East Asian Journal of Multidisciplinary Research (EAJMR)
Vol. 5, No. 9, 2026: 3639 - 3652

External Stakeholders' Satisfaction of the Department of Public Works and Highways Aklan: Basis for Policy Recommendation

Ma. Beth Julievern T. Revesencio[1*], Wilfredo J. Nicolas[2]
College of Business and Management, Aklan State University
Corresponding Author: Ma. Beth Julievern T. Revesencio
julievern.0326@gmail.com

A R T I C L E I N F O

Keywords: External stakeholders, Customer satisfaction, Department of Public Works and Highways, Policy Recommendations

Received : 12, July
Revised : 13, August
Accepted: 16, September

©2026 Revesencio, Nicolas : This is an open-access article distributed under the terms of the Creative Commons Atribusi 4.0 Internasional.

A B S T R A C T

This research study determined the level of satisfaction of the external stakeholders transacting in the Department of Public Works and Highways-Aklan (DPWH-Aklan). Employing a mixed method research design, the study explored into the aspects largely determining the external stakeholders' satisfaction, the over-all experience on the quality of service availed. The participants were the external stakeholders comprising the various national government agencies (NGAs), local government units (LGUs), contractors and the general public. Findings revealed varying levels of satisfaction, significant gaps and strengths in current practices among different stakeholder groups, highlighting specific areas requiring improvement. The study concluded with tailored policy recommendations aimed at enhancing stakeholder engagement and service delivery, thereby fostering a more collaborative environment between the DPWH and the clientele it serves. These recommendations aim to not only address current satisfaction deficits but also to promote sustainable client engagement and loyalty, holistic view of external stakeholder experiences and the over-all service of the DPWH-Aklan in general.

DOI prefix: https://doi.org/10.55927/eajmr.v5i9.293
ISSN-E: 2828 – 1519 (Online)
https://journaleajmr.my.id/index.php/eajmr

INTRODUCTION

The Department of Public Works and Highways (DPWH) has a vital role to play in the planning, building and maintenance of the nation's public infrastructure. Since it is the government's main engineering agency, it is determined to provide infrastructure that is safe, reliable and resilient together with efficient and high-quality public service. In order to fulfill this responsibility, the DPWH–Aklan District Engineering Office (DPWH-Aklan) aims at offering responsive and customer-focused services to meet the needs and expectations of its external stakeholders.

Customer satisfaction is now a key criterion for judging how well the government is performing, especially when it comes to providing services at the front line. The introduction of Republic Act No. 9485, known as the Anti-Red Tape Act of 2007, together with the various reforms in the public service sector, stresses transparency, accountability and efficient service by means of tools such as the Citizens' Charter and systems for collecting stakeholder feedback. These measures prompt government agencies to constantly evaluate and improve the quality of their services.

Studies carried out in the past have indicated that the efficiency of public services is affected by a number of organizational factors such as communication, teamwork, technical ability, organizational management and the service environment. It has also been shown by research that stakeholder feedback and digital government initiatives make a significant contribution to enhancing service quality and public satisfaction. Yet, there is still a need to evaluate the various factors which affect stakeholder satisfaction within DPWH-Aklan in order to assist with evidence-based policy improvements.

Based on Freeman's Stakeholder Theory, this study considers external stakeholders to be essential partners, their perceptions and experiences offering valuable insights into the effectiveness of government service delivery; by understanding the level of satisfaction of these stakeholders, the agency is able to identify its strengths, deal with service gaps and develop policies which lead to continuous organizational improvement.

More specifically, the study looked at the various factors which affect the satisfaction of DPWH-Aklan's external stakeholders with regard to communication, team performance, technical competence, environmental conditions and organizational practices. On the basis of the findings, policy recommendations were developed in order to improve service quality, strengthen stakeholder engagement and enhance the agency's overall performance.

THEORETICAL REVIEW

This chapter reviews selected foreign and local literature relevant to the study. It focuses on communication, technical, team, environmental and organizational factors, as well as policy reform, service delivery, external stakeholders, service quality and client satisfaction.

Foreign Studies

Communication Factor

Effective communication is essential to successful project implementation. It promotes information sharing, coordination, teamwork, trust, and informed decision-making. Poor communication may result in misunderstanding, delays, conflicts, and project failure (Senaratne & Ruwanpura, 2016; Anantatmula, 2015; Muszyńska, 2018).

Technical Factor

Technology improves government efficiency by simplifying procedures, expanding access to information, and supporting faster and more transparent services. E-government systems can strengthen citizen-government interaction, but their success requires appropriate policies, infrastructure, and legal support (Siau & Long, 2006; Ahmad & Hussein Al Omari, 2006).

Team Factor

Effective teamwork depends on leadership, communication, collaboration, and trust. Participative leadership encourages members to share ideas and information, while trust strengthens cooperation and problem-solving. Strong team relationships contribute to better project performance (Campbell, 2011; Dreesen et al., 2016; Roudias, 2015).

Environmental Factor

Environmental conditions and risks can affect government programs and projects. Environmental assessment and performance indicators help organizations identify risks, measure results, and develop appropriate policies and interventions (Ramos et al., 2007; Bhatta, 2008).

Organizational Factor

Organizational structure and culture influence communication, coordination, information flow and performance. Clear roles, effective reporting systems and appropriate organizational structures help improve project implementation and organizational effectiveness (Daim et al., 2012; Pheng, 2018; Perumal & Bakar, 2011).

Executive Order No. 138 and DPWH Devolution Transition Plan

Executive Order No. 138, or the Mandanas Ruling, provides for the full devolution of appropriate national government functions to local government units (LGUs). It emphasizes clear roles, coordination, capacity building, resource allocation, communication, and monitoring to ensure effective service delivery.

The DPWH Devolution Transition Plan supports this policy by transferring appropriate local infrastructure functions to LGUs while allowing DPWH to focus on national and inter-jurisdictional projects. The plan emphasizes training, technical assistance, service standards, monitoring and evaluation to strengthen LGU capacity and ensure continuity and quality of services.

Policy Reform

Policy reform aims to improve government efficiency, accountability, transparency and public service. Stakeholder consultation, regular policy review and clear procedures help ensure that policies remain relevant and responsive to changing needs. Effective reforms can also strengthen public trust and reduce inefficiency (Villanger, 2016; Cheema & Popovski, 2010).

Service Delivery

Effective service delivery requires accessible, reliable, efficient and responsive services. Service quality depends on appropriate systems, resources, processes and competent personnel. Meeting or exceeding client expectations contributes to satisfaction, trust and continued public confidence (Grönroos & Ravald, 2011; Zeithaml & Bitner, 2000).

External Stakeholders

External stakeholders include individuals, groups, organizations and institutions affected by government programs. Their participation promotes transparency, communication, cooperation and better decision-making. Effective stakeholder engagement also helps identify risks, manage expectations and improve project outcomes (Abideen et al., 2022; Theodotou, 2023).

METHODOLOGY

Research Design

The study employed a mixed-methods explanatory design, combining quantitative and qualitative approaches to assess stakeholder satisfaction and explain the results through interviews.

Locale of the Study



Figure 1. Location of DPWH-Aklan Map

The research was conducted at the Department of Public Works and Highways–Aklan District Engineering Office in Kalibo, Aklan.

Participants/Respondents

Sixty external stakeholders participated in the study through purposive sampling. The respondents consisted of representatives from NGAs, LGUs, contractors, and members of the general public.

Table. 1 Participants/Respondents

	N= 60		
1	Category	Frequency	Percentage
2	NGAs	6	10
3	LGUs	9	15
4	Contractors	15	25
5	General Public	30	50
	Total	**60**	**100**

Data Gathering Instrument

Data were collected using an adapted Customer Satisfaction Survey Questionnaire based on DPWH Department Order No. 264, Series of 2022

(CuSSA). The instrument measured satisfaction in communication, team, technical, environmental, and organizational factors.

Data Gathering Procedure

Permission was obtained from the District Engineer before administering the survey. Questionnaires were personally distributed and retrieved after five days. Interview responses were also collected to supplement the quantitative findings.

Data Analysis

Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used to analyze the quantitative data, while qualitative responses were examined to support and explain the results.

Ethical Considerations

The study observed ethical standards by securing institutional approval, obtaining informed consent, ensuring voluntary participation, and maintaining the confidentiality of respondents' information.

RESULTS

The findings revealed that stakeholders were generally satisfied with the services of DPWH-Aklan, with the highest rating obtained in the team factor, indicating effective leadership, teamwork, and employee competence.

Communication, technical, environmental, and organizational factors also received satisfactory ratings but showed areas requiring improvement. Stakeholders recommended enhancing communication channels, updating the Citizens' Charter, improving information systems, strengthening technical capacity, promoting ethical practices, and expanding stakeholder participation.

Overall, the findings indicate that although DPWH-Aklan demonstrates satisfactory service performance, continuous improvement in organizational systems, communication, and stakeholder engagement is necessary to sustain excellent public service delivery.

DISCUSSION

The study confirms that stakeholder satisfaction is strongly influenced by effective communication, competent personnel, organizational support, and collaborative governance. While respondents recognized the agency's strengths in teamwork and leadership, improvements are still needed in communication systems, technical resources, organizational processes, and inter-agency coordination.

The findings support previous studies emphasizing the importance of stakeholder engagement, evidence-based decision-making, and continuous organizational improvement in achieving quality public service.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, the study recommends strengthening communication strategies through regular updates of the Citizens' Charter,

multiple communication platforms, and continuous stakeholder feedback mechanisms. Additional employee training on leadership, conflict management, ethics, customer service, and technical skills is also recommended. The agency should improve data management, cybersecurity, and digital services while strengthening corporate social responsibility initiatives and collaborative governance with partner agencies. Continuous stakeholder consultation and feedback should be integrated into strategic planning to promote transparency, accountability, and client-centered public service.

FURTHER STUDY

Future research should further examine external stakeholders' satisfaction with the Department of Public Works and Highways by considering a broader range of stakeholder groups, infrastructure projects, and service areas. Longitudinal studies are recommended to assess changes in stakeholder satisfaction over time and to identify whether improvements in service quality, project implementation, communication, transparency, and public participation contribute to sustained satisfaction. Further studies could also investigate the influence of stakeholder expectations, trust, perceived service performance, responsiveness, and accessibility on overall satisfaction. Comparative research across different municipalities or provinces may provide valuable insights into variations in stakeholder needs and institutional performance. In addition, future research should explore how stakeholder feedback can be systematically incorporated into policy formulation and infrastructure planning to support more responsive, transparent, and sustainable public service delivery.

ACKNOWLEDGMENT

The authors would like to express their sincere gratitude to the Department of Public Works and Highways Aklan and all external stakeholders who contributed their time, information, perspectives, and valuable feedback to this study. The authors also extend their appreciation to the individuals and institutions who provided assistance and support throughout the research process. Their cooperation and insights were essential in understanding stakeholder satisfaction and in developing policy recommendations aimed at improving public infrastructure services, stakeholder engagement, transparency, and responsiveness.

REFERENCES

Abd-El-Salam, E. (2013). The impact of corporate image and reputation on service quality, customer satisfaction and customer loyalty: testing the mediating role. Case analysis in an international service company. Arab Academy for Science and Technology and Maritime Transport.

Abideen, A. 2022. Stakeholder Management in Public Sector Infrastructure Projects. Universiti Malaysia Pahang.

About DPWH. About DPWH | Department of Public Works and Highways. https://www.dpwh.gov.ph/dpwh/content/about-dpwh.

Alessandro, M. (2021). Transparency and trust in government. Evidence from survey experiment. World Development.

Al Nahyan, M. (2019). Communication, coordination, decision-making and knowledge-sharing: case study in construction management. Monash University.

Altamirano, M. (2016). Time, technology, and environment. An essay on the philosophy of nature. Edinburgh University Press.

Amago, L. (2011). Public sector reform in Kazakhstan: Issues and perspectives. KIMEP University.

Andress, J. R., & Winterfeld, S. (2011). Cyber Warfare: Techniques, Tactics and Tools for Security Practitioners. Syngress.

Arnstein, S. R. (1969). A ladder of citizen participation. Journal of the American Planning Association, 35(4), 216-224.

Arnstein, S. R. (1969). A ladder of citizen participation. Journal of the American Institute of Planners, 35(4), 216-224.

Bakker, A. B., & Demerouti, E. (2014). Job demands-resources theory. In Work and Wellbeing: Research and Practice (pp. 37-64). Routledge.

Barraca, M. (2023). The Influence of Service Quality on Customer Satisfaction in the Delivery Services Availed by the Ateneo de Zamboanga University College Students. Ateneo de Zamboanga University.

Bass, B. M., & Avolio, B. J. (1994). Improving organizational effectiveness through transformational leadership. Sage Publications.

Becerra-Fernandez, I., Gonzalez, A., & Sabherwal, R. (2004). Knowledge management: An evolutionary perspective. Journal of Management Information Systems, 20(3), 7-10.

Becerra-Fernandez, I., Gonzalez, A., & Sabherwal, R. (2004). Knowledge management in organizations: The role of formal mechanisms. Journal of Management Information Systems, 20(1), 213-242.

Bergman, J. (2012). The Shared Leadership Process in Decision-Making Teams. Appalachian State University.

Bhuian, D. (2020). The Impact of Service Quality on Customer Satisfaction in Hotel Business Development. Karlstads University.

Bouckaert, G. (2012). Trust and Public Administration. KU Leven.

Bryson, J. M. (2011). Strategic Planning for Public and Nonprofit Organizations. Jossey-Bass.

Calina, L. (2015). Citizen's Charter: An Assessment of Contributions to Frontline Service Delivery.

Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. Business Horizons, 34(4), 39-48.

Carter N;Bryant-Lukosius D;DiCenso A;Blythe J;Neville AJ; (n.d.-b). The use of triangulation in qualitative research. Oncology nursing forum. https://pubmed.ncbi.nlm.nih.gov/25158659/.

Cheema, S. (2010). Building Trust in Government: Innovations in Governance Reform in Asia. University of Birmingham.

David, F. (2011). Strategic management: concepts and case. Marion University, Florence, South Carolina.

De Dreu, C. K. W., & Weingart, L. R. (2003). Task conflict and performance in teams: A meta-analysis. Journal of Applied Psychology, 88(4), 741-749.

De Dreu, C. K. W., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. Journal of Applied Psychology, 88(4), 741-749.

Dempsey, N., & Jenks, M. (2010). Linking Urban Design to Sustainability. The Urban Design Journal.

Dempsey, N., & Jenks, M. (2010). Suburban Sustainability: A Comparative Study of the UK and the USA. Routledge.

E-Government Survey (2020). https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020 UN E-Government Survey (Full Report).pdf.Environmental Performance Indicators | Sustainability: A Comprehensive Foundation. (n.d.). https://courses.lumenlearning.com/suny-sustainability-a-comprehensive-foundation/chapter/environmental-performance-indicators/.

Freeman, E. (2001). A stakeholder approach to strategic management. University of Virginia.

Gibbons, J. D. (2004). The impact of role clarity on job satisfaction: A comparative analysis of public and private sector employees. Public Administration Review, 64(4), 580-590.

Gibbons, P. T. (2004). Organizational Role Clarity and Job Satisfaction: A Study of the Civil Service. Public Personnel Management, 33(2), 175-188.

Goldstein, S. (2022). The service concept: the missing link in service design research?

GovPilot. (2023). What is GovTech? everything to know about modern government technology 2023. https://www.govpilot.com/blog/what-is-govtech-everything-to-know-about-modern-government-technology.

Groonos, C. (2011). Service as Business Logic: Implications for Value Creation and Marketing. Hanken School of Economics.

Head, B. W. (2010). Evidence-based policymaking: Context and prospects. Australian Journal of Public Administration, 69(4), 358-370.

Head, B. W. (2010). Evidence-based policy-making: The role of evaluation in public policy. Evaluation Journal of Australasia, 10(1), 24-32.

Henderson, L. (2016). The centrality of communication norm alignment, role clarity, and trust in global project teams. University of San Francisco.

Huxham, C., & Vangen, S. (2000). Ambiguity, complexity and dynamics in the management of collaboration. International Journal of Project Management, 18(5), 301-307.

Huxham, C., & Vangen, S. (2000). Ambiguity, complexity, and dynamics in the management of collaborative inter-organizational relations. International Journal of Public Administration, 23(3-4), 301-327.Implementing rules and regulations of Executive Order No. 138, S. 2021. Department of Budget and Management. (2021, July 28). https://www.dbm.gov.ph/index.php/dbm-issuances/implementing-rules-and-regulations/115-irr-2021/2336-implementing-rules-and-regulations-of executive-order-no-138-s-2021.

Indama, A. (2023). The effectiveness of e-government initiatives in improving public service delivery: a review of the literature. Basilan State College.

Jehanne, M. (2023). Qualitative vs Quantitative: Understanding the Difference. https://contentsquare.com/blog/qualitative-vs-quantitive/.

Johnson, E. (2018). Impact of Service Quality on Customer Satisfaction University of Gavle.

Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. Journal of Applied Psychology, 89(5), 755-768.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33(4), 692-724.

Kahn, W. A., & Byars, L. L. (2012). Human Resource Management. McGraw-Hill.

Kelly & Macdonald. (2019). A Look at Leadership Styles and Workplace Solidarity Communication. North Carolina Agricultural and Technical State University.

Kettl, D. F. (2006). Managing Public Sector Performance: Metrics and Methods. Routledge.

Kettl, D. F. (2006). Managing Boundaries in American Administration: The Challenge of Coordination. Public Administration Review, 66(s1), 65-76.

Kim, S. E., & Lee, J. (2012). E-government and stakeholder engagement: A study of public engagement in Korea. Government Information Quarterly, 29(2), 195-202.

Kim, S., & Wiggins, A. (2011). The role of information and communication technology in public service delivery. International Journal of Public Administration, 34(8), 483-493.

Kim, S., & Wiggins, M. (2011). The role of user-friendly communication in improving public service delivery. International Journal of Public Administration, 34(4), 263-277.

Lardizabal, C. (2023). Analyzing Client Satisfaction with Government Office Services: A Study of Demographic Data and Empirical Findings – IMRAD. World Citi

Colleges - Quezon City - Graduate School Department.

Lavinsky, D. (2024). The Two Most Important Quotes in Business. Los Angeles, California.

Libo-on, J. (2021). Service Quality Influence on Customer Satisfaction in Courier Services: A Comparative Study. Romblon State University.

Lieutenant, L. (2023). Stakeholder Engagement for Government: Best Practices.

Lozano, R. (2015). A holistic perspective on corporate sustainability drivers. Corporate Social Responsibility and Environmental Management, 22(1), 32-41.

Lozano, R. (2015). A holistic approach to sustainability management: An empirical analysis in a regional context. Journal of Cleaner Production, 106, 23-38.

Mahamid, I. (2016). Factors contributing to poor performance in construction projects: studies of Saudi Arabia. Arab American University.

Maqbool, R. (2018). Critical success factors for renewable energy projects; empirical evidence from Pakistan.

Marquez, P., & Amenta, L. (2016). The relationship between corporate social responsibility and stakeholder trust in public sector organizations. International Journal of Public Administration, 39(4), 309-316.

Marquez, J., & Amenta, L. (2016). The role of corporate social responsibility in building trust among stakeholders. Journal of Business Ethics, 136(4), 701-711.

Men, L. R. (2014). The Effects of Organizational Leadership on the Quality of Public Sector Communication: Evidence from the Public Sector. Journal of Communication Management, 18(2), 179-198.

Men, L. R. (2014). The role of communication in building relationships with stakeholders. Public Relations Review, 40(5), 885-887.

Moon, M. J., & Norris, G. (2005). Does administrative reform work? A reassessment of the impact of New Public Management on public service performance. Public Administration Review, 65(6), 708-716.

Moon, M. J., & Norris, D. F. (2005). Does managerial networking matter? An analysis of the relationship between management practices and service performance in public organizations. Public Administration Review, 65(4), 501-511.

Muzynska, K. (2018). A Concept for Measuring Effectiveness of Communication in Project Teams. University of Szczecin.

Noe, R. A. (2017). Employee Training and Development. McGraw-Hill.

Nutley, S. M., Walter, I., & Davies, H. T. O. (2007). Using Evidence: The Evidence-Implementation Gap. Policy Press.

Nutley, S. M., Walter, I., & Davies, H. T. O. (2007). Using Evidence: The Importance of Evidence in Policy and Practice. In Evaluating Research: A multidisciplinary approach to the evaluation of research. Sage.

NzenwataChisom, N. (2020). Effectiveness of Service Delivery System in Public Service. International Journal of Innovative Science and Research Technology.

Perumal, V.R. (2011). The needs for standardization of document towards an efficient communication in the construction industry.

Pinto, M.B. (1990). Project Team Communication and Cross-Functional Cooperation in

New Program Development. Pennsylvania State University.

Poister, T. H., Pitts, D. W., & Edwards, L. H. (2013). The role of performance measurement in public sector organizations: A meta-analysis. Journal of Public Administration Research and Theory, 23(3), 583-607.

Poister, T. H., Pitts, D. W., & Edwards, L. H. (2013). The role of performance measurement in public sector organizations. Public Administration Review, 73(5), 694-703.

Rajeev, D. (2021). Role of Stakeholders in Project Success: Theoretical background and
approach.https://www.researchgate.net/publication/351638322_Role_of_Stakeholders_in_Project_Success_Theoretical_Background_and Approach.

Ramos, B. (2007). Environmental performance policy indicators for the public sector: the case of the defence sector. National Center for Biotechnology Information.

Reddick, C. G., & Turner, M. (2012). Transparency and trust in the public sector: An analysis of public attitudes. Public Administration Review, 72(6), 897-905.

Reddick, C. G., & Turner, M. (2012). The Role of Transparency in Public Sector Communication: Implications for E-Government. International Journal of Public Administration, 35(5), 329-339.

Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. Administrative Science Quarterly, 15(2), 150-163.

Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. Administrative Science Quarterly, 15(2), 150-163.

Schneider, B., & Bowen, D. E. (2010). Winning the Service Game. Harvard Business Review Press.

Senaratne and Ruwanpura (2016). 6Communication in construction: a management perspective through case studies in Sri Lanka. Western Sydney University.

Senge, P.M. (2006). The Fifth Discipline: The Art and Practice of the Learning Organization. Doubleday (A Division of Random House), New York, 7.

Seth, N. (2005). Service Quality Models: A review, International. J. of Quality and Reliability Management. Indian Institute of Foreign Trade.

Shakeri, H., & Khalilzadeh, M. (2020). Analysis of factors affecting project communications with a hybrid DEMATEL-ISM approach (A case study in Iran). Heliyon, 6(8), e04430. https://doi.org/10.1016/j.heliyon.2020.e04430.

Sharma, L. (2023). Global academic journal of linguistics and literature. Makawanpur Multiple Campus, Municipality Rd, Hetauda 44100, Nepal.

Stieb, J. (2009). Assessing freeman's stakeholder theory. Journal of Business Ethics.

Swaroop, S. (2023). Strategies for Fostering Collaboration and Communication in the Workplace.

Sweeney, J. C., & Soutar, G. N. (2001). Consumer perceived value: The development of a multiple item scale. Journal of Retailing, 77(2), 203-220.

Sweeney, J. C., & Soutar, G. N. (2001). Customer satisfaction and performance in the public sector: The role of frontline staff. International Journal of Public Sector Management, 14(5), 365-377.

Taiwo, Salim and Downe. (2011). Service Quality and Customer Satisfaction in a Telecommunication Service Provider.

Tapscott, D., & Williams, A. D. (2010). Wikinomics: How Mass Collaboration Changes Everything. Penguin.Theodotou, M. 2023. 7 Winning Tactics for Stakeholder Engagement.

Thomas, K. W., & Kilmann, R. H. (1974). Thomas-Kilmann Conflict Mode Instrument. TKI.

Thomas, K. W., & Kilmann, R. H. (1974). Thomas-Kilmann Conflict Mode Instrument. Xicom.

Tziner, A., & Vardi, Y. (2000). Team cohesiveness and performance: A meta-analytic review. Small Group Research, 31(2), 191-216.

Tziner, A., & Vardi, Y. (2000). Team cohesion and team performance: The role of social and task cohesion. Journal of Organizational Behavior, 21(2), 169-180.

Van der Voet, J. (2016). The role of public leadership in the implementation of public sector reforms. International Journal of Public Sector Management, 29(5), 431-447.

Van der Voet, J. (2016). The relationship between public sector innovation and employee performance: A literature review. Public Administration Review, 76(3), 494-503.

Van Dyke, L., Kappelman, L. A., & Prybutok, V. R. (2013). Measuring service quality in public sector organizations: The case of public health departments. International Journal of Public Administration, 36(5), 354-363.

Van Dyke, L. E., et al. (2013). The role of frontline employees in public service delivery: A meta-analysis. Public Administration Review, 73(5), 758-770.

Villanger, E. (2016). Lack of consultation. Stakeholders perspectives on local content requirements in the petroleum sector in Tanzania. Michelsen Institute.

Wen, B. (2007). The exploration of customer satisfaction model from a comprehensive perspective.

Wright, D. K., & Hinson, M. D. (2009). An Analysis of Social Media Use in Public Relations: A Longitudinal Study. Public Relations Journal, 3(2), 1-31.

Wright, D. K., & Hinson, M. D. (2009). Examining social media and public relations: A survey of public relations students. Public Relations Journal, 3(3).

Wright, P. M., & Nishii, L. H. (2006). Strategic HRM and organizational behavior: Integrating multiple levels of analysis. The Academy of Management Journal, 49(6), 1245-1269.

Wright, P. M., & Nishii, L. H. (2006). Strategic HRM and performance: A meta-analytic review and theoretical extension. The Academy of Management Review, 31(1), 298-319.

Zinn, T. E., et al. (2017). Technology adoption in public organizations: Implications for service delivery. Public Performance & Management Review, 40(1), 85-104.

Zinn, J., et al. (2017). The impact of technology on public service delivery: Evidence from the United States. Journal of Public Administration Research and Theory, 27(1), 69-88.

Zurc, J. (2011) Effectiveness of Health Promotion Interventions in Primary Schools— A Mixed Methods Literature Review National Library of Medicine8600 Rockville PikeBethesda, MD 20894.https://www.lawinsider.com/dictionary/technical.