

The Phenomenological Status of the Total Quality Management (TQM) Implementation of Local Government Units (LGUs) in the Philippines

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ABSTRACT

The study has investigated the Level of Total Quality Management (TQM) Implementation of ISO 9001 certified LGU and the Non-ISO certified LGU in the Philippines using the Phenomenological triangulation approach with inferential statistics as tools. As a result, there is a clear indication that ISO-9001 and Non-ISO certified local governments are different when it comes to importance of Total Quality Management implementation. The reality there is that both groups of local government units are into it. It also revealed that there is a significant difference between the ISO-9001 and Non-ISO certified local government units in their way of implementing the principle. ISO-9001 and Non-ISO certified local government units are different when it come to the practices as proved by the ANOVA analysis on its differences.

However, both government units are practicing Total Quality Management in different perspectives. As matter of fact there is a clear sign that a model of Total Quality Management has to be provided for the entire community to observe, practice and include as a way of life of all employees.

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Introduction

Organizations everywhere are growing increasingly conscious of the competitive potential of quality. Even a very simple micro-business is trying to respond to the needs of the customer the best possible way they could. That even in the public service are trying to be more competitive and responsive the way they could possibly be. Since the competition is very visible in any form in all organization and even to all walks of life, private to private, government to government and vice versa. Quality is always the name of the game to be able to be on their best foot possible in response to the increasing needs and wants of the entire world.

Quality, a fundamental concept in business, yet a confusing one because it is being viewed subjectively. It is one of the most significant factors in buyer's decision in purchasing goods and services (Fragoso & Espinoza, 2017). Additionally, the meaning of quality continues to evolve as quality profession matures (Evans & Lindsay, 2014). In a research study conducted by Tamimi & Sebastianelli in 1996, that managers where asked how they define quality and their responses include: perfection, consistency, eliminating waste, speed of delivery, compliance with policies and procedures, providing a good and usable product, doing it the first time, delighting or pleasing customers, and total customer service and satisfaction.

Every organization wants to achieve excellence and become globally competitive. In order to attain excellence in the local and global arena, quality must always be the foremost concern of any firm. With the need to focus on quality, “quality management” as a principle has evolved and continues to evolve because of the complexities of the internal and external environments. Traditionally, quality management is all about product inspection and testing which is known today as quality control or quality assurance. Because of the convolutions of the business environment, there’s a need to incorporate the processes of measuring, controlling, and improving quality practices at every level and function of the organization, in which we call today total quality management (Moosa, 2017).

Total quality management or simply TQM is a philosophy in the field of business and management where the concentration of the different functions of the organization such as marketing, finance, and operations are focused on meeting the needs of the customers and attaining the goals of the firm. One of the fundamental facets of TQM is how to maintain and improve organizational processes by involving employees’ knowledge and experiences of which the same TQM principles and system were used in manufacturing as an initial steps until the full grown philosophy has developed.

It also in the same manner as defined by Drummond (2018) that Total Quality Management (TQM) is basically a business philosophy founded on customer satisfaction. She believed that, the business process starts with the customer. In fact if it is not started with the customer, it all too often abruptly ends with customers. Therefore, it involves designing the organizations to please customers day by day that has two strands: the careful design of the goods and service and ensuring that the organization’s systems can consistently produce the design.

Today, it is being recognized as a tool to other sectors including service and public organizations (Hashmi, 2018). Dissecting the definition of TQM, involves the following: customer focus, employee involvement, continuous improvement, and quality management integration. In short, TQM refers to strategies, techniques, and plans used by organizations to attain excellence in meeting or even exceeding customer satisfaction (Business Performance Improvement Resource website, 2018).

In TQM perspective, customer is always the ultimate judge of quality since they are the one who are being satisfied of whatever the firm or organization is offering such as tangible goods and intangible services. Customer in this context refers to both internal and external customers. Internal customers are basically the employees of the organization while external customers are the end-users of company’s goods and services. The concept of “total quality” in TQM fundamentals deals with the idea that quality strategies must be applied not only to the products and services but to the entire organizational systems of operations which create satisfaction of the customers (Hashmi, 2018).

The need to satisfy customers is not only the goal of private firms but of the public organizations too, that need to satisfy their clientele, the same very people within the community in general. With the growing of discontented number citizens, public organizations tried to improve their performance by surpassing the expectations of the people at large on the quality and standardized services they can offer. The search for quality service in the public sector is now the ultimate goal of public organizations (Kearney, 2018). Performance measure is becoming an important gauge of excellence among managers of public organization (Tomazevic, Seljak, & Aristovnik, 2016).

During the Arroyo Administration, the Administrative Order No. 161 series 2006 and Executive Order No. 605 series 2007, and the present policy of the government on performance-based bonus (PBB) have included ISO 9001 TQM model as part of the productivity and performance measurement of the Philippine government (De Leon, 2017). These laws were enacted to improve public governance in recognition of International Organization for Standardization (ISO) 9001 to ensure that quality goods and services attain customer satisfaction or even surpass their expectations.

International Organization for Standardization (ISO) 9001 is basically the standards for quality management system (QMS). Organizations apply and implement ISO 9001 to provide goods and services in meeting customer needs and wants, sustainably. All types of organizations, regardless of their size, can apply for ISO 9001 certification which will aid them in their operations from planning, organizing, leading and controlling of all their resources specifically, the processes that will continually improve their systems efficiently (American Society for Quality website, 2018).

But then even with the much effort by the leaders and administrators of the public agencies still government agencies received series of the negative perceptions and comments about local governments for being inefficient, slow, and corrupt. That was the very reason why they are trying to change these perceptions and connotations that drives them seriously dammed interested to cater the needs of their constituents at par with the quality of services the private institutions are given.

That were also the very reasons why executives at the local government level are not exempted in realizing the importance of TQM programs with the application of the ISO 9001 standards in the pursuit of efficiency, effectiveness, and economy (3Es) in the delivery of public service (De Leon, 2017). The results were tremendously gigantic in terms of quality service that are basically used to attract more investors and eventually change the stereotyped attitude and behaviors of the people towards government services.

The concepts and principles discussed gave the researcher the very reason and appropriate idea to see the beauty of utilizing and applying ISO 9001 principle in designing a more appropriate total quality management system in the operations of the Local Government Units in the province of Bulacan. Specifically on the comprehensive analysis of its significance importance and extent of practice of TQM implementation in the local government level.

Total Quality Management and Related Concepts

In the previous years, organizations regardless of size and type, have experienced tremendous changes in the market and their operations. Domestic and international competition led to massive fluctuations where many organizations have felt and experienced. Because the fast-changing landscape of business and technology, the variations in the tastes and preferences of customers, and heightened level of competitive become major factors that affect business performance that eventually leads to closure of businesses or contribute to the joint venturing among business owners, corporations and even among proprietors and partnerships. Additionally, the pressures from government regulators and consumer groups have added to the myriad problems being faced by organizations (Oakland, 2014).

With all these impasses, TQM became a major tool in addressing organization problems in the process of improving customer satisfaction. As a principle and philosophy, Total quality management (TQM) is focusing on kaizen or continuous improvement that instead of looking for a quick solution emphasizes on the process improvements in the long-run. It creates and formulates different ways on how to successfully apply continuous improvement and be inculcated in the organization's culture, systems, and processes. In Rouse, 2018 idea that the primary goal of TQM is to eliminate errors or wastes and augment organizational efficiency, TQM necessitates that all personnel are working towards improvements in culture, processes, and systems to achieve long-term success.

As a result, TQM, indeed create a massive impact in the operations of all businesses in the world, that is why most if not all organizations in all types, forms and level of business operations and even in the government sectors are aiming to be recognized as ISO 9001 certified and be competitive in the industry where they are operating. Quality management ensures that the company's goods and services are of superior quality utilizing various TQM tools such as Six Sigma aims on delivering high quality goods and services. Furthermore, the implementation of TQM may result to customer satisfaction as a way leading to establish customer loyalty. Eventually, create a culture to better understand the needs and desires of the customer, which is the fundamental guide and support in creating quality goods and services.

In practice, TQM ensures the attainment and realization of profit and productivity in the organization. On one hand, when customers are satisfied, cash flow increases while on the other hand, when employees are satisfied, their productivity rises. In finality, TQM help firms eliminating wastes, work duplications and errors brought about by human and machine and even systems of operation resulting to a more productive and profitable organization. In support, the implementation of TQM ensures proper coordination between the firm and the supplier, therefore, decreases the chances of possible wastes and errors (Juneja, 2018).

The importance and relevance of TQM cannot be ignored specially in its contribution to the realizations of vision, mission and goals of the organization. When fully utilized by the organization, offers improved quality of goods and services. Likewise, TQM serves as business goodwill and becomes the core competency of any firm augmenting customer satisfaction (Gupta, Garg, & Kumar, 2018).

Total Quality Management Studies

Several studies show the tremendous contributions of TQM in the organizations achievements in terms of profit and productivity. Wastage elimination, redundancy, duplication or repetition of work, effectiveness and efficiency of production areas, systems organization, production scheduling and even lay-outing of work places as well as the use of organizations' resources.

Vermeulen and Pretorius (2016) examined the relationship between TQM variables – leadership, employee involvement, customer focus, supplier relations and suppliers' performance. The findings suggested that TQM variables and suppliers' performance are positively related. The results signify that as TQM variables increases, suppliers' performance also rises.

As Haffar, Al-Karaghoul, Djebarni, and Gbadamosi (2017) discovered the mediating effect of employee readiness for change on the relationship between organizational culture and TQM implementation. The findings showed that self-efficacy and personal valence mediate the relationship between organizational culture and TQM implementation. In short, self-efficacy and personal valence augments organizational culture in implementing TQM practices in organizations. And according to Carmona-Márquez, Leal-Rodríguez, Leal-Millán, and Vazquez (2018) in their investigation on how TQM implementation and its impact on organizational performance found out that institutional pressures impact TQM implementation. Moreover, TQM implementation is significantly related to organizational performance.

In the exploration made by Amer, Al-Awlaqi, and Alkibsi in 2017 on the TQM implementation of various organizations in Yemen, showed that TQM principles are being applied by organizations in most of the organizations both private and public sectors in Yemen. Additionally, they also found out that customer focus is widely practiced but continuous improvement was their least priority. It was also revealed that more than 50% of organizations in Yemen are ready for TQM implementation which signifies that the potential for successful TQM application is possible.

According to Psomas and Jaca (2016) when they examined how TQM affects service organizations' performance, revealed that TQM implementation affects top management quality practices, employee quality management, process management, employee knowledge and education, and customer focus. Moreover, customers, employees, and top management statistically affect service organizations' performance.

TQM as an important factor for organizational performance showed in various studies have identified. In the study of Mehralian, Nazari, Zarei, and Rasekh (2016) analyzed how corporate social responsibility (CSR) and TQM affect the performance of pharmaceutical companies in Iran. The findings of the study showed that CSR is positively related to TQM. Moreover, it was also found out that TQM and organizational performance are statistically and positively correlated. The structural equation modelling revealed that TQM mediates the relationship between CSR and organizational performance.

In the study conducted by Miranda Silva, Gomes, Filipe Lages, and Lopes Pereira (2014) showed that TQM affects strategic innovation on products. The results also identified that product design capability affects strategic innovation of company's products a way to consider that TQM is a factor in improving the various processes and product design capabilities.

In the investigation conducted by Valmohammadi and Roshanzamir (2015) on the interrelationships among TQM, organizational performance, and culture, that organizational culture and TQM are statistically related to organizational performance. In short, when organizational culture is open to TQM practices, organizational performance improves. And in relation to the TQM practices and employee performance link and how individual change readiness (ICR) mediates the said relationship, Iqbal and Asrar-ul-Haq conducted a study in 2018, showing that TQM practices and ICR positively impact employee performance of which found out also that ICR acts as a mediator between TQM practices and employee performance.

Total Quality Management and ISO Certification

In the examination on TQM implementation of ISO-certified SMEs in Brazil made by Oliveira, Corrêa, Balestrassi, Martins, and Turrioni in 2017 disproved that ISO-certified SMEs do not correlate with performance improvements this is due to lack of TQM awareness among SMEs in Brazil and low commitment to continuous improvement of its organizations members. This serves as the fundamental factor for SMEs slow performance growth. These enterprises are more concerned on TQM implementation because as a

prerequisite to ISO certification but fail to embrace quality improvement which may lead to non-attainment of organizational performance.

In 2015, Ismyrlis, Moschidis, and Tsiotras explored the importance and implementation levels of quality management system (QMS) among ISO 9001:2008 certified organizations and tested the significant difference in QMS critical success factors and the demographic factors of the firms under study. The findings highlighted that management commitment, education, and communication are the priority of the firms under study in terms of QMS implementation the least important is the availability of data. It was also revealed that a significant difference exists in the level of implementation and in the demographic factors of the firms. Furthermore, Ismyrlis and Moschidis (2015) examined the effects of ISO certification among organizations in Greece. The results showed that outside advantages appear to could easily compare to inward advantages. The slightest critical advantages were found in the most part business results. Contrasts were recognized between the level of execution and certain statistic factors, for example, the utilization of International Organization for Standardization (ISO) alone, size and certification years. The accredited organizations have by and large profit by ISO usage.

ISO 9000 usage is profoundly connected with enhancements in general financial performance according to Chatzoglou, Chatzoudes, and Kipraios (2015) in their investigation on the connection between the securing of an ISO 9000 accreditation and the general financial performance of certified firms. The discoveries of the investigation gave solid proof that In that ISO usage is specifically connected with critical changes in quality mindfulness, tasks execution, market share, consumer loyalty and sales. While, the clients' demand was not observed to be the most vital motivation for executing an ISO certification. Or maybe, it appears that organizations look for quality change because of inward thought processes.

Researchers, Djofack and Camacho (2017) examined level of ISO 9001 implementation in the tourism sector of Spain. The results revealed that ISO-certified tourism firms implemented ISO to improve their internal processes and systems and their products and services. Moreover, the size of tourism firm, its age, and the use of consultants tremendously affect the cost and the level of implementation of quality system. Additionally, tourism firms understudy signified satisfaction with ISO 9001.

In the analysis of Aba, Badar, and Hayden (2016) on the effect of ISO 9001 certification on financial operating performance of firms in the United States found out that a significant improvement was observed in US firms' before and a year after their ISO certifications. It was also found out that ISO-certified firms have better financial operating performance compared to those non-ISO certified. While, Ochieng, Muturi, and Njihia (2015) investigated the effects of ISO 9001 implementation on Kenyan organizations' performance. The findings revealed that ISO 9001 implementation affects organization's return on net assets which in turn affect organizational performance. It was also found out that there is a significant difference in net asset value among Kenyan ISO-certified and non-ISO certified organizations. In terms of revenue and profit, no significant difference was found.

When a financial and non-financial performance was measured by Psomas and Kafetzopoulos in 2014 for the ISO 9001-certified and non-certified organizations revealed that those companies with ISO certification are far better in product quality, customer satisfaction, operational, market, and financial performance compared to non-ISO certified firms. In addition, the work of Valmohammadi and Kalantari (2015) also found out that ISO-9001-certified firms exhibit greater performance than those which are not ISO-certified. Moreover, they also argued that ISO-certified companies with high internal motivations show high organizational performance compared to ISO-certified with low internal motivations.

Total Quality Management in Various Sectors

Total quality management has been implemented in various sectors of the economy. On one hand, Likita, Zainumn, Rahman, I. Awal, Alias, Rahman, M. and Ghazali (2018), examined how TQM was applied in the construction sector and the findings revealed that countries like Saudi Arabia, India, United State, and South Africa have successfully practiced TQM in their respective construction sector. Using Artificial Neural Network (ANN), these countries have implemented TQM very well. The authors concluded that when TQM is utilized in the construction sector, countries have better control in the various process od the construction industry. On the other hand, Babatunde and Sui Pheng (2015) tested a model involving national culture

attributes and TQM principles in implementing TQM in Chinese construction organizations located in Nigeria. The results revealed that good-quality Chinese firms and national attributes are significantly related. On the other hand, no significant relationship exists between perceived good-quality and poor-quality Chinese firms in Nigeria

The study on level of TQM practices in public healthcare organizations by Ajmal, Tuomi, Helo, and Sandhu (2016), found out that, in order to attain kaizen (or continuous improvement) in culture, training, guidance, teamwork, and employees' involvement and learning are vital. They further revealed that stakeholders are important in implementing TQM in public healthcare organizations.

Kumar (2018) scrutinized the importance of TQM in libraries. The author found out that, TQM does not only improve the image of the library, it also diminishes bureaucracy, empowers library personnel, and increases teamwork. Moreover, it was also revealed that because of TQM implementations, library staff better serve their clients and they can maintain quality library collection and services.

The effect of TQM on performance of automobile chain of supply in India as investigated by Narula, Pal, Saini, Saxena, Goyal, and Yadav in 2018 revealed that TQM improves cost effectiveness of automobile supply chain which in turn improves product quality, and in the long run, decreases customer dissatisfaction. Furthermore, Yazdani, Attafar, Shahin, and Kheradmandnia (2016) examined the relationship of TQM and organizational learning among Iranian automobile parts manufacturing and suppliers. The results revealed that TQM practices affects organizational learning. Moreover, it was also found out that human resource management and information augment organizational learning.

Total Quality Management in Public Sector

Several studies have conducted and investigated the impacts or effects of TQM in public sector and one of those is the study of Saleh and Hasan (2015) that examined the impact of TQM practices on public organizations' performance in the government of Iraq. The findings revealed that TQM, human resource management, and process management are the vital elements which positively affect the organizational performance of Iraqi's public sector. As a support, the study of Arshad, Halipah, and Omar (2018) examined how organizational culture impacts TQM implementation in Malaysian government. The findings showed that there is a statistically positive relationship between organizational culture and TQM implementation. The results indicate that, when the public sector has a supportive organizational culture towards quality management measures, TQM implementation become viable and successful.

Aladwan (2017) scrutinized the effect of TQM and satisfaction of employees on service quality in government. The results suggest that TQM affects employee satisfaction and indirectly affects service quality in government. Moreover, it was found that employee satisfaction leads to service quality. The structural equation model showed that employee satisfaction mediates the relationship between TQM and service quality. It was intensified by the study conducted by Ruleejanto, Brasit, Payangan, and Pahlevi (2015) on how leadership, competency, work discipline affects TQM and performance of personnel in public hospitals in Indonesia. The findings showed that leadership, competency, and work discipline positively affect TQM and employee performance. Moreover, it was also argued that TQM leads to augmented employee performance and mirrored in the works of Mitreva, Nikolov, and Nikolova (2016) on how TQM implementation impacts Macedonian railway system. The findings revealed that, TQM implementation led to better service quality. It also increased productivity and cost optimization quality.

Total Quality Management in the Philippines

In the Philippines, several studies have identified the relative importance of TQM in various organizations and sectors. For instance, in the study of Rodriguez, Valenzuela, and Ayuyao (2018) scrutinized the application of TQM in selected higher education institutions (HEIs) in the Philippines. The results showed that people empowerment, continuous quality improvement, leadership commitment, and stakeholder satisfaction are the primary elements of TQM in the context of HEIs.

Mendoza (2016) explored the TQM practices of selected manufacturing companies in the Philippines. The results showed that the concentration on optimization of internal processes is the way of manufacturing companies' continuous improvement system. The author further argued that, sustainable monitoring and

evaluation of TQM implementation practice must be in place, anchored with proper training programs on quality assurance, in order to achieve the ultimate result of TQM. And as Neyestani (2018) examined how TQM implementation affect ISO certification of construction firms in the Philippines gives a positive impression that TQM implementation among construction firms in the Philippines is relatively low. It was also found out that customer focus is the primary element of TQM which impact organizational performance positively. Furthermore, TQM implementation and ISO certification affect organizational performance. Same study was conducted by Limpiada (2016) who examined TQM practices and organizational dynamics of manufacturing firms in CALABARZON. The findings showed that organizational dynamics is statistically and positively related with TQM practices. In short, the dynamism of an organization contributes to TQM implementation of the firm.

Synthesis

From the extensive literature review and studies done, it can be gleaned that TQM implementation in various organizations, whether private or public, profit or nonprofit, addresses several organizational problems and augments organizational performance. Many countries are adopting TQM practices in order to improve not only their products and services, but also, their performance. For instance, in Malaysia, the automotive industry has implemented high level of TQM practices even though this sector is still in its early stages (Raimona Zadry & Mohd Yusof, 2006). With this, it is evident that TQM plays a crucial role in the performance of any organization.

The present study explores the TQM implementation, but this time, among local government units. It measures TQM implementation of LGUs in terms of perceived importance and extent of practice. To thoroughly analyze the level of TQM implementation of LGUs, both ISO and non-ISO certified LGUs will be analyzed. Through this, a better understanding not only on perceived importance and extent of practice in TQM implementation, but also on the significant implementation of the certified ISO 9001 LGUs.

Paradigm of the Study

The present study is based on the philosophies of Deming, Juran, and Crosby. Deming's theory of TQM suggests that, it is through improving quality where organizations will be able to decrease costs and increase the level of productivity. The theory also asserts that quality is important whether the organization in service oriented or manufacturing. On the other hand, Juran's theory focuses on three (3) important aspects of quality namely – quality planning, quality control, and quality improvement. It also points out that looking for the needs of the customers and meeting those needs should be the overall goal of any organization. And lastly, Crosby's theory concentrates on the relative importance of meeting the requirements of the customers. The theory emphasizes that, in order to avoid poor quality, quality must be the priority of the entire organization, there should be a system to measure performance, quality should be communicated to all levels of the organization, improvement should be the culture of the entire organization's operation, and clear policies should be in place to attain quality management (Evans & Evans, 2014).

Based on the abovementioned theories of total quality management, the present study examines the significance importance and extent of practice of TQM implementation of ISO 9001 certified LGU and Non-ISO certified LGU in the province of Bulacan. The following simulacrum will give lights on the comparative analysis on the TQM implementations of both the ISO-9001 and Non-ISO certified local government units in the province of Bulacan.

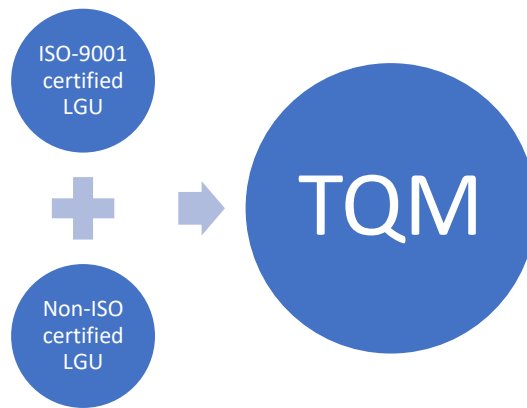


Figure 1. Paradigm of the Study

The Total Quality Management Implementation among ISO 9001 Certified LGU and Non-ISO certified LGU in the Philippines

In order to provide a holistic understanding on TQM implementation in LGUs, the barriers (represented by plus sign and an arrow) encountered by the respondents in adopting total quality management will also be gauged. The significant differences in the significant importance and extent of practice of TQM implementation of both ISO-9001 and Non-ISO certified LGUs in Bulacan, TQM results, and barriers to TQM implementation, will be the bases in adopting and implementing total quality management in local government units based on the model that will be deriving from it.

Statement of the Problem

The present study aims to investigate the Level of Total Quality Management (TQM) Implementation of ISO 9001 certified LGU and the Non-ISO certified LGU in the Philippines. It tries to answer the following research questions:

1. How important are the following total quality management dimensions in ISO 9001 certified and Non-Certified LGUs as reported by the respondents?
 - 1.1. Management leadership
 - 1.2. Resource management
 - 1.3. Measurement and feedback
 - 1.4. Continuous improvement
 - 1.5. Supplier quality management
 - 1.6. Systems and Processes
 - 1.7. Education and training
 - 1.8. Work environment and culture?
2. Is there a significant difference between the ISO 9001 and Non-ISO certified LGUs on the importance of TQM?
3. To what extent are the following total quality management dimensions in ISO 9001 certified and Non-ISO LGUs practiced:
 - 3.1. Management leadership
 - 3.2. Resource management
 - 3.3. Measurement and feedback
 - 3.4. Continuous improvement
 - 3.5. Supplier quality management
 - 3.6. Systems and Processes
 - 3.7. Education and training
 - 3.8. Work environment and culture?
4. Is there a significant difference between the ISO 9001 and Non-ISO certified LGUs on the extent of TQM practice?

5. What are the effects of total quality management implementation of ISO 9001 and Non-ISO certified LGUs in the following areas:
 - 4.1. Level of Customer Satisfaction
 - 4.2. LGU Performance
 - 4.3. Culture of Quality
6. Is there a significant difference between the ISO 9001 and Non-ISO certified LGUs on the effects of TQM implementation?
7. What Barriers have been encountered by the ISO certified and Non-ISO certified LGUs in the implementation of Total Quality Management?
8. What TQM model may be proposed to the ISO 9001 certified Local Government Units to maintain and improve their quality process and systems and for other non-ISO certified LGUs to adopt the TQM thru ISO 9001 principle?

METHODOLOGY

Research Design

The study utilized a triangulation approach of descriptive-correlational and relational research design to examine the level of TQM implementation (significant importance and extent of practice) of ISO 9001 certified and Non-ISO LGUs in the Philippines. A descriptive study attempts to describe systematically a situation, a problem, a phenomenon, service or program, or provides information about it or describes attitudes towards an issue (Kumar, 2014). Quantitative and qualitative analyses will likewise be employed to achieve thorough results based on the given problems by way of triangulation (survey, focus group discussion and interview) to validate results from one method by the other methods.

Local of the Study

The respondents of the study will be employees of one (1) ISO 9001 certified local government units (LGUs) and one (1) Non-ISO certified local government unit (LGU) in the province of Bulacan – Guiguinto (ISO 9001 Certified LGU) and Balagtas (Non-ISO certified). Since the present undertaking aims to compare the level of TQM implementation (significant importance vs extent of practice) and the differences between the ISO 9001 certified and Non-ISO certified LGUs, the employees of these LGUs are the most suitable for this type of study. LGU employees, being the internal customers, are the most appropriate respondents to gauge TQM implementation in the following areas: management leadership, resource management, measurement and feedback, continuous improvement, supplier quality management, systems and processes, education and training, and work environment and culture. Once the total population (total number of employees) of each LGU is identified, the sample size were derived from the universal sampling technique which is fifty (50) percent plus 1 as an acceptable sample size and also availability of the respondents are being observed and considered by the researcher.

Population Sampling

The undertaking used purposive sampling technique to identify the research samples. Purposive sampling method, also known as judgmental or selective sampling, is a type of non-probability sampling technique where respondents are selected based on characteristics of total population and the purpose of the study. This method is appropriate when the research needs to achieve a targeted sample and where sampling proportionality is not a major consideration (Crossman, 2018).

Instrumentations and Data Collection

The research instrument that had been used in the study is a questionnaire. The questionnaire has three (3) major parts. Part I, specifies the eight (8) areas of TQM namely: management leadership, resource management, measurement and feedback, continuous improvement, supplier quality management, systems and processes, education and training, and work environment and culture. All the areas of TQM used in the study was taken from the study of Raimona Zadry and Mohd Yusof (2006). These areas will be evaluated by

the participants in terms of significant importance and extent of practice. A 4-point Likert scale were utilized to measure the degree of agree or disagreement of the respondents.

In part III, TQM results will be measured in the following areas: customer satisfaction, LGU performance, and culture of quality. And lastly, Part IV will gauge the different possible TQM barriers encountered by an LGU.

To qualitatively measure the effects of TQM implementation in the level of customer satisfaction, LGU performance, and culture of quality, focus group discussion (FGD) has been conducted. Top management of the Sugod Guiguinto (NGO-Business Sector) and Kababaihan ng Guiguinto (NGO –Civic Organization Sector) and administrators of the two (2) identified LGUs have been gathered and discuss the effects of TQM implementation in their respective locals based on the written interview questions that has been prepared pertaining to the said topic.

Validation of the Research Instrument

The research instrument - survey questionnaire and FGD interview guide - were presented first to the research adviser. Adjustments on the content of the questionnaires has been made based on the recommendation of the research adviser and/or research expert. To test the internal consistency of the items used in the instrument (reliability), a sample of 30 employees will be part of the pilot test. Cronbach's alpha was used to test the reliability of the instrument. Cronbach's alpha is a coefficient of reliability (consistency) of the items of a questionnaire. In assessing the Cronbach's Alpha, the value must be equal to or higher than 0.7 to magnify good reliability (Bonett & Wright, 2015). The data has been tabulated and tested using the on-line Cronbach's alpha with a result of a .97 or 97 % reliability. Since the instrument obtained good reliability, that's the time the questionnaires has been floated to research participants and at the same time conducted an interview.

Ethics Considerations and Research Procedure

The researcher's made questionnaire will be validated using content and statistical validation strategy upon approval and recommendation of the research adviser. Content validation is thru appropriate evaluation technique with the aid and help of an expert in the field where the study is anchored from. The research instrument - survey questionnaire and FGD interview guide - will be presented first to the research adviser. Adjustments on the content of the questionnaires will be made based on the recommendation of the research adviser and/or research expert. To test the internal consistency of the items used in the instrument (reliability), a sample of 20 teachers will be part of the pilot test. Cronbach's alpha will be used to test the reliability of the instrument. Cronbach's alpha is a coefficient of reliability (consistency) of the items of a questionnaire. In assessing the Cronbach's Alpha, the value must be equal to or higher than 0.7 to magnify good reliability (Bonett & Wright, 2015). Since the instrument obtained 0.97 or 97% reliability that's that the time the questionnaires were be floated to research participants.

Then after the validation, the manuscript will be submitted to the office of the institutional Research and Publication for plagiarism check before it will be re-submitted to the research adviser for further comments and suggestions for the improvement of the paper before the production for distribution. Since the instrument obtained 0.97 or 97% reliability that's that the time the questionnaires were floated to research participants.

All answered questionnaires has been collected, assessed, and analyzed by the researcher. The results of the study are basically presented in the succeeding chapter including relevant and pertinent discussions to show the relevant findings and results of the study.

Tools for Data Analysis

For descriptive purposes, data will be gathered and tabulated using frequency and percentage distributions. Purposive sampling technique will be implemented to measure the level of TQM implementation (perceived importance vs extent of practice) of ISO and non-ISO certified LGUs in Bulacan.

The following are the statistical measurements that was used in the study:

Frequency Distribution. A frequency distribution is one of the most common statistical tools used to describe the single population or the number of observations per category. It is a tabulation of the frequencies of each range of values.

Percentage Distribution. Percentage distribution is used for interpreting statistical data, to determine, and show relationship between two magnitudes. The data that will be gathered will be computed using the formula:

$$P = f / N * 100\%$$

Where:

P = Percentage

f = frequency

N = number of respondents

Weighted Mean. A mean where some values contribute more than others. The weighted mean is computed with the formula:

$$M = \sum fx / N$$

Where:

f = frequency

x = value of response category

N = number of respondents

Independent Samples T-test (Parametric) or Mann-Whitney U & Wilcoxon Tests (Nonparametric). To test the significant differences, a normality test needs to be performed first. Normality tests include Kolmogorov-Smirnov and Shapiro-Wilk tests. These two (2) tests determines the normality of data distribution. If the data are normally distributed, independent samples t-test will be used. If the data are not normally distributed, Mann-Whitney U and Wilcoxon tests will be used.

Pearson Correlation or Spearman's rho. To the test the significant correlation between perceived importance and extent of practice of TQM implementation, either Pearson R correlation or Spearman's rho will be utilized. If the data is normal, Pearson R correlations will be used, otherwise, Spearman's rho will be used for non-normal data.

Thematic Analysis. For the qualitative data, thematic analysis will be performed to cluster the various responses of the identified participants and form patterns across dataset (themes).

RESULTS AND DISCUSSIONS

Management and Leadership

The items pertaining to Management Leadership as evaluated by the respondents both ISO-9001 and Non-ISO certified LGUs were "Very Important" and "Important" respectively with the overall numerical values of 3.84 and 2.83 respectively. It shows only one thing, that management leadership is very important in implementing Total Quality Management to ISO-certified LGU and Important to Non-ISO certified LGU even though in their respective locality promotes staff involvement and empower them to do what is best for the organization. One of the most important element that approves to the principle is communication between employees and administrators in taking care of the well-being not only of the employees but of the constituents as part of their responsibilities.

The results are being supported by the interview results employing the focus group discussion with the select key personnel in both the ISO-9001 and Non-ISO certified LGUs as participants according to them in a concluding phrase that leadership of the administrators really matters in doing and implementing the TQM as a principle of good governance. Since they are the one giving directions toward realization of the local government unit's goal, "serving the people at its best."

They also discussed that the present situation in their local governments seems to be very easy in serving the people. Very easy in a sense that they are just following the system as standardized by the TQM committee organized by their Local Chief Executive Officer, their respective mayors.

It was then proven that the need of the executive members of the organization to be part of the team in creating a culture of which headed by its own very mayors of the local government units as supported by the Arroyo Administration thru the Administrative Order No. 161 series 2006 and Executive Order No. 605 series 2007, and the present policy of the government on performance-based bonus (PBB) have included ISO 9001 TQM model as part of the productivity and performance measurement of the Philippine government (De Leon,

2017). These laws were enacted to improve public governance in recognition of International Organization for Standardization (ISO) 9001 to ensure that quality goods and services attain customer satisfaction or even surpass their expectations.

Hence, it is very important that the Non-ISO LGU must prepare themselves to acquire the certification from the international standards for their services to improve. Their mayor or the executive committee headed by the mayor should start conceptualizing to be certified.

Resource Management

The data revealed the evaluations of the respondents on the importance of Total Quality Management as Resource Management. All items seem to be very important with numerical values on the average of 3.81 for the ISO Certified and 3.06 for the Non-ISO interpreted as Important respectively to all respondents of ISO-9001 and Non-ISO certified Local Government Units. That way, the research reveals very evidently that Non-ISO certified LGUs are not yet aware of the policies and procedures in implementing total quality management in their respective area of responsibility since it is one of the most important factors to be considered in having TQM philosophy in the organization. Which is very unrealistic to realize or attain your goal without having systems and procedures in the process of doing one's job.

Ironically, yes in most of the organizations whether they accept it or not but the reality speaks for itself. According to the focus group discussion that they are observing Quality Management System but then they are not well informed of should be done in their respective line of assignments. It proves only one thing that without the proper dissemination of information people will definitely be misguided of what should be done, how should a task be done and when to begin and finish a certain task is not clear to them.

According to them to prove that there is a misleading information dissemination is the thing that the people do not want to react on the said program to be able to cope with the situation. And yet, the administrators are continuously insisting to follow the procedure that has never been cleared to them. As a result, employees have difficulty in documenting the procedure that is currently being used. Meaning there is no clear system at all.

In practice, TQM ensures the attainment and realization of profit and productivity in the organization. On one hand, when customers are satisfied, cash flow increases while on the other hand, when employees are satisfied, their productivity rises. In finality, TQM help firms eliminating wastes, work duplications and errors brought about by human and machine and even systems of operation resulting to a more productive and profitable organization. In support, the implementation of TQM ensures proper coordination between the firm and the supplier, therefore, decreases the chances of possible wastes and errors (Juneja, 2018).

Measurement and feedback

The mean values derived directly from the respondents on the Total Quality Management Importance as to Measurement and Feedback. It reveals to all items as identified in the table that are being evaluated "Very Important" with numerical values of 3.82 and 3.62 respectively on the average. It only mean one thing that the measurement and feedbacks helps them to improve the system both the ISO-9001 and non-ISO certified local government units. For them it is very essential whether with or without total quality management system in their respected local government units since everyone has the right to be recognized as a customer and as an employee or partner in the operations such as suppliers and other group that the local government units are catering.

As a support one of the participants in the focus group discussion shared her thoughts on the implementation of Total Quality Management, "since all procedures are documented and forms are provided in filing of reports. We are now enjoying easy access in retrieving of information for there is a system in storing of data." Meaning everything is already is within the system that even the simple information can be downloaded.

The need to satisfy customers is not only the goal of private firms but of the public organizations too, that need to satisfy their clientele, the same very people within the community in general. With the growing of discontented number citizens, public organizations tried to improve their performance by surpassing the expectations of the people at large on the quality and standardized services they can offer. The search for

quality service in the public sector is now the ultimate goal of public organizations (Kearney, 2018). Performance measure is becoming an important gauge of excellence among managers of public organization (Tomazevic, Seljak, & Aristovnik, 2016).

Continuous improvement

It revealed that the mean values of the respondents' evaluation on the Total Quality Management Importance as to Continuous Improvement. It simply disclosed that all the items as identified in the questionnaire pertaining to the continuous improvement as a factor as "very important" with numerical values of 3.74 and 3.65 on the average. Both the ISO-9001 and Non-ISO certified local government units believed that continuous improvement is very necessary and it is for the benefits of the people at large. Through this people will definitely find comfort and convenience in all aspects of the local government units' services.

From the policy making-body to the committee to the implementers are basically coordinated to be able to come up with the best possible services at par with standards. As a proof according to the focus group discussion results, that "in the implementation of Total Quality Management, since all procedures are documented and forms are provided in filing of reports. People are now enjoying easy access in retrieving of information for there is a system in storing of data."

Meaning total quality management as a system in their respective local government units are very essentials that gives them directions towards the necessary practice of good governance. It is also a way to be able to satisfy the needs of the customers on the so called "Quality Service" following the principles of 'Good Governance as stated in an article from www.ibe.unesco.org (2020), that "structures and processes that are designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment, and broad-based participation."

From that principles Total Quality Management is really needed in the operations of all local government. It only proves that the evaluations of the respondents are very true and very essentials in coming up with the best management practices or of good governance implementation.

Supplier quality management

Total Quality Management Importance as to Supplier Quality Management as reflected in table 5 reveals that respondents were settled and amenable to very important evaluations. It is proven that quality services depend on the quality of supplies not to mention the prices of the quality products (goods, services or ideas) from the providers to the local government units both ISO-9001 and Non-ISO certified except with the "Suppliers are selected on the basis of quality aspects" for the Non-ISO with an interpretation of Important.

It is being supported with the answers from the focus group discussion that in the preliminary step in TQM implementation is to assess the organization's current reality of relevant preconditions have to do with the organization's history, its current needs, precipitating events leading to TQM, and the existing employee quality of working life. If the current reality does not include important preconditions, TQM implementation should be delayed until the organization is in a state in which TQM is likely to succeed which include all stakeholders as a support to the implementation. Since nothing will never be achieved unless with their supports which is basically shows no system in selecting the suppliers even if they are following the protocol of selecting the suppliers, the personal interest remains.

It also concludes that maintaining good relationships with the suppliers make the organizations ready in any battle whatever happens they are always ready to prepare and support the organizations' success by providing the necessary supplies the organization need at par with the quality standards set by the international, national and even local agencies.

The results basically supported with the effect of TQM on performance of automobile chain of supply in India as investigated by Narula, Pal, Saini, Saxena, Goyal, and Yadav in 2018 revealed that TQM improves cost effectiveness of automobile supply chain which in turn improves product quality, and in the long run, decreases customer dissatisfaction. Furthermore, Yazdani, Attafar, Shahin, and Kheradmandnia (2016) examined the relationship of TQM and organizational learning among Iranian automobile parts manufacturing and suppliers. The results revealed that TQM practices affects organizational learning. Moreover, it was also found out that human resource management and information augment organizational learning.

Systems and Processes

Total Quality Management Importance as to Systems and Processes with the evaluation very important from the respondents of both ISO-9001 and Non-ISO certified local government units. Since it is considered as the heart of the total quality management principles especially when implementation is in place of which quality products (goods, services, or ideas) depends.

TQM views an organization as a collection of processes. It maintains that organizations must strive to continuously improve these processes by incorporating the knowledge and experiences of workers. The simple objective of TQM is “Do the right things, right the first time, every time.” TQM is infinitely variable and adaptable. Although originally applied to manufacturing operations, and for a number of years only used in that area, TQM is now becoming recognized as a generic management tool, just as applicable in service and public sector organizations in which systems and processes are being measured according to the interview with both the participants from the ISO-9001 and Non-ISO certified local government units.

Basically the idea to reveals the very important among the respondents can be supported with the effect of TQM on performance of automobile chain of supply in India as investigated by Narula, Pal, Saini, Saxena, Goyal, and Yadav in 2018 revealed that TQM improves cost effectiveness of automobile supply chain which in turn improves product quality, and in the long run, decreases customer dissatisfaction.

Furthermore, Yazdani, Attafar, Shahin, and Kheradmandnia (2016) examined the relationship of TQM and organizational learning among Iranian automobile parts manufacturing and suppliers. The results revealed that TQM practices affects organizational learning. Moreover, it was also found out that human resource management and information augment organizational learning.

Education and training

It reveals that Total Quality Management Importance as to Education and Training very important as evaluated by the respondents from both ISO-9001 and Non-ISO certified local government units except for the “Employees are trained for job related skills.” For Non-ISO since there is no organized system, any employee can be assigned to any work task even if the job is not intended for the right person.

But the overall evaluations on the education and training shows that training and development as part of the systems plays an important role in identifying the right person to the right job at a time and place. In an organization training and development served as the shield to non-productivity of the entire organization and as well of the person doing the task. Because once there is someone who is not performing his or her duty and responsibilities the entire organization will be at stake.

Based on the interviewee in one of the focus group discussion, found it hard to comprehend with the documentation with the age of some staff who were not well versed with the use of new technology. Because of the patience of the document controller and technical assistance provided with the IT Department, the group able to document all of our procedures and all the quality records were also set in their proper place.

Showing that it is part of the training and development that the human resource department as part of their protocol to have the necessary training they are able to champion the process. Imagine if it is not considered as important as planning, the local government unit will experience the dilemma of identifying the root causes of everything in a long period of time.

The results showed that the concentration on optimization of internal processes is the way of manufacturing companies’ continuous improvement system. The author further argued that, sustainable monitoring and evaluation of TQM implementation practice must be in place, anchored with proper training programs on quality assurance, in order to achieve the ultimate result of TQM (Mendoza, 2016).

Work environment and culture

Total Quality Management Importance as to Work Environment and Culture received a very important results from the respondents from both ISO-9001 and Non-ISO certified local government units. All items as identified in one of the factors of total quality management were very important from the “A pleasant environment exists in all working areas to Employees performance evaluation results are constantly deliberated for improvement purposes.”

It only shows that the need to create a culture of excellence is very important to both groups and experienced the same environment. According to Mendoza (2016) that culture of excellence is not just a culture but an excellence of culture” that will make the life of the people within the organization of both government and non-government organization. Because everything is already integrated as one in the organization as their way of life. The culture that will make their life so fulfilled that even outside their area of responsibilities, they will remain true to their philosophy to gain, observe and implement the necessary quality in everything they do from planning, and execution to monitoring will definitely be observed.

Supported by the study conducted by Babatunde and Sui Pheng (2015) that tested a model involving national culture attributes and TQM principles in implementing TQM in Chinese construction organizations located in Nigeria. The results revealed that good-quality Chinese firms and national attributes are significantly related. On the other hand, no significant relationship exists between perceived good-quality and poor-quality Chinese firms in Nigeria

The study on level of TQM practices in public healthcare organizations by Ajmal, Tuomi, Helo, and Sandhu (2016), found out that, in order to attain kaizen (or continuous improvement) in culture, training, guidance, teamwork, and employees’ involvement and learning are vital. They further revealed that stakeholders are important in implementing TQM in public healthcare organizations.

Between the ISO 9001 and Non-ISO certified LGUs on the importance of TQM

The ANOVA analysis on the significance difference between ISO 9001 and Non-ISO certified LGUs on the importance of TQM shows that there are significant differences on the extents of importance of the TQM dimensions between ISO-certified and non-ISO-certified towns except in terms of continuous improvements and supplier quality management.

It means that there is a clear indicative that the Importance of the TQM is based only on the need of the organization. From the time that the organization initiated the program of acquiring the ISO standards the need of the TQM arises. But when the organization are still in their old way of serving the people the need to TQM is still not their priority for as long as the people are being served accordingly.

It was being supported by the transcript from the interview of the employees of the non-ISO certified organization that they are used to it even without the ISO they are still serving the people based on the standards set by the administration. Since every administrator has his/her own systems to serve their constituents.

Before, there were system and procedures but they were not documented which caused confusion and misunderstanding between departments. When Guiguinto intended to be ISO 9001 certified, there is a need for major tasking on documentation of all of its procedures, instructions, policies and other. Although they found it hard to comprehend with the documentation with the age of some staff who were not well versed with the use of new technology. Because of the patience of the document controller and technical assistance provided with the IT Department were able to document all of our procedures and all the quality records were also set in their proper place.

In the implementation of Total Quality Management, since all procedures are documented and forms are provided in filing of reports employees are now enjoying easy access in retrieving of information for there is a system in storing of data (script from fgd).

These are the things that differentiated an ISO-9001 and Non-ISO certified local government units in term of accreditation and certification in implementing Total Quality Management System in their own respective areas of responsibilities. Both are implementing the principles yet they are of different perspectives, one is having a system to observe and follow and the other is based on clinched and observance based on theory not on the real application resulting to different goal attainment.

Management leadership

Table 10 shows the evaluations made by the respondents both ISO-9001 and Non-ISO certified local government units on the aspect on Total Quality Management practices as to Management Leadership. It can be found out that the evaluations are of different perspective the way they observed and felt the management leadership of both local government units.

The ISO-9001 certified local government units evaluated to moderately practiced with a value of 3.20 while the Non-ISO certified local government falls almost within the slightly practiced with a value of 2.17. showing that even though they are practicing the principle they of different footing on how they see the principle as the principle of having a culture of excellent leadership for the ultimate goal, serving the people, is serving with our signature (Mendoza, 2015).

It also reflects the kind of personality and leader a local executive has in his area of responsibility. The intensive participation through visibility and actual attending the concerns of his/her people within the area can be traced through his attendance in all activities from planning to executions to monitoring and evaluations of all the programs and project the total quality management has.

All the dimensions for the ISO Certified local Government has an evaluation of Moderately Practiced except the “The organization fulfils its social responsibilities (such as environment friendly operation, charity to school, etc.)” which is Highly Practiced. It may sound odd but the most important factor that the ISO certified local government is more concern with the environment, nevertheless, the observance of the principles are still very evident. While on the part of the Non-ISO local government the most prevailing among the dimensions is the “Communication links are established between employees and administrators/ senior officials.” Which mean, that they observe the proper communication channels even if most of the dimensions were evaluated as Slightly to not being practiced. It shows that the Non-ISO local government are more on the relational aspect of implementing Total Quality Management system.

Resource Management

Evidently obvious that Total Quality Management Practices as to Resource Management are of different perspective between the ISO-9001 and Non-ISO certified local government units. The ISO-9001 certified local government group evaluated the resource management as moderately practiced but on the Non-ISO certified local government is just practiced.

This can only be considered one thing that ISO-9001 certified local government are already observing proper protocols on the systems and procedures that the ISO has given them based on the standardized procedures and identified steps on how to go on with the system from the orientation of the people down to the tasks assignment to documentations and reporting. Because steps and guidelines are being in placed for the people just to follow and observe. While others are just following the locally standardized systems and procedures.

Measurement and feedback

It is very reflective that the differences on the evaluations made by the respondents between ISO-9001 and Non-ISO certified local government units that about the Total Quality Management Practices as to Measurement and Feedback. ISO-9001 certified local government unit evaluated the factor as Highly Practiced since they are already with the standardized system as stipulated in the ISO-9001 manual of operations and as part of the philosophy that organization should have their clear feedback mechanism to be able to compare what has been done to what is in the procedures and standards.

While the Non-ISO certified local government unit only evaluated the process as practiced. It proves that the system in the Non-ISO certified local government is still lacking something the System of Operations and proper documentations to be able to monitor the progresses of all the activities involved in the operations of the local. Even though that in the non-ISO has implementing the Total Quality Management as a system there is a clear indication that their quality is far behind the standardized quality of operations wherein steps and procedures are already made and standardized.

Before, there were system and procedures but they were not documented. This caused confusion and misunderstanding between departments. is supports to the claimed of one of the respondents/participants to the focus group discussion that “before, there were system and procedures but they were not documented which caused confusion and misunderstanding between departments and among its people.

Continuous improvement

The evaluations made by the respondents both the ISO-9001 and Non-ISO certified local government units on Total Quality Management Practices as to Continuous Improvement. The results reflects the real differences between the two groups of local government units as the ISO-9001 certified evaluated the items for the factor as moderately practiced while the Non-ISO's evaluation is only practiced.

It may seem that their awareness as well in the process of continuous improvement are different as one of the focus group discussion revealed that TQM is the foundation for activities which mainly concerned with continuous improvement in all work, from high level strategic planning and decision-making, to detailed execution of work elements on the shop floor. It stems from the belief that mistakes can be avoided and defects can be prevented. It leads to continuously improving results, in all aspects of work, as a result of continuously improving capabilities, people, processes, and technology and machine capabilities.

While the other group is also observant of the continuous improvement, yet there is no systems that are being followed. As the participants shared experiences on how they undergo total quality management implementation it revealed that prior to the system implementation, there are procedures that takes several days/hours to get done but with the implementation of TQM it was shorten to almost half.

It means that people are not yet aware of what the total quality management is all about specifically on the improvement of the services they are offering to their constituents, not only those who serve the local government units but to the general public and other stakeholders. Delaying to one's action might affect the entire operations of the local government in the delivery of their services.

Supplier quality management

It can be gathered from the responses of the research participants on the Total Quality Management Practices as to Supplier Quality Management. The data shown that ISO-9001 and Non-ISO certified local government units evaluated the factor differently as moderately practiced with a values of 2.91 for the ISO-Certified LGU and practiced with a value of 2.40 respectively. It is basically both local government units are practicing the national government policies on procurements thru public bidding that mostly hampers the operations and projects of the government be it municipal, provincial or national.

But from the results it shows that the ISO-9001 certified local government are basically moderately practice since they are already in applying the system and procedures of proper documentations that nearly eliminate red tapes and long process of procurements. While the Non-ISO certified local government is far behind the realities of total quality management principle as a way of life among its people and of course of the administrators which still rely on what is being dictates in the past as their shadows in serving the people.

As a support one of the administrator of the Non-ISO states that during the focus group discussion that to date, our municipality is not yet ISO 9001 certified that still have a lot to be done, but intend to slowly integrate TQM in all of our processes and systems. They still need to prepare their employees especially those traditional and old employees, they need to embrace changes for the improvement of the municipality.

They need to cooperation with each and everyone, Sangguniang Bayan in particular to evaluate their readiness if they are ready and if they can make it and hoping that someday, they would be ISO 9001 Certified and practicing TQM which totally embedded in our system.

Systems and Processes

The results of the evaluations from both the ISO-9001 and Non-ISO certified local government units on the Total Quality Management Practices as to Systems and Processes with a 3.45 practiced and 2.71 interpreted as moderately practiced respectively.

It means that the two group of local government units are still adjusting to the system and procedures that they need to familiarize since ISO-9001 certified local government on its 3rd year of implementation and most of the people are still changing that usually need a thorough training on the systems and procedures. But on the other group, the Non-ISO reflects only one thing, that they are not even trained and aware of what the system is all about.

“Still our local government has a lot to be done, but we intend to slowly integrate TQM in all of our processes and system,” according to one of the participants in the focus group discussion. It also mean that

they are still in the incubation period at which people are just beginning to learn and still encountering problems in the implementation which is normal to all.

Education and training

Total Quality Management Practices as to Education and Training revealed as evaluated by the respondents participants of the research with a values of 3.40 and 2.55 interpreted as moderately practiced respectively. These results may differ ISO-9001 certified from Non-ISO certified local government units.

Because of the systems and procedures as stipulated in the manual of operations of all certifying bodies that education and training must be highlighted and given the highest emphasis since this will start the awareness of the people from the principle to its importance and purposes. This is also a way that people are beginning to identify their strengths and weaknesses to be able to catch up with what is in the organization, unit or department and even with what is supposed to give to their clientele, the people in general in this manner.

One of the participants share her thoughts on the education and training that is very essential in the implementations of the total quality management since everything delved on the capability of the personnel. As she stated that TQM views an organization as a collection of processes. It maintains the idea that organizations must strive to continuously improve these processes by incorporating the knowledge and experiences of workers. Which simply means, it aides the employees to be more eloquent when it come to their skills and knowledge of their task as well as its department.

Work environment and culture

The date pertains to the evaluations made by the respondents on the Total Quality Management Practices as to Work Environment and Culture. Consistently, the ISO-9001 certified and Non-ISO certified have different evaluations results with a value on the average of 3.40 interpreted as Highly Practiced and 2.99 interpreted as Moderately Practiced respectively.

It only means that the ISO-9001 certified local government unit is already adept with the total quality manage principle as a philosophy within the organization at which Vision, Mission and Objectives were crafted and derived from. It is evidently that people are already aware of their roles and responsibilities amidst the old practices of the people when it comes to local government type of services turning into different view on the quality services the Total Quality Management as designed by the ISO accrediting bodies.

As one of the respondents responded to the discussion during the focus group discussion on TQM and discussion found out that it is the foundation of all activities that mainly concerned with continuous improvement in all work, from high level strategic planning and decision-making, to detailed execution of work elements on the shop floor. It stems from the belief that mistakes can be avoided and defects can be prevented. It leads to continuously improving results, in all aspects of work, as a result of continuously improving capabilities, people, processes, and technology and machine capabilities.

It shows that if a person within the organization seen that idea in the discussion proves that the organization have already adjusted to a certain culture called TQM culture which lead to a smooth sailing process of attaining their goals. It also shows that every member of the organization is performing their task according to the directives from the TQM committee who is responsible for the monitoring and evaluation of all activities as compared to what is stipulated in the master plan. And of course following the quality manual in performing their tasks.

While the Non-ISO is simply referring to their immediate superior even though they are also following set of standards but not on the extent that they are being directed with the international standards. For as long as you have performed your task and approves by your immediate superior it is already within their standards and still following their old tradition and culture of "relationship quality." Meaning quality is dependent on how a worker perform his duties and responsibilities for as long as he has the intense relations with the immediate superior whatever happens he is safe and sound in the organization.

Difference on Extent of Practice

The ANOVA analysis on the significance difference between ISO 9001 and Non-ISO certified LGUs on the extent of TQM practice were seen that there are significant differences on the extents of practice of all TQM dimensions between ISO-certified and non-ISO-certified LGUs.

invalidates the hypothesis that “there is no significant difference between the ISO and Non-ISO certified 9001 on the Importance of TQM is being rejected. It means that there is a clear indication that the practice of TQM is based only on the need of the organization. From the time that the organization initiated the program of acquiring the ISO standards the need of the TMQ arises. But when the organization are still in their old way of serving the people the need to TQM is still not their priority for as long as the people are being served accordingly.

It was being supported by the transcript from the interview of the employees of the non-ISO certified organization that they are used to it even without the ISO they are still serving the people based on the standards set by the administration. Since every administrator has his/her own systems to serve the constituents. Yet, they have found difficulties in the implementations of their own system as one of the participants in the focus group discussion revealed that “before, there were system and procedures but they were not documented that caused confusion and misunderstanding between and among departments. When their local government intended to be ISO 9001 certified, there is a need for major tasking on documentation of all of its procedures, instructions, policies and others.

It is very evident that ISO-9001 and Non-ISO certified local governments are of different perspective in the same principle on Total Quality Management. True enough that with the presence of standardized system provided by the ISO-9001 certifying body, improved the way the local government unit is serving its people and implementing governance to the entire community with and for all the stakeholders.

Substantiating as a result, TQM, indeed create a massive impact in the operations of all businesses in the world, that is why most if not all organizations in all types, forms and level of business operations and even in the government sectors are aiming to be recognized as ISO 9001 certified and be competitive in the industry where they are operating. Quality management ensures that the company’s goods and services are of superior quality utilizing various TQM tools such as Six Sigma aims on delivering high quality goods and services. Furthermore, the implementation of TQM may result to customer satisfaction as a way leading to establish customer loyalty. Eventually, create a culture to better understand the needs and desires of the customer, which is the fundamental guide and support in creating quality goods and services.

Level of Customer Satisfaction

The mean values of the responses both the ISO-9001 and Non-ISO certified local government units on Total Quality Management Results as to Customer/Client Satisfaction. The data shows that all the items as identified in the table for the ISO-9001 certified local government unit as “Agree” with a the overall mean value of 3.05 interpreted as “Agree.” This mean that the customer/clienteles are having difficult times in adjusting from the old system that the local government has been implementing and proves that the constituents or the people are not so aware that there is an on-going ISO-9001 standard policies.

Again the statement given by the respondent on their focus group discussion proves anyway that there is a misunderstanding between the employees and the customers that eventually clarified and cleared. And this was “before, there were system and procedures but they were not documented. This caused confusion and misunderstanding between departments and that is the reason why they intended to be ISO 9001. Because there is really a need for major tasking on documentation of all of its procedures, instructions, policies and others which include proper dissemination of information.

While, the Non-ISO certified local government unit evaluated the items as agree with a mean value of 2.81 interpreted as agree except on the item “The numbers of dissatisfied customers have decreased” with an evaluation of strongly agree. Meaning people are not yet aware that there is an on-going changes in the implementations of policies and procedure for them not to experience misleading information and sometime to a wrong information resulting to more clients are dissatisfied same as the ISO 9001 certified Local government unit. The only difference is that ISO-9001 certifies is on the new total quality management while the Non-ISO is on the old system still.

Yet the evaluation on Customers become participative and observant in the implementation with a mean value of 3.57 interpreted as “Strongly Agree” proven that the people or the customers are still used to their old system at which they will not change anything with the process and procedures that even encountering problems, they can still managed because of their familiarity. Old people, old providers and old customers can mingle one another with the old system, yet, just attained minimal success for the entire community and sometimes encountered red tapes because of the familiarity syndrome.

LGU Performance

It can be gleaned from the summary of the mean values of the respondents evaluations on Total Quality Management Results on LGU Performance. The table shows that the evaluation values of the ISO-9001 certified fall within the range of the verbal interpretations of “Strongly Agree” with a grand mean value of 3.53 interpreted as “Strongly Agree.” While the Non-ISO certified local governments falls within the “agree” except the item “Our organizational performance has increased tremendously” with a mean value of 3.57 interpreted as “Strongly Agree.”

This results only signifies that ISO-9001 certifications made a positive impact in the operations of the local government unit. Evidently, based on respondent’s interview, the performance of their local government units tremendously attain their goals and objective for the first time when they implement the systems and procedures brought by the ISO-9001 standards.

Accordingly, they are now enjoying easy access in retrieving of information from the system where data are basically stored. Eventually, they can serve the customer easily because everything is in order with the appropriate records keeping and retrieval systems.

With the Non-ISO certified local government, the mean value of 2.62 interpreted as “Agree” and all the items identified are all “Agree” except the “Our organizational performance has increased tremendously” with a mean value of 3.57 interpreted as “Strongly Agree.” This is because of the familiarity of the old system and old customer they cater, it is very easy to process even if they find difficulties in the storing and retrieval of data. They are already used to their old style of serving the people, process all documents and store their date the old way. Other than changing their old familiar system that will give them headaches following the new system especially those who do not want to change anymore, and those who are already in their retiring age.

Culture of Quality

Visibly observed that the mean values of the respondents on Total Quality Management Results on Culture of Quality the different responses. The ISO-9001 certified local government are unified their responses on the different items as identified on the culture of quality with an overall mean of 3.15 interpreted as “agree.”

It may sound ironic but it is true since some of the members of the ISO-9001 certified local government are still in the process of adjustment since they were used to their old systems of providing services to their constituents. Accordingly, before there were system and procedures but they were not documented causing confusion and misunderstanding between departments and among its employees.

That is the very reason that when the ISO-9001 certification on standardize systems and procedures were introduced to them, they seem hesitant and there is a clear indication of resistance. From that mind set of the people it will definitely find difficulty in implementing the new systems and procedures that eventually changed into a more productive team.

For the Non-ISO certified local government unit, the story is of different perspective resulting to a reflection of the ISO-9001 certified local government unit in most of the items as identified received an agree evaluations with an overall mean of 3.48. It is because they are all familiar with the old system and never encounter misleading information since they are used to it. Changing the systems and procedures will definitely experience the same as the ISO-9001 certified local government experiences. Consequently, based on the information given by the respondents during the focus group discussion that there are procedures that takes several days/hours to get done.

Between the ISO 9001 and Non-ISO certified LGUs on the effects of TQM implementation.

The ANOVA analysis on the significance difference between ISO 9001 and Non-ISO certified LGUs on the effects of TQM implementation. It can be seen from the table that there are significant differences on the effects of implementation of all TQM dimensions between ISO-certified and non-ISO-certified LGUs.

The results invalidate the hypothesis that “there is no significant difference between the ISO and Non-ISO certified 9001 on the effects of TQM implementation is being rejected. It means that there is a clear indication that the results of TQM is based only on the awareness of the entire organization. From the time that the organization initiated the program of acquiring the ISO standards the mindset of the people with TQM arises. But when the organization are still in their old way of serving the people their awareness to TQM is limited and hesitant as the same to accept the reality of changing their old ways in doing things and considered it as not their priority for as long as the people are being served accordingly.

The differences are basically delved on the responses of the participants of the focus group discussion and found difficulties in the implementations of their own system “before, there were system and procedures but they were not documented that caused confusion and misunderstanding between and among departments. When their local government intended to be ISO 9001 certified, there is a need for major tasking on documentation of all of its procedures, instructions, policies and others.

It proves that ISO-9001 and Non-ISO certified local governments are in different perspective on the same principle implementation of Total Quality Management that really reflects on the results upon evaluating their performances. Substantiating enough that in the introduction and acquisition of standardized system provided by the ISO-9001 certifying body, the improvement took place the way the local government unit is serving its people and implementing governance to the entire community with and for all the stakeholders.

As a support, that in practice, TQM ensures the attainment and realization of profit and productivity in the organization. On one hand, when customers are satisfied, cash flow increases while on the other hand, when employees are satisfied, their productivity rises. In finality, TQM help firms eliminating wastes, work duplications and errors brought about by human and machine and even systems of operation resulting to a more productive and profitable organization. In support, the implementation of TQM ensures proper coordination between the firm and the supplier, therefore, decreases the chances of possible wastes and errors (Juneja, 2018).

Barriers to Total Quality Management

The Barriers to Total Quality Management can be observed as identified by the respondent according to their actual observations and it turned out that the ISO-9001 and Non-ISO certified local government are of different perspective in seeing the Total Quality Management as a system and as a principle.

For the ISO-9001 certified local government unit all the dimensions as identified in the parameters are considered barriers excluding the “Lack of rewards and recognition” that identified by the respondent as strongly disagree. The “Resistance to change” is very specific to an organization experiencing the transition to change from the old system of total quality management specifically if there are a lot of changes that would happen to all organization’s operations which include the design and layout of everything within the offices. Resistance to change is the most difficult problems that all organization and there is no exception at all, because of the familiarity of everybody. But that is most effective way of doing business in all types of industries to be able to create a culture of innovation. And through total quality management an organization is establishing such kind of culture eventually reaping happy customers.

While “Lack of rewards and recognition and Lack of evaluation procedures and benchmark indices.” Are the only barriers to TQM as identified by the respondents of the Non-ISO certified local government unit. It is very true that if the organization are already complacent with what they are doing and used to what the system is implementing within the organization, it is very difficult to accept the reality of changes that will take pace. But on the positive side, it seems that the people within the Non-ISO local government unit are already ready to face the challenges of being an ISO-9001 certified local government unit and that is a very idealistic when it comes to introducing a new system in an organization without hesitation and resistant to change. Or most probably the employees are just in-denial to accept the realities of having an ISO-9001

certification because they will not and can no longer do the things they are usually doing during the time there is no existing quality management system patterned from the ISO-9001 standards.

From the script of the focus group discussion proved that it is very difficult for them to change the way they are doing thing before but eventually changes their perceptions as the time goes by.

“Everything new is hard at first. However, as time goes by realization came that it's beneficial and giving edge to the municipality/department when you're ISO certified. “

“New systems are introduced, thus making the work loads easier to carry out and cut down the time allotment.”

Records/documents in need can be provided in less time. Proofs are available to verify the work done. Employees are motivated and more aware of the system.

Clients/customers are satisfied with the service that they are receiving. Benefits out-numbered the difficulties.

A plan to implement TQM may be such a strategic decision. Such a leader may then become a prime mover, who takes charge in championing the new idea and showing others how it will help them get where they want to go.

With the implementation of the system, we come upon some problems.

We have difficulty in documenting the procedure that is currently being used.

Not all employees are trained for the changes, because of this not everybody recognized the importance of QMS.

More paper works and work loads have been added to the daily routines, as a result a few doesn't appreciate the changes at the beginning.

Division of labor has been implemented, thus there are those who doesn't extend help to others.

Before, there were system and procedures but they were not documented. This caused confusion and misunderstanding between departments. When Guiguinto intended to be ISO 9002 certified, there is a need for major tasking on documentation of all of its procedures, instructions, policies and other. Although, we found it hard to comprehend with the documentation with the age of some staff who were not well versed with the use of new technology. Because of the patience of the document controller and technical assistance provided with the IT Department, We were able to document all of our procedures and all the quality records were also set in their proper place.

In the implementation of Total Quality Management, since all procedures are documented and forms are provided in filing of reports. We are now enjoying easy access in retrieving of information for there is a system in storing of data.

Benefits are being enjoyed by different departments. Prior to the system Implementation, there are procedures that takes several days/hours to get done but with the implementation of TQM, it was shorten to almost half.

We follow step by step procedures in order to compress the time consumed.

Coordination with other departments is necessary,

A preliminary step in TQM implementation is to assess the organization's current reality. Relevant preconditions have to do with the organization's history, its current needs, precipitating events leading to TQM, and the existing employee quality of working life. If the current reality does not include important preconditions, TQM implementation should be delayed until the organization is in a state in which TQM is likely to succeed.

TQM views an organization as a collection of processes. It maintains that organizations must strive to continuously improve these processes by incorporating the knowledge and experiences of workers. The simple objective of TQM is “Do the right things, right the first time, every time.” TQM is infinitely variable and adaptable. Although originally applied to manufacturing operations, and for a number of years only used in that area, TQM is now becoming recognized as a generic management tool, just as applicable in service and public sector organizations. There are a number of evolutionary strands, with different sectors creating their own versions from the common ancestor. TQM is the foundation for activities,

TQM is mainly concerned with continuous improvement in all work, from high level strategic planning and decision-making, to detailed execution of work elements on the shop floor. It stems from the belief that

mistakes can be avoided and defects can be prevented. It leads to continuously improving results, in all aspects of work, as a result of continuously improving capabilities, people, processes, and technology and machine capabilities.

Continuous improvement must deal not only with improving results, but more importantly with improving capabilities to produce better results in the future.'

To date, our municipality is not yet ISO 9002 certified. Still have a lot to be done, but we intend to slowly integrate TQM in all of our processes and system. WE still need to prepare our employees especially those traditional and old employees, they need to embrace changes for the improvement of our municipality. We need the cooperation of each and every one, particularly the Sangguniang Bayan to evaluate if we are ready and if we can make it. Still, hoping that someday, we would be ISO 9002 Certified and practicing TQM which totally embedded in our system.

Synthesis of the Results and Discussions:

There is a clear indication that ISO-9001 and Non-ISO certified local governments are different when it comes to importance of Total Quality Management implementation. The reality there is that both groups of local government units are into it.

There is a significant difference between the ISO-9001 and Non-ISO certified local government units in their way of implementing the principle. ISO-9001 and Non-ISO certified local government units are different when it come to the practices as proved by the ANOVA analysis on its differences. However, both government units are practicing Total Quality Management in different perspectives.

There is a clear sign that a model of Total Quality Management has to be provided for the entire community to observe, practice and include as a way of life of all employees.

The following Total Quality Management Model were deduced from the results of the study that can be used as a simulacrum that can be a pattern on what to focus from the time that the local government initiate to have a TQM program. It will also serve as their basis to be able to design and craft strategy for a smooth sailing implementations of the program associated with the ISO standardization.

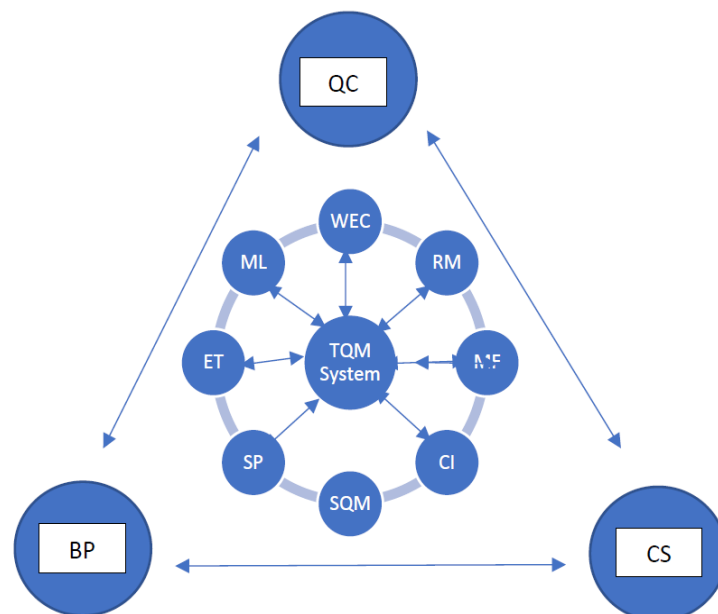


Figure 2.
CNM-EVV 2002 Model of TQM Implementation
in the Local Government Units

As reflected in Figure 2, TQM implementation will be measured in terms of eight (8) dimensions namely: management leadership (ML), resource management (RM), measurement and feedback (MF), continuous improvement (CI), supplier quality management (SQM), systems and processes (SP), education and training (ED), and work environment and culture (WEC). These dimensions will be assessed by the respondents in terms of perceived importance and extent of practice in their respective LGU. Moreover, the research paradigm examines the impact of TQM implementation (TQM results) on the areas including: customer satisfaction, LGU business performance, and culture of quality.

The double-head arrows representing the barriers that the organizations should consider in the process of planning, organizing, leading, and controlling of the activities involving total quality management systems and programs.

For Future Use:

The ISO-9001 certified local government unit should create a monitoring team that will police the operations religiously of the program since based on the results and conclusions they seem to be lax in the implementation of the program. Re-orientations should be conducted to be able to instill into the minds of the employee the importance of the TQM programs and make it as a way of life. For the Non-ISO certified local government unit to start planning for the acquisition of the ISO-9001 system for the TQM to be supported with the international standards that eventually attained beyond satisfactions of the stakeholders.

The deduced model should also be considered by both the local government units and eventually to all local government units across the provinces in the Philippines for the validation of the results of this research.

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