



A Content Analysis of the Complaints Received by the Marina through the 8888 Citizens' Complaint Center: Basis for a Proposed Complaint Management System

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Abstract— In today's ever-changing global landscape, governments grapple with the daunting task of meeting the rising public demand for quality public services. The concept of participatory governance, which involves citizens in government management, has gained traction as a way to address these challenges. The 8888 Citizens' Complaint Center (CCC) in the Philippines plays a pivotal role by allowing citizens to provide feedback, enhancing transparency and accountability.

The study focused on the Maritime Industry Authority (MARINA) and the complaints received by the Agency from 2017 to 2022. Through an analysis of 298 complaints from the dataset of 1,161, the study explored complainant profiles – gender, geographical distribution, and the type of MARINA stakeholder; common nature of concerns; tones of complaints filed; and the common reasons for lodging a complaint – which may serve as the basis for a complaint management system tailor-fit for the MARINA.

The Expectancy-Disconfirmation Theory (EDT) is applied to understand stakeholder satisfaction and dissatisfaction. Based on the findings, particularly noteworthy was the prevalence of male complainants, including seafarers, indicating the need for tailor-fitted services. Complaints often centered around MARINA's services, highlighting discrepancies between expectations and experiences. Intriguingly, most complaints take a neutral tone, seeking assistance for specific issues. The study underscored the importance of a dedicated complaint management system to improve MARINA's responsiveness to its stakeholders and to improve their satisfaction.

Keywords— Complaint Management System, Citizens' Complaint Center, Expectancy-Disconfirmation Theory, Maritime Industry Authority, Participatory Governance.

I. INTRODUCTION

In the rapidly evolving global landscape, governments are facing increasingly high public expectations regarding the delivery of top-tier public services. This places immense pressure on government institutions, from national administrations to local authorities, prompting them to innovate and enhance their service offerings (Aziz, 2016). Fortunately, government agencies have ushered in an era of accessibility for citizen feedback and a new era of transparency, accountability, and participatory governance.

As eloquently articulated by Palumbo (2017), participatory governance represents a transformative paradigm where citizens actively engage in the management of government-owned institutions. This approach establishes a



vital connection between the general populace and the public sector, enabling the effective and efficient delivery of public services. Participatory governance takes on various forms, encompassing citizen involvement in policy-making, collaborative production of public goods, and shared governance through the monitoring and evaluation of government programs and activities. Integrating citizen feedback and implementing robust complaint mechanisms is paramount in this framework. These mechanisms empower the government to enhance its effectiveness and responsiveness to the multifaceted needs and demands that permeate both the policy and political arenas.

In the unique context of the Philippines, the identification of areas requiring service improvements is achieved through the establishment of government complaint desks. These desks serve as channels for citizens to express their grievances, report illicit activities involving public institutions or civil servants, and foster a culture of governmental accountability. At present, 15 complaint desks are operational, among which stands the esteemed 8888 Citizens' Complaint Center (CCC).

The inception of the 8888 Citizens' Complaint Center finds its foundation in the Anti-Red Tape Act (ARTA) of 2007 and CSC Resolution No. 1400995, promulgated in July 2014. Conceived during the tenure of former President Rodrigo Roa Duterte, the Citizens' Complaint Center serves as an avenue for the general public to voice their complaints, requests, and grievances regarding government agencies, officials, and services. Government agencies are mandated to address these concerns within a stringent 72-hour timeframe, as stipulated in Executive Order No. 06, series of 2016. Failure to adhere to this rigorous timeframe may trigger administrative sanctions in accordance with existing laws and regulations (Gazette, 2016).

By nurturing a culture of participatory governance and empowering citizens through complaint mechanisms like the esteemed 8888 Citizens' Complaint Center, the Philippine government endeavored to create a responsive and accountable public sector. Through these initiatives, citizens are not only granted a voice, but their concerns are also swiftly attended to, promoting transparency, efficiency, and improved governance outcomes. It is important to note that for the purposes of this study, each and every message transmitted through the 8888 Citizens' Complaint Center (CCC) was considered a complaint, as determined by the classification provided by the 8888 CCC itself, regardless of the nature or content of the message. Within this context, the present study examined the complaints received and acted upon by the Maritime Industry Authority (MARINA) through the 8888 Citizens' Complaint Center, which served as a vital platform for stakeholders to express their feedback and seek redress.

Among the public offices mandated by the 8888 CCC platform is the Maritime Industry Authority (MARINA). Established on June 1, 1974, MARINA operates is entrusted with the integration, development, promotion, and regulation of the maritime industry in the Philippines. It oversees the welfare of hundreds of thousands of seafarers, cargo vessels, passenger ships, and more (About MARINA, n.d.).

MARINA plays a pivotal role in the billion-peso maritime industry, covering regulation and licensing, safety and security, training and education, registration and documentation, policy development and implementation, as well



as industry development and promotion. It oversees the licensing of maritime personnel, sets safety and security standards for vessels and infrastructure, promotes training programs, handles vessel registration, and collaborates on policy development. Further, the maritime agency supports the growth and development of the industry through initiatives that enhance competitiveness, innovation, and sustainability within the sector.

With its extensive range of functions, MARINA inevitably receives a significant number of complaints from its stakeholders. Effectively addressing these concerns is essential to ensure robust stakeholder engagement and satisfaction within the maritime industry. However, the agency currently lacks a centralized complaint management system and relies primarily on complaints received through the 8888 CCC Portal. Although the Agency has taken steps to be accessible through various channels such as telephone lines, electronic mail addresses, and social media pages, these measures fall short.

It is crucial to emphasize the need for establishing a centralized and direct complaint management system where stakeholders' concerns can be addressed directly by MARINA. Such a system would enable the agency to swiftly and efficiently handle and resolve complaints, fostering a positive and constructive relationship with stakeholders. By implementing a streamlined and well-organized complaint management system, MARINA can enhance its processes, promote transparency and accountability, and provide timely responses and resolutions to grievances. This proactive approach not only underscores MARINA's dedication to service excellence but also strengthens its reputation as a responsive and customer-centric government agency.

Analyzing the database of MARINA's 8888 portal revealed a total of 1,161 complaints lodged from 2017 and 2022. While MARINA has responded to all the complaints received, information on subsequent actions taken remain unknown. It is unclear whether measures were implemented to address common concerns or if initial responses were provided without further follow-up. Incorporating robust monitoring and evaluation mechanisms would be beneficial in tracking the progress and outcomes of complaint resolutions, providing a clearer picture of the effectiveness of MARINA's response and facilitating continuous improvement in its services.

Extensive scholarly research consistently highlights the pivotal role of customer feedback and complaints in driving improvements and fostering the growth of sustainable organizations. Consequently, establishing an effective complaint management process becomes an indispensable tool for enhancing overall quality. Notably, multiple studies underscore the importance of service providers actively embracing and encouraging customer feedback and complaints due to the valuable insights they generate (Nyer and Gopinath, 2005; Tronvoll, 2008).

This study began by delving into the constituent factors of the complaint management system: complaints, management, and system. The book, *Guidelines for Complaint Management in Organizations* (Standards Australia, 2014) provides an umbrella definition of the term 'complaint' as an expression of a stakeholder's dissatisfaction toward an organization's products, personnel, or services. It is worth noting that this dissatisfaction may also arise from how a complaint is handled or managed, wherein an explicit or implicit response is expected.

This study utilized the 1,161 complaints received by MARINA from 2017 to 2022 through the 8888 CCC Portal. By examining the content of these complaints, the study gathered insights into the profile of the complainants, the underlying reasons for their grievances, and the predominant sectors from which the complaints originate. These findings formed the basis for the development of a proposed complaint management system. The proposed system will leverage the study's findings to effectively address the identified pressing issues, enhance stakeholder satisfaction, and improve the overall complaint resolution process at MARINA.

II. EXPERIMENTAL METHOD/S

Method of Research

The methodology revolved around a quantitative framework, which involved the meticulous gathering of objective data and the subsequent application of statistical analysis techniques.

The research design employed was primarily descriptive in nature. This approach allowed the researcher to systematically document and analyze the prevalent issues and grievances raised by MARINA's clients. It aimed to provide a comprehensive portrayal of the common concerns, enabling a detailed picture of the landscape of complaints received.

To discern patterns and gain a deeper understanding of the communication dynamics within these complaints, the study utilized content analysis as the chosen method. The said method leaned heavily towards a quantitative approach, enabling the systematic examination of the content of the complaints. By dissecting and categorizing the textual data, the study was able to identify recurring themes and trends, shedding light on the underlying issues and potential areas for improvement within MARINA's operations.

Population, Sample Size, and Sampling Technique

In this study, the researcher set out to explore a comprehensive dataset encompassing a total of 1,161 complaints received by MARINA that were lodged via the 8888 Citizens' Complaint Center from 2017 to 2022. This extensive dataset was the foundation upon which the research was built, offering a rich source of information regarding the concerns and issues raised by MARINA's stakeholders.

To facilitate an in-depth analysis, it was crucial to select an appropriate sample size that would be both manageable and statistically meaningful. Employing Slovin's Formula, the researcher calculated that a sample size of approximately 298 complaints would be an appropriate representation of the entire population. This calculated sample size allowed for a balanced approach, ensuring that the research could be conducted efficiently while still capturing a diverse range of complaints.

To further enhance the precision and representativeness of the sample, the researcher implemented a Stratified Random Sampling technique.



Description of the Respondents

The respondents in this study were individuals who had engaged with the services provided by the Maritime Industry Authority (MARINA) and had chosen to express their concerns or grievances through the 8888 Citizens' Complaint Center.

To safeguard the privacy and confidentiality of the respondents, the study meticulously adhered to the provisions outlined in the Data Privacy Act of 2012. This commitment was reflected in the careful handling of data, as all personal identifying details were diligently excluded from the collected information. By doing so, the research ensured that the privacy rights of the respondents were upheld, and their sensitive information remained protected throughout the study's course. This approach fostered a sense of trust and confidentiality, encouraging respondents to candidly share their concerns without fear of privacy breaches.

Research Instrument

For the research instrument, a systematic approach was employed to analyze transcribed complaints effectively. This process involved the use of a coding guide and coding sheet. The primary focus of this analysis was on several key aspects of the complaints, including the profiles of the complainants, the nature of their complaints, the overall tone conveyed, and the underlying reasons why they lodged a complaint.

Data-Gathering Procedure

In gathering the necessary data for this study, a methodical procedure was meticulously followed. It encompassed several key steps, beginning with the determination of an appropriate sample size using a rigorous statistical tool known as Slovin's Formula. Subsequently, a Stratified Random Sampling technique was employed to select complaints, ensuring that a diverse range of issues was included in the dataset. The coding process itself was carried out by a team of three coders, each contributing their expertise to the analysis.

To guarantee the consistency and reliability of the coding decisions, a reliability test was conducted. This test, based on Holsti's Inter-Reliability Test, played a crucial role in ensuring that the coding process remained objective and uniform across all complaints.

Statistical Treatment of Data

It primarily involved the utilization of frequency distribution and percentage calculations to summarize and present the collected data effectively.

The results obtained from this statistical treatment were meticulously tabulated and presented. This presentation aimed to facilitate a thorough analysis and interpretation of the complaint data, ultimately leading to the derivation of meaningful findings and conclusions.

In essence, the research methodology adopted a quantitative approach, characterized by meticulous data sampling, rigorous coding processes, and comprehensive statistical analysis. This approach was instrumental in



achieving the research objectives, offering valuable insights into the patterns and trends within the complaints lodged with the MARINA via the 8888 Citizens' Complaint Center.

III. RESULTS AND DISCUSSION

The results of this study shed light on various aspects related to complaints received by the Maritime Industry Authority (MARINA) through the 8888 Citizens' Complaint Center (CCC) from 2017 to 2022.

Profile of the Complainants

The gender distribution of complainants showed an interesting pattern, with a majority of male complainants (169) compared to female complainants (20). This pattern can be attributed to the dominance of males in the maritime industry, particularly in the seafaring sector, where 97% of Filipino seafarers are men. However, a significant number of complainants (109) did not disclose their gender, indicating a need for MARINA to consider privacy concerns when collecting complaint-related data.

The geographic distribution of complaints highlighted that the majority came from Luzon (135), followed by the Visayas (35) and Mindanao (15). These findings indicate the significant impact of MARINA's services in these regions. However, a noteworthy portion of complainants (113) did not disclose their location, suggesting that MARINA should continue to respect the privacy and confidentiality of complainants, as per the Data Privacy Act of 2012.

Type of MARINA Stakeholder

Seafarers emerged as the most frequent group lodging complaints, reflecting their active engagement in expressing concerns through the complaint management system. This underscores the importance of addressing the specific needs and challenges faced by seafarers in their interactions with MARINA.

Concerned citizens, including unidentified individuals and family members of those directly involved in the complaints, also constituted a significant group of complainants. This indicates that MARINA's impact goes beyond immediate stakeholders and highlights the role of public perception and accountability in addressing issues within the maritime industry.

These findings emphasize the significance of addressing the concerns of both seafarers and concerned citizens. Tailoring strategies and initiatives to address the specific needs of these stakeholder groups can contribute to improved transparency, communication, and responsiveness on the part of MARINA.

Nature of Complaints Received

The nature of complaints received by MARINA revealed a disconfirmation of stakeholder expectations, particularly related to MARINA services, management, employees, policies, and illegal activities. Stakeholders' expectations may not have been met, leading to dissatisfaction and the lodging of complaints. Complaints related to MARINA services, such as the release of certifications, processing of payments, utilization of the MISMO system, permit



processing, training, and examinations, were most prevalent. These findings indicate a need for careful evaluation and improvement of the services offered by MARINA to bridge the expectation-performance gap. Meanwhile, complaints related to MARINA management, employees, policies, and illegal activities, while in smaller numbers, also warrant attention. Addressing these concerns is essential for maintaining transparency, fairness, and adherence to industry regulations.

Tone of Complaints

The analysis of the tone of complaints revealed that the majority (286 out of 298) had a neutral tone. Contrary to the initial assumption of negativity, these neutral-toned complaints were primarily concerns rather than aggressive complaints. Complainants presented facts and recounted events objectively, seeking assistance and remedies rather than confrontation.

This finding challenges the notion that complaints are inherently negative and highlights the importance of effective communication and engagement with stakeholders. Recognizing the constructive intent behind many neutral-toned complaints allows MARINA to approach them as valuable feedback for issue resolution and improvement.

Common Reasons for Lodging a Complaint

The main reason for lodging concerns among complainants was to seek assistance (264), followed by reporting grievances (13) and reporting graft/corruption activities (11). These findings indicate that stakeholders expressed dissatisfaction or disappointment regarding MARINA's services, management, employees, or policies. They aimed to bring attention to issues and seek resolution or improvement.

The expectancy-disconfirmation theory provides insights into this phenomenon. Stakeholders had certain expectations regarding MARINA's services and experiences. When these expectations were unmet, they chose to lodge complaints as a means to express their dissatisfaction constructively.

IV. CONCLUSION

Based on the comprehensive analysis of complaints received by the Maritime Industry Authority (MARINA) through the 8888 Citizen's Complaint Center (CCC) spanning the period from 2017 to 2022, several key conclusions can be drawn:

Profile of the Complainants

The gender distribution among complainants showed a distinct pattern, with a majority of male complainants (169). This highlights the higher inclination of males to express their concerns through CCC, which aligns with existing studies indicating differences in complaint behavior between genders. Notably, a significant number of complainants (109) chose not to disclose their gender, emphasizing the importance of respecting privacy and confidentiality.



Geographically, complaints were primarily concentrated in Luzon (135), followed by the Visayas (35) and Mindanao (15). These findings underscore the significant impact of MARINA's services in these regions, necessitating focused resource allocation and response strategies. However, a noteworthy proportion of complainants (113) did not specify their location, reinforcing the need for a versatile complaint system that respects privacy and addresses diverse stakeholders' concerns.

Among the various MARINA stakeholders, seafarers emerged as the most active group of complainants. Given their substantial presence in MARINA's stakeholder ecosystem, this finding emphasizes the critical need for MARINA to prioritize addressing the specific needs and challenges faced by seafarers. Moreover, the involvement of concerned citizens, including unidentified individuals and family members, highlights the broader societal impact of MARINA's operations and underscores the significance of public perception and accountability in the maritime industry.

Nature of Complaints Received

The analysis of complaint data revealed a recurring disconfirmation of stakeholder expectations across various aspects, including MARINA services, management, employee conduct, policies, and illegal activities. This underscores the necessity for MARINA to conduct thorough evaluations and make improvements in these areas. Proactive measures are crucial to bridging the gap between stakeholder expectations and actual experiences, thus enhancing satisfaction and ensuring transparency and fairness. Establishing an internal complaint management system directly administered by MARINA can facilitate swift actions and improved transparency.

Tone of Complaints

Surprisingly, the majority of complaints (286 out of 298) exhibited a neutral tone, resembling constructive feedback rather than overtly negative complaints. This challenges the initial assumption that complaints are predominantly negative in nature. Stakeholders presented facts objectively and sought assistance and resolution rather than confrontation. Recognizing this constructive intent behind neutral-toned complaints provides an opportunity for proactive engagement and issue resolution.

Common Reasons for Lodging a Complaint

The primary motivation for lodging complaints was to seek assistance (264), followed by reporting grievances (13) and reporting graft/corruption activities (11). These complaints stemmed from stakeholders' dissatisfaction or disappointment regarding various aspects of MARINA's operations. Stakeholders aimed to draw attention to these issues constructively, seeking resolutions and improvements.

In light of these conclusions, several recommendations are put forth to guide MARINA and its stakeholders in addressing the identified issues, enhancing services, and fostering stakeholder satisfaction. These recommendations encompass the development of a gender-responsive complaint management system, regional complaint resolution mechanisms, service quality enhancement, establishment of a robust complaint management system, collaboration with other government agencies, and active stakeholder engagement.

The study underscores the significance of recognizing and addressing complaints as valuable resources for improvement, transparency, and stakeholder engagement. By embracing the insights derived from this analysis, MARINA and its stakeholders can work collaboratively to enhance services, bridge the expectation-performance gap, and ensure continuous improvement in the maritime sector. Effective complaint management contributes to a stronger relationship with stakeholders, greater transparency, and enhanced industry reputation. Future researchers are encouraged to delve deeper into qualitative research involving narrative accounts of complaints, providing additional insights into MARINA's services and stakeholder experiences.

IV. APPENDIX

Proposed Complaint Management System (CMS) for the Maritime Industry Authority

Executive Summary

The Proposed CMS for MARINA aims to address service issues by establishing a systematic platform for stakeholder communication and issue resolution. It's based on findings revealing recurring problems within MARINA's seafaring industry, highlighting the need for an efficient CMS.

Objectives

- **Improve Complaint Handling Efficiency:** Streamline the process of receiving, categorizing, and resolving complaints.
- **Enhance Stakeholder Satisfaction:** Address concerns promptly, fostering positive relationships.
- **Identify and Address Trends:** Analyze data to recognize patterns, recurring issues, and areas for improvement.
- **Foster Collaboration and Accountability:** Encourage teamwork and maintain transparent records of actions taken.
- **Continuous Improvement:** Actively seek feedback, conduct satisfaction surveys, and implement changes for ongoing improvement.

Scope

Focused on streamlining complaint handling, the CMS covers:

- Complaint Types
- Stakeholder Engagement
- Internal Collaboration
- Tracking and Analysis
- Resolution and Follow-up

Accessibility of the CMS

- **Web-Based Application:** Accessible through standard web browsers for easy submission without additional software.



- Mobile Applications: Dedicated apps for Android and iOS platforms, ensuring accessibility via smartphones and tablets.
- Cross-Platform Compatibility: Consistent functionality and user-friendly interfaces across devices.

CMS Framework

Centered on a centralized online portal, the framework includes:

- Complaint Submission: Stakeholders fill out an online form, receive a unique reference number, and can track progress.
- Complaint Handling Process: Automatic routing, validation, investigation, and resolution.
- Communication and Collaboration: Facilitate communication between stakeholders and MARINA's team.
- Monitoring and Resolution: Monitor progress, take appropriate actions, and maintain a comprehensive database.
- Database of Actions: Transparent log of all activities, decisions, and interactions related to complaints.
- Analytics and Reporting: Generate reports on complaint trends, resolution rates, and stakeholder satisfaction.

Process

The process starts with the submission of a complaint, followed by the complaint handling process. Communication and collaboration take place between stakeholders and the complaint-handling team. The progress of the complaint is then monitored, and appropriate actions are taken for resolution. A database of actions is maintained to record all activities, decisions, and interactions related to the complaint. Finally, analytics and reporting generate valuable insights for further analysis and improvement.

CMS' Operational Component

This comprehensive CMS emphasizes user-friendly features such as secure registration and authentication. It allows stakeholders to intuitively submit categorized complaints with detailed information, supporting documents, and images. The system ensures real-time tracking, notifications, and prioritization, assigning complaints to specific departments. Communication is facilitated for collaboration, and a 72-hour response is mandated. Robust data analysis and reporting, user feedback integration, an admin dashboard, and continuous improvement initiatives contribute to efficient complaint resolution. Additionally, staff training and user support are provided to enhance CMS utilization.

Functional Requirements

1. Complaint Submission: Create a user-friendly interface for stakeholders to submit complaints, allowing attachments of supporting documents.
2. Complaint Categorization: Enable the categorization of complaints based on predefined categories for efficient handling and analysis.
3. Complaint Tracking: Empower stakeholders to track the status and progress of their complaints in real time, providing updates on the resolution process.



4. Notification and Alerts: Implement a notification system for stakeholders about critical updates, including acknowledgment, assigned case handler, and resolution status.
5. Case Assignment: Assign complaints to designated case handlers or departments for specific types of complaints.
6. Case Management: Provide case handlers with a dashboard for efficient management, including features for case notes, internal communication, and task assignments.
7. Investigation and Resolution: Facilitate the investigation process, allowing case handlers to gather information, conduct interviews, and take necessary actions for resolution.
8. Collaboration and Escalation: Enable seamless communication and escalation of cases among different departments or stakeholders involved in the complaint resolution process.
9. Reporting and Analytics: Generate comprehensive reports and analytics on complaint trends, resolution times, stakeholder satisfaction, and other key metrics for data-driven decision-making and process improvement.
10. Document Management: Establish a centralized repository for storing and managing complaint-related documents, ensuring easy access and retrieval.
11. User Management: Implement user roles and access controls to ensure appropriate levels of access and confidentiality of complaint-related information.
12. Integration: Integrate with existing MARINA systems and databases, enhancing data synchronization and streamlining processes with customer data, case management systems, and knowledge bases.

User Interface and Experience

- a. The user interface should be intuitive, visually appealing, and responsive, allowing complainants to easily navigate and submit complaints.
- b. Accessibility considerations should be taken into account to ensure the system is usable by individuals with disabilities.
- c. Notifications and updates should be provided to users at key stages of the complaint handling process, keeping them informed about the progress and resolution status of their complaints.
- d. The user interface should offer a secure and confidential channel for concerned citizens to submit anonymous complaints.
- e. It should provide a dropdown or checkbox option for complainants to indicate their relationship as a family member of those directly involved in the complaint.

Step-by-Step Process

1. Centralized CMS Development: Implement a centralized system for complaint management with features like registration, case assignment, tracking, and resolution updates.
2. Ensure efficient data collection, analysis, and reporting capabilities
3. Streamline Submission Channels: Communicate the complaint system's availability through MARINA's website, social media, and official publications; Regularly monitor the portal for prompt complaint acknowledgment.



4. Establish SOPs: Develop clear SOPs for complaint handling, defining roles, responsibilities, and accountability; Train staff on SOPs and handling various complaint types.
5. Assign Dedicated Handlers: Designate trained staff as dedicated complaint handlers with sufficient resources for effective resolution.
6. Thorough Investigation: Assign handlers to conduct comprehensive investigations, analyzing root causes and identifying trends; Use data analysis tools for insights and reporting.
7. Timely Response and Communication: Set timelines for acknowledging and responding to complaints.
8. Maintain transparent communication with stakeholders, addressing delays or additional information needs.
9. Fair Resolution Process: Develop an impartial resolution process aligned with policies and legal frameworks; Implement escalation mechanisms for complex or unresolved complaints.
10. Continuous Improvement: Regularly review and evaluate the system, seeking feedback from stakeholders; Use insights, data, and lessons learned for continuous improvement and issue resolution.
11. Employee Training: Provide comprehensive training for handlers in resolution skills, communication, conflict management, and empathy; Foster a culture of continuous learning through workshops and seminars.
12. Stakeholder Engagement: Engage stakeholders through newsletters, forums, and social media for updates; Raise public awareness about the complaint process and encourage feedback for service and system improvement.

Implementation Mechanism

- Establish a dedicated implementation team responsible for overseeing the development and deployment of the Complaint Management System.
- Define clear roles and responsibilities for team members involved in the implementation process.
- Conduct regular meetings and progress updates to ensure smooth coordination and timely execution of tasks.
- Collaborate with relevant departments and stakeholders to ensure seamless integration of the system with existing processes and systems.

Monitoring Mechanism

- Implement a robust monitoring system to track the performance and usage of the Complaint Management System.
- Set up key performance indicators (KPIs) to measure the effectiveness and efficiency of the system.
- Regularly review and analyze data collected from the system to identify bottlenecks, areas for improvement, and emerging trends.
- Conduct periodic assessments to ensure compliance with established standard operating procedures and guidelines.



- Address any issues or challenges identified through the monitoring process promptly and implement corrective actions as needed.
- Monthly reports of resolved/closed cases shall be submitted to the MARINA management. This is to monitor the lags, the delays, and the on-time responders to complaints.

Evaluation Mechanism

- Conduct periodic evaluations to assess the overall performance and impact of the Complaint Management System.
- Seek feedback from stakeholders, including complainants and MARINA staff, to gather insights and identify areas for enhancement.
- Engage independent evaluators or internal audit teams to conduct comprehensive evaluations and provide unbiased assessments.
- Utilize evaluation findings to make informed decisions and improvements to the complaint management process and system.
- Regularly communicate evaluation results and progress to stakeholders to ensure transparency and accountability.

Impact Assessment Mechanism

- Develop a framework for assessing the impact of the Complaint Management System on stakeholder satisfaction, complaint resolution rates, and overall service quality.
- Collect data on key performance indicators to measure the system's effectiveness in addressing complaints and meeting stakeholder expectations.
- Conduct surveys or interviews with complainants to gather feedback on their experiences with the system and assess their perception of improvements.
- Analyze trends and patterns in complaint data to identify the system's impact on identifying and addressing systemic issues within MARINA.
- Use the results of the impact assessment to inform future enhancements and strategies for continuous improvement.

Security and Data Protection

- In collaboration with the MARINA-Management Information Systems Service, and Information and Communication Technology Division, the system should implement robust security measures to protect sensitive and confidential information, including authentication, authorization, and data encryption.
- Backup and disaster recovery procedures should be established to ensure data integrity and minimize the risk of data loss or system downtime.
- The system should ensure the confidentiality and privacy of anonymous complainants by not storing or displaying their personal information.
- Any data related to anonymous complaints should be encrypted and protected from unauthorized access.



CONCLUSION

The proposed Complaint Management System (CMS) for MARINA presents a comprehensive solution to address the challenges and enhance the efficiency of complaint-handling processes. Based on the findings of the study, which highlighted the frequency and nature of complaints, stakeholder involvement, and specific concerns raised, the CMS offers a tailored approach to effectively manage and resolve complaints. By implementing the CMS, MARINA can achieve several key benefits. Firstly, it provides a structured and systematic approach to categorize, track, and address complaints, ensuring swift resolution and improved stakeholder satisfaction. Secondly, the CMS facilitates effective stakeholder engagement by offering clear communication and feedback channels, empowering stakeholders to express their concerns and actively participate in finding solutions.

The CMS framework, comprising functional requirements, a step-by-step process, and a user-friendly portal, offers a comprehensive and intuitive platform for stakeholders to submit complaints, monitor progress, and receive timely updates on case resolution. The inclusion of a log or database for tracking actions taken on complaints allows for transparency and accountability in addressing issues.

Moreover, the CMS enables MARINA to collect and analyze data, identifying trends, recurring issues, and areas for improvement. Regular reports generated by the system provide valuable insights for evaluating performance, tracking the effectiveness of interventions, and making informed decisions to enhance overall service quality and stakeholder engagement.

By adopting the proposed CMS, MARINA demonstrates its commitment to transparency, accountability, and continuous improvement in the maritime industry. The CMS streamlines complaint-handling processes, ensures prompt and effective resolution of issues, and contributes to the overall enhancement of service quality, stakeholder satisfaction, and regulatory governance.

With careful planning, implementation, and ongoing monitoring and evaluation, the CMS has the potential to revolutionize the way MARINA handles complaints, fosters stakeholder trust, and cultivates a collaborative and customer-centric approach within the maritime industry.

ACKNOWLEDGEMENT

The researcher would like to express gratitude to various individuals and entities who contributed to the successful completion of this research. Heartfelt thanks to Allah for guidance and provision throughout this academic journey. The unwavering support, love, and care of the researcher's family, Rads and Marah, have been a constant source of motivation. Their understanding and encouragement played a vital role in the completion of this thesis.

The researcher extends deep appreciation to parents, Errol and Rowena, for their unwavering support and encouragement towards academic excellence. Special thanks to Associate Professor Kriztine R. Viray, the thesis



adviser, for invaluable guidance and wisdom during the research journey. Gratitude is also extended to the Master in Communication community, led by Assistant Professor Kim Bernard G. Fajardo.

The panelists of the three-tier defense are acknowledged for their constructive feedback and insightful contributions to the research. Appreciation is expressed to the Maritime Industry Authority, particularly the Planning and Policy Service Director Luisito Delos Santos, and the PPS-Public Affairs and Digital Media Office for their essential support and data provision. Lastly, the researcher acknowledges all those who have contributed to this academic journey, as their support, guidance, and encouragement have been integral to the completion of this thesis.

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