether an on-site inquiry will be made and within what time frame. Leaders of the Healthcare industry use a systematic system to evaluate the use of patient complaint data to identify safety concerns related to diagnosis as an initial step in using this information to facilitate learning and improve customer complaint management.

Transition

In Section 1 of this study, I provided the background and the reasons for conducting the research, the problem and purpose statements, research question, conceptual framework, operational terms, the significance of the study, and a critical review of the professional literature. The proposed research study concerned identifying strategies that business leaders used to manage customer complaints effectively.

Additionally, to establish an in-depth understanding and knowledge of the study subject, I provided an overview of the theories related to complaint management: Double-loop learning theory, service recovery theory, commitment-trust theory, and theory of justice. Furthermore, I discussed the importance of customer satisfaction, effects of customer complaints to business, customer complaints and perceived reputation of businesses, customer complaint management and service recovery, complaint categorization, the community of practice, customer complaint strategies in the pharmaceutical and healthcare industry.

In Section 2, I provided further details on the research effort of this single-case study regarding the nature of the study, the role of the researcher, participants, research

method, research design, population, sampling, ethical research, data collection

instruments, data collection technique, data organization technique, data analysis,

reliability, and validity. Section 3 includes findings, application to professional practice,

implications for social change, recommendations for business leaders to improve

complaint management, recommendations for further research, conclusion, and

reflections on this research.

Section 2: The Project

This section details the methodology and research design. I include an explanation of the procedures and steps that were implemented to address the study's research question. This section includes a restatement of the purpose, role of the researcher, participants, research method and design, population and sampling, ethical research, data collection instrument, data collection technique, data organization technique, data analysis, reliability, and validity. I conclude the section with a summary of the information and a transition to the next section.

Purpose Statement

The purpose of this qualitative single-case study was to explore strategies that business leaders use to manage customer complaints effectively. The target population consisted of six business leaders at a pharmaceutical company in Northwest New Jersey, United States, who had successfully implemented strategies to address customers' complaints. The implications for positive social change include the potential for business leaders to use customer complaint management to obtain information from customers to better their products for improving patients' health and quality of life.

Role of the Researcher

As the researcher for this study, I served as the main instrument for data collection. Researchers are commonly the primary data collection instrument in qualitative studies by serving as interviewers or observers and data analysts (Kaplan et al., 2017). I conducted participant recruitment, data collection, and data organization and analysis.

In the recruitment phase, the role of the researcher is an overall recruiter. First, I obtained site permission before contacting potential participants through email. I was also responsible for initiating contact with participants by inviting business leaders through email. I recruited people who did not have any personal or professional relationships with me. Because I selected the participants, the primary consideration was minimizing conflict of interest (see LeCroix et al., 2017). I avoided recruiting colleagues, family members, relatives, and friends to reduce the potential conflict of interest associated with researcher–participant relationships. I gave each invited individual a copy of the informed consent form. The contents of the consent form included details about the nature of participation and the rights and roles of each participant. All invited individuals were required to review this information before they joined the study.

Another responsibility of the researcher is minimizing the influences of personal bias. As a researcher who had explored the topic of interest, I had personal opinions, perceptions, and beliefs about the topic that may have influenced the study's findings. A necessary means of addressing personal biases is acknowledging these possible sources of bias (Arfuch et al., 2021). I acknowledged all personal opinions, perceptions, and beliefs, including the expected findings of the study. Through this process, I was aware and cautious when making conclusions, especially if those conclusions were similar to my personal biases. I ensured that all interpretations and conclusions had corresponding support based on the data collected from the participants.

I also used multiple data sources to triangulate data, thereby minimizing researcher bias and improving the study's credibility. Methodological triangulation refers

to the use of multiple methods to collect and analyze data about the phenomenon of interest (Abdalla et al., 2018; Dewasiri et al., 2018). For the current study, the multiple data sources were semistructured interviews with open-ended questions and document reviews. I used an interview protocol to avoid asking irrelevant, biased, or leading questions during data collection, which may have led to invalid results.

According to the National Commission for the Protection of Human Subjects and Biomedical and Behavioral Research (1979), researchers have to ensure that any study that involves the use of human participants upholds the following values: (a) justice, (b) beneficence, and (c) respect for persons. When upholding justice, researchers should ensure all procedures are reasonable and nonexploitative (Fell et al., 2020; O'Keefe et al., 2017). To uphold benevolence, I ensured that the risks related to participating in this study were minimal. The National Commission for the Protection of Human Subjects and Biomedical and Behavioral Research focused on the need to minimize risks to participants by following the guidelines of the Belmont Report. Researchers should show respect to the participants through the informed consent process, ensuring that participants know what they will be doing in the study before they decide to participate (Fell et al., 2020; Friesen et al., 2017). In the current study, only those who had read and signed the informed consent form were included as participants.

Overall, the role of the researcher is to ensure professionalism and integrity regarding the study (Friesen et al., 2017; Mozaffor et al., 2019). A researcher must ensure commitment to conduct the study appropriately in an ethical manner (Fell et al., 2020; O'Keefe et al., 2017). Providing truthful information and abiding by the professional

regulations established by the institutional review board (IRB) are also among the researcher's responsibilities (Friesen et al., 2017; Redman & Caplan, 2021).

Developing an interview protocol is imperative to prepare for collecting and retrieving data from the participants (Korstjens & Moser, 2018). Using an interview protocol enables a researcher to collect relevant and credible data from the participants (Korstjens & Moser, 2018). Using an interview protocol, I collected data from participants in an appropriate setting, wherein they felt comfortable sharing any information they wanted to provide.

Participants

The participants of the study were business leaders at a pharmaceutical company. The participants satisfied a set of eligibility criteria. The inclusion criteria for this study were the following: (a) business leaders in a pharmaceutical company in Northwest New Jersey, United States, and (b) business leaders who were implementing or had implemented a successful strategy to address customer complaints.

I aligned these inclusion criteria with the research question. This alignment was essential in ensuring that all participants had the necessary experiences and professional knowledge that enabled them to provide relevant information to address the research question. Leaders at a pharmaceutical company in Northwest New Jersey, United States, who had not successfully implemented strategies to manage customers' complaints were excluded.

To gain access to the participants, I contacted the administrative head of the chosen pharmaceutical company in Northwest New Jersey, United States, to ask for the

email addresses of leaders at the pharmaceutical organization who had successfully implemented strategies to manage customers' complaints. I emailed these potential participants to invite them to this study. I discussed the criteria for eligibility in the invitation. To establish a working relationship with participants, I had to ensure that I was aware of their vulnerabilities and sensitivities by researching the common concern areas of leaders at the pharmaceutical organization. I asked those who had read and agreed to the contents of the consent form to sign the consent. Participants underwent an informed consent process before being included as participants in the study (see Biros, 2018; Cocanour, 2017). Only those who had provided a signed copy of the consent form through email were included as participants in this study.

Research Method and Design

The methodology for this study was qualitative. I used a single-case study design.

Research Method

The qualitative method was appropriate for this study. When exploring a phenomenon, researchers commonly use qualitative methodology (Mohajan, 2018; Senyo et al., 2018). For this study, the phenomenon explored was effective strategies business leaders used to manage customer complaints. When implementing the qualitative method, researchers' primary objective is to explore and make sense of individuals' perceptions, subjective experiences, and behavior as a basis for the human aspect of an issue within a phenomenon (Harrison et al., 2017). Researchers use the qualitative method when open-ended and flexible inquiry strategies are necessary to explore participants' perceptions, experiences, and interpretations about a phenomenon (McCoy, 2017). I explored the

perceptions of business leaders from a pharmaceutical company to address the purpose and answer the research question. The qualitative method was aligned with the purpose and research question of this study.

Quantitative and mixed methods were not appropriate for this study. Researchers use the quantitative method to determine relationships between variables of the study (Bloomfield & Fisher, 2019). The purpose and the research question of the current study did not align with the quantitative method because investigating relationships between variables was not needed. Mixed-methods research involves collecting data using both quantitative and qualitative methods to address research questions that are both qualitative and quantitative (Mackey & Bryfonski, 2018). The mixed-methods approach was inappropriate because the research question was qualitative. There was no need to examine relationships between variables for this research. Instead, in-depth exploration of the phenomenon was required. Therefore, I chose the qualitative method over the quantitative and mixed methods.

Research Design

The most common qualitative designs are phenomenology, ethnography, and case study (Tomaszewski et al., 2020). Phenomenology is used when conducting a deep exploration of human participants' lived experiences to make sense of a phenomenon (Moustakas, 1994). The phenomenological design is focused on participants' experiences addressing a single or discrete phenomenon. In contrast, a case study design focuses on participants' experiences in addressing a defined business problem involving multiple phenomena. The focus of the current study was not on participants' perceptions of their

lived experiences of a phenomenon but rather on strategies that could involve multiple phenomena. Ethnography was also considered for this study. Ethnography is focused on understanding the culture of individuals to understand a phenomenon concerning the problem of a study (Hammersley, 2018). Ethnography was not appropriate for the current study because there was no need to focus on a culture to address the research question. I found the alternative research designs to be inappropriate.

The research design for this study was a case study. A case study was appropriate for exploring business leaders' strategies because this design requires in-depth data collection to develop a comprehensive, contextual understanding of the study's subject (Kekeya, 2021). Moreover, researchers use case studies when the purpose of the research is to understand an individual, group of individuals, or event (Kekeya, 2021). The subject of interest for the current study was effective strategies that business leaders used to manage customer complaints. This contextual aspect of the issue under study made the case study design appropriate.

Furthermore, researchers align case studies with the exploratory nature of general qualitative research, especially with an exploratory case study (Kekeya, 2021). Researchers use exploratory case studies to explore a new phenomenon that has not yet been theoretically mapped, in contrast to the descriptive case study, which is used to develop the current theoretical understanding of a phenomenon (Kekeya, 2021). Based on the description and the purpose of this study, an exploratory case study design was appropriate.

Case studies can also be single or multiple. Although a multiple-case study offers additional contextual information by comparing two or more cases in different contexts, this approach also requires more resources (Kekeya, 2021). Single-case studies are helpful for either typical or extreme cases. Because the focus of the current study was a single-case of a pharmaceutical organization to explore how six of its business leaders implemented strategies to manage customer complaints to better their business, using a single-case design was appropriate.

A researcher reaches data saturation if they cannot identify any new codes and information with new responses in the analysis (Fusch & Ness, 2015). A researcher can achieve data saturation by understanding the research problem and identifying all necessary resources in the field for evaluation (Fusch & Ness, 2015). I continued the recruitment of new participants until no new information was forthcoming and I could not identify any new codes or themes.

Population and Sampling

The target population for this qualitative single-case study was business leaders from a chosen pharmaceutical company in Northwest New Jersey, United States, with a record of implementing successful complaint management strategies. I selected this target population because the its alignment with the purpose of this study. Brear (2017) indicated that participants need to know the subject under investigation to contribute to the study. Researchers need to select the appropriate sampling method to improve the study's trustworthiness (Campbell et al., 2020). Purposeful sampling helps researchers

narrow the participant pool by ensuring the participants meet the selection criteria (Jeon & Ahn, 2018).

In qualitative studies, especially those involving purposive sampling, researchers commonly aim to reach data saturation as the basis for determining the appropriate sample size (Hennink & Kaiser, 2022). Data saturation is a point in the collection and analysis procedures wherein a researcher can no longer identify new codes or themes despite adding more data sets obtained from the data collection sources (Malterud et al., 2016). Data saturation has been achieved when collecting more data does not result in any significant addition to the codes or themes for the study (Miller et al., 2021). For the current study, I recruited 10 potential participants to interview at least six business leaders of the chosen pharmaceutical organization. According to Morse (2015), a minimum of six participants is necessary to produce excellent qualitative research. I recruited 10 potential participants to control for possible attrition of these participants. D. S. Young and Casey (2019) claimed that a small sample for case studies is acceptable provided the case study achieves data saturation. The targeted samples should be from the relevant social group aligned with the case. I would have recruited more participants if the initial number had not yielded data saturation.

In the previous subsection, I formulated the main selection criteria for participants: (a) business leaders in a pharmaceutical company in Northwest New Jersey, United States, and (b) business leaders who were implementing or had implemented a successful strategy to address customer complaints. I conducted a Zoom interview in a setting where I looked into the camera while speaking. I had chosen a professional

background, found a brightly lit room, selected a place where participants' privacy is not at risk, a quiet place with no audience, silenced my phone, maintained my focus, and turned off notifications (see Cast, 2020). Phone and office visit interview options are available, thus, if participants had chosen the phone option, I picked a quiet space, maintained focus, and asked participants the same. If participants had chosen the office visit interview, data collection is conducted after work hours, and participants had to silence their phone, maintain focus, and turn off notifications.

Ethical Research

When using human subjects for a study, a researcher has the responsibility of addressing ethical issues. I addressed ethical issues through the IRB permission, informed consent, participant confidentiality, voluntary participation, and data storage security. Obtaining permission from IRB is essential before beginning purposive sampling and the interview process (Friesen et al., 2017; Redman & Caplan, 2021). I sought and obtained IRB approval before starting the data collection process. The IRB can assess the methods and ensure that I have not violated the rights of the participants in the conduct of these procedures. The informed consent process is also needed during recruitment (Biros, 2018; Cocanour, 2017). The consent form complies with Walden University policy requirements and applicable regulations.

Through the consent form or the letter of cooperation, I disclosed those arrangements and understandings between the participant and myself as a researcher in conducting this study. All participants in this study received a copy of the informed consent form. The contents of the consent form included details about the nature of

participation and the rights and roles of each participant. All study participants had to first agree and understand the informed consent form (Biros, 2018; Cocanour, 2017). I ensured that before scheduling the interviews, I had already finished the informed consent process for each participant. Participants could withdraw from this study at any time. If any participant had decided to withdraw from this study, I would respect their decision and return any documents that included information collected from the participant. The incentives for participants consisted of (a) participation in stimulating research, (b) feedback of the (preliminary) research results, and (c) a summary of the results of the overall research project, which potentially would benefit their company and enhance their own learning experience. I did not provide any monetary compensation to the participants in this study.

Furthermore, I had kept the identity of participants confidential; I protected the names of individuals or organizations to keep these confidential. Before conducting the interviews and collecting other data proceedings, Walden University's Institutional Review Board approved. Using pseudonyms is an effective means of keeping participant identity confidential (Surmiak, 2018; Thackray, 2018). I used pseudonyms such as P1, P2, and P3 for the first, second, and third participants and continued naming participants using the same pseudonym naming protocol. I used these pseudonyms in the data sheets and reports to protect the identity of the participants.

Moreover, all participants are volunteers. I did not force anyone to participate in this study. In addition, before conducting the interviews and collecting other data proceeded, Walden University's Institutional Review Board provided approval. The final

doctoral study included the Walden IRB approval number 02-02-22-0730121. Finally, I

kept all information and documents in a locked cabinet inside my home office. I is the

only one who could access these documents. I will keep them for 5 years and destroy

them after. All written or printed data will be shredded, while I will permanently delete

electronic files from the storage drive.

Data Collection Instruments

The data collection procedures involved semi-structured interviews with open-

ended questions. In conducting qualitative studies, the researcher is the main instrument

for data collection (Wa-Mbaleka, 2019). For this study, I was the main instrument for

data collection as I had conducted interviews and reviewed documents. As the

interviewer, I had used an interview protocol to collect information from the business

leaders in the chosen pharmaceutical company. Using an expert-reviewed interview

protocol for the data collection of a study helps improve the study's credibility (Young et

al., 2018). I had used an interview protocol to ensure that the questions to be asked during

the interviews are relevant to the study, complete in addressing the research questions,

and easy to understand for the participants. I had the interview protocol (Appendix A) in

hand as I conducted the interviews. The contents of the interview protocol included

questions aligned with the study's research question (Young et al., 2018). I developed the

interview questions (Appendix B) based on existing literature relevant to the study's

topic, and the dissertation committee approved them.

I enhanced the reliability of the interview questions through member checking. To

perform member checking, I had composed my initial interpretations from each interview

transcription. I had then sent copies of the initial interpretation of the interviews to the

respective participants. Participants had reviewed my initial interpretations of their

interviews and provided feedback about the correctness and accuracy of the information

found in the document. These procedures are based on the description that member

checking involves presenting and comparing the researcher's interpretations with the

actual intended meaning of participants' responses (see Santos et al., 2017). Any changes

that I must make had included a discussion between the participant and me through phone

calls. I had made the finalized changes based on the comments of the participants.

Another instrument for data collection is company documents and written reports

for a document review. The company CEO or their delegate had signed a letter of

cooperation from a research partner (Appendix C) before I contacted the research

participants to obtain documents not available to the public. The documents included are

the complaint management manual and progress reports of complaint-handling that the

business leaders have implemented or are currently implementing. I have chosen these

documents because they had helped verify data from interviews. I had collected these

documents from the participants. I had used this instrument as a data source by

identifying relevant texts from the reports and documents to answer the study's research

question. I had collected three to four documents, in total, to include in the review. The

documents are also from 2020 to 2021.

Data Collection Technique

I had conducted data collection using semi structured interviews. All interviews

are conducted online via Zoom to minimize close physical contact and follow the

pandemic's health and safety protocols (see Polkowska, 2021). In addition, I had offered

an option for a phone interview and office visit interview. I expected each interview to

last 45 minutes. One day before the scheduled interview, I had sent an email to the

participant. The email contained instructions for installing Zoom and the meeting ID and

password (see Son et al., 2020). I assigned each participant a unique meeting ID and

password to ensure that only the authorized participants could access the virtual meeting

room.

I began each interview with an introduction. In the introduction, I greeted the

participant and gave an overview of the topic of the interview and the flow of

participation. I had asked participants about their expectations for the interview and

addressed any misconceptions that they may have had at this point. After the

introduction, I began with the interview. This second phase of the interview is the

question-and-answer portion. I had used the interview protocol to ask questions

(Appendix B). Whenever needed, I had asked follow-up questions to collect a deeper

explanation of the data for the study. Asking follow-up questions is advantageous for

semi-structured interviews to gain deeper insights and explanations to initial answers

(Roulston & Choi, 2018). Through the follow-up questions, I investigated further into the

initial answers of the participants. Once I finished asking all the interview protocol

questions, I reminded the participant about member checking and thanked the participant

for the time given.

Member checking is the process wherein a researcher presents personal

interpretations and understanding of data collected and compares these interpretations

with participants' viewpoints (Santos et al., 2017). To perform member checking, I had composed my initial interpretations for each interview transcription. I had sent copies of the initial interpretation of the interviews to the respective participants. Participants had an opportunity to review my initial interpretations of their interviews and provide feedback about the correctness and accuracy of the information found in the document. Any changes that I made included a discussion between the participant and me through phone calls. I had made the finalized changes based on the comments of the participants.

I had collected all the articles, reports, and manuals from the participants after each interview session for the document review. From the documents, I had identified relevant information that could address the study's research questions. Moreover, I had read the documents and highlighted the words, phrases, and sentences directly addressing the study's research questions. I had then made a soft copy of the relevant texts from the document reviews to prepare for data analysis. I derived these steps from the descriptions of Karaağaçlı (2021) on document review.

The advantage of conducting semi structured interviews is preparing the interview questions. Interviewers can prepare questions beforehand to help guide the conversation, keep respondents on topic, allow for open-ended participants' responses for more in-depth information, and encourage two-way communication (Roulston & Choi, 2018). The disadvantage is that these interviews do not provide the possibility to go further than the helpful questions' scope, which could provide additional information; additionally, it is time-consuming and requires extensive resources (Newcomer et al., 2015).

For document review, the main advantage of this data collection technique is the efficiency in time and cost (Taber et al., 2020). Conducting this type of review requires a small amount of time and monetary resources; thus, making it an efficient tool for data collection (Bowen, 2009). Documents for review are nonreactive (Bowen, 2009). Unlike human data sources, these files are unaffected by the researcher's presence. However, the main disadvantage of document review is the high possibility of insufficient detail (Bowen, 2009). However, Documentary evidence or data could certainly be considered a single and perhaps significant data source. Thus, in a single-case study, document review provided more detail and insights regarding the actual size or scale of results, historical trends, and degree of efficacy of current versus prior strategies.

Data Organization Technique

In conducting this research, I had to uphold the integrity of the transcribed interviews and recording for transcription. Journaling is an effective tool to maintain the credibility and integrity of the study (Shufutinsky, 2020). I had kept a journal for documenting the interview questions and participants' responses. I had assigned pseudonyms to each participant. Using pseudonyms helped maintain information and participant confidentiality (Shufutinsky, 2020). I had transcribed interviews as soon as possible to refine my follow-up questions in subsequent interviews. Transcription is essential to ensure that the participant's information is the basis of the data to be analyzed (D. S. Young & Casey, 2019). I had organized the data into a digital system for storage and retrieval. I used NVivo software to store, organize, and analyze the interviews and document review data.

Storing data is critical to maintaining the integrity of the data (Heath et al., 2018).

I stored all consent forms, interview data, hand-written notes, and other physical and

electronic data from this study in a locked cabinet. I am the only person who has access

to this cabinet. I kept the stored information for future reference. Specifically, I will

maintain all collected data for 5 years in alignment with the IRB guidelines. After 5 years

of storing, I will shred the printed and written documents used for the study. I will

permanently delete electronic files from the hard drive where they are stored.

Data Analysis

I analyzed data using thematic analysis. Thematic analysis has steps: (a) data

familiarization, (b) code development and coding, (c) theme development, (d) theme

revisions, (e) theme finalization and theme definition development, and (f) report

generation (Braun & Clarke, 2019). I used NVivo software to facilitate the analysis of the

data.

In the first step, a researcher must improve familiarization with the data through

reading and review (Braun & Clarke, 2019). I had read the interview transcript twice to

become familiar with the significant points from the data. I identified relevant descriptive

texts or words, phrases, and sentences aligned with the study's research question in the

second reading round. In the second step of thematic analysis, I developed the codes, and

coding will occur as described by Braun and Clarke (2019). I developed a thematic

coding scheme. I coded all the data based on the initial list of descriptive texts. I grouped

texts that have similar meanings under one code. Each code must directly address one of

the research questions. If there is a need to add to the existing codes, I had added these

new codes. To facilitate coding in the NVivo software, I had identified similar expressions and put them in basins called nodes. The nodes may correspond to one code, as Zamawe (2015) described.

The third step of thematic analysis involves similar grouping codes to form a theme (Braun & Clarke, 2019). The themes provided a direct answer to the study's research questions. I had performed the same three steps for the articles, reports, and manuals collected for the document review before proceeding to the fourth step of the analysis (see Braun & Clarke, 2019). To facilitate theme development in NVivo, I had grouped related codes to form logical trees. The trees showed the hierarchy of relationships between nodes or groups of coded data (Zamawe, 2015). The primary node in the tree formed the central theme that directly addresses the research question (Zamawe, 2015).

The fourth step of thematic analysis involves finalizing the themes (Braun & Clarke, 2019). I had determined the final list of themes by identifying the themes present in the answers of a majority of the participants. More frequently occurring themes for both data sources are considered significant themes. Less frequently occurring themes in just one of the two data sources is minor themes. I had developed a description for each theme in the fifth step. Then, I wrote the report of the findings, which makes up part of Section 3.

Reliability and Validity

Validity and reliability in research are a way to undergird the overall credibility of research (Lincoln & Guba, 1985). Qualitative studies may achieve validity and reliability

by improving the trustworthiness of the research (Lincoln & Guba, 1985). This subsection has addressed details of reliability and validity for this qualitative study.

Reliability

Dependability is the qualitative counterpart of reliability (Lincoln & Guba, 1985). I improved dependability through an audit trail. An audit trail is the compilation of relevant documents (e.g., consent forms, interview questions, field notes) that help in improving the accuracy and dependability of the data for the benefit of future researchers (Korstjens & Moser, 2018). I generated an audit trail consisting of my field notes, including the observations, thoughts, and documented changes to address validity in this study. I used an audit trail to document my decision-making process; thus, addressing any biases. I also improved dependability through member checking (Fusch & Ness, 2015). I implemented member checking to improve the dependability of this study.

Validity

Validity involves credibility, transferability, and confirmability (Lincoln & Guba, 1985). Credibility is an element of trustworthiness used to measure validity (Lincoln & Guba, 1985). To improve credibility, the investigator must ensure the correct representation of the data from the participants (Korstjens & Moser, 2018; Kyngäs et al., 2020). I had acknowledged personal beliefs, experiences, and preferences concerning the topic to minimize the influences of researcher bias. Member checking helps minimize subjectivity by ensuring that initial interpretations align with the participants' intended meanings (Candela, 2019). During the member checking, I had reviewed initial interpretations before I analyzed the study. Thick (e.g., large amount) and rich (e.g., good

quality) data helped improve transferability (Yildiz & Cavkaytar, 2020). I also improved

the transferability of this study by ensuring that I presented detailed and thick

descriptions of the data and findings of the study. Confirmability may be improved by

minimizing researcher biases and ensuring data reflects participants' views and

experiences (Kyngäs et al., 2020). I improved confirmability through expert-reviewed

instruments and acknowledging sources of personal biases to minimize possible

influences of researcher biases on the study. Data saturation is a point in the collection

and analysis procedures wherein a researcher can no longer identify new codes or new

themes, despite adding more data sets obtained from the data collection sources

(Malterud et al., 2016). I ensured data saturation by assessing if I could not generate new

codes with new interview data to the pool of analyzed data.

Transition and Summary

In this section, the discussion is about the research procedures that I used to fulfill

the purpose of the study. I implemented a qualitative single-case study. The target

population for this qualitative case study is business leaders from a chosen

pharmaceutical company in New Jersey in the US with a record of implementing a

successful complaint management strategy. I recruited participants using purposive

sampling. The inclusion criteria for this study are the following: (a) business leaders in a

pharmaceutical company in Northwest New Jersey, United States, and (b) business

leaders who were implementing or had implemented a successful strategy to address

customer complaints. I collected data through semi structured interviews. I conducted all

interviews online via Zoom. The tool for analyzing the data is thematic analysis. I

included in Section 3 the discussion about the findings from the data analysis, application

to professional practice, implications for social change, and recommendations for action

and future research.

Section 3: Application to Professional Practice and Implications for Change

The purpose of this qualitative single-case study was to explore strategies that business leaders used to manage customer complaints effectively. To understand these strategies, I conducted interviews with six business leaders from a pharmaceutical company in New Jersey, United States. After collecting data, I compiled all of the raw data to identify themes with a thematic coding system using NVivo data analysis software. Two thematic categories surfaced related to managing customer complaints: (a) improving the investigation process and (b) organizing management structure.

Presentation of the Findings

The overarching research question for this qualitative single-case study was the following: What strategies did business leaders use to manage customer complaints effectively? The conceptual framework for this study was the double-loop learning theory. The participants were six business leaders from a pharmaceutical company in New Jersey, United States. I assigned the following codes to the six participants to ensure confidentiality: P1, P2, P3, P4, P5, and P6. The data came from semistructured interviews, direct observations, and document analysis. I used NVivo to support the data analysis and member checking to ensure the accuracy of the data. Based on participants' interviews, I identified five subthemes that I grouped into two categories: (a) improving the investigation process and (b) organizing management structure (see Table 1).

Table 1

Summary of Themes

Theme/subtheme	Number of sources	Number of coding references	Frequency of occurrence (%)
Theme 1: Improving the investigation process	6	28	
Customer complaint-handling	5	16	59.25
Vigorous data collection for analysis	3	12	40.75
Theme 2: Organizing management structure	6	23	
Create customer complaint flow	3	9	36.77
Employees' training	4	3	29.45
Customer Feedback	4	11	33.78

Theme 1: Improving the Investigation Process

The first theme identified from the data was the improvement of the investigation process within the company. All participants affirmed that companies needed to improve their handling of customers' complaints. They all agreed that each complaint submitted for their company was a learning opportunity, and they took them seriously. According to P1, "there were many stakeholders such as customers, call centers, and manufacturers involved and several steps in the process." P1 added that employees at a customer call center felt that the most effective strategy was having a streamlined process, which P2 also supported. P1 underlined the importance of customers having a simple complaint submission portal. It is important to know customer complaint characteristics for reliable resolution (Kim & Lim, 2021). Businesses are expected to respond to customer feedback in a quick, accurate, and courteous manner, which leads to a solution in the form of an explanation (López-López et al., 2021). According to P2, "customers were able to call in a complaint and have their concerns addressed in that one call." P2 provided their internal

analysis report, which showed that most customer complaints were being handled through the company's chain of command. P3 also mentioned that from the manufacturer's perspective, obtaining the information from the complaint on time can allow for the most effective way to manage complaints. The ability of the manufacturer to close the complaint file helps the company to focus on areas of improvements that have been pointed out by the complaint quicker.

P3 and P6 underscored the importance of identifying each complaint with the unique identification to go along with it. According to P4, each problem should have an identifier for easy contact, preliminary risk assessment, and classification of the complaint to prioritize the complaint-handling. P1 also mentioned that the company has a clear timeline per company procedures to complete the investigation, which leads to improved complaint-handling. The company document defined the investigation process to ensure that all complaints are well documented, including root cause analysis, corrective action, and preventive action. Plans are initiated, when required, to ensure continuous improvement of the quality systems. P1 stated that to manage customer complaints, they needed to obtain maximum information from the customer. P1 also mentioned that all available complaint product information, such as batch number, strength, National Drug Code, and expiration, should be collected during the initial call. P1 added that the complaint should be logged on time, and all documentation related to the complaint should be collected and arranged.

P2 indicated that the cost to invest in a robust complaint process led to many companies investing only in areas that seemed necessary to resolve individual

complaints. However, as P2 emphasized, "the cost of not improving the entire complaint investigation process was high because it left customers to suffer by not getting adequate services they need, and the company will never know about it." P4 also emphasized the "significant need to manage cost when improving the investigation process of customer complaints." According to P4, "storing files in cabinets and consolidating complaints from multiple call centers to a central location before starting investigations was too costly to accommodate an unclear return on investment plan." The data were stored because of the other organizational management structure overhaul needed to be done, which was almost nonexistent in the company's hierarchy. When asked a follow-up question about the company's strategy to combat the ongoing problem customers face currently, P4 responded that "the company tends to opt for a simple pen and paper mechanism, whereby a call center representative writes down the complaint and files it within the office waiting on the upper management to collect multiple complaints." Overall, P3 and P6 emphasized that the company needs a clear, cost-effective strategy to help call center representatives and give modern technology tools to help with their handling of customers' complaints.

P3 and P6 accentuated the importance of technology improvements for the company's call center. P2 mentioned that their team's goal was to ensure all call center employees access modern technology in the next 3 years while increasing efficiency and accountability on the business side. According to P3, "company must incur substantial technology investments to resolve all customers' complaints." P3 added that "allocating enough investment associated with the technology improvements to all our call centers

was ideal for the company's success." According to P5, "the industry's competitive nature dictates many companies to invest in modern technology because if that's not happening, we will not know what our customers are asking, and we risk losing them to our competitors."

Apart from the technology that a company may implement in its daily activities, P2 pointed out that there will be some challenges to employing effective strategies to manage customer complaints. According to P3, "handling customer complaints was always a complicated process due to the initial convoluted and unique information coming in from customers." P3 added that most information coming in was vague, incomplete, and sometimes required multiple investigators to process it through to valuable data that a company can use to identify the problem. Putting together the complaint to be identified often ties up multiple investigators, which slows down other companies' production. P3 mentioned that "sometimes it requires multiple investigators to talk to call center representatives to describe the information received from a customer or even call back a customer to ensure all information or root cause of the complaint is properly documented." According to P3, this is a learning curve everybody in the company must go through to make sure they are aligned with the core company's business statement.

According to P6, there are key barriers that a company must overcome when going through its investigation process improvements. P6's company had to go through an educational process to all call center representatives and investigators to understand their positions' veracity. Most of the call center representatives were coming from the

manufacturing section of the company, so they needed extra training on how to properly

process complaints coming from customers. P6 also mentioned that problem

identification, containment, root cause investigation, corrective and preventive actions,

and postmortem analysis were critical processes that had to be redefined from all

company levels. P6 also mentioned that the investigation staff should examine complaints

thoroughly, construct follow-up questions, and send those questions back to the

complainants to understand their problems further. P5 mentioned that the company

leaders had ongoing weekly meetings with a quality control group, which drove them to

have thorough and honest discussions and make sure they were aligned on managing and

addressing complaints they received from their customers. All participants agreed that if

their company invests in educating and training its employees, especially those who

receive and investigate customers' complaints, the chance of improving their customer

base will grow exponentially.

The findings noted in Theme 1 aligned with the findings from previous research.

For example, Liu et al. (2021) stated that complaint management becomes more effective

and efficient when leaders have a method that is accurate, detailed, and well documented.

Any business must determine the necessity for response to complaints (López-López et

al., 2021). For instance, health care institutions can use systematic procedures to analyze

patient complaints and concerns, correct their errors, define responsibilities for

accountability, and act appropriately regarding client satisfaction (Giardina et al., 2021).

Improving customer complaint processes is an essential process for companies (Kibatu,

2021), and the investigation process is one of the steps to manage customer complaints

effectively (Devliyal, 2014). Relationship quality also has a significant influence on customer loyalty, whereas service recovery has a moderating effect on the relationship between relationship quality and customer loyalty (Tseng, 2021). These disconnections in the process and the existing system highlight the importance of a connected and unified process for complaint-handling within the pharmaceutical companies to address complaints effectively.

The findings noted in Theme 1 aligned with the double-loop learning theory; the investigation is a learning strategy whereby business leaders identify problems, find appropriate solutions, and learn from the mistake to prevent a recurrence. Business leaders could use evidence-based reasoning and creative problem solving to reach a conclusion, which they must defend or present; by using double-loop learning, leaders can examine the underlying assumptions behind the actions and behaviors and learn from those mistakes and incorrect methods. By doing so, leaders can remove the root causes that make them behave or act in a poor or costly way. When leaders drive the investigation process, they will analyze, realize, and solve a problem (Argyris & Schön, 1978). The double-loop learning method is used by business leaders to change the way they make decisions during the investigation process. Business leaders explore why they do things before changing them. This helps them learn more about what works and does not work in the organization, and this process leads to exploring new learning opportunities (Hedberg et al., 2018).

Theme 2: Organizing Management Structure

The second key theme identified was management structure organization. For a company to thrive in a competitive market, the management structure should be strong. A strong structure could give employees more clarity, help manage expectations, enable better decision making, and provide consistency. P4 mentioned that their company was rebuilding its problem resolution management to serve their customers better. P3 mentioned that the company was building a management structure surrounding the customer complaint information flow so that all complaints coming in from customers would be being well handled to resolutions. P3 also mentioned that leaders who are put in place will have autonomy and power to reach out to any section of the company to seek information that they deem necessary to resolve any customer complaint.

According to P5, the company's complaint management handling process that currently exists is susceptible to bureaucracy. Bureaucracy is behind any organization's good functioning, but once it is misused, it creates problems that affect intended recipients of services (Khan & Hussain, 2020). P5 mentioned that all submitted complaints must be approved by mid-level management, which may slow down the complaint resolution process. P5 added that "getting all required approvals from all managers in an industry like ours was challenging." Furthermore, P5 mentioned that "every step of the investigation process requires approval, and an investigator must get it before moving to the next process." P5 added the "company has distributed the entire approval process among its different branches to manage complaints effectively."

Many companies lack a proper complaint management strategy. P1 mentioned that complaint resolution investigators face challenges when reaching out to mid-level management leaders asking for information or approvals to start an investigation. Complaint investigators face challenges such as being told an approver is not in the office and not knowing when that approver may come back. According to P1, "a complaint investigator cannot move forward with the customer complaint investigation until they get that signature from a missing company manager." P1 suggested that they may rectify challenges that their company faces with the current approval process if they restructure their company's leaders and create a separate customer complaint division that will have the power to investigate all of the complaints to completion without requiring approvals from any other section of the company.

When asked about the hurdles experienced when going through complaint resolution plans, P1 identified the mishandling of complaints within its divisions as a serious problem. P1 added that "it was a manual and time-consuming task to keep track of open and assigned-for-investigations complaints." According to P1, the process to manage customer complaints was developed using an electronic portal called ProPharma, which was intended to improve the workflow structure and ensure that each individual working on customer complaints had a certification to ensure that each business unit had qualified resources to manage customer complaints. P1 added that their team would discuss all complaints that their customers submitted and would develop solutions according to their company's policies and standards. P3 echoed this comment:

The management structure that we put in place will also be responsible for

improving customer satisfaction, creating standard operating procedure from

customer feedback by defining the process for managing the receipt,

acknowledgment, processing, investigation, corrective action, preventative action,

notification, closure, and documentation of product quality complaints for

products manufactured, packaged, or marketed by our company using the quality

management system software.

P5 pointed out that organizing a management structure helps a company eliminate

unnecessary administrative steps and enables teamwork to reduce the open complaints

backlog. According to P5, the company has implemented an effortless process flow for

all parties involved in managing customers' claims. P5 added that customer

representatives collect all claims and put them into the company's database, which

investigators can access to work on the claims individually. P5 also mentioned that the

company had assembled an investigation staff with different talents within the newly

structured management division that handles all customers' complaints. P5 continued that

within that newly investigation staff, there are drug safety professionals and

pharmacovigilance professionals whose jobs are to facilitate and find solutions to all

pharmaceutical claims submitted by customers.

All participants mentioned that their company was currently engaged with an

external customer problem resolution consulting firm to help them optimize the workflow

processes to their organizational structure. All participants also mentioned that upper

management had arranged seminars, training, and other needed learning activities for the

staff involved in creating that new customer complaint investigation division. According to P2, building an adequate customer resolution system within the company to help customers get the answers they need quickly and effectively is an effective strategy to manage customer complaints. Once the company had the customer complaint division set up and functioning effectively, the entire complaints program was rerouted to that division, freeing up other call center employees for other company responsibilities. The company's senior leaders routinely receive investigators' progress reports about the companywide investigations from the newly created division on how customers' complaints were handled. P2 added that "senior leaders can adjust their responsibilities as they see fit."

Participants provided presentations and reports addressing the indicators used to measure the effectiveness of complaint management strategies. I noticed that leaders used quality tools and indicators to improve the investigation process. One of the indicators is the Pareto Chart; leaders use it to identify areas to focus on the main issues included in customer complaints. Pareto charts show the ordered frequency counts of values for the different levels of a categorical or nominal variable. The 80/20 rule for Pareto Chart states that, for many events, roughly 80% of the effects come from 20% of the causes. Thus, leaders focus on those causes; for example, the company has more than 30 products released to the market, and 80% of complaints come from only four products. Thus, leaders will focus and give priority to investigating those product complaints. The second indicator is the fish bone diagram process which leaders use in the investigation process to address the quality attributes and parameters, which helps to visually diagram a

problem or condition's root causes, allowing them to diagnose the problem rather than focusing on symptoms. Participants placed a product quality complaint rate parameter to reach not more than 3.4 defects/million packs (this term implies high-quality performance because a process performing at a Six Sigma level allows only 3.4 defects per one million opportunities. The higher the sigma level the better the quality of the product or service and the fewer the defects).

The findings noted in Theme 2 aligned with the findings of Von Janda et al. (2021), who indicated that the most effective strategy to manage complaints is through the construction of an effective management structure. An efficient management structure leads to more profitable output, which in turn contributes to an increase in the general well-being of the people (Ngoc et al., 2021). Because it eliminates wastage of scarce resources, sound management makes an arduous activity more bearable. In addition, the organizational structure is essential to develop a complaint management system that helps to ensure that the obtained results prove satisfactory to customers and the firm (Phabmixay et al., 2021b).

Mirab et al. (2022) showed that leaders could improve the complaint management system and overcome existing challenges by reviewing the managerial structure, improving the quality of the services and ensuring patient satisfaction. Good management can be used to provide consumer happiness to enterprises (García-Alcaraz et al., 2019). Rong et al. (2021) stated that complaints can be reduced if the management structure is organized. Organizing management structure can be accomplished by increasing employees' participation and matching works with the skills of employees which adds to

service operation efficiency (Rong et al., 2021). Reducing complaints is only possible if a company is fully committed to a structured management system, such as total quality management (Rong et al., 2021). Total quality management implementation requires a leader's commitment, and managing customer complaints effectively is one process of implementing a quality management process (Von Janda et al., 2021). Von Janda et al. (2021) showed that leaders must have the necessary support to implement quality projects and long-term conformity with corporate objectives successfully. To be effective, management must also support horizontal and vertical communication with other divisions, particularly with operations. Increasing customer satisfaction could be the guiding force behind all managerial decisions and actions.

The findings noted in Theme 2 aligned with the double-loop learning theory. The theory involves using single and double loops to solve problems that arise in organizations (Argyris & Schön, 1978). The first loop in this theory is the decision-making rule, where the organizational structure concedes the most important contributor to the way a company makes decisions. In comparison, the second loop in double-loops facilitates modifying the decision made, which the company can reach through an organized structure. Decision making, facilitating, and modifying those decisions require organizational learning. An organizational learning strategy enables a company to keep learning, improving, and developing new capabilities and strategies based on past successes and failures of the complaint-handling process. Double-loop learning could be used in cross-functional teams to promote creativity and innovation, and indicated that

developing new performance strategies can solve problems in an organization (Basten & Haamann, 2018).

In the double-loop learning theory, Argyris and Schön (1978) explained that detecting and correcting organizational errors is learning. The concepts in the double-loop learning theory have influenced how organizational business leaders think and solve problems in organizations (Argyris & Schön, 1978). According to Von Janda et al. (2021), customer complaints are an increasingly widespread occurrence, particularly in business-to-consumer industries. They are also becoming increasingly widespread due to the expansion of digital complaint channels like e-mail and social media. These digital channels require a new learning process in the management structure to influence business leaders' thinking and solving problems in organizations. Furthermore, complaints are dealt with differently by different companies. Some business leaders see complaints merely as issues that need to be fixed, whereas others use defensive methods when faced with complaints. According to Rong et al. (2021), organizations can reduce customer complaints by organizing their management structure to enhance customer service.

Applications to Professional Practice

Business leaders in the pharmaceutical industry could use the findings of this case study to improve the investigation process using several approaches to enhance their investigation processes including reflective thinking in planning, analysis, and execution. Leaders can improve the investigation process and customer complaint-handling by having a proper streamlined process that customers can effectively use to submit their

complaints. This process starts by initiating a record for each complaint and including a short description, detailed description, due date, and lead investigator. In addition, investigation should include objective, scope, hypothesis, investigation techniques, and supporting documents. Business leaders could have a clear timeline, as per company procedures, to complete the investigation. The company standard operation procedure could define the investigation process to ensure that the complaint handler well documents all complaints records.

Business leaders could review their own investigation processes for adequacy, correctness, and completeness. The lead investigator could complete the investigation process by providing: investigation details, root cause summary, investigation conclusion, impact assessment, and corrective and preventive actions. The lead investigator could use appropriate investigation tools (i.e., Pareto chart and fishbone diagram) to improve the investigation process and monitor the performance. However, business leaders could review and approve the investigation report upon completion.

Employees' training is essential for employees to do their job well, which increases their chances of being productive. Business leaders could ensure that the individual handling the investigation process is educated, trained, and highly experienced in complaint-handling management. Business leaders could ensure that only trained and qualified employees are assigned responsibilities for the oversight and/or execution of specific tasks relevant to their defined job functions. Business leaders could review and approve training curriculum, materials, and job qualifications.

Data analytics play a major role in problem handling/root cause analysis. Business leaders could ensure the use the five common root cause analysis tools, including: Pareto chart, the 5 whys, fishbone diagram, scatter plot diagram, and failure mode analysis. Data analytics enables users to extract and gather complaint information from various sources and effectively combine such information into solutions. Business leaders in this stage, can identify sequences of events and why the events occurred. The data evaluation is meant for business leaders to establish the root cause of the complaint under investigation and the direct or indirect underlying causes.

Organizing management structure illustrates how business leaders and employees conduct tasks like duty allocation, facilitation, and supervision toward attaining organizational goals related to complaint-handling. Organizing management structure shows individual responsibilities based on workflow. Business leaders can do reporting through established communication structures such as alerts, formal investigation reports, or presentations. The investigators complete the investigation process once they have fully addressed all outstanding concerns and communicated their findings to the leaders. Furthermore, a cross-functional team or departments support each other to conduct a thorough investigation to improve customer complaint-handling.

Implications for Social Change

The findings from this case study could provide examples of effective strategies business leaders could use to manage customer complaints to improve patients' health and quality of life. When dealing with customer complaints in the pharmaceutical industry, product quality and product safety are leaders' major concerns. Recording

complaints quickly and accurately is crucial for leaders to handle customer complaints effectively. Likewise, improving the investigation process and focusing on the organizational structure to improve products in pharmaceutical products improves the population's health. Furthermore, it enables savings in healthcare spending (by reducing hospitalizations) and operating costs in the health sector when dealing with, analyzing, monitoring, and improving efficacy-related complaints.

The findings of this case study might improve the investigation processes, which leads to providing high-quality and low-risk products to patients. As a result, patients could feel securer and happier. In addition, improving the investigation process and focusing on the organizational structure may lead to the empowerment of employees to feel more confident in the effectiveness of the medication failure handling process.

Recommendations for Action

Based on the findings in this study, business leaders could provide appropriate investigation training to all employees handling complaints. Training could empower employees to handle complaints more effectively. In addition, business leaders might review organizational complaint-handling structures to define clear roles and responsibilities, which leads to managing customer complaint effectively. After reviewing the strategies that the participants used, I propose two recommendations for action.

Focus on Organizational Learning

Leaders need to ensure that all employees read and understand organizational policies and procedures about the process for managing customer complaints. Based on

this case study's results, I concluded that business leaders need to improve how complaints are handled. Business leaders must enhance communication and provide training to ensure all investigations of complaints are handled appropriately. I recommend that business leaders provide all employees with the proper training to ensure everyone understands the policies and procedures.

Research and Development Improvement

Leaders need to involve research and development leaders at the organization; many of the drugs that have been approved in recent years are "specialty drugs." Specialty drugs generally treat chronic, complex, or rare conditions, and they required special handling or monitoring of patients (Sullivan, 2008). Complaints can be a mechanism to indicate if products need to be improved and can raise innovative activity to improve treatments.

Each participant will receive a 1–2-page summary of my study findings. I also intend to publish this study on the ProQuest database of dissertations and theses to reach a greater audience of those who are responsible for handling customer complaints. I will share my study findings on LinkedIn to reach business leaders who are responsible for handling customer complaints.

<div align="center">

Recommendations for Further Research

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The findings of this case study were based on the knowledge of six business leaders in one organization in the State of New Jersey with successful experience in handling customer complaints. This study's limiting factor was that those findings could not be generalized to all pharmaceutical companies since this study was conducted in

New Jersey pharmaceutical industry. I recommend that future researchers explore more cases and larger sample sizes at different geographical locations. The second limitation of this study was that business leaders could not recall some past experiences, and information recalled from memory might not be accurate. I recommend that future researchers explore diverse participants from several industrial sectors to validate the information provided. The third limitation of this study was that conducting research in a single organization reduces the transferability of the research findings. I recommend that future researchers use multiple case studies, involving diverse participants from several industrial sectors at different geographical locations to increase the transferability of the research findings.

Reflections

My doctoral journey was challenging and eventful. This journey gave me the academic knowledge to help me overcome many barriers. My research, writing, communication, and organization skills improved significantly throughout this process. I gained knowledge in various ways to build trust from leaders. The interview process was challenging toward the end due to the COVID-19 pandemic. I followed the interview protocol, processed the interviews, and used member checking. Participants provided valuable information on various strategies they used to effectively handle customer complaints. They shared their skills and company policies to improve their process for handling customer complaints. I appreciate the work and efforts of the leaders who used internal processes to improve handling of customer complaints.

Conclusion

In this single-case study, I observed the various strategies that pharmaceutical industry managers used to improve customer complaints handling strategies. Two themes emerged from analyses of data collected in this case study. The first theme is improving the investigation process, where business leaders can improve the investigation process through training and using professionals to collect the complaint data. The second theme is organizing management structure, where business leaders had an organized structure to manage customer complaints.

The underlying reason for this qualitative single-case study was to explore strategies business leaders use to manage customer complaints effectively. By identifying and understanding the strategies to manage customer complaints effectively, business leaders may incorporate the strategies that emerged from this study to manage customer complaints effectively. Furthermore, by using the recommendations in this case study, business leaders can create a fair, consistent, and transparent process for handling complaints that protect patients. In addition, business leaders can improve products, services and help support a healthy work environment.

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Appendix A: Interview Protocol

1. I will write the date and the time I start on my notes at the beginning of each interview session.

2. I will start the Zoom interview by introducing myself to each participant.

3. I will choose a professional background, find a brightly lit room, pick a quiet space, silence my phone, maintain my focus, and turn off notifications.

4. I will thank and advise each participant of their time and appreciate their participation in my research.

5. I will inform each participant of the recording of the interview upon starting.

6. I will turn on the recording device and introduce each participant with the assigned identification code using a number and letter.

7. I will begin the interview with question #1, following through to the final question # 7.

8. I will ask a follow-up probing additional questions as necessary.

9. I will complete the interview and thank each participant.

Appendix B: Interview Questions

1. What strategies have proven to be effective in managing customer complaints?

2. Please describe the processes that lead to managing complaints successfully?

3. How did you assess the effectiveness of the strategies and processes for effectively managing customers' complaints?

4. What were the key challenges of implementing strategies to manage customer complaints?

5. How did you overcome the key barriers to implementing strategies to manage customer complaints?

6. What, if any, plans do you have to improve customer complaint management further?

7. What other information about the issues, subjects of interest, comments, or suggestions that we have not discussed can you provide regarding your effective strategies for complaint management?

Appendix C: Letter of Cooperation from a Research Partner

Community Research Name

Date

Dear Ms. Ruah Sammour

Based on my review of your research proposal, I permit you to conduct the study entitled *Strategies to Manage Customer Complaints*. As a part of this study, I authorize you to:

- introduce yourself and interview participants in our organization on/line or on-site at the participant's place of choice,

- send our staff participants informed consent form, you interpretations of their responses to the interviews and receive their feedback,

- examine our documents that are relevant to the study, and share findings with Walden University. Individuals' participation will be voluntary and at their discretion.

We understand that our organization's responsibility includes offering a room in which to conduct the interview if participants should choose to do an in-house interview, and to provide internal documents that pertain to strategies to manage customer complaints. We reserve the right to withdraw from the study at any time if our circumstances change.

I understand that you will not be naming our organization in the doctoral project report that is published in ProQuest.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

Sincerely,

Authorization Official

Contact Information

Walden University policy on electronic signatures: An electronic signature is just as valid as a written signature as long as both parties have agreed to conduct the transaction electronically. Electronic signatures are regulated by the Uniform Electronic Transactions Act. Electronic signatures are only valid when the signer is either (a) the sender of the email, or (b) copied on the email containing the signed document. Legally an "electronic signature" can be the person's typed name, their email address, or any other identifying marker. Walden University staff verify any electronic signatures that do not originate from a password-protected source (i.e., an email address officially on file with Walden).