

**Effect of Complaint Management System (CMS) on the Performance
of the Public Complaints Commission in Nigeria**

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Abstract:

This study evaluated the impact of two Complaint Management System (CMS) components: Complaint Tracking and Monitoring (CTM) and Feedback Mechanism on PCC performance, measured through complaint resolution rates. A cross-sectional survey design was utilized, collecting data from 116 out of 136 PCC staff across Nigeria using a structured questionnaire distributed via criterion sampling. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed for data analysis. Results indicated that CTM ($\beta = 0.510$, $p = 0.000$) and Feedback Mechanism ($\beta = 0.108$, $p = 0.039$) significantly and positively influenced PCC performance. The study recommended investing in robust digital tracking systems and multi-channel feedback mechanisms, alongside regular staff training, to optimize service delivery and public confidence.

Keywords: Complaint Management System, Complaint Tracking and Monitoring, Feedback Mechanism, Public Complaints Commission, Performance.

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1. INTRODUCTION

The effectiveness and efficiency of the Public Complaints Commission (PCC) in Nigeria in resolving administrative grievances is critical for public administration and governance. Ombudsman institutions are increasingly leveraging digital technology, such as web-based complaint systems and mobile applications, to enhance operational capacity and responsiveness, as experienced in countries as Indonesia and Malaysia (Ali et al., 2023; Aprilina et al., 2025). This global trend of digitalization aims to improve service delivery and accountability (Peng et al., 2022). However, in Africa, the adoption of such digital solutions is often hampered by challenges, including inadequate ICT infrastructure and insufficient digital skills (Wanza & Oluoch, 2019; Edeh et al., 2018). Furthermore, the broader economic environment in Nigeria, characterized by macroeconomic instability and chronic underfunding of public utilities, creates a restrictive atmosphere for institutional growth and the modernization of administrative agencies (Okegbemi, 2024).

In Nigeria, the PCC, established to ensure justice and accountability, has historically faced numerous obstacles, such as inadequate funding, lack of publicity, and bureaucratic hurdles, which limit the performance (Nyekwere et al., 2021; Afegbua & Adejuwon, 2015). Operational inefficiencies, including delayed case resolutions and poor document management due to a reliance on manual processes, persist (Lawal et al., 2019; Adedeji, 2022). While digital technology offers a pathway to overcome these systemic challenges, the extent to which the implementation of a Complaint Management System (CMS) affects the PCC's performance remains under-explored. An analysis of key CMS variables is essential to understanding the potential for digital transformation and its impact on public sector accountability.

The focus of this study is to examine how two critical components namely, Complaint Management System (CMS), specifically Complaint Tracking and Monitoring and the Feedback Mechanism, affect the performance of the Public Complaints Commission (PCC) in Nigeria. Complaint Tracking and Monitoring (CTM) refers to the systematic, often digital process of logging a grievance, assigning it to an officer, following its investigative status, and measuring the time it takes to process. It is significant because it directly addresses the historical operational inefficiencies of the PCC such as bureaucratic delays and misplaced documents by ensuring that every case is accounted for and followed through (Adedeji, 2022; Mantaring et al., 2019).

Effective complaint tracking and monitoring is crucial for internal efficiency and for generating the data needed to report on the commission's accountability (Okoro, 2023). The second variable, the Feedback Mechanism, is the structured process where the PCC formally communicates the status, resolution, and rationale of a complaint back to the citizen, while also using the collected input to inform strategic reforms (Mogotloane & Lonw, 2023; Aina, 2012). This function is vital for building public confidence and legitimacy, as it transforms the complaint process into a two-way dialogue, which is essential for organizational learning and continuous improvement (Lanin & Hermanto,

2019). By investigating these two variables, the study aims to determine the specific digital interventions that can most effectively enhance the PCC's complaint resolution rate, ultimately moving the commission toward fulfilling its mandate for justice and accountability.

The problem this study aims to address is the persistent underperformance of the Public Complaints Commission in Nigeria despite the availability of digital Complaint Management Systems that could significantly improve its operational efficiency and public service delivery. Previous studies have highlighted the Commission's efforts in delayed case resolutions and inadequate public awareness, attributing the challenges to traditional constraints (Lawal et al., 2019; Edeh et al., 2018).

While the potential benefits of a CMS are evident from global examples, there has been no specific research on how the core components of a CMS specifically Complaint Tracking and Monitoring and the Feedback Mechanism affect the performance of the Public Complaints Commission in Nigeria. This gap means modernization efforts may be inefficiently targeted. It is therefore crucial to investigate the specific effects of these CMS components on the performance of the Public Complaints Commission, measured through its complaint resolution rate. This study is necessary to provide evidence-based recommendations for strategic investments in technology and human capital, enabling the Commission to fulfill the mandate more effectively.

The general objective of this study is to assess the effect of a Complaint Management System (CMS) on the performance of the Public Complaints Commission in Nigeria. The specific objectives however are to:

- i. Examine the effect of Complaint Tracking and Monitoring on the performance of the Public Complaints Commission in Nigeria.
- ii. Investigate the effect of Feedback Mechanism on the performance of the Public Complaints Commission in Nigeria.

The following null hypotheses were formulated for the study:

H₀₁: Complaint Tracking and Monitoring have no significant effect on the performance of the Public Complaints Commission in Nigeria.

H₀₂: Feedback Mechanism has no significant effect on the performance of the Public Complaints Commission in Nigeria.

2. CONCEPTUAL REVIEW

2.1 Performance of the Public Complaints Commission

Performance evaluation is necessary for determining how effectively a public organization meets its mandate for accountability and justice. The performance of the Public Complaints Commission refers to its effectiveness in investigating and resolving administrative grievances to ensure justice and accountability. According to Lawal et al.

(2019), the performance of the Public Complaints Commission is defined as its effectiveness in investigating and resolving administrative grievances, measured through timely case resolution, public awareness, and overall operational efficiency. Okoro (2023) also defined PCC's performance by its ability to effectively address administrative injustices, citing a case closure rate of 71% in Akwa Ibom State as a measure of its success.

Furthermore, Flipppo (2018) stated that organizational performance is described as the degree of accomplishment of the tasks that make up an employee's job. This view is often expanded by scholars who emphasize that public sector performance should not only be measured by internal efficiency but also by citizen satisfaction and the impact on governance accountability.

The PCC's performance is gauged not only by its ability to resolve cases but also by its capacity to overcome challenges like inadequate funding and bureaucratic complexities, which hinder its efficiency and public awareness (Afegbua &

Adejuwon, 2015; Nyekwere et al., 2021). In this study, performance is measured through complaint resolution rate. A high-resolution rate indicates efficient processing and effective grievance redress, enhancing public trust and system legitimacy. Bulinski and Prescott (2016) argued that online case resolution systems, akin to a Complaint Management System (CMS), improve resolution rates by streamlining processes, such as enabling remote, asynchronous submissions, which reduces access barriers and improves efficiency. Adedeji (2022) further posited that a robust resolution rate fosters public trust and deters maladministration by administrative agencies.

Empirical findings from Adedeji's (2022) work, which reveal that the PCC resolved 65% of filed complaints in Lagos State in 2021, emphasized that the resolution rate is still hampered by structural deficiencies, such as limited investigative powers, leading to unresolved cases due to non-cooperation from agencies. The complexity of performance is therefore described by both technical efficiency gains from a system like CMS and the institutional constraints that limit final successful outcomes. This study defined performance as the total organizational effectiveness of the Public Complaints Commission, specifically focusing on the speed, quality, and rate at which it investigates, mediates, and formally resolves administrative complaints filed by the public, thereby upholding accountability.

2.2 Complaint Management System (CMS)

A Complaint Management System (CMS) is a structured approach that enables public institutions to systematically address grievances, ensuring accountability and improving service delivery. The concept of CMS is broadly applied across sectors, but its core function remains the same: systematizing the handling of dissatisfaction. According to Ali et al. (2023), a Complaint Management System is defined as a structured process for systematically handling complaints, involving receiving, investigating, resolving, and preventing issues while ensuring complainant satisfaction. Similarly, Mirab et al. (2021) defined a CMS as a structured process for handling, investigating, and resolving patient

complaints to enhance service quality and satisfaction, encompassing executive structures and controls. Furthermore, Narsoo et al. (2022) stated that a Complaint Management System is described as a structured process for collecting, analyzing, and resolving customer complaints to enhance service quality and satisfaction.

These definitions emphasize that a CMS is more than a suggestion box; it is a formal, procedural mechanism. Ali et al. (2023) highlighted the effectiveness of CMS by noting that Malaysia's Public Complaint Bureau (PCB) uses a multi-channel CMS, resolving 93% of complaints annually through its web-based system. Such systems are described as enhancing accessibility and response times, fostering public trust. Isibor and Odia (2014) emphasized that an effective CMS enhances customer satisfaction by addressing grievances promptly and fairly, applying principles of justice, thereby empowering organizations to learn and improve service delivery.

For Nigeria's Public Complaints Commission, adopting a robust CMS would streamline complaint resolution, reduce bureaucratic delays, and improve public confidence, mirroring the success associated with systems that prioritize transparency and timely responses, as also advocated by Mirab et al. (2021). This study defined a Complaint Management System as the formal, institutionalized, and often technology-supported framework used by the Public Complaints Commission to efficiently receive, process, investigate, resolve, and analyze citizen grievances against administrative bodies, leading to enhanced public accountability.

2.3 Complaint tracking and monitoring

Complaint tracking and monitoring ensures administrative accountability by overseeing grievance progression from submission to closure. These systematic processes are integral to the efficiency of any Complaint Management System (CMS). According to Kabuoh and Oyedokun (2012), complaint tracking and monitoring is defined as systematic processes for recording, managing, and overseeing grievances to ensure timely resolution and accountability. Similarly, Mantaring et al. (2019) defined these processes as systematic processes for logging, following, and resolving grievances to ensure timely and effective responses.

The effectiveness of the Public Complaints Commission is highly dependent on robust CTM mechanisms. Kabuoh and Oyedokun (2012) highlighted that the PCC's effectiveness is often limited by inadequate digital infrastructure for complaint tracking, which prevents seamless connectivity and real-time monitoring across branch offices. This systemic gap can result in bureaucratic delays and reduced public confidence, as Adedeji (2022) noted. Effective tracking, however, enhances responsiveness; for instance, Mantaring et al. (2019) described how proper tracking led to high compliance with resolution timelines, although resource limitations, such as insufficient personnel, could still hinder efficiency.

Furthermore, Okoro (2023) demonstrated how the public reporting enabled by monitoring fosters organizational accountability by documenting case resolutions,

thereby enhancing trust in the commission's operations. The ability of the PCC to use digital tools for CTM is therefore emphasized as essential for generating the data needed for public feedback and service improvement. This study defined Complaint Tracking and Monitoring as the formalized set of procedural and technological functions within the CMS responsible for systematically logging, assigning, following the investigative status, measuring processing time, and compiling final outcome data, thereby enabling timely intervention and management reporting.

2.4 Feedback mechanism

A feedback mechanism is an organizational loop that uses citizen input to ensure accountability and drive continuous service improvement. The concept of a feedback mechanism is often described as a structured system for two-way communication within an organization. According to Mogotloane and Lonw (2023), a feedback mechanism is defined as a structured process enabling individuals to voice complaints, questions, or suggestions, ensuring transparent and timely responses to enhance organizational accountability. Similarly, Aina (2012) defined a feedback mechanism as a structured process enabling organizations to receive, process, and act on stakeholder complaints, ensuring accountability and service improvement.

These perspectives confirm that a feedback mechanism is essential for the continuous assessment of institutional operations. Aina (2012) highlighted that the Public Complaints Commission's feedback mechanisms were constrained by legal restrictions, such as the requirement to exhaust all administrative procedures before lodging complaints, which limited timely intervention. This procedural inefficiency is described as undermining the PCC's responsiveness to citizens' grievances. Furthermore, Nyekwere and Okogbule (2021) found that insufficient publicity and poor feedback delivery where citizens reported rare updates on lodged complaints hindered the PCC's ability to effectively address grievances and consequently undermined public trust.

Conversely, Mogotloane and Lonw (2023) emphasized that effective feedback systems foster community trust, facilitating two-way communication through successful models that use multi-language hotlines to ensure inclusivity. Aina (2012) further noted that the PCC's mechanisms were undermined by inadequate publicity, suggesting that reforms, such as adopting multiple communication channels like the European Ombudsman, could be implemented to enhance the commission's ability to resolve complaints efficiently and bolster public trust. A responsive mechanism is therefore described as leading to improved service quality and public confidence (Lanin & Hermanto, 2019). This study defined a feedback mechanism as the systemic process within the Complaint Management System where the PCC formally communicates the status, resolution, and rationale of a complaint back to the citizen, simultaneously analyzing collected data to inform strategic reforms and continuous service improvement.

3. EMPIRICAL REVIEW

3.1 Complaint tracking and monitoring and performance

Nsengimana (2020) explored the effectiveness of local entities to citizens' complaints resolution in Rulindo District, Rwanda, examining complaint handling mechanisms, citizen satisfaction, and challenges faced by local leaders. The study utilized a qualitative approach, targeting local authorities, employees, and citizens in two sectors, with a sample size of 17 participants. Data were collected through individual interviews, focus group discussions, direct observation, and document analysis, with data analyzed using thematic coding.

Findings revealed that dissatisfaction stemmed from lack of trust, unmet expectations, and inadequate implementation of complaint mechanisms. Challenges included insufficient equipment, limited staff, and financial constraints. The study recommended empowering local entities through training, financial support, and stakeholder engagement to enhance complaint resolution. Its strength lay in its comprehensive qualitative methodology, capturing diverse perspectives. However, the small sample size and focus on only two sectors limited generalizability, potentially overlooking broader systemic issues in other regions.

Mantaring et al. (2019) examined complaint management in the public sector organization in the Philippines, focusing on the Department of Public Works and Highways (DPWH) Nueva Ecija 2nd District Engineering Office. The study analyzed institutional procedures, effectiveness of complaint handling using a multi-stakeholder framework, and perceived limitations. A mixed methods research design was employed, integrating qualitative and quantitative data from 15 client feedbacks in 2017. Data were collected through interviews, document analysis, and observation, with analysis based on a multi-stakeholder framework assessing fairness, accessibility, responsiveness, efficiency, and citizen participation.

The findings revealed that DPWH institutionalized complaint handling procedures, achieving a 100% resolution rate, though one complaint exceeded the prescribed timeline due to inadequate cooperation and resources. Recommendations included hiring qualified personnel and providing training for the District Information Officer. The study's strength lies in its comprehensive use of mixed methods, offering a robust framework for evaluating complaint systems. However, it lacked detailed discussion on complaint tracking and monitoring mechanisms, limiting insights into real-time complaint status updates.

3.2 Feedback mechanism and performance

Okechukwu and Eze (2019) examined the impact of complaint management systems on organizational performance in Nigeria's public sector. The study investigated complaint handling, feedback mechanisms, and service delivery efficiency. A quantitative approach was adopted, targeting public sector employees in Lagos, with a sample of 250 respondents. Data were collected via structured questionnaires and analyzed using

regression analysis. Findings revealed that effective feedback mechanisms significantly improved service delivery and public trust. The study recommended regular staff training and digital integration for complaint systems. Its strength lies in its robust statistical analysis, providing reliable insights into feedback mechanisms. However, the study's focus on Lagos limits its generalizability to other regions in Nigeria, and the lack of qualitative data restricts deeper contextual understanding.

Mogotloane and Louw (2023) examined challenges in promoting accountability and feedback mechanisms through customer complaints in the South African public service. The study determined whether the customer complaints management policy in the Department of Employment and Labour in the Free State province was effectively and efficiently implemented. Variables explored included clarity and accessibility of complaint channels, training of officials in customer complaint management, user-friendliness of complaint process flow, communication and coordination among stakeholders, and consequence management.

A descriptive qualitative research design was employed, using semi-structured online interviews to collect data from a purposive sample of 20 participants drawn from the department's staff. Data were analyzed thematically to identify patterns and key barriers to effective policy implementation. Findings revealed that lack of clear and accessible complaint channels, inadequate staff training, an unfriendly process flow, poor stakeholder communication, and absence of consequence management hindered proper complaint management and weakened accountability. The study recommended designing a user-friendly complaints process, incorporating a complaints management module during induction for new employees, and improving coordination among stakeholders. The strength of this study lay in its detailed exploration of institutional and procedural barriers that directly affect complaint management systems in public service contexts. However, its qualitative design with a small sample limited generalizability beyond the specific provincial setting and reduced the ability to measure the statistical impact of the identified variables.

4. THEORETICAL FRAMEWORK

The underpinning theory of this study is the Technology Acceptance Model (TAM), developed by Fred Davis in 1989, which provides a robust framework for understanding the effect of a Complaint Management System (CMS) on the performance of Nigeria's Public Complaints Commission (PCC) (Davis, 1989). TAM posits that user acceptance of technology is determined by two key constructs: perceived usefulness, the extent to which individuals believe a system enhances their job performance, and perceived ease of use, the degree to which the system is seen as effortless to use. These factors influence attitudes toward technology adoption, which in turn affect usage behavior and organizational outcomes.

For PCC, TAM explained how complaint tracking and monitoring and feedback mechanisms, as components of a CMS, can enhance performance by improving efficiency,

accessibility, and public trust. Scholars like Ali et al. (2023) underscored that a well-implemented CMS, as seen in Malaysia's Public Complaint Bureau, enhances resolution rates and user satisfaction, aligning with TAM's emphasis on perceived usefulness. Similarly, Mantaring et al. (2019) suggest that streamlined digital tracking systems improve responsiveness, reinforcing TAM's applicability to public sector grievance systems.

TAM's strengths lie in its simplicity and predictive power, offering a clear lens to evaluate technology adoption in public institutions (Venkatesh & Davis, 2000). However, critics caution that TAM overlooks external factors like funding constraints or bureaucratic resistance, which Adedeji (2022) identifies as limiting the PCC's performance. Nyekwere et al. (2021) noted that inadequate publicity and institutional barriers can hinder CMS adoption. Applying TAM in this study means focusing on how complaint-management tools that are easy to use and clearly beneficial can support the PCC's ability to track complaints, provide timely feedback, improve resolution rates, and strengthen public accountability.

5. METHODOLOGY

This study adopted a cross-sectional survey design to investigate the effect of Complaint Management System (CMS) on the performance of the Public Complaints Commission (PCC) in Nigeria. The cross-sectional survey design enabled the collection of data using the exact same questions and format for every PCC staff member surveyed at a single point in time, thereby allowing the researcher to examine the relationships between CMS variables and organizational performance. The design was also cost-effective, time-efficient, and suitable for analyzing behavioral and organizational constructs across diverse PCC offices within Nigeria.

The study population comprised all staff of the Public Complaints Commission in Nigeria. To ensure credible representation, a criterion sampling technique was applied to select staff who met specific inclusion criteria: full-time employment status, at least one year of service, and direct involvement in complaint management or administrative support. Based on these criteria, 136 staff members were selected. A census approach was employed to ensure comprehensive inclusion of all qualifying staff, thereby minimizing sampling bias and enhancing the generalizability of findings.

Data were collected using a five-point Likert scale questionnaire capturing Complaint Tracking and Monitoring, Feedback Mechanism, and PCC Performance. CTM items, adapted from Kabuoh and Oyedokun (2012), Mantaring et al. (2019), Adedeji (2022), Okoro (2023), and Nsengimana (2020), assessed tracking efficiency. Feedback items from Mogotloane and Louw (2023), Okechukwu and Eze (2019), Aina (2012), Lanin and Hermanto (2019), and Mogotloane and Lonw (2023) evaluated responsiveness. PCC Performance items from Bulinski and Prescott (2016), Adedeji (2022), Lawal et al. (2019), Ali et al. (2023), and Mantaring et al. (2019) measured resolution efficiency and operational effectiveness.

The reliability and validity of the study constructs were assessed using Cronbach's Alpha. All constructs recorded values well above the recommended minimum threshold of 0.70 (Hair et al., 2014), showing that the items used in the questionnaire were both internally consistent and valid for measuring the intended concepts. Specifically, Complaint Tracking and Monitoring had an alpha value of 0.941, Feedback Mechanism recorded 0.928, and the Performance of the Public Complaints Commission achieved 0.926. These high values indicate that the measurement scales were reliable and produced stable results across the items within each construct.

For data analysis, Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3 was employed. PLS-SEM was deemed appropriate because it effectively handles complex models with multiple latent variables, tolerates non-normal data distributions, and provides reliable results with moderate sample sizes. Preliminary analyses addressed missing data, outliers, normality, and multicollinearity before hypothesis testing. The PLS-SEM analysis focused on both the measurement model, which assessed reliability and validity, and the structural model, which examined the hypothesized relationships between Complaint Tracking and Monitoring, Feedback Mechanism, and PCC performance.

Out of the 136 copies of questionnaire administered, 116 were properly completed and returned, representing a high response rate of 85.3%. This response rate was considered adequate for statistical analysis and ensured that the findings were representative of the population of PCC staff across Nigeria. All ethical considerations, including informed consent, confidentiality, and voluntary participation, were strictly observed throughout the data collection process to maintain the integrity of the research and protect participants' rights.

6. RESULTS AND DISCUSSIONS

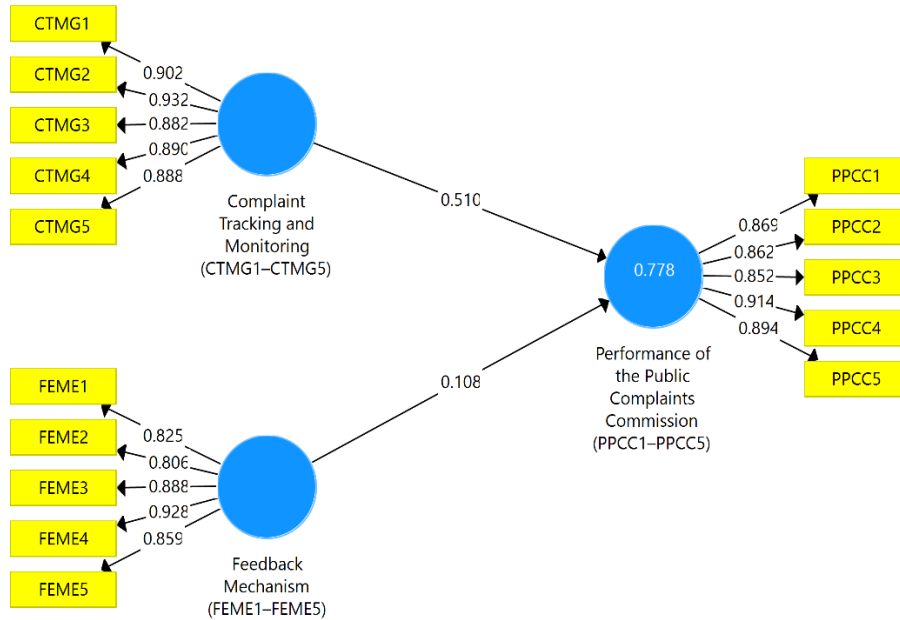


Figure 2: Measurement model of the study constructs and indicators.
Source: SmartPLS Output, 2025.

Table 1: Factor Loadings

Items		Loadings			
CTMG1	0.902	FEME1	0.825	PPCC1	0.869
CTMG2	0.932	FEME2	0.806	PPCC2	0.862
CTMG3	0.882	FEME3	0.888	PPCC3	0.852
CTMG4	0.890	FEME4	0.928	PPCC4	0.914
CTMG5	0.888	FEME5	0.859	PPCC5	0.894

Source: SmartPLS Output, 2025.

Table 1 presents the factor loadings for Complaint Tracking and Monitoring (CTMG), Feedback Mechanism (FEME), and Performance of the Public Complaints Commission (PPCC) in Nigeria. All loadings exceeded the recommended threshold of 0.70 (Hair et al., 2022), confirming convergent validity. The factor loadings ranged from 0.882 to 0.932 for CTMG, 0.806 to 0.928 for FEME, and 0.852 to 0.914 for PPCC. These robust item-construct relationships indicate that the observed items reliably represent their respective constructs.

The relatively lower loadings of 0.806 (FEME2) and 0.852 (PPCC3) remain above the acceptable minimum, affirming the strength of the measurement model. Consistent with Fornell and Larcker (1981), these results confirmed that the dimensions of Complaint Management System (Complaint Tracking and Monitoring and Feedback Mechanism) and PCC performance are adequately captured in the model, with performance measured by complaint resolution rate, reflecting efficiency, quality, and accountability in PCC operations.

Table 2: Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Complaint Tracking and Monitoring	0.941	0.947	0.955	0.808
Feedback Mechanism	0.928	1.023	0.935	0.744
Performance of the Public Complaints Commission	0.926	0.940	0.944	0.771

Source: SmartPLS Output, 2025.

Table 2 showed that all constructs met the required reliability and validity standards. The Cronbach's Alpha and Composite Reliability values for each construct are above the recommended 0.70 threshold, confirming strong internal consistency. The rho_A values also support the reliability of the measurement items. In addition, all Average Variance Extracted (AVE) values exceed 0.50, showing that each construct explains more than half of the variance in its indicators, which confirms convergent validity. Overall, the results indicate that the measurement model is reliable and valid for assessing the Complaint Management System and PCC performance.

Table 3: Heterotrait-Monotrait Ratio (HTMT)

Construct			CTMG1– CTMG5	FEME1– FEME5	PPCC1– PPCC5
Complaint	Tracking	and			
Monitoring					
Feedback Mechanism			0.106		
Performance	of	the	0.538	0.117	
Complaints	Commission				

Source: SmartPLS Output, 2025.

Table 3 presents the HTMT results for Complaint Tracking and Monitoring (CTMG), Feedback Mechanism (FEME), and Performance of the Public Complaints Commission (PPCC) in Nigeria. All HTMT values are below the conservative threshold of 0.90 recommended by Henseler, Ringle, and Sarstedt (2015), confirming discriminant validity. This indicates that CTMG, FEME, and PCC Performance are empirically distinct constructs. The results demonstrate that the dimensions of Complaint Management System (tracking and feedback) capture unique aspects of operational practices without excessive overlap, while performance remains a distinct dependent construct.

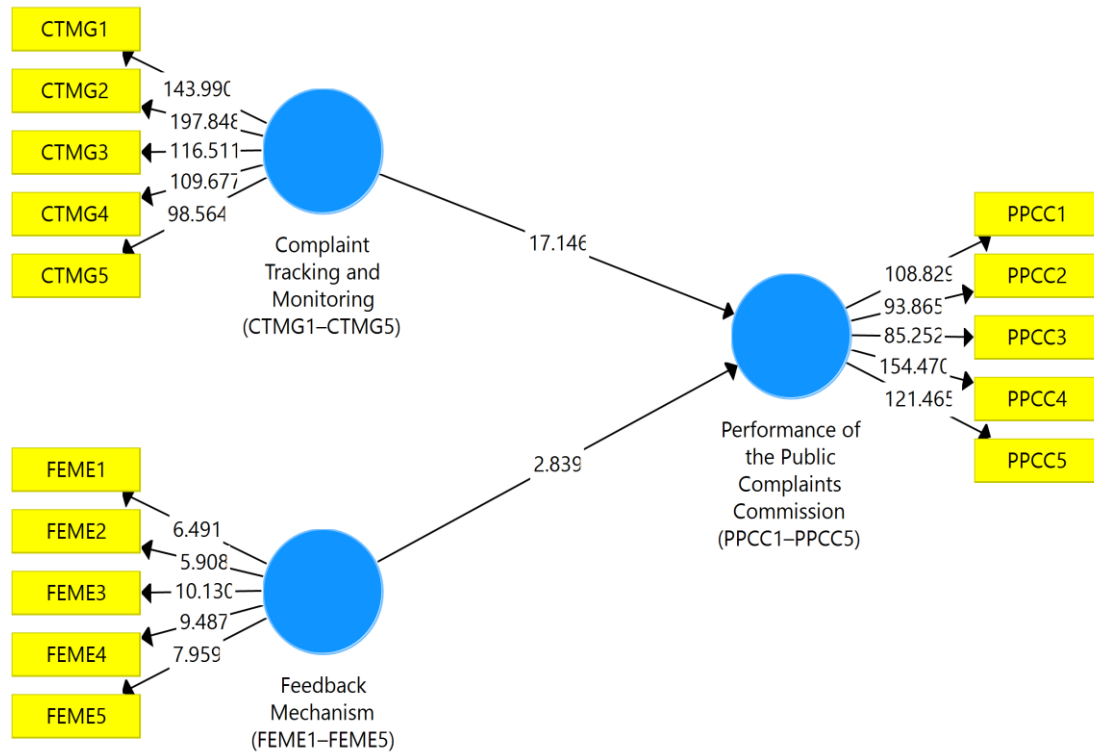


Fig. 3: Path Coefficients of the Regression Model
Source: SmartPLS Output, 2025.

Table 4: Path Coefficients and Hypothesis Testing Results

Variables	Original Sample (O)	t Statistics	p Values	Decision
Complaint Tracking & Monitoring	0.510	17.420	0.000	Rejected (significant effect)
Feedback Mechanism	0.108	2.321	0.039	Rejected (significant effect)

Source: SmartPLS 3 Output, 2025.

Key Findings

1. Complaint Tracking and Monitoring significantly and positively affect the performance of the Public Complaints Commission in Nigeria.
2. Feedback Mechanism significantly and positively affects the performance of the Public Complaints Commission in Nigeria.

Discussion of findings

H₀₁: Complaint Tracking and Monitoring has no significant effect on the Performance of the Public Complaints Commission in Nigeria.

The results show a strong and significant positive effect, leading to the rejection of the null hypothesis. The path coefficient of 0.510, supported by a high t-value of 17.420 and a p-value of 0.000, demonstrates that effective complaint tracking is a major driver of PCC performance. This suggests that when the Commission has systems that monitor complaints from the point of submission through to final resolution, several performance benefits emerge. These include faster response times, improved accuracy in handling cases, better follow-up, and reduced administrative bottlenecks. More importantly, structured monitoring promotes transparency and strengthens the PCC's ability to address issues consistently and fairly.

This finding aligns with earlier studies such as Kabuoh and Oyedokun (2012), Mantaring et al. (2019), and Adedeji (2022), which established that efficient tracking mechanisms lead to better service delivery, higher resolution rates, and increased public trust. Overall, the evidence confirms that robust monitoring systems help the PCC fulfil its mandate more effectively.

H₀₂: Feedback Mechanism has no significant effect on the Performance of the Public Complaints Commission in Nigeria.

The null hypothesis was also rejected, as the path coefficient (0.108), t-value (2.321), and p-value (0.039) indicate a statistically significant positive effect. Although the effect is smaller than that of complaint tracking, it remains important in shaping overall performance. Effective feedback mechanisms ensure that complainants are kept informed about the progress and outcome of their cases. This communication builds trust, reduces uncertainty, and helps citizens feel respected and acknowledged.

In operational terms, good feedback practices help the Commission identify recurring problems, revise procedures, and design better interventions. They also improve citizens' willingness to use the complaint system again, thereby strengthening the PCC's relevance and credibility. This finding is consistent with the works of Aina (2012), Okechukwu and Eze (2019), and Mogotloane and Louw (2023), who argued that timely and meaningful feedback enhances organizational accountability, increases user satisfaction, and reinforces public confidence.

7. CONCLUSION

The study confirmed that both Complaint Tracking and Monitoring and Feedback Mechanism significantly influence the performance of the Public Complaints Commission in Nigeria. Tracking mechanisms exhibited a stronger effect, demonstrating that structured oversight of complaints is critical for operational efficiency, quality, and accountability, while feedback mechanisms complement this by improving transparency and public trust.

7.1 Recommendations

- i. The PCC should adopt robust digital tracking systems to ensure real-time monitoring, accurate documentation, and timely resolution of complaints. Adequate staffing and training in tracking tools are essential.
- ii. The PCC should implement responsive, multi-channel feedback systems to communicate complaint outcomes to citizens, analyze feedback data for service improvements, and build public trust in the complaint resolution process.

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