

## Evaluation Of Application Of Guidelines Complaints Handling In Organizations According To Iso 10002:2018 :A Case Study At Baghdad Oil Training Institute

تقييم تطبيق المبادئ الارشادية للتعامل مع الشكاوى في المنظمات وفقاً للمواصفة ISO 10002:2018 : دراسة حالة في معهد التدريب النفطي / بغداد

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### المستخلص:

يهدف هذا البحث إلى تحديد مدى توفر إرشادات المواصفة ISO 10002:2018 في نظام إدارة ومعالجة الشكاوى في معهد التدريب النفطي/ بغداد. للوصول إلى نتائج دقيقة اعتمدت الدراسة على قائمة الفحص كأداة لجمع البيانات واستخدمت المقياس الثلاثي في تصميم قائمة الفحص، بالإضافة إلى إجراء المقابلات أثناء الزيارات الميدانية والملاحظات. اعتمدت الدراسة على منهج دراسة الحالة، واستخدمت المتوسط الحسابي المرجح ودرجة التطبيق، قياس حجم الفجوة وعدم التطبيق عند التحليل والوصول إلى النتائج. وتوصلت الدراسة إلى أن معهد التدريب النفطي/ بغداد يطبق إرشادات المواصفة القياسية ISO10002:2018 بنسبة (25.5%)، حيث حصل بند الاتصالات على أعلى درجة تطبيق وهي (75%)، في حين أن جميع البنود (تلقي الشكاوى والاعتراف بها، المراقبة والتحسين، حفظ السجلات والمستندات، التغذية الراجعة للمنظمة، الامتثال القانوني والتنظيمي) حصلت على أقل درجة تطبيقية وهي (0). وكانت أهم الاستنتاجات هي ارتفاع حجم الفجوة بين الواقع الفعلي لمعهد التدريب النفطي/ بغداد في إدارة ومعالجة الشكاوى وإرشادات المواصفة القياسية (ISO 10002:2018). وأوصت الدراسة بوضع خطة لتطبيق المبادئ الارشادية للمواصفة القياسية ISO 10002:2018 للمساهمة في معالجة شكاوى الزبون وتحسين وقياس مدى رضاهم.

الكلمات الرئيسية: الشكاوى، التعامل مع الشكاوى، رضا الزبون، إدارة الشكاوى، ISO 10002:2018.

### Abstract:

This research aims to determine the availability of ISO 10002:2018 guidelines in the complaints management and handling system at Baghdad Oil Training Institute. To reach accurate results, the research relied on the checklist as a tool for collecting data and used the tripartite scale in designing the checklist, in addition to conducting interviews during site visits and observations. The research relied on the case study approach and used the research mean and score of application, measuring the gap size, and the score of non-application when analyzing and arriving at the results. The research found that Baghdad Oil Training Institute applies the guidelines of the ISO10002:2018 standard at a rate of (25.5%), as the communications clause obtained the highest application score of (75%), while all of the clauses (receiving complaints and acknowledging them, monitoring and improving, preserving Records and documents, feedback to the organization, legal and regulatory compliance) with the lowest application score of (0). The most important conclusions are the high size of gap between the actual reality of Baghdad Oil Training Institute in managing and handling complaints and the guidelines of the standard (ISO 10002:2018). The research recommended developing a plan to implement the guidelines of ISO 10002:2018 standard to contribute to addressing customer complaints and improving and measuring their satisfaction.

**Keywords:** Complaints; Dealing with complaints; customer satisfaction; Complaints management; ISO 10002:2018.

## **1.Introduction**

Dealing with customer complaints is a vital aspect of business operations, as complaints provide valuable feedback that allows organizations to identify areas for improvement, corrective actions, and enhance customer satisfaction. Effective handling of complaints also demonstrates the organization's commitment to addressing customers' concerns and ensuring that they feel valued and heard (Mensah,2017:12),The required quality of service contributes to achieving a feeling of satisfaction among the customer and improving it through a more positive response towards the customer contributes to improving the relationship with him, and this in turn has a positive impact on the organization in terms of survival, growth and continuity (Ahmed et al.,2023:209), Customer satisfaction includes achieving the customer's expectations, desires, requirements, or happiness regarding a product or service (Rashed et al.,2023:224). Developing a structured complaints management framework is essential to handle complaints efficiently. This includes establishing clear procedures, defining responsibilities, and implementing effective communication channels to receive and document complaints. A well-defined framework enables organizations to respond quickly, thoroughly investigate and resolve complaints in a fair and transparent manner (Tolba et al.,2016:1). This required the existence of the standard (ISO 10002: 2018), which focused on customer satisfaction and complaints management within organizations. It is part of the series of standards (ISO 10000) related to quality management and focuses on various aspects of it, and includes standards such as ISO 10001 (Guidelines for Codes of Conduct for Organizations), ISO 10002 (Guidelines for Dealing with Complaints in Organizations), ISO 10003 (Guidelines for Resolving Disputes Outside Organizations), and ISO 10004 (Guidelines for Monitoring and Measuring Customer Satisfaction). The first version of the standard (ISO 10002) was published in (2004),Guidelines for dealing with complaints in organizations, emphasizing the importance of customer satisfaction and resolving complaints effectively (Sukoco & Aprilinda,2013:236). In 2018, the standard (ISO 10002:2018) was issued - which is the third version of the standard entitled (Quality Management - Customer Satisfaction - Guidelines for Dealing with Complaints in Organizations). This version included reviews and updates based on comments and experiences with the previous version (Alavi & Abootalebi,2021:5). Hughes & Karapetrovic highlighted in their 2006 study that ISO 10002 can guide organizations in preventing customer dissatisfaction as well as in resolving complaints within and outside organizational boundaries. The results of a gap analysis between ISO 10002:2004 and the complaint handling system for electric facilities showed great opportunities for improving system, and look beyond simply addressing individual complaints (Hughes & Karapetrovic,2006). While the study of (Alavi & Abootalebi,2021:5) in the field of Iranian banks indicated that among all private banks, 14 banks were ineffective (Iran Zamin, Novin Economy (in English), Ayandeh, Parsian, Pasargad, Middle East, Welfare, Millet, Sadarat, Qawamin, Karafarin, Tourism, Saman, Mihr Iran) and the others were effective (Tijarat, Mihr al-Iqtisad, Sarmayeh, Shahr, Risalat, Ansar, Mihr Iran, Sina, Dey, Hikmet Irani). As for (Paranko & Olsbo-Pentikäinen,2023), it has been concluded that improvements in dealing with feedback and communication are necessary, and in the future it will be beneficial for the company to develop a clearer and more standardized communication method for dealing with feedback and complaints. This enhances efficiency and customer satisfaction and reduces potential ambiguity and communication barriers. In dealing with complaints and feedback, the process partner plans to use the results of the thesis when developing a process for dealing with customer feedback and complaints.

Based on the above, the current research seeks to reveal the extent to which the complaints handling system at Baghdad Oil Training Institute is applied according to guidelines of (ISO 10002:2018).This research included four sections: ( first section: research methodology,

second section: the theoretical aspect, third section: The practical aspect and Fourth section: conclusions and recommendations).

## **2. Research Methodology**

### **2-1 Research Problem**

Organizations are living in an era characterized by the diversity and development of technologies and economic transformations, which makes improving quality of services and responding to customer needs vital to ensuring success and continuity. In this context, ISO 10002:2018 stands out as an effective tool for improving management and handling of complaints by organizations. This research aims to explore the application of ISO 10002:2018 at Baghdad Oil Training Institute. We will examine how complaints are handled under ISO 10002:2018. The research problem revolves around the effectiveness of Baghdad Oil Training Institute's application of ISO 10002:2018 in dealing with complaints. The problem can be formulated by answering the questions:

1. How is the ISO 10002:2018 standard activated and implemented in managing complaints at Baghdad Oil Training Institute?
2. What is the gap size between the actual reality of Managing and handling complaints at the researched institute and the guidelines of the standard?

### **2-2 research importance**

The importance of research in improving quality of services is highlighted because it reveals how the application of the standard affects the quality of services provided by the institute, which contributes to improving the competency of students and trainees, and enhancing customer satisfaction through understanding how to address complaints and continuous improvement can lead to increased customer satisfaction, which It plays an important role in maintaining the organization's reputation and enhancing management effectiveness: \*The research provides tools to evaluate the effectiveness of complaints management systems and provide visions that support clear management decision-making. Contributing to the development of standards: \*By examining the application experience in the context of Baghdad Oil Training Institute, the research can contribute to developing existing standards and improving them to meet the needs of training bodies. Overall, the research contributes to enhancing the effectiveness of complaints management, improving the overall performance of the Institute and enhancing its standing.

### **2-3 Data collection and analysis tools**

The tripartite scale was relied upon in this research to determine the extent to which the actual reality conforms to ISO10002:2018 guidelines at Baghdad Oil Training Institute and compares it with the guidelines of the researched standard. Quantitative and qualitative methods were adopted in data collection and analysis. Quantitative methods such as the weighted arithmetic mean, percentage measurement and measuring the size of gap were used, while qualitative methods included personal observations, access to records and interviews.

## **3.Literature Review**

### **3-1 Dealing with complaints**

#### **3-1-1 The concept of dealing with complaints**

Dealing with customer complaints is a vital aspect of business operations, as complaints provide valuable feedback that allows organizations to identify areas for improvement and corrective actions and enhance customer satisfaction. Effective handling of complaints also demonstrates the organization's commitment to addressing customers' concerns and ensuring that they feel valued and heard (Mensah,2017:12). Complaint is defined as: a formal expression of dissatisfaction or concern raised by a customer regarding a product, service or experience (Amos,2016:10). Complaint Management is the process of receiving customer complaints, documenting them, investigating them, and resolving them in an organized and systematic manner (Abraham,2017:17). Complaint handling is defined as compliance with specific

guidelines and regulations established by regulatory bodies, for which organizations must have strong mechanisms to receive, process, and resolve customer complaints in accordance with applicable laws and regulations (Kefale,2021:8). It is seen as essential for managing and protecting the organization's reputation, which includes addressing customer complaints and resolving them immediately to maintain a positive brand image and customer loyalty, which can turn dissatisfied customers into loyal advocates by demonstrating responsiveness and commitment (Jacobs & Liebrecht,2023:3). From the above, researchers define dealing with complaints as identifying the causes of complaints and extracting strategic changes in work practices from them, which can be communicated across all levels of the organization and providing principles guidelines to improve quality of service to prevent recurring failures and reduce complaints over time.

### 3-1-2 Objectives of dealing with complaints

The objectives of complaints handling can vary depending on the organization and industry, however some common objectives are:

1. Customer satisfaction: The primary goal of handling complaints is to address customer concerns and ensure their satisfaction, By resolving complaints efficiently and effectively, the organization retains its customers, builds loyalty, and enhances the customer experience in general (Filip,2013:272).
2. Conflict resolution: Complaints often arise due to conflicts or disagreements between customers and the organization, as complaints handling aims to resolve these disputes in a fair and amicable manner, to find mutually beneficial solutions that address the customer's concerns while taking into account the organization's policies and restrictions (Stauss & Seidel,2019:267).
3. Improve Service: Complaints provide valuable feedback about areas where an organization's products, services, or processes may be inadequate. By analyzing and addressing complaints, organizations can identify underlying issues and make improvements to prevent similar problems in the future, in order to continually improve the quality of products or services. Based on customer feedback (Bhadouria,2021:5146).
4. Relationship management: Effectively dealing with complaints can contribute to building and maintaining strong relationships with customers, by handling complaints quickly and satisfactorily, organizations demonstrate their commitment to customer service, which can enhance trust and loyalty, the goal is to transform dissatisfied customers into loyal advocates by providing exceptional complaints resolution experiences(Stauss & Seidel,2019:267).
5. Regulatory Compliance: In some industries, handling complaints is not only about customer satisfaction, but also about legal and regulatory requirements, so organizations should comply with specific regulations and guidelines governing complaint management processes, such as record keeping, reporting, and response times, in order to ensure compliance with laws and applicable regulations regarding complaints handling (Nguyen,2019:40-44).
6. Employee engagement: Effectively dealing with complaints contributes to employee engagement and satisfaction, when employees feel able to address customer concerns and contribute to resolving complaints, this can enhance their morale and job satisfaction, leading to creating a positive work environment (Preuss et al.,2022:2).

By setting clear goals for handling complaints, the organization creates a customer-focused approach that focuses on solving problems, improving services, and building stronger relationships, which helps to guide the development of complaint management strategies,

processes, and training programs to ensure consistent and successful complaint resolution outcomes.

### 3-1-3 Types of complaints

Complaints can arise in different forms and contexts, some common types of complaints:

1. **Quality of product or service:** These complaints relate to issues of quality, functionality, or performance of the product or service, and customers may express their dissatisfaction with defects, malfunctions, poor workmanship, or substandard service provision (Išoraitė,2017:844).
2. **Delivery or Logistics:** Complaints in this category relate to issues with the delivery or logistics process, and this can include late or incorrect deliveries, goods damaged in transit, or issues with tracking and tracing shipments (Elsaed & Hassan,2020:91).
3. **Billing and Pricing:** Complaints about billing and price discrepancies include disputes, dissatisfaction with billing, pricing errors, hidden charges, unauthorized charges, or incorrect calculations, and customers may feel overcharged or believe they were not provided with accurate pricing information (Burucuoğlu & Bulut,2016:17-19).
4. **Customer Service:** These complaints arise from customers' interactions with service representatives or support teams, and can include issues such as poor or unhelpful staff, long wait times, lack of response, or ineffective problem resolution (Cieśła,2019:51).
5. **Warranty or Guarantees:** Complaints regarding warranties or guarantees involve dissatisfaction with the terms, coverage, or handling of warranty claims, and customers may express frustration if their claims are denied or delayed or if they experience difficulties obtaining repairs or replacements.
6. **Communication:** Communication complaints often revolve around poor or inefficient communications in organization, and this can include failure to respond to inquiries, lack of updates or progress reports, unclear or misleading information, or ineffective communication channels (Burucuoğlu & Bulut,2016:17-19).
7. **Policy or Process:** Dissatisfaction with organizational policies, procedures or processes, customers may find them unfair, inconvenient or overly bureaucratic, leading to frustration and dissatisfaction (Cieśła,2019:51).
8. **Ethical or legal issues:** Issues such as misleading advertising, breach of privacy, discrimination, violation of consumer rights, or non-compliance with laws and regulations (Elsaed & Hassan, 2020:91).
9. **Environmental or social impact:** With increasing awareness and focus on sustainability and social responsibility, customers may express complaints about the organization's environmental practices, social impact, or ethical sourcing, and these complaints reflect customers' values and expectations regarding sustainable and responsible business practices (Išoraitė,2017:844).
10. **Electronic or digital experience:** In the digital age, complaints regarding electronic or digital experiences have become more widespread, as this includes problems related to website functionality, e-commerce transactions, data security violations, user interface issues, or difficulties in accessing digital services (Cieśła,2019:51).

It appears that it is important for organizations to be prepared to deal with each of the different types of complaints effectively. By classifying and analyzing complaints, organizations can identify recurring problems, prioritize areas for improvement, and develop targeted solutions to enhance customer satisfaction and loyalty.

### 3-2 The origins and development of ISO 10002:2018

ISO 10002: 2018 focuses on customer satisfaction and complaints management within organizations. It is part of the standard series (ISO 10000) related to quality management and focuses on various aspects of it. It includes specifications such as ISO 10001 (Guidelines for Codes of Conduct for Organizations), ISO 10002 ( Guidelines for Handling Complaints in

Organizations), ISO 10003 (Guidelines for Resolving Disputes Outside Organizations), and ISO 10004 (Guidelines for Monitoring and Measuring Customer Satisfaction).

The first version of the standard (ISO 10002) was published in 2004, and provided guidance for dealing with complaints in organizations, emphasizing the importance of customer satisfaction and resolving complaints effectively (Sukoco & Aprilinda,2013:236). The standard was designed to help Organizations need to establish fair, effective and customer-focused complaints handling processes.

(Alavi & Abootalebi,2021:5) and (Khan & Karapetrovic,2014:26-27) explained the timeliness for issuing the standard as follows:

1. In 2004: The first version of ISO 10002, entitled “Quality Management - Customer Satisfaction - Guidelines for Handling Complaints in Organizations”, was published, providing initial guidelines for organizations to establish effective customer complaints handling processes.
2. In 2014, a technical correction was issued to address minor corrections and improvements to the standard.
3. In 2018, the standard (ISO 10002:2018) was issued - the third version of the standard entitled (Quality Management - Customer Satisfaction - Guidelines for Dealing with Complaints in Organizations). This version included revisions and updates based on comments and experiences with the previous version.

It appears that the chronology reflects the main milestones in the development and publication of (ISO 10002:2018), and it is noted that the ISO standards are reviewed periodically to ensure their suitability and effectiveness, and organizations are encouraged to refer to the latest version of ISO 10002 to implement complaints management systems and align with the best Practices for customer satisfaction (Yenen & Kizgin,2022:28), as (ISO 10002:2018) is compatible with other ISO standards related to quality management, such as ISO 9001 (Quality Management Systems) and ISO10001 (Guidelines for Codes of Conduct for Organizations), and these standards work together to enhance Customer satisfaction, continuous improvement, and effective handling of complaints within organizations (Dimkow & Ivanova,2012:50).

#### **4.Results and Discussion**

##### **4-1 Research sample**

The practical side of the research was applied at Baghdad Oil Training Institute.

##### **4-2 research methodology and statistical methods used**

The research relied on the case study approach, and the checklist was used as a tool for collecting data, in addition to direct observation, on-site encounters, and interviews to reach scientific facts. The triple scale was relied upon to determine the extent to which the actual reality conforms to guidelines of ISO 10002:2018 at Baghdad Oil Training Institute, Checklists were prepared in accordance with ISO 10002:2018, and the weights approved for each paragraph of the standard and according to the level of application and documentation ranged from (0-2) and according to the expressions (fully applied = 2, partially applied = 1, not Applicable = 0) to diagnose the performance gap between the application of ISO10002:2018 guidelines standard and the reality of work at Baghdad Oil Training Institute, The statistical tools below were used to measure the paragraphs of ISO 10002:2018 after determining the scores for each paragraph, according to the answers of

checklists, the following equations were adopted to extract the percentage of conformity, as follows:

1. Calculating the extent of conformity of implementation with the guidelines of ISO10002:2018 standard at Baghdad Oil Training Institute by extracting the mean and according to the following equation(AlShaheen, 2021:70):

$$\text{mean} = \frac{\text{sum ( Frequencies } \times \text{ weights )}}{\text{sum of Frequencies}}$$

(1)

2. Calculating the percentage of conformity of the actual application with the guidelines of ISO10002:2018 at Baghdad Oil Training Institute according to the following equation ( Jumaa & Khaleel,2022:88):

$$\text{Percentage of conformity} = \frac{\text{mean}}{\text{The highest score on the scale}}$$

(2)

The highest weight in the scale is (2) degrees and represents the state of complete compliance with the guidelines.

3. Calculate the gap size through the following equation(Saeed & Khalil,2022:192):

$$\text{Gap size} = 1 - \text{Percentage of conformity}$$

(3)

4. Calculate the percentage of non-conformity with ISO10002:2018 standard guidelines at Baghdad Oil Training Institute according to the following equation:

$$\text{Percentage of conformity} = \frac{\text{Gap Size}}{\text{The highest score in the scale}}$$

( 4)

4-3 Evaluation of the application of ISO 10002:2018 guidelines

4-3-1 Commitment and policy

The checklist in Table (1) shows that the extent of actual implementation of the commitment and policy clause at Baghdad Oil Training Institute according to the standard (ISO 10002:2018) has reached (50%), with mean of (1), while the degree of non-application has reached (50%), with a gap size of ( 1), which indicates that Baghdad Oil Training Institute does not clearly express the process of handling complaints, in addition to a weakness in the complaints management policy.

**Table 1. Commitment and policy checklist**

NO.	First: Commitment and policy	Not applicable 0	Partially applied 1	Fully applied 2
1.	The organization has a written complaints management policy .		√	
2.	The policy includes a commitment to customer satisfaction and continuous improvement			√
3.	Top management's commitment to the complaints process is clearly communicated	√		
	Weighted mean		1	
	Application score (percentage of conformity)		%50	
	Gap size		1	
	Degree of non-compliance (percentage of non-conformity)		%50	

4-3-2 Resources and responsibility

The checklist in Table (2) shows that the extent of actual application of the Resources and Responsibility clause at Baghdad Oil Training Institute according to (ISO 10002:2018) has reached (16.3%), with mean of (0.33), while the degree of non-application has reached (83.5%), with a gap size of ( 1.67), Which indicates that Baghdad Oil Training Institute

suffers from weakness and lack of interest in applying the resources and responsibility clause because it does not provide appropriate training for individuals working in the field of complaints, in addition to not adopting a periodic review aimed at ensuring the effectiveness of complaints handling processes.

**Table 2. Resource and responsibility checklist**

NO.	Second: Resources and Responsibility	Not applicable 0	Partially applied 1	Fully applied 2
1.	Specific team or individuals assigned for complaints handling		√	
2.	Adequate training provided to these individuals	√		
3.	Regular review of resources to ensure effectiveness	√		
	Weighted mean		0.33	
	Application score (percentage of conformity)		%16.5	
	Gap size		1.67	
	Degree of non-compliance (percentage of non-conformity)		%83.5	

#### 4-3-2 Training and competence

The checklist in Table (3) shows that the extent of actual application of the training and competency clause in the institute according to (ISO 10002:2018) has reached (25%), with a mean of (0.5), while the degree of non-application has reached (75%), with a gap size of (1.5), Which indicates that Baghdad Oil Training Institute suffers from weakness and lack of interest in applying the training and competence clause because it does not have training programs in the field of developing the skills and knowledge of workers in handling complaints.

**Table 3. Training and competency checklist**

NO.	Third: Training and Competence	Not applicable 0	Partially applied 1	Fully applied 2
1.	Staff training programs include skills for effective communication, problem -solving, and customer service	√		
2.	Periodic assessment of staff competence in complaints handling		√	
	Weighted mean		0.5	
	Application score (percentage of conformity)		%25	
	Gap size		1.5	
	Degree of non-compliance (percentage of non-conformity)		%75	

#### 4-3-4 Complaints handling process

The checklist in Table (4) shows that the extent of actual application of the Complaints Handling Process clause at the Institute according to (ISO 10002:2018) has reached (16.5%), with mean of (0.33), while the degree of non-application has reached (83.5%), with a gap size of (1.67). ), Which indicates that Baghdad Oil Training Institute suffers from weakness and lack of interest in implementing the complaint handling process clause

because it does not have steps to manage oral and written complaints in addition to not specifying timetables for each step of handling complaints.

**Table 4. Complaints Handling Process Checklist**

NO.	Fourthly: Complaints Handling Process	Not applicable 0	Partially applied 1	Fully applied 2
1.	Clear procedures for receiving, tracking, and resolving complaints .		√	
2.	Steps for managing both verbal and written complaints .	√		
3.	Defined timelines for each step of the complaints process .	√		
	Weighted mean		0.33	
	Application score (percentage of conformity)		%16.5	
	Gap size		1.67	
	Degree of non-compliance (percentage of non-conformity)		%83.5	

#### 4-3-5 Receipt and Acknowledgement of Complaints

The checklist in Table (5) shows that the extent of actual implementation of the clause of receiving and acknowledging complaints at the Institute in (ISO 10002:2018) has reached (0%), with mean of (0), while the degree of non-application has reached (100%), with a gap size of (2), Which indicates that Baghdad Oil Training Institute suffers from weakness and lack of interest in applying the clause of receiving and recognizing complaints.

**Table 5. Receipt and Acknowledgement of Complaints Checklist**

NO.	Fifth: Receipt and Acknowledgement of Complaints	Not applicable 0	Partially applied 1	Fully applied 2
1.	System to acknowledge receipt of complaints promptly (e.g., within 24 hours) .	√		
2.	Mechanism for recording details of the complaint and complainant	√		
	Weighted mean		0	
	Application score (percentage of conformity)		0	
	Gap size		2	
	Degree of non-compliance (percentage of non-conformity)		%100	

#### 4-3-6 Assessment and Investigation of Complaints

The checklist in Table (6) shows that the extent of actual application of Assessment and Investigation of Complaints clause at the Institute according to (ISO 10002:2018) has reached (16.5%), with mean of (0.33), while the degree of non-application has reached (83.5%), with a gap size of (1.67), Which indicates that Baghdad Oil Training Institute does not have Criteria

to evaluate the complexity and severity of complaints, and this indicates that the investigation process is not transparent because there are no documented steps and procedures for it.

**Table 6. Assessment and Investigation of Complaints Checklist**

NO.	Sixthly: Assessment and Investigation of Complaints	Not applicable 0	Partially applied 1	Fully applied 2
1.	Criteria for assessing the complexity and severity of complaints	√		
2.	Transparent process for investigating the complaint	√		
3.	Documentation of findings and conclusions		√	
	Weighted mean		0.33	
	Application score (percentage of conformity)		%16.5	
	Gap size		1.67	
	Degree of non-compliance (percentage of non-conformity)		%83.5	

#### 4-3-7 Responses and Decision-Making

The checklist in Table (7) shows the extent of actual application of the responses and decision-making clause at the institute according to the standard (ISO 10002:2018) has reached (33.5%), with a mean of (0.67), while the degree of non-application has reached (66.5%), with a gap size of (1.33), Which indicates that Baghdad Oil Training Institute does not have procedures that guarantee a fair and consistent response to complaints due to weak documentation of those procedures despite the decision being communicated to the complainant.

**Table 7. Response and decision making checklist**

NO.	Seventh: Responses and Decision-Making	Not applicable 0	Partially applied 1	Fully applied 2
1.	Procedures to ensure responses are consistent and fair	√		
2.	Communication of decisions to the complainant in an understandable format			√
3.	System for documenting the rationale behind decisions	√		
	Weighted mean		0.67	
	Application score (percentage of conformity)		%33.5	
	Gap size		1.33	
	Degree of non-compliance (percentage of non-conformity)		%66.5	

#### 4-3-8 Closure of Complaints

The checklist in Table (8) shows that the extent of actual implementation of the clause of closing complaints in the institute according to (ISO 10002:2018) has reached (75%), with an arithmetic mean of (1.5), while the degree of non-implementation has reached (25%), with a gap size of (0.5), Which indicates that Baghdad Oil Training Institute cares effectively about

the procedures for closing complaints by ensuring from the complainant that the complaints have been resolved and taking appropriate measures.

**Table 8. Closure of Complaints Checklist**

NO.	Eighth: Closure of Complaints	Not applicable 0	Partially applied 1	Fully applied 2
1.	Confirmation from the complainant regarding the resolution of the complaint			√
2.	Procedure for closing complaints in the system		√	
	Weighted mean		1.5	
	Application score (percentage of conformity)		%75	
	Gap size		0.5	
	Degree of non-compliance (percentage of non-conformity)		%25	

#### 4-3-9 Monitoring and Improvement

The checklist in Table (9) shows the extent of the actual application of the monitoring and improvement clause in the institute according to (ISO 10002:2018) has reached (0%), with mean of (0), while the degree of non-application has reached (100%), with a gap size of (2), Which indicates that Baghdad Oil Training Institute does not follow the guidelines of the monitoring and improvement clause stipulated in (ISO 10002:2018).

**Table 9. Monitoring and improvement checklist**

NO.	Ninth: Monitoring and Improvement	Not applicable 0	Partially applied 1	Fully applied 2
1.	Regular analysis of complaint patterns and trends	√		
2.	Periodic reviews of the complaints handling process for improvements .	√		
3.	Implementation of changes based on the analysis	√		
	Weighted mean		0	
	Application score (percentage of conformity)		0	
	Gap size		2	
	Degree of non-compliance (percentage of non-conformity)		%100	

#### 4-3-10 Record Keeping and Documentation

The checklist in Table (10) shows that the extent of actual application of the provision of keeping records and documents in the institute according to (ISO 10002:2018) has reached (0%), with mean of (0), while the degree of non-application has reached (100%), with a gap

size of (2), Which indicates that Baghdad Oil Training Institute does not care and does not apply the guidelines for keeping records and documents stipulated in (ISO 10002:2018).

**Table 10. Record Keeping and Documentation Checklist**

NO.	Tenth: Record Keeping and Documentation	Not applicable 0	Partially applied 1	Fully applied 2
1.	Secure and confidential storage of complaint records .	√		
2.	System for easy retrieval of complaint records for analysis	√		
	Weighted mean		0	
	Application score (percentage of conformity)		0	
	Gap size		2	
	Degree of non-compliance (percentage of non-conformity)		%100	

#### 4-3-11 Feedback to the Organization

The checklist in Table (11) shows the extent of the actual application of the organization's feedback clause in the institute according to (ISO 10002:2018) has reached (0%), with mean of (0), while the degree of non-application has reached (100%), with a gap size of (2), Which indicates that Baghdad Oil Training Institute does not apply the guidelines of the feedback clause stipulated in the standard (ISO 10002:2018).

**Table 11. Feedback to the Organization checklist**

NO.	eleventh: Feedback to the Organization	Not applicable 0	Partially applied 1	Fully applied 2
1.	Mechanisms to share insights from complaints with relevant departments .	√		
2.	Use of complaint data to drive changes in products, services, or processes	√		
	Weighted mean		0	
	Application score (percentage of conformity)		0	
	Gap size		2	
	Degree of non-compliance (percentage of non-conformity)		%100	

#### 4-3-12 Customer-Centric Approach

The checklist in Table (12) shows that the extent of actual application of the customer-focused approach clause in the institute according to (ISO 10002:2018) has reached (25%), with mean of (0.5), while the degree of non-application has reached (75%), with a gap size of (1.5), Which indicates that Baghdad Oil Training Institute is not interested in spreading the culture of caring for the customer and achieving his satisfaction through complaints processes, even though the institute works to measure the satisfaction of the complainant through communication and

assess his level of satisfaction by speaking with him directly through the institute's senior management.

**Table 12. Customer-centric approach checklist**

NO.	Twelveth: Customer-Centric Approach	Not applicable 0	Partially applied 1	Fully applied 2
1.	Regular training and updates to staff on the importance of customer-centricity	√		
2.	Mechanisms to gauge customer satisfaction post-complaint resolution		√	
	Weighted mean		0.5	
	Application score (percentage of conformity)		%25	
	Gap size		1.5	
	Degree of non-compliance (percentage of non-conformity)		%75	

#### 4-3-13 Legal and Regulatory Compliance

The checklist in Table (13) shows that the extent of actual application of the legal and regulatory compliance clause at Baghdad Oil Training Institute according to (ISO 10002:2018) has reached (0%), with mean of (0), while the degree of non-application has reached (100%), with a gap size of (2), Which indicates that Baghdad Oil Training Institute does not follow the guidelines of the legal and regulatory compliance clause stipulated in (ISO 10002:2018).

**Table 13. Legal and Regulatory Compliance Checklist**

NO.	Thirteenth: Legal and Regulatory Compliance	Not applicable 0	Partially applied 1	Fully applied 2
1.	Regular reviews to ensure the complaints process is compliant with current laws and regulations	√		
2.	Updates to the process in light of changes in legal requirements	√		
	Weighted mean		0	
	Application score (percentage of conformity)		0	
	Gap size		2	
	Degree of non-compliance (percentage of non-conformity)		%100	

#### 4-3-14 Communication

The checklist in Table (14) shows the extent of the actual application of the communications clause at the Baghdad Oil Training Institute according to (ISO 10002:2018) has reached (75%), with mean of (1.5), while the degree of non-application has reached (25%), with a gap size of (0.5), Which indicates that the Institute cares and applies the guidelines of communications

clause by introducing customers to the channels of communication with the Institute and paying some attention to the importance of dealing with complaints submitted by the customer.

**Table 14. Communication checklist**

NO.	Fourteenth: Communication	Not applicable 0	Partially applied 1	Fully applied 2
1.	Clear external communication channels for customers to lodge complaints			√
2.	Internal communication to ensure staff awareness of the importance of complaint handling		√	
	Weighted mean		1.5	
	Application score (percentage of conformity)		%75	
	Gap size		0.5	
	Degree of non-compliance (percentage of non-conformity)		%25	

#### 4-3-15 Cause Analysis and Corrective Action

The checklist in Table (15) shows the extent of actual application of the Root Cause Analysis and Corrective Actions clause at the Institute according to (ISO 10002:2018) has reached (50%), with mean of (1), while the degree of non-application has reached (50%) ) and the size of the gap is (1), Which indicates that Baghdad Oil Training Institute cares and applies the guidelines of the root cause analysis and corrective measures clause at an acceptable level.

**Table 15. Checklist for root cause analysis and corrective actions**

NO.	Fifteenth: Root Cause Analysis and Corrective Action	Not applicable 0	Partially applied 1	Fully applied 2
1.	Procedures for conducting root cause analysis for systemic issues.		√	
2.	Process for developing and implementing corrective actions .		√	
	Weighted mean		1	
	Application score (percentage of conformity)		%50	
	Gap size		1	
	Degree of non-compliance (percentage of non-conformity)		%50	

Table (16) can summarize the results of the application level of ISO 10002:2018 guidelines at Baghdad Oil Training Institute. The results shown in Table (16) indicate that there is a gap between the actual reality of applying the ISO10002:2018 guidelines at Baghdad Oil Training Institute, which was at a total rate of (25.5%) and with mean of (0.51), Which indicates that the institute does not follow the guidelines of ISO10002:2018 standard in the complaints management system because the institute does not realize that handling complaints is one of the methods used to achieve and measure customer satisfaction

**Table 16. Summarizing the results of the application level of ISO 10002:2018 guidelines at the Baghdad Petroleum Training Institute.**

Guidelines	Weighted arithmetic mean	Percentage of conformity	Gap size
Commitment and Policy	1	%50	%50
Resources and Responsibility	0.33	%16.5	%83.5
Training and Competence	0.5	%25	%75
Complaints Handling Process	0.33	%16.5	%83.5

Receipt and Acknowledgement of Complaints	0	0	%100
Assessment and Investigation of Complaints	0.33	%16.5	%83.5
Responses and Decision-Making	0.67	%33.5	%66.5
Closure of Complaints	1.5	%75	%25
Monitoring and Improvement	0	0	%100
Record Keeping and Documentation	0	0	%100
Feedback to the Organization	0	0	%100
Customer-Centric Approach	0.5	%25	%75
Legal and Regulatory Compliance	0	0	%100
Communication	1.5	%75	%25
Root Cause Analysis and Corrective Action	1	%50	%50
<b>Total</b>	<b>0.51</b>	<b>%25.5</b>	<b>%74.5</b>

## 5. Conclusions and recommendations

### 5-1 Conclusions:

5-1-1 The high gap size between the actual reality of Baghdad Oil Training Institute and guidelines of (ISO 10002:2018), which came as a result of the lack of interest in applying the standard's guidelines to establish a complaints management system.

5-1-2 There is no plan to follow the guidelines of the standard (ISO 10002:2018) at the Baghdad Oil Training Institute, and the plans drawn up are limited only to improving the quality of its services based on feedback reports.

5-1-3 The process of handling complaints at the Institute does not take place according to specific paths in order to meet international standards for handling complaints.

5-1-4 The Institute responds quickly to complaints that affect its reputation and the quality of its services, but it does not document these cases and the responses to them.

5-1-5 There is a deficiency in establishing the necessary procedures that enable identifying, evaluating, responding to and treating complaints, as well as a weakness in the process of documenting and directing these procedures in accordance with guidelines of ISO 10002:2018.

### 5-2 Recommendations:

5-2-1 Adopting the evaluation results indicated by the checklists of standard guidelines (ISO 10002:2018) in order to determine the actual reality of the complaints handling management system.

5-2-2 Developing a plan by top management of Baghdad Oil Training Institute to include a complaints management system in the institute in accordance with the guidelines of ISO 10002:2018 standard.

5-2-3 The institute must seek to document all procedures for handling complaints that occur so that they can be updated and reviewed by individuals working at the institute in order to understand them and to contribute to improving customer satisfaction.

5-2-4 The institute must establish and document a set of necessary procedures to identify, evaluate, respond to and address complaints.

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