



**UNRAVELING THE NEXUS: EXPLORING NETWORK DYNAMICS
AND COLLABORATION IN PUBLIC MANAGEMENT**

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ABSTRACT

This study aims to employ a descriptive research method to evaluate the satisfaction levels of citizens regarding public services within Quezon City, Philippines. Using a combination of surveys and structured interviews, the research endeavors to understand the perceptions, experiences, and satisfaction levels of residents accessing various public services provided by the local government. Quezon City, being one of the largest and most populous cities in the Philippines, offers a broad spectrum of public services, encompassing health, infrastructure, education, waste management, and more. This study endeavors to utilize a descriptive research method to provide an unbiased and comprehensive analysis of citizen satisfaction levels with these services. The research will employ a systematic survey of a representative sample of Quezon City residents, aiming to gather diverse perspectives on public services. Utilizing a structured questionnaire, the survey will focus on various service aspects such as accessibility, quality, responsiveness, and overall satisfaction. Additionally, structured interviews with a smaller group of residents will allow for deeper insights into their experiences and specific areas of satisfaction or dissatisfaction. The survey and interview data will be collected through a stratified random sampling method, ensuring a representative cross-section of the city's diverse demographics. Data will be collected anonymously, safeguarding respondents' privacy and encouraging candid feedback. The collected data will be subjected to qualitative and quantitative analysis. Quantitative data will be processed statistically to

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determine average satisfaction levels and identify patterns. Qualitative data from interviews will be thematically analyzed to provide nuanced insights into the reasons behind satisfaction or dissatisfaction with specific services.

Keywords: Network Dynamics, Collaboration, Public Management

INTRODUCTION

In today's complex and interconnected world, collaboration has become an indispensable element in achieving success, particularly in public management. The era of isolated, hierarchical decision-making processes has given way to a more participatory approach, characterized by the dynamic exchange of ideas, resources, and expertise among a diverse set of stakeholders (Hämäläinen & Edwards, 2020). This transition has introduced new paradigms in public management, where the nexus between public and private entities has gained prominence, giving rise to the concept of Collaborative Public Management (CPM). In this context, the present study embarks on a journey to unravel the intricate web of network dynamics and collaboration that underpin the successful execution of project-based outputs in selected private enterprises within Quezon City.

The inception of CPM can be traced back to the mid-20th century when governments recognized the limitations of traditional bureaucratic models in delivering effective public services. The need for improved responsiveness, flexibility, and innovation led to a gradual shift towards engaging various non-governmental actors, including private sector companies, in the public policy process. The evolution of CPM is closely intertwined with the principles of collaborative governance, emphasizing cooperative problem-solving, shared responsibilities, and multi-sectoral partnerships to address complex public issues (Ansell & Gash, 2007).

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INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume VI, Issue I

August 2024

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Quezon City, as the largest city in the Philippines, offers an ideal backdrop for exploring the dynamics of collaboration in the realm of CPM. The city, home to diverse private enterprises, provides a fertile ground for understanding the nuances of network dynamics and relationships within collaborative efforts. As a thriving metropolis with a multitude of projects aimed at enhancing public services, it serves as a microcosm of the broader shift towards collaboration in public management.

While CPM has gained widespread recognition for its potential benefits, the intricacies of interorganizational networks and the underlying dynamics of collaboration remain understudied (Piga & De Luca, 2019). This study aims to bridge this gap by focusing on the level of collaboration and team relationships among private company employees involved in the execution of project-based outputs. By delving into the specifics of how private enterprises interact and cooperate within the context of CPM, we hope to shed light on the challenges, successes, and overarching trends that shape the landscape of collaborative public management in Quezon City.

The rationale for this study is rooted in the significance of collaboration in modern governance. Collaboration is not merely a buzzword; it is the cornerstone of effective public management (Turrini & Cristofoli, 2020). Governments, driven by a desire for improved service delivery, cost-efficiency, and innovation, have increasingly turned to private companies as partners in achieving these objectives. These collaborations, however, do not occur in isolation but within a networked context. The interplay of various actors—government agencies, non-profits, private companies, and community organizations—creates a dynamic, ever-evolving ecosystem where understanding and managing network dynamics are paramount.

Private enterprises in Quezon City, often entrusted with specific project-based outputs, play a crucial role in this ecosystem. They are expected to bring innovation, expertise, and efficiency to the table. In this context, assessing the level of collaboration and team relationships among their employees is essential. The success of collaborative public management initiatives depends on the seamless interaction of all stakeholders involved.

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lack of collaboration or misalignment in team relationships can hinder progress, leading to suboptimal outcomes and potentially eroding the trust in CPM as a viable approach.

Furthermore, by examining the experiences of private company employees in Quezon City, we can gain insights into the broader dynamics of collaboration between public and private sectors. These insights can inform policy decisions, foster best practices, and facilitate improvements in the way collaborative efforts are structured and managed. The study's findings may also contribute to the academic discourse on CPM, adding empirical evidence to the theoretical foundations of collaborative governance

This study embarks on a journey to explore the intricate web of network dynamics and collaboration in the context of collaborative public management in Quezon City. By assessing the level of collaboration and team relationships among private company employees, we aim to contribute valuable insights that can inform policy decisions, enhance best practices, and enrich the academic discourse on collaborative governance. Quezon City, as a bustling hub of public-private interaction, offers a rich tapestry for unraveling the nexus of CPM, ultimately striving for more effective and innovative public management.

Research Questions

Collaborative Public Management (CPM) has emerged as a paradigm shift in public governance, emphasizing the need for multi-sectoral partnerships, shared responsibilities, and cooperative problem-solving. The concept of CPM recognizes that the challenges of contemporary society require the involvement of diverse stakeholders, including private enterprises, in the decision-making and implementation of public policies and projects. While CPM holds promise for improving public service delivery and policy outcomes, the nuances of network dynamics and the level of collaboration among private company employees in this context remain a relatively unexplored area in the existing body of research.

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The existing literature on collaborative governance has predominantly focused on theoretical frameworks, case studies, and policy analysis, often overlooking the fine-grained examination of collaboration within private sector organizations participating in CPM initiatives. The roles, experiences, and challenges faced by employees in private enterprises when engaging in project-based outputs within Quezon City are, thus, a significant research gap.

1. What is the level of collaboration among private company employees when involved in CPM initiatives within Quezon City?
2. What are the key factors that facilitate or hinder collaboration and team relationships among private company employees in CPM initiatives?
3. How does effective collaboration impact the successful execution of project-based outputs in CPM initiatives within the private sector?
4. What recommendations can be made to improve collaboration and network dynamics in Collaborative Public Management within Quezon City?

Literature Review

Collaborative Public Management (CPM): Concepts and Frameworks

Collaborative Public Management (CPM) has emerged as a transformative approach to public governance, reflecting the recognition that complex public challenges often require coordinated efforts across multiple sectors and stakeholders. CPM emphasizes the importance of multi-sectoral partnerships, shared responsibilities, and cooperative problem-solving in addressing societal issues. In recent years, an array of scholarly work has illuminated the key concepts and frameworks that underpin CPM, shedding light on its evolution, principles, and implications.

One fundamental aspect of CPM is its definition. Scholars have emphasized the importance of understanding the scope and implications of CPM. According to Ansell and Gash (2008), CPM is a process characterized by "the use of networks of public, nonprofit, and for-

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ISSN: 2704-3010

Volume VI, Issue I

August 2024

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profit organizations to address public problems or issues." This definition underscores the collaborative nature of CPM, highlighting the involvement of diverse stakeholders, including government agencies, non-profit organizations, and private enterprises. It implies that CPM seeks to leverage the collective expertise, resources, and perspectives of these different sectors to achieve public goals.

CPM is guided by several core principles. Sørensen and Torfing (2019) emphasize the principles of "co-creation" and "multi-actor collaboration." Co-creation implies that public value is generated through joint efforts of different actors, and multi-actor collaboration suggests that diverse stakeholders engage in the decision-making process. These principles underscore the participatory and inclusive nature of CPM, emphasizing that it goes beyond traditional bureaucratic approaches to governance.

The evolution of CPM reflects a shifting paradigm in public administration. O'Leary (2019) discusses how CPM has evolved from the New Public Management (NPM) model, which emphasized efficiency and market-oriented approaches, to a more networked and collaborative form of governance. This transition can be seen as a response to the limitations of hierarchical, top-down approaches in addressing complex, interdependent issues. CPM represents a move toward a more flexible, adaptive, and networked approach to governance.

Effective leadership plays a crucial role in CPM. Huxham and Vangen (2019) highlight the concept of "collaborative leadership" as central to CPM success. Collaborative leaders are facilitators who foster trust, communication, and cooperation among diverse stakeholders. They are essential in building the necessary conditions for effective collaboration. This approach emphasizes the shift from authoritative leadership to a more participatory and shared leadership style.

Understanding the factors that influence the success of CPM initiatives is critical. Hämäläinen and Edwards (2020) identify several key factors that contribute to the effectiveness of CPM. Trust is a foundational element, as it underpins cooperation and

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information sharing among stakeholders. Effective communication is another critical factor, as it enables the exchange of knowledge and perspectives. Additionally, the clarity of roles and responsibilities and the presence of a shared vision are essential for aligning interests and objectives.

Despite its potential benefits, CPM is not without challenges. Klijn and Koppenjan (2019) highlight the issue of power dynamics within collaborative networks. They argue that power imbalances can hinder effective collaboration, as some actors may dominate decision-making processes. Additionally, accountability and governance mechanisms in CPM can be complex, given the involvement of multiple stakeholders. Ensuring transparency and accountability is an ongoing challenge in collaborative governance.

CPM has significant implications for public administration practice. O'Toole (2021) suggests that CPM requires public managers to adopt new skills, including the ability to navigate complex networks, build trust, and facilitate collaboration. It also necessitates a shift in organizational culture towards a more inclusive and participatory approach to governance. Moreover, CPM calls for the development of innovative policy tools and instruments that can effectively address complex issues.

Collaborative Public Management represents a shift in the paradigm of public governance, emphasizing collaborative approaches, multi-sectoral partnerships, and participatory decision-making. The evolution of CPM from traditional models, its key principles, and the role of leadership are central to understanding its dynamics. Factors influencing CPM success, as well as challenges, provide insights into the complexities of collaborative governance. The implications for practice suggest the need for a new skill set and a change in organizational culture. CPM's significance lies in its potential to address complex public challenges through cooperation and co-creation, making it a vital area of study in modern public administration.

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Interorganizational Collaboration and Network Dynamics

Collaboration in the public sector has evolved from hierarchical, command-and-control models to embrace more flexible and networked approaches. Interorganizational collaboration and the dynamics of networks have become pivotal in Collaborative Public Management (CPM), emphasizing the involvement of multiple stakeholders, including government agencies, private enterprises, non-profit organizations, and community actors. Recent scholarship sheds light on the complexities, drivers, and implications of interorganizational collaboration and network dynamics within CPM.

Interorganizational collaboration involves a diverse set of actors with their own goals, values, and cultures. Turrini and Cristofoli (2020) argue that the complexity of interorganizational collaboration can pose challenges in terms of aligning interests and creating a common purpose. These complexities are further compounded by the need for information sharing, communication, and decision-making across organizational boundaries.

The drivers of interorganizational collaboration are multifaceted. Ongaro and Van Thiel (2019) identify both internal and external motivations. Internal drivers include the desire to access complementary resources and expertise. External drivers, on the other hand, are often associated with environmental factors such as government policies, funding opportunities, and the pressure to address complex public issues. The interplay of these drivers shapes the formation and dynamics of collaborative networks.

Trust is a central element in collaborative networks. Misuraca and Bacigalupo (2021) underscore the role of trust in establishing and maintaining interorganizational collaboration. Trust is essential for fostering relationships, sharing sensitive information, and navigating complex, evolving networks. The development of trust is a gradual process that often begins with small-scale interactions and gradually extends to more substantial collaborations.

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Effective communication and information flow are vital components of network dynamics. Grewar and Kauffman (2019) argue that clear and open communication is essential for building relationships and ensuring that stakeholders are well-informed. Information-sharing platforms, both formal and informal, facilitate the flow of data, knowledge, and insights across the network. The quality and timeliness of information exchange influence the effectiveness of collaborative efforts.

Power dynamics within collaborative networks are a recurring theme in the literature. Sørensen and Torfing (2020) note that power imbalances can influence decision-making and resource allocation. In collaborative networks, different stakeholders may possess varying degrees of influence, creating challenges in ensuring equitable participation and addressing power differentials. Addressing power dynamics is crucial to maintaining the legitimacy and sustainability of collaborative efforts. The establishment of governance and accountability mechanisms is essential to maintain order and effectiveness in collaborative networks. Peters and Karadag (2020) discuss the importance of formal and informal governance structures in collaborative governance. These structures provide guidelines for decision-making, dispute resolution, and resource allocation. Accountability mechanisms, including monitoring and evaluation, ensure that collaborative networks remain transparent and effective.

Understanding the complexities of interorganizational collaboration and network dynamics has significant implications for practitioners in CPM. Chee and Smith (2019) suggest that public managers must develop skills in network leadership and the ability to navigate complex collaborative environments. Building trust, fostering open communication, and addressing power imbalances are essential practices for public managers engaged in CPM initiatives. Moreover, creating transparent governance and accountability mechanisms is vital for maintaining the legitimacy and success of collaborative networks.

Interorganizational collaboration and network dynamics are at the core of Collaborative Public Management. While the complexities and challenges are evident, the drivers of collaboration, the role of trust, and the importance of effective communication are key factors

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shaping the dynamics of collaborative networks. Addressing power dynamics and implementing governance and accountability mechanisms are critical for successful collaboration. Understanding the implications for practice is central to the effective design and management of collaborative efforts. The study of interorganizational collaboration and network dynamics provides valuable insights into how public and private actors can work together to address complex public issues.

Private Sector Engagement in Public Projects

The involvement of the private sector in public projects has gained significant attention in recent years as a key component of Collaborative Public Management (CPM). Private sector engagement encompasses a range of activities, from infrastructure development to service provision, and it plays a crucial role in shaping the dynamics of public-private partnerships. The literature on private sector engagement in public projects sheds light on its motivations, benefits, challenges, and implications for effective CPM.

One of the primary motivations for private sector engagement in public projects is the pursuit of economic efficiency. In a study by Albalade and Bel (2019), it is argued that the private sector often brings innovative solutions, cost-effectiveness, and improved project delivery to public initiatives. Through public-private partnerships, governments can tap into the private sector's expertise and resources to address complex public challenges efficiently.

The literature highlights several benefits associated with private sector involvement in public projects. Morrison and DeLisi (2020) note that private sector participation can lead to increased capital investment, reduced fiscal burden on governments, and enhanced project quality. Public-private partnerships can also drive innovation, foster competition, and introduce performance-based contracts, resulting in more effective and responsive public services.

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Despite the advantages, public-private partnerships are not without challenges. Piga and De Luca (2019) point out potential issues related to contract design, information asymmetry, and opportunistic behavior. The governance and monitoring of public-private partnerships require careful attention to mitigate risks and ensure accountability. Additionally, concerns about the privatization of public services and potential conflicts of interest must be addressed to maintain public trust.

Private sector engagement has a direct impact on the successful execution of project-based outputs. CPM initiatives often involve private companies in delivering public services and infrastructure. According to Kamar and Khan (2021), private sector engagement can accelerate project timelines, reduce cost overruns, and improve service quality. The literature suggests that the private sector's efficiency-driven mindset contributes to the timely and cost-effective delivery of project outputs.

Innovation and creativity are hallmarks of private sector engagement in public projects. Erixon and Stoker (2020) argue that private firms bring a culture of innovation that can result in novel solutions and service delivery models. This innovative approach can lead to the development of new technologies, sustainable practices, and enhanced service quality, ultimately benefiting the public sector and society.

The literature on private sector engagement in public projects has several policy implications. Proponents argue that governments should adopt clear regulatory frameworks and transparent procurement processes to attract private sector partners (Lima and Melo, 2019). These policies should ensure a fair balance of risk and reward, promoting competition while safeguarding public interests.

Private sector engagement in public projects is a pivotal element of Collaborative Public Management. It is motivated by the pursuit of economic efficiency, and it offers numerous benefits, including cost-effectiveness, innovation, and enhanced project quality. However, public-private partnerships are not without challenges, and governance mechanisms and

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accountability are critical for their success. The impact on project-based outputs underscores the potential for timely and cost-effective project delivery. Emphasizing innovation and creativity, private sector engagement has far-reaching implications for public services and infrastructure development. Policymakers must carefully consider regulatory frameworks to ensure that the private sector's role aligns with the public interest, promoting effective and responsive public-private partnerships.

Significance of the Study

This study will serve as an input that can be utilized by the following beneficiaries:

Public Sector Administrators and Policymakers. Understanding the dynamics of collaboration and network relationships within Collaborative Public Management is essential for public sector administrators and policymakers. The insights gained from this study can inform decision-making, policy formulation, and the design of CPM initiatives. It enables them to create more effective and efficient public-private partnerships, ultimately improving public service delivery.

Private Enterprises and Industry Practitioners. Private companies participating in CPM initiatives in Quezon City will benefit from the research findings. They will gain insights into the factors that can enhance collaboration, improve team relationships, and contribute to the successful execution of project-based outputs. These insights can help private enterprises better navigate and optimize their roles within collaborative public management efforts.

Quezon City Local Government. As a significant hub of public-private interaction, Quezon City stands to gain from this research by having access to evidence-based recommendations for enhancing the effectiveness of CPM initiatives. The findings can guide the local government in refining their collaborative approaches, leading to more streamlined and impactful public projects.

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Academic Community. This study contributes to the academic community by adding empirical evidence to the existing theoretical foundation of collaborative governance. Researchers and scholars interested in public administration, governance, and collaboration will find value in the insights and data generated. It can serve as a basis for further research and analysis in this field, advancing the understanding of CPM.

Researcher. The researcher conducting this study will gain valuable research experience and expertise in the field of collaborative governance and public management. It provides an opportunity to develop research, analytical, and critical thinking skills. Additionally, the findings can potentially serve as a basis for academic or professional advancement

Future Researchers. Future researchers embarking on studies related to collaborative governance, network dynamics, and public-private partnerships will benefit from the groundwork laid by this research. The findings, methodologies, and research framework can provide a valuable reference for designing and conducting further investigations in this domain. It will contribute to the cumulative knowledge on collaborative public management.

METHODOLOGY OF THE STUDY

Research Design

This study employs a mixed-methods research design to investigate network dynamics and collaboration in Collaborative Public Management (CPM) within private enterprises in Quezon City. The mixed-methods approach combines quantitative and qualitative data collection and analysis techniques to provide a comprehensive understanding of the research questions. It enables a more nuanced exploration of the level of collaboration, team relationships, and the factors influencing them.

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Instrumentation

Data will be collected through structured surveys and semi-structured interviews. A structured survey instrument will be used to obtain quantitative data, consisting of Likert scale questions to gauge respondents' perceptions of collaboration. The survey will also include closed-ended questions to gather demographic information. Semi-structured interviews will be conducted with selected participants to delve deeper into their experiences and perspectives on collaboration. These interviews will allow for a qualitative exploration of the factors influencing collaboration and its impact on project-based outputs.

Respondents and Their Description

The study will involve 100 selected employees from private companies in Quezon City. Respondents will be purposefully selected to ensure diversity. They will fall within the age range of 24 to 40 years, encompassing both early and mid-career professionals with relevant corporate experience. Additionally, all participants will have a minimum of 4 years of corporate work experience, ensuring they possess a substantial understanding of the corporate world. Respondents will be drawn from various private enterprises in Quezon City, representing different industries and organizational settings. This diversity in company affiliation will help capture the unique dynamics of collaboration that may exist within various organizations. The geographic focus of the study is Quezon City, a bustling urban center, renowned for its diverse industries, offering an ideal backdrop for investigating collaborative public management dynamics. The inclusion of respondents with varied experiences and affiliations aims to provide a comprehensive perspective on network dynamics and collaboration in CPM initiatives within the private sector. It ensures the research findings are rich, well-rounded, and reflective of the broader context of public-private collaboration in Quezon City.

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Data Gathering Procedures

Pre-Data Stage

In the pre-data stage, the research team will meticulously prepare for data collection. This will involve the development of a structured survey instrument aimed at assessing collaboration and team relationships among private company employees in Quezon City. Ethical considerations will be paramount as informed consent is obtained from all participants. Measures will be put in place to safeguard the confidentiality of participants' identities and personal information.

Data Stage

The data collection stage encompasses the distribution of surveys to selected respondents. Surveys will be provided in both electronic and physical formats to accommodate respondents' preferences. Simultaneously, semi-structured interviews will be conducted with those participants who have expressed a willingness to participate. These interviews will provide an avenue for participants to share their experiences and insights into collaboration and teamwork. All survey responses will be carefully documented, and interviews will be audio-recorded and later transcribed for analysis.

Post-Data Stage

In the post-data stage, rigorous measures will be taken to ensure the quality of the collected data. Data cleaning procedures will be implemented to address any inconsistencies or errors in the dataset. Subsequently, quantitative and qualitative data will be integrated, allowing for a comprehensive analysis of the research questions and enabling the triangulation of findings. This integration will be central to strengthening the validity and reliability of the results.

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Data Analysis

Quantitative data from the surveys will undergo an analysis that includes descriptive statistics. Statistical software, such as SPSS, will be utilized to calculate means, frequencies, and standard deviations. These statistical measures will offer insights into the level of collaboration and its potential relationships with demographic variables like age and years of corporate experience.

Qualitative data from the semi-structured interviews will be subject to thematic analysis. The transcripts will be systematically examined to identify recurring themes, patterns, and narratives. Through coding and categorization, meaningful themes and subthemes will be extracted, supported by relevant quotes and excerpts from the interviews.

The integration of both qualitative and quantitative data will provide a holistic perspective on the research questions. This integrated approach will not only enhance the validity and reliability of the findings but also facilitate a comprehensive understanding of network dynamics and collaboration within Collaborative Public Management. The ultimate output will include well-grounded conclusions, supported by both data types, and actionable recommendations to improve collaboration and network dynamics within the private sector in Quezon City.

RESULTS AND DISCUSSION

This section presents all the results of the data gathering procedures done by the researcher including their corresponding analysis, discussion, and interpretation.

The Level of Collaboration among Private Company Employees When Involved in CPM Initiatives within Quezon City

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The table below shows the assessment on the Level of Collaboration among Private Company Employees When Involved in CPM Initiatives within Quezon City.

| Indicators | Weighted Mean | Verbal Interpretation |
|--|---------------|-----------------------|
| 1. Our team effectively works together to achieve the goals outlined in CPM initiatives. | 4.10 | Highly Collaborative |
| 2. Communication among team members regarding CPM initiatives is open and transparent. | 3.55 | Highly Collaborative |
| 3. Team members actively contribute their expertise to enhance the success of CPM initiatives. | 3.17 | Highly Collaborative |
| 4. Collaborative problem-solving is encouraged and practiced within our CPM initiative teams. | 3.90 | Highly Collaborative |
| 5. There is a shared understanding of individual roles and responsibilities within our CPM projects. | 3.80 | Highly Collaborative |
| 6. Our team members value and respect each other's opinions and ideas in CPM initiatives. | 3.81 | Highly Collaborative |

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ISSN: 2704-3010

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| 7. We regularly share resources and information to support each other in CPM projects. | 3.22 | Highly Collaborative |
| 8. Our team actively seeks feedback and input from all members during CPM initiative discussions. | 3.09 | Highly Collaborative |
| 9. We feel that mutual trust exists among team members involved in CPM initiatives. | 3.71 | Highly Collaborative |
| 10. Team members show willingness to adapt and adjust strategies to support the success of CPM initiatives. | 3.22 | Highly Collaborative |
| TOTAL | 3.55 | Highly Collaborative |

The interpretation of the Level of Collaboration among Private Company Employees When Involved in CPM Initiatives within Quezon City, with a weighted mean of 3.55 and a verbal interpretation of "Highly Collaborative," indicates a strong level of collaboration among employees engaged in CPM initiatives. The weighted mean of 3.55 falls above the midpoint of a typical 5-point Likert scale (which would be 2.5). This suggests that, on average, respondents tend to agree or strongly agree with the statements related to collaboration in CPM initiatives. A mean of 3.55 reflects a relatively high level of agreement among respondents in favor of collaborative behaviors and attitudes within the context of Critical Path Method (CPM) initiatives. The verbal interpretation of "Highly Collaborative" further emphasizes that the employees within the private company, specifically involved in CPM initiatives within Quezon City, are actively engaged in collaborative efforts. This implies that

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they likely work effectively together, communicate openly, actively contribute their expertise, engage in problem-solving as a team, understand their roles, and show mutual respect and trust, among other collaborative behaviors.

A weighted mean of 3.55 and the interpretation of "Highly Collaborative" strongly suggest that employees involved in CPM initiatives within the private company in Quezon City exhibit a high degree of collaboration, indicating a positive and cooperative work environment in their project endeavors. The individual statements within the questionnaire likely show high levels of agreement, suggesting that employees perceive their teamwork positively in various aspects related to CPM initiatives. For example, they likely believe in effective goal achievement, open communication, mutual respect, active contribution of expertise, and a shared understanding of responsibilities. While the assessment denotes a high level of collaboration, it might also highlight areas that are particularly strong or areas that could benefit from further enhancement. For instance, it might show strengths in communication and problem-solving while indicating opportunities for even greater cross-functional resource sharing or more streamlined processes.

The Key factors that facilitate or hinder collaboration and team relationships among private company employees in CPM initiatives

The table below shows the Key factors that facilitate or hinder collaboration and team relationships among private company employees in CPM initiatives.

| Indicators | Weighted Mean | Verbal Interpretation |
|---------------------------------------|----------------------|------------------------------|
| 1. Clear Communication | 3.90 | High Impact |
| 2. Defined Roles and Responsibilities | 3.44 | High Impact |
| 3. Shared Goals and Objectives | 3.81 | High Impact |

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| 4. Mutual Trust and Respect | 3.22 | High Impact |
| 5. Effective Leadership | 3.56 | High Impact |
| 6. Poor Communication | 3.25 | High Impact |
| 7. Lack of Clear Direction | 3.88 | High Impact |
| 8. Conflict and Unresolved Issues | 3.72 | High Impact |
| 9. Silos and Lack of Integration | 3.62 | High Impact |
| 10. Inadequate Resources or Support | 3.71 | High Impact |
| TOTAL | 3.61 | High Impact |

Collaboration among private company employees engaged in Critical Path Method (CPM) initiatives is influenced by a myriad of factors that either facilitate or hinder the effectiveness of their collective efforts. These factors play a pivotal role in shaping the dynamics of teamwork, communication, and overall productivity within the organization. Among the facilitating elements, clear and open communication stands as a cornerstone. When channels for sharing information, updates, and project requirements are transparent, it not only streamlines the flow of information but also cultivates an environment of understanding and alignment. Likewise, having well-defined roles and responsibilities creates a structured framework, minimizing confusion and enabling better collaboration. This clarity empowers team members to focus on their specific tasks within the broader project context, fostering a sense of shared purpose and unity.

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ISSN: 2704-3010

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Conversely, hindering factors can significantly impede the harmonious collaboration essential for successful CPM initiatives. Poor communication can sow seeds of misunderstanding, leading to delays, errors, and, ultimately, a breakdown in collaboration. In parallel, a lack of clear direction—ambiguous project goals, undefined roles, or ever-changing priorities—can derail team efforts, causing frustration and inefficiency. Internal conflicts or unresolved issues among team members present a formidable barrier to effective collaboration. These conflicts, whether stemming from differing opinions, personal clashes, or unaddressed disputes, can erode trust, disrupt teamwork, and stifle creativity, adversely impacting the progress of CPM initiatives.

An environment where mutual trust and respect are nurtured can significantly foster collaboration. When employees feel secure expressing their opinions, taking calculated risks, and sharing ideas, it fortifies the team's ability to work together cohesively and innovate within CPM initiatives. Effective leadership also plays a crucial role. Strong, supportive leadership that encourages collaboration, provides guidance, and resolves conflicts contributes to a more conducive and productive team environment. However, silos and lack of integration among departments or team members working in isolation without sharing information pose a threat to collaboration. Such isolation prevents the cross-pollination of ideas and information, hindering innovation and collective problem-solving within CPM initiatives.

Finally, insufficient resources or support can impede the team's ability to collaborate effectively. Lack of tools, funding, or necessary support systems hampers the team's productivity, creating obstacles in achieving project objectives within CPM initiatives. Understanding these factors—both the facilitating elements and the hindrances—is critical for companies to create an environment conducive to collaboration and team relationships within their CPM initiatives. Addressing these factors proactively can significantly enhance the team's effectiveness, foster a culture of collaboration, and drive success in CPM projects. The impact of effective collaboration on the successful execution of project-based outputs in CPM initiatives within the private sector

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Effective collaboration and their impact on the successful execution of project-based outputs in CPM initiatives within the private sector

The table below shows the results on the impact of effective collaboration on the successful execution of project-based outputs in CPM initiatives within the private sector.

| Indicators | Weighted Mean | Verbal Interpretation |
|---|---------------|-----------------------|
| 1. Effective collaboration among team members significantly enhances the quality of project outputs in CPM initiatives. | 3.22 | High Impact |
| 2. Collaboration within CPM initiatives is crucial for achieving project goals and milestones. | 3.99 | High Impact |
| 3. Clear and open communication among team members positively impacts project execution within CPM initiatives. | 3.54 | High Impact |
| 4. Collaboration enables a more comprehensive understanding of project requirements, leading to more successful outcomes. | 3.61 | High Impact |
| 5. When team members collaborate effectively, projects tend to be | 3.22 | High Impact |

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ISSN: 2704-3010

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| completed within the scheduled timeline in CPM initiatives. | | |
| 6. Collaborative problem-solving improves the overall quality and efficiency of project-based outputs in CPM initiatives. | 3.19 | High Impact |
| 7. Team members' diverse skill sets, when combined through collaboration, result in more innovative project outcomes in CPM initiatives. | 3.00 | High Impact |
| 8. Successful project execution in CPM initiatives is highly dependent on the level of teamwork and collaboration among members. | 3.28 | High Impact |
| 9. Collaboration fosters a sense of shared responsibility, ensuring the successful completion of project deliverables within CPM initiatives. | 3.16 | High Impact |
| 10. The level of collaboration directly influences the overall success and effectiveness of project-based outputs within CPM initiatives in the private sector. | 3.52 | High Impact |

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| | | |
|--------------|-------------|--------------------|
| TOTAL | 3.37 | High Impact |
|--------------|-------------|--------------------|

The calculated weighted mean of 3.37, suggesting a high impact of effective collaboration on the successful execution of project-based outputs within CPM initiatives in the private sector, provides valuable insight into the perceived relationship between collaboration and project outcomes. This numerical value above the midpoint of a 5-point Likert scale strongly indicates a prevailing agreement among respondents regarding the influential role of collaboration in achieving successful project-based results. Such a score underscores the acknowledgment that effective collaboration significantly contributes to the overall success of project executions within the context of Critical Path Method (CPM) initiatives in the private sector.

The assessment reveals that respondents, when considering the impact of collaboration on project-based outputs in CPM initiatives, generally perceive collaborative efforts as pivotal for enhancing the quality of project outcomes. The weighted mean of 3.37 reflects a consensus indicating that when team members collaborate effectively, it positively influences the overall quality and efficiency of project-based outputs. This alignment of perspectives supports the notion that successful project completion is intricately tied to collaborative efforts among team members.

Furthermore, the high impact indicated by the computed weighted mean suggests that effective collaboration within CPM initiatives significantly aids in meeting project goals and milestones. The consensus among respondents appears to affirm that clear and open communication, coupled with a shared understanding of project requirements through collaboration, plays a vital role in ensuring successful project execution. A noticeable implication of the weighted mean of 3.37 is the reinforcement of the belief that collaborative problem-solving, leveraging diverse skill sets, and shared responsibilities among team members contribute to more innovative and timely project-based outputs in CPM initiatives

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within the private sector. This suggests a strong acknowledgment of the transformative potential of collaborative efforts in driving innovative solutions and timely project completion.

In summary, the computed weighted mean of 3.37 points to a resounding agreement among respondents regarding the substantial impact of effective collaboration on the successful execution of project-based outputs in CPM initiatives within the private sector. This consensus emphasizes the perceived significance of collaborative dynamics, clear communication, shared responsibilities, and diverse skill sets in influencing the overall success and quality of project outcomes in the private sector's CPM initiatives.

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This section presents the summary of findings, conclusions, and recommendations based on the analysis and interpretation of data presented on the previous section.

Summary of Findings

The findings are indicative of high impact, reflects a strong consensus among respondents. The findings suggest that effective collaboration significantly influences the quality, efficiency, and timely completion of project-based outputs within CPM initiatives. Respondents indicated a clear association between effective collaboration and successful project outcomes. They perceive that collaborative efforts significantly enhance the overall quality and efficiency of project-based outputs. Furthermore, a shared understanding of project requirements through collaboration, combined with clear and open communication, was highlighted as crucial for successful project execution.

The findings also emphasized that collaborative problem-solving, leveraging diverse skill sets, and shared responsibilities among team members play a pivotal role in producing innovative and timely project-based outputs in the private sector's CPM initiatives. This

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consensus underscores the belief in the transformative power of collaboration to drive innovation and timely project completion.

Conclusions

Based on the findings, it's evident that effective collaboration is not just desirable but essential for successful project execution within CPM initiatives in the private sector. The perceived impact of collaboration on project outcomes suggests that fostering a collaborative environment is critical for achieving high-quality, efficient, and innovative project-based outputs. The conclusions drawn indicate a consensus among respondents regarding the interconnectedness of collaboration, communication, and shared responsibilities in driving successful project outcomes. These findings emphasize the need for organizations to prioritize and promote collaborative efforts among team members engaged in CPM initiatives.

Recommendations

Below are the recommendations of the researcher:

1. Organizations should actively cultivate a culture that encourages and supports effective collaboration among team members involved in CPM initiatives. This can be achieved through team-building exercises, shared goal-setting sessions, and promoting open communication channels.
2. Providing training sessions or workshops on collaborative problem-solving, effective communication, and conflict resolution can enhance the collaborative skills of employees, leading to better project outcomes.
3. Ensuring clear delineation of roles and responsibilities, along with fostering a shared sense of ownership for project outcomes, can further strengthen collaborative efforts and their impact on project success.

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4. Establishing regular feedback mechanisms and platforms for team members to provide input and insights can contribute to continuous improvement in collaborative processes within CPM initiatives.
5. Implementing systems that recognize and reward collaborative efforts and successful project outcomes can further motivate employees to engage more actively in collaborative practices.



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