
The Procedure for Managing Customer Complaints as an Element Improving the Functioning of Administrative Bodies: The Case of the Social Assistance System in Poland

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Abstract:

Purpose: The aim of the article is to diagnose the functioning of municipal and powiat organizational units of the social assistance system from the perspective of the system for collecting and managing complaints from clients and beneficiaries using questionnaires.

Design/Methodology/Approach: This work is interdisciplinary in nature, and the content contained in the article is embedded in legal sciences and management and quality sciences. The first part of the article analyzes literature sources in relation to complaints as an element affecting administrative bodies and the addressees of complaints. The second part analyzes the complaint management system in the context of measuring results in social welfare units in the context of the concept of New Public Management. Using the method of cooperative research from the action research group, the analysis of data obtained as a result of the research process covering the entire country was discussed. The study was conducted based on the research tool on a selected research sample consisting of managers and employees of 2,573 municipal (OPS) and 328 (PCPR) powiat local government social welfare organizations. As a result of using the Participatory Action Research method, a separate set of shaping indicators was determined for each aggregate, creating indexes, which gives the scale used in the discussed construct a multi-index form. The significance level was 0.05.

Findings: The empirical part of the article contains original research obtained among managers and employees who are helpful in the field of social and district assistance to help families in Poland, using one of various cooperative research methods, i.e. Participatory Action Research (PAR).

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Practical Implications: *The conducted research process was nationwide, and the presented conclusions will provide information on the extent to which social welfare organizational units in Poland use the system of collecting complaints from clients in order to carry out activities to improve the implementation of social policy at the level of district and municipal government.*

Originality/Value: *As a result of the analysis of aggregated research results, it should be concluded that the units have systems for collecting and managing complaints from customers and beneficiaries using questionnaires during the implementation of tasks. It should also be noted that all respondents from both OPS and PCPR confirmed the existence of a complaint management system to a similar extent. The obtained results and research analyzes in the context of opinions on the level of existence of systems for collecting and managing customer complaints and their differentiation due to the age and seniority of managers and employees of the organization.*

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1. Introduction

The functioning of public administration bodies, although carried out on the basis of legal provisions, should be subject to control not only that applied within the framework of institutional subordination, but also that coming from outside, allowing for the correction of undesirable phenomena and practices. Different types of control can be distinguished e.g., institutional, judicial or social (Jagielski, 2018, p. 18). Institutional control is based on the "vertical" positioning of bodies relative to each other, both within one structure and in the system of state bodies.

From the perspective of the research conducted, the subject of the assessment is social control, carried out in the manner and on the principles described in the provisions of Section VIII of the Act of June 14, 1960, Code of Administrative Procedure (Dz.U. z 2023 r. poz. 803).

Social control differs from the two previously mentioned in that, firstly, it is carried out entirely "from the outside" of the public apparatus. Secondly, it concerns precisely selected aspects regarding the functioning of a specific entity in relation to an individual addressee. In this case, the controller is a person who, if the conditions

specified in the regulations are met, can take actions aimed at improving the practice of the administration body in a specific aspect. This, in turn, leads to the conclusion that this type of control is based on the subjective feeling of the author of the complaint regarding the improper functioning of the authority or its employees, which is then verified during the procedure provided for in the provisions of Section VIII of the Code of Administrative Procedure (Jaśkowska, 2020, p. 1097).

The specificity of the institution of a complaint, as adopted in the Code of Administrative Procedure, is that it serves as an administrative control exercised directly by entities authorized to submit it.

2. Complaint as an Element of Influencing Public Administration Bodies

The regulations of the Code complement and develop the provisions expressed in Art. 63 of the Constitution of the Republic of Poland (Florczak - Wątor, 2023, p. 232-233) the right to submit petitions, applications and complaints to public bodies and social organizations and institutions in connection with the tasks they perform in the field of public administration. This is a right that is intended by the legislator to be one of the elements of influencing, controlling and supporting public authorities (Hrynicky, 2022, p. 17-18).

Dissatisfaction is considered to be one of the fundamental reactions of citizens and affects the decisions and operations of institutions (Lyons *et al.*, 1992; Goodwin and Jasper 1999). Although complaining is well-recognized by psychologists and economists, its political potential is still far from obvious (Ward and Ostrom 2006). One of the reasons for this is the variety of forms of expressing grievances, dissatisfaction, criticism or negative opinion and finally complaints (Alicke *et al.*, 1992, 286).

Psychologists argue that complaining is not only a way of communicating discontent, but it is also supposed to excite compassion or draw attention (Van der Geest 2007). Some studies show that expressing dissatisfaction is a ritual behavior endowed with psychological and social functions, instrumental, cathartic, self-presenting, egotistic, relational and identity-making (Kowalski 1996; Kaiser and Miller, 2001). What activates the political potential of citizens' dissatisfaction is not their subjective satisfaction then, but the political context, which provides a framework for the assessment of authority.

In the practice of public administration bodies, complaint becomes particularly important because, on the one hand, it allows for detecting possible shortcomings or dysfunctions in the functioning of the bodies, but on the other hand, it can be abused and is often used to hinder the work of the bodies by people who, for various reasons, repeatedly try to intervene in a more or less justified way. way, often almost paralyzing the functioning of the organ.

As regulated in the Code of Administrative Procedure, the usefulness and practical possibilities of exercising the right to file a complaint are determined by the approach of the complainants and the officials examining it (Koralewska-Pietrzak, 2010, p. 7-8).

The provision of Art. 227 k.p.a. specifying the subject scope of the complaint, it only lists, by way of example, the circumstances which, in the legislator's opinion, justify intervention and a possible change in the current situation. From this point of view, the complaint is definitely subjective in nature and is a good example of a far-reaching informalization of procedural measures.

On the other hand, however, it is impossible not to notice the problems that arise in practice with complaints formulated in such a way that their reading, due to the lengthiness and often general nature of the reasons raised by the author, poses far-reaching problems in properly directing further proceedings.

From this point of view, a practice worthy of approval is the use by some authorities of ready-made complaint forms, which, due to their structure, facilitate the identification of both the author of the complaint and its individual allegations.

At the same time, it should be noted that ensuring the possibility of submitting a complaint on a form cannot exclude the admissibility of submitting a complaint in another form. The form is intended to facilitate the submission of a complaint and its proper course, and not to limit the party's possibilities in this respect.

Therefore, it cannot be assumed in advance that resigning from the "form" form of submitting a complaint provided for by the authority eliminates the possibility of proceeding or considering it. The authority's convenience in identifying the intentions of the author of the complaint cannot eliminate in advance the constitutionally and code-provided right to submit a complaint as such (Korzeniowska-Polak, 2009, p. 819).

When discussing the issue of specific optimization of filing complaints using forms prepared by the authority, it is impossible not to notice that the right to submit complaints should be treated as an extension of the code principle of enabling parties to assess the operation of offices managed by these bodies, including the employees of these offices (Rzepka, 2021, p. 66).

This principle does not specify either the form or scope of the said assessment, which leads to the conclusion that it may take various forms. Its implementation will therefore involve both the use of an IT system (where you can vote on the office's website to assess the quality of the body's work) and the use of more traditional methods (service evaluation by the body's employees is done, for example, using prepared tokens indicating satisfaction with the service or its lack).

Creating the possibility of filling out a previously prepared complaint form undoubtedly fulfills the requirement for the authorities in Art. 14a of the Code of Administrative Procedure, without completely exhausting the provisions of this provision. In the light of its content, the complaint should be treated as an extremely negative assessment, pointing to clearly incorrect practice or attitude of the employees.

It is also important to add, that complains are one of the source of knowledge how to increase a level of public services. Modern cities and their public institutions pay higher attention into the satisfaction of their users (inhabitants, companies, NGO or others). According to this approach the smart city evolution is presented (Makięła, Stuss, Mucha-Kuś, Kinelski, Budziński, and Michałek, 2022).

The basic level is a city inspired by available technologies, next step is a city with a decisive role for public administration, the third one is a city based on the creative involvement of its inhabitants, and the highest level of city development is taking advantage of the opportunities offered by sustainable development (Korneluk, Bielawska, Zygadło, Dominiak, and Kruczek, 2019).

As the result of public activities for inhabinants is high level of comfort, satisfaction, pleasure from the public services that improve the quality of life and the comfort, ease and hassle of functioning; More broadly, this approach should be refer not only to the residents themselves, but also to other users – stakeholders of the city (Budziński and Mucha-Kuś, 2022).

Worth noting that complaints serve as indicators of organizational performance, highlighting issues or failures in internal processes that require prompt resolution to prevent the loss of valuable customers. By making complaints, customers give an organization the chance to address operational issues, learn from negative experiences, and restore their satisfaction and trust (Filip, 2013, p. 271-275).

That is why it is crucial to implement complaint management. Complaint management involves sharing information to identify and address the root causes of customer dissatisfaction (Fornell and Westbrook, 1984, p. 68-78). Effectively handling complaints and recovering customers after service failures and complaints should be the foundation of an organization's strategy for customer satisfaction (Tax and Brown, 75-89).

3. Addressee and Content of the Complaint

Remaining on issues related to the content of the complaint, two issues require closer attention, the addressee of the complaint and its content. The addressee of the complaint, as stipulated in Art. 228 of the Code of Administrative Procedure is the authority competent to consider it. This rather enigmatic formula should be read together with the next provision - namely Art. 229 of the Code of Administrative

Procedure (Wegner, 2023, p. 1093). The legislator lists the authorities competent to hear particular categories of complaints, but stipulates that the rules mentioned in this provision apply to situations where specific provisions do not provide otherwise.

The content of the complaint, and specifically the allegations made by the party, determines who should consider the complaint. Therefore, if the author of the complaint directs his objections to the action or omission of a specific employee of the authority, then his direct superior will be responsible for considering it.

However, if the complaint does not specify the allegations against a specific person, and its content indicates general reservations about the practices occurring in the authority, then the authority that is organizationally superior to the one the complaint concerns will be competent to consider it. Generally speaking, the person who, according to the regulations, supervises the body or employee concerned by the complaint is competent to investigate the complaint (I OSK 1593/06, LEX no. 321539).

Each authority to which a complaint has been submitted is obliged to examine its jurisdiction *ex officio*. If it is found that he should not be the addressee of the complaint, the complaint should be immediately forwarded to the competent authority and the party informed thereof. An alternative in this case is the possibility of indicating the competent authority to the complainant, although the legislator does not introduce any criteria to determine when the authority should forward the complaint and when it is enough to simply indicate the competent authority to its author.

If administrative proceedings are pending in a specific case, the authority examining the case is obliged to analyze two circumstances (Table 1).

Table 1. *Complaint procedures*

Type of complaint	Circumstances
Complaint submitted during ongoing administrative proceedings	determining whether the complaint comes from a party to the administrative proceedings, and therefore whether its author has a legal interest within the meaning of Art. 28 k.p.a. Leaving aside the complex issue of the essence of the legal interest, it should be noted that this is a situation in which the outcome of the ongoing proceedings may affect the rights or obligations of the author of the complaint.
Complaint filed outside the ongoing administrative proceedings	the authority <i>ex officio</i> takes into account its content (Article 234(2) of the Code of Administrative Procedure) and, depending on the results of reading it, includes it in the evidence or not; if it turns out that the complaint comes from a party, then, depending on the allegations raised therein, it is directed in the manner required by law. For example, if it contains allegations regarding the lack of impartiality of an employee of the authority when examining the

	case, then if the complaint was submitted before the authority issued a decision - such comments may be treated as a request to exclude the employee from examining the case. However, if the same argument was raised after the decision was issued, but before it became final, then the complaint should be classified as an appeal within the meaning of Art. 128 k.p.a.
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Source: Dz. U. 1960 Nr 30 poz. 168.

A complaint submitted outside the ongoing administrative proceedings may result in various procedural consequences. Firstly, the title of the letter "complaint" does not determine whether it will be granted such a status, because it is the content and not the name used by the author that is decisive in this case.

Thus, one can imagine a situation in which when filing a complaint, someone actually submits an application to initiate administrative proceedings to which he or she will be a party within the meaning of Art. 28 k.p.a. (II OSK 1038/20 – Lex No. 3061694). Such a situation may occur, for example, under the provisions of the Act of March 12, 2004 on social assistance (Dz. U. z 2023 r., poz. 901), where Art. 102 section 1 provides for the possibility of initiating proceedings at the request of an interested person or a third party, with the consent of the interested person.

In practice, it happens that the person concerned questions the correctness of the actions of the social welfare authorities by writing a complaint, at the same time indicating additional aspects of his/her living situation, justifying the treatment of the complaint as in fact a request to initiate separate administrative proceedings.

In the Code of Administrative Procedure, this issue is explicitly regulated in Art. 233, which expressly states that a complaint in an individual case that was not and is not the subject of administrative proceedings shall result in the initiation of proceedings if it was submitted by a party. If such a complaint comes from another person, it may result in the initiation of administrative proceedings *ex officio*, unless the regulations require a request from the parties to initiate the proceedings.

Secondly, the letter entitled complaint may contain arguments indicating the existence of grounds for initiating and conducting one so-called extraordinary proceedings (resumption of proceedings; annulment or change of a final decision; annulment of a decision). It should be remembered that in the Polish legal system, and in particular in administrative proceedings, this type of proceedings are conditional on the occurrence of strictly defined conditions, therefore, if the complaint mentions any of them, it should be treated as a request to initiate such proceedings.

However, the *sine qua non* condition for granting such a complaint is the existence of a final decision in legal transactions. The lack of such a decision means treating the complaint as an expression of dissatisfaction with the functioning of the

administration and its processing based on the provisions of Section VIII of the Code of Administrative Procedure. The possibility of bringing this measure was limited in advance by the legislator, who established the principle of non-competitiveness of complaint proceedings compared to jurisdictional proceedings conducted by administrative, judicial and quasi-judicial bodies (Koralewska-Pietrzak, 2010).

It is worth noting that the literature presents a view, worthy of approval, that the category of an entity authorized to file a complaint has a definitely broader scope than the concept of a party in the strict sense - in administrative jurisdiction proceedings. Therefore, it can be assumed that it is enough for the author of the complaint to demonstrate a real interest in filing it (Kędziora, 2008, p. 41).

Speaking about a complaint in the strict sense, as to which there is no doubt as to the nature of the submitted letter and the intentions of its author, it can be stated that in fact the complaint is a request addressed to an authority (or other entity exercising public authority) to intervene against the defective, in the opinion of the person filing it, actions of the authority or its employee (Starościak, 1970, p. 305). In essence, complaint proceedings constitute an intervention in a specific situation in which a citizen, after contact with the authority or its employees in a specific case, remains dissatisfied with their actions or attitude.

In terms of the code, a complaint is considered by analyzing the circumstances cited by the party. The concept of "consideration" itself has not been defined anywhere, but I cannot say that it is about getting acquainted with the actual situation and determining the legal consequences of the observations made, and only then - adopting a substantive method of dealing with the matter. Therefore, at this stage, their substantive solution is not decided, but is only being pursued (Lang, 1990).

Resolving a complaint does not take any "procedural" form (decision or order) but only takes place in the form of a letter informing the party of the authority's position. There is no right of appeal against such a "resolution" or a complaint to an administrative court. What is worth emphasizing is that the notification on how to handle the complaint is not an administrative act. This is an official act which, in principle, is not subject to any control.

However, if the author of the complaint is dissatisfied with the way it was handled, it seems that it is possible to file another complaint in this regard. However, this issue is debatable (Knysiak-Molczyk, 2015, p. 1202). Although the provisions do not explicitly state how such a notice should be constructed, the jurisprudence of administrative courts can be seen as stating that this type of act should contain not only a "resolution" regarding the complaint but also a citation of the facts and their legal assessment (II SA/ Go 785/17 – Lex 2376027).

The above comments allow us to conclude that although a complaint is not an ideal means of citizen control over the activities of public administration bodies, the ease

of its use provided by law determines the need to maintain it in the legal system, even though it has lost some of its importance (Wiktorowska and Wierzbowski, 2008). From this point of view, any simplifications in the use of this control measure deserve approval.

Hence, the decision of some authorities to prepare and implement ready-made forms allowing for the submission of complaints may undoubtedly contribute to a more effective use of this measure and, at the same time, improve the functioning of the authority. Of course, in situations like this we cannot lose sight of the problems that overuse of this option can create.

4. Foaming Complaints

A separate issue that may be encountered in the practice of public administration bodies, and which may become important due to the ease of submitting a complaint on a prepared form, are the so-called money complaints. The legislator, of course, does not use such a formulation, instead using the formula of repeated unfounded complaints. The above-mentioned term, although it has a pejorative connotation, describes a specific phenomenon in which someone submits subsequent complaints regarding the same or a very similar matter, regardless of the fact that decisions have already been made in them.

Without pretending to determine the motives for such behavior, it must be pointed out that the legislator recognized the need to prevent this type of situations and in Art. 239 § 1 of the Code of Administrative Procedure provided a mechanism to prevent such situations.

Namely, if the complaint, as a result of its consideration, was found to be unfounded and its unfoundedness was demonstrated in the response to the complaint, and the complainant repeated the complaint without indicating new circumstances - the authority competent to consider it may maintain its previous position with an appropriate annotation in the case file. - without notifying the complainant.

At the same time, it should be noted that instruction on the consequences of submitting a complaint again in the same case should be another necessary element of resolving the complaint, which in some cases may prove effective and make the author of the complaint aware of the futility of repeating it.

Finally, it should be noted that a complaint in the form in which it was adopted in the Code of Administrative Procedure is not the only legal means to protect the interests of an individual where he or she is unable to use other legal means. It is often compared to *actio popularis*, highlighting certain similarities. However, unlike a complaint, *actio popularis* is a legal remedy, which, due to important public interest, is available to every entity having legal capacity, even if the case did not directly concern him.

A broad scope should be considered the main element of the construction of *actio popularis* subjective and the related lack of need to demonstrate legal interest (Wójcicka, 2015, p. 70). Both the complaint from the Code of Administrative Procedure as well as *actio popularis*, it is characterized by the lack of a legal interest and the subject of protection - the public interest. However, the effect differs - the complaint does not initiate separate jurisdictional proceedings.

5. Complaints in Social Welfare Organizational Units

With the participation of state budget funds and external financial resources using social policy instruments (Wójcicka, 2015, p. 70), poviats and commune local government authorities through their organizational units: poviats family assistance centers and social assistance centers implement social policy tasks (Journal of Laws, 2004, No. 64, item 593).

As a result of the analysis of literature sources, a certain dysfunction of the social assistance system in Poland was noticed, related to the lack of effective diagnosis of social problems and the lack of measurement of the results of the activities of social assistance organizational units, which results in insufficient activities in terms of meeting the needs of clients.

According to G. Esping-Andersen's classification Poland represents a post-communist model of social welfare characterized primarily by management from the central level, a homogeneous organizational structure, while having elements of a conservative welfare state heading towards a liberal concept (Esping-Andersen, 2007, p. 3-6).

Poland's accession to the European Union in 2004 resulted in the need to adapt the provisions of legal acts to those in force in the EU. Due to the above, an attempt was made to move away from the protective system of social assistance towards a system activating socially excluded people towards a liberal approach to the provision of social services (Zelek, 2023, pp. 53-56).

The departure from the conservative welfare state could be observed as a result of the introduction of public sector reforms in the search for rationalization of public expenditure in the 1980s in many developed countries (Białynicki-Birula, 2018, p. 20). In Western Europe, the United States, Scandinavia and the countries of the British Commonwealth, in the 1980s the New Public Management concept was used, which introduced, among others, deregulation, privatization and marketization of services (Verhoest, 2011, pp. 47- 64).

The managerial approach to managing public services (Marchewka-Bartkowiak, 2014, p. 1) and replacing administration with a culture of achieving results (Waldo, 2017, p. 169) became the impulse to conduct a research process whose task was to analyze the possibility of applying solutions operating in business in the public

sector, and more precisely in organizational units of social assistance at the level of district and municipal government.

The above research problem became the impulse to undertake research and make a diagnosis in the area of the system for collecting and managing complaints from clients and beneficiaries of social assistance using questionnaires in the context of result measurability. Appropriate measurement of the results of organizational units of social assistance requires answering the following question: Are there systems for collecting and managing customer complaints in organizational units of social assistance in Poland? For the purposes of the article, the following research hypotheses were adopted:

H1 - Social welfare organizational units in Poland have systems for collecting and managing customer complaints.

H2 - Opinions on the level of existence of systems for collecting and managing customer complaints vary depending on the age and seniority of managers and employees of units at the level of poviats and municipal social welfare organizational units.

6. Research Methodology

In the nationwide study, which covered social welfare centers (OPS) in the number of 2,573 units and district family support centers (PCPR) in the number of 320 units, one of the varieties of cooperative research was used, i.e., Participatory Action Research (PAR) - "a method involving scientific approach to solving practical problems of the social world with the broad participation of people affected by this problem, for the benefit of social knowledge" (Chrostowski and Kostera, 2011, p. 33).

By giving subjectivity to respondents (Brydon-Miller, Kral, and Ortiz Aragón, 2020, pp. 103-111), a two-stage research process was planned. In the first phase of the study, initial versions of research tools were created and made available to selected OPS, PCPR and experts for verification and improvement (Cornish, Breton, and Moreno-Tabarez, *et al.*, 2023).

Then, for each observable variable, a statement was created enabling the assessment of a given variable in the form of separate electronic forms OPS-OpenIndex and PCPR-OpenIndex. Then, a scaling procedure was selected, deciding to use the Likert scale (Likert, 1932, pp. 5-55), which consists of many equivalent items constituting indicators of the measured, one-dimensional latent trait (Sagan, 2003, p. 29).

After consultations and taking into account comments in the first phase of the study, the research tool was placed on the Internet server www.google.com. Then, 2,573 OPSs and 320 PCPRs were invited electronically via e-mail to participate in the study, while sending a link to an electronic form that was active for a period of 14

days in accordance with the assumptions of the PAR research method (Kafel, 2016). As a result of the research process, 242 correctly completed questionnaires were received in the case of OPS 1959 and in the case of PCPR (Table 2).

Table 2. Summary of statistical data

Organization	PCPR	OPS
Surveys sent	320	2 573
Full completion of surveys	242	1 959

Source: Own study based on research results.

All responses were statistically analyzed using the following tools:

- Cronbach's α coefficient for assessing reliability (internal consistency of constructs),
- Cramer's V coefficient to examine the relationship between qualitative variables.

A test probability p value of less than 0.05 provided grounds for rejecting the null hypothesis. The strength of the relationship was then tested using Cramer's V coefficient. The latter takes values from 0 to 1 from a mutually closed interval. The higher its value, the stronger the relationship between the variables.

One of the elements of the study was to assess the management and employees at what level the units have a system for collecting and managing customer and beneficiary complaints using questionnaires. Using the research tools used, the rest of the article presents aggregated research results separately for social welfare centers (OPS) and district family support centers (PCPR).

During the analysis for both groups, the distribution of responses and the data obtained in relation to age and seniority were taken into account to conclude: The unit has a system for collecting and managing complaints from clients and beneficiaries using questionnaires, number 38 for OPS and PCPR.

6.1 OPS

The obtained Cronbach's alpha coefficient of 0.65 confirms the reliability of the construct in which the research results for statement 38 in the OPS were analyzed.

The collective analysis of the research results indicated that 15.98% of the respondents moderately agreed, and 73.76% strongly agreed with statement 38, confirming the relationship that the unit has a system for collecting and managing complaints from customers and beneficiaries using questionnaires. Only 1.73% of respondents did not confirm this relationship definitely or to a moderate extent. Nearly 8.42% of respondents did not express an opinion on this subject (Table 3).

Table 3. Distribution of responses for OPS (N=1959)

Class	Cardinality table: s_38. The unit has a system for collecting and managing complaints from customers and beneficiaries using questionnaires (OPS).			
	Number	Cumulative count	Percent	Cumulative percentage
I strongly disagree	23	23	1,17	1,17
I tend to disagree	13	36	0,66	1,84
I have no opinion	165	201	8,42	10,26
I tend to agree	313	514	15,98	26,24
I definitely agree	1445	1959	73,76	100,00
Shortcomings	0	1959	0,00	100,00

Source: Own study based on research results.

In the group of respondents from OPS, 77.09% of people over 55 years of age strongly agreed with statement 38, indicating that they have a system for collecting and managing customer complaints. At the same time, the same opinion was shared by all respondents, expressing strong agreement in the answers oscillating above 60%. The relationship is statistically significant ($p = 0.00$) and weak (Cramer's $V = 0.07$). Detailed data are presented in Table 4.

Table 4. Division of responses of OPS respondents, statement 38 - age (N=1959)

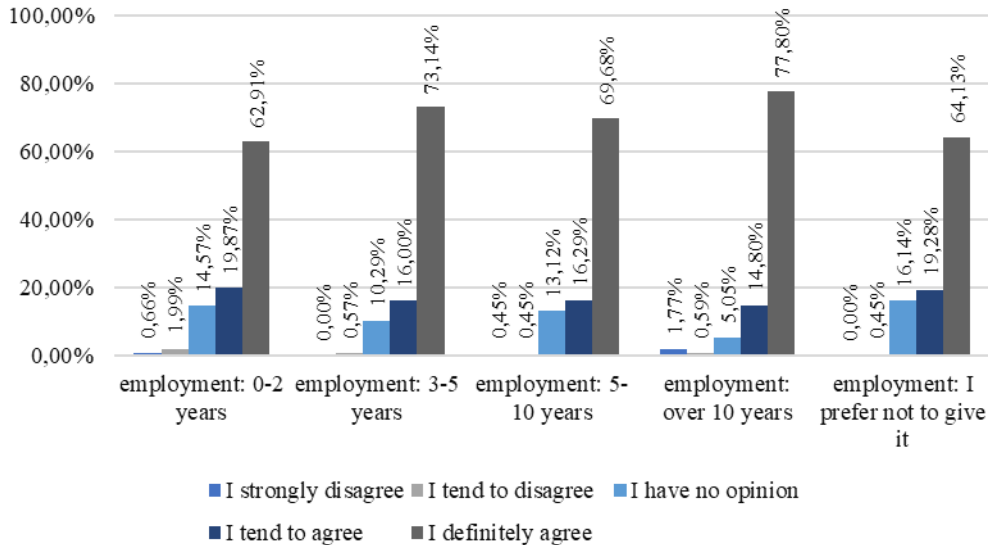
Age	Summary bipartite table: observed rates (OPS)					All
	s_38 I strongly disagree	s_38 I tend to disagree	s_38 I have no opinion	s_38 I tend to agree	s_38 I definitely agree	
up to 25	0	1	3	3	11	18
%line	0,00%	5,56%	16,67%	16,67%	61,11%	
26-35	1	4	41	56	212	314
%line	0,32%	1,27%	13,06%	17,83%	67,52%	
36-45	9	1	61	111	575	757
%line	1,19%	0,13%	8,06%	14,66%	75,96%	
46-55	8	4	20	69	315	416
%line	1,92%	0,96%	4,81%	16,59%	75,72%	
over 55	3	3	12	34	175	227
%line	1,32%	1,32%	5,29%	14,98%	77,09%	
I prefer not to give it	2	0	28	40	157	227
%line	0,88%	0,00%	12,33%	17,62%	69,16%	
All	23	13	165	313	1445	1959

Source: Own study based on research results.

This relationship was definitely confirmed by 73.14% of respondents with work experience between 3 and 5 years, while among employees with the shortest professional experience it was 62.91%. The relationship is statistically significant ($p = 0.00$) and weak (Cramer's $V = 0.08$). 1.77% of the respondents with the longest

work experience strongly disagreed with statement 38, confirming the fact that the unit has a system for collecting and managing customer complaints (Figure 1).

Figure 1. Division of responses of OPS respondents to statement 38 - length of service(N=1,959)



Source: Own study based on research results.

The answers broken down by length of service in the case of OPS units were generally similar, focusing on the answer "I strongly agree". The relationship is statistically significant ($p = 0.00$) and weak (Cramer's $V = 0.08$),

6.2 PCPR

A standard deviation of 4.33 was recorded. The construct for PCPR is reliable, as confirmed by the Cronbach's alpha coefficient of 0.59. The collective analysis of the research results indicated that 68.18% of respondents strongly agreed with statement 38, confirming the relationship that PCPR units have a system for collecting and managing customer complaints. 18.18% of respondents expressed moderate affirmative opinions. Only 1.24% strongly disagreed with this statement, and 12.40% of respondents did not agree with this statement to a moderate extent (Table 5).

In the group of respondents from PCPR, 94.12% of people over 55 years of age strongly agreed with statement 38, indicating that their units have a complaint collection system. At the same time, the same opinion was shared by 73.33% of respondents aged up to 46-55. The relationship is statistically significant ($p = 0.00$) and weak (Cramer's $V = 0.15$). Detailed data is presented in Table 6.

Table 5. Distribution of responses for PCPR (N=242)

Class	Cardinality table: s_38. The unit has a system for collecting and managing complaints from customers and beneficiaries using questionnaires (PCPR).			
	Number	Cumulative count	Percent	Cumulative percentage
I strongly disagree	3	3	1,24	1,24
I have no opinion	30	33	12,40	13,64
I tend to agree	44	77	18,18	31,82
I definitely agree	165	242	68,18	100,00
Shortcomings	0	242	0,00	100,00

Source: Own study based on research results.

Table 6. Division of responses of PCPR respondents to the statement 38 - age (N=242)

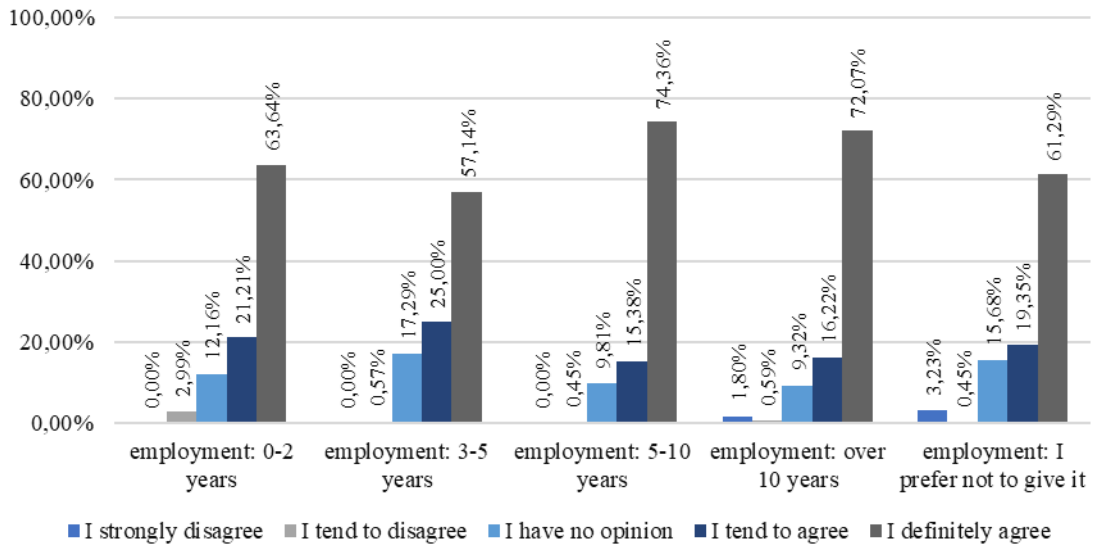
Age	Summary bipartite table: observed rates (PCPR)				
	s_38 I strongly disagree	s_38 I tend to disagree	s_38 I have no opinion	s_38 I tend to agree	s_38 I definitely agree
up to 25	0	0	0	5	5
%line	0,00%	0,00%	0,00%	100,00%	
26-35	1	10	13	30	54
%line	1,85%	18,52%	24,07%	55,56%	
36-45	1	13	16	60	90
%line	1,11%	14,44%	17,78%	66,67%	
46-55	1	2	9	33	45
%line	2,22%	4,44%	20,00%	73,33%	
over 55	0	1	0	16	17
%line	0,00%	5,88%	0,00%	94,12%	
I prefer not to give it	0	4	6	21	31
%line	0,00%	12,90%	19,35%	67,74%	
All	3	30	44	165	242

Source: Own study based on research results.

With regard to the length of service in the context of statement 38, a significant correlation should be noted in the group of respondents with 5 to 10 years of work experience, 74.36% of whom agreed with this statement, while among employees with 3 to 5 years of professional experience 57, 14%.

The relationship is statistically significant ($p = 0.00$) and weak (Cramer's $V = 0.10$). The relationship is statistically significant ($p = 0.00$) and weak (Cramer's $V = 0.10$). The responses by length of service were generally consistent, focusing on the "strongly agree" response, with levels above 60% in all cases (Figure 2).

Figure 2. Division of PCPR respondents' answers to statement 38 - work experience (N=242)



Source: Own study based on research results.

7. Conclusions

As a result of the analysis of aggregated research results, it should be concluded that the units have systems for collecting and managing complaints from customers and beneficiaries using questionnaires during the implementation of tasks. It should also be noted that all respondents from both OPS and PCPR confirmed the existence of a complaint management system to a similar extent.

Therefore, referring to the theoretical part of this work, the first hypothesis (H1) should be confirmed, that in social welfare organizational units in Poland there are systems for collecting and managing customer complaints. Young PCPR employees (57.14%) agreed with the above situation less often than OPS employees (73.14%).

In the case of employees in other periods of seniority, the answers should be considered to be largely consistent. The obtained research results and analyzes in the context of opinions on the level of existence of systems for collecting and managing customer complaints and their differentiation due to the age and seniority of managers and employees of the units allow partial confirmation of H2.

The collective analysis of the research results indicates a slight dichotomy between the opinions from the OPS and the PCPR in relation to H2. There were strong correlations between statement 38 in the OPS and the PCPR regarding complaint management.

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