

## Compliance to total quality management in one Philippine province

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### *Abstract*

This research delves into the implementation of Total Quality Management (TQM) as a tool for sustainable development and ISO certification in the Provincial Government of Batangas, a province located in the Philippines. The study's objectives include assessing compliance with TQM, describing respondent profiles, determining the extent of TQM compliance in terms of employee and client satisfaction, identifying challenges, and proposing a standard course of action for TQM compliance. The research design employs a descriptive research method to evaluate TQM compliance in Batangas Province, specifically focusing on employee satisfaction, client satisfaction, and organizational capacity. Based on the results, respondents acknowledge compliance with TQM in terms of employee and client satisfaction and organizational capacity. However, challenges affecting TQM compliance are identified, with no significant relationship found between compliance and these challenges. The study concludes with recommendations for the Provincial Government of Batangas, including adherence to salary standardization laws, sustaining reward and recognition programs, and optimizing service provision to stakeholders. The proposed plan of action is offered for consideration, with potential for future implementation and evaluation. This research contributes to the ongoing enhancement of quality management practices in local government.

**Keywords:** total quality management, compliance, employee satisfaction, organizational capacity

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### 1. Introduction

According to recent research conducted by Twum et al. (2021), numerous economies have successfully adopted Total Quality Management (TQM) strategies to enhance the quality of their services. Public sector organizations in developing countries must consider implementing TQM practices to ensure customer satisfaction. TQM techniques have gained widespread recognition as the most effective means of improving a company's products and services.

Organizations can utilize Total Quality Management (TQM) as a strategic approach to maintaining their competitiveness in the global market while simultaneously improving their traditional business practices. An organization can transform its culture and activities by implementing effective management practices. According to a study conducted by Arrikok (2017), TQM entails a set of management practices to ensure the consistent delivery of customer expectations. As outlined in the research, the Deming approach to TQM is a system that promotes cooperation and learning to facilitate process management practices. TQM leads to continuous improvement of procedures, products, and services and heightened employee satisfaction. These factors are critical in ensuring customer satisfaction and the longevity of an organization.

Many organizations across the globe including the Philippines, have embraced the utilization of ISO 9001. In the Philippines, certification of ISO 9001 entails the monitoring and certification of a company's Quality Management System by certification bodies. Once a company meets the certification requirements, an ISO 9001 certificate is issued, and the quality management system undergoes regular audits and re-certification every three years. This certification guarantees consistent, high-quality products and services and offers various benefits.

Administrative Order No. 161 was issued by Her Excellency Gloria M. Arroyo, the former President of the Philippines, on October 5, 2006. This order mandated the implementation of Total Quality Management (TQM) across the country, intending to improve the nation's global competitiveness rankings. Memorandum Order No. 228 further emphasized the importance of both government and private sectors working together to achieve quality excellence, according to Noche (2019). Accredited agencies were expected to act as role models for quality excellence, setting standards for other agencies and fostering a culture of continuous development within the government. National agencies and government-owned and controlled corporations (GOCCs) must establish an ISO-compliant quality management system by implementing programs that follow relevant Philippine National Standards. Furthermore, Local Government Units (LGUs) are encouraged to develop their own Quality Management System that adheres to ISO standards. By doing so, the government aims to create a culture of quality excellence throughout the country, ultimately benefiting the Philippines' citizens.

From the perspective of Ruso et al., (2013), local government units play a crucial role in instigating genuine change in the Philippines. With their immediate and practical approach, they can deliver essential services to the people and address their concerns on the ground, acting as the government's face. Throughout history, public administration has always been inclined toward public service. At the core of government is the principle of serving the people, and public administration is an indispensable tool in achieving this goal. It is not only about providing the fundamental needs and wants of the people but also about communicating the methods and ensuring that the people comprehend them. Public Administration is an unceasing process that should always be considered. The ones in positions of authority must acknowledge this crucial requirement if they want their government to be responsive to the present times' demands. Good governance is closely linked to the efficient and effective delivery of services. However, some governments focus on the bureaucracy rather than the general public. However, the ultimate objective of providing public services is to satisfy the citizens' needs, who are the end-users.

The government provides residents with a broad range of services, encompassing various aspects of their daily lives. These services can be classified into social, economic, political, and administrative domains. The essential services that cater to the basic needs of individuals and families, including their physiological requirements, are of utmost importance according to Abdulla (2019). Furthermore, these services aim to enhance the well-being of people and boost their productivity, which is vital for individuals to flourish and prosper in their pursuits.

Batangas is one of the Philippine provinces situated in the Calabarzon Region of Luzon, has diligently served its people through its Health, Education, Livelihood, and Protection (HELP) programs under the current administration's leadership. In 2012, the Provincial Government of Batangas introduced "Total Quality Management (TQM) (ISO)" as an innovative factor in personnel administration and a tool for sustainable development, as mentioned in Chapter VIII of the Administrative Code of the one Philippine province. This pioneering feature institutionalized TQM to continuously enhance the long-term performance of the Local Government Unit by catering to the needs of all stakeholders. It was also stated that TQM strives to achieve ISO certification for the one Philippine province.

Organizations have implemented various quality management methods for different reasons over time. Some use quality procedures to achieve strategic objectives, while others do it to meet societal and industry expectations. This study explores the social and logical perspectives surrounding quality approaches, examining organizations' quality management strategies based on the reasoning behind their implementation. Organizations often adopt quality practices that are socially acceptable to other businesses in their industry or country.

As an employee of one Philippine province and a doctoral student in public administration, the researcher aims to institutionalize Total Quality Management in one Philippine province as a tool for ISO certification. This objective seeks to establish it as a benchmark of quality excellence and a model for other local governments in the province, promoting a culture of continuous improvement in government processes. The study's findings will positively impact organizational performance, leading to sustainability. Additionally, the results will serve as an informative guide for organizational management reinvention, enabling one Philippine province to increase efficiency and effectiveness in all its processes based on its mission and vision.

**Objectives of the Study** - The study generally aimed to evaluate compliance to the Total Quality Management System in one Philippine province. Specifically, it sought to describe the profile of the respondents in terms of sex, civil status, educational attainment, and length of service; determine the extent of compliance to Total Quality Management (TQM) in one Philippine province about employee satisfaction, client satisfaction, and organizational capacity, and identify the challenges that affect the compliance to Total Quality Management (TQM) standards in one Philippine province; test the significant difference in the compliance and challenges when respondents were grouped according to profile variable; test the significant relationship between the compliance to Total Quality Management (TQM) standards and challenges encountered; and finally, propose a standard course of action compliant to Total Quality Management.

## 2. Methods

**Research Design** - In this study, the researcher employed the descriptive research method as it provides the needed information to evaluate the Total Quality Management System compliance in the Provincial Government of Batangas as a tool for ISO Certification. In descriptive research, the researcher's purpose is to evaluate the compliance to Quality Management of the PGoB in terms of Employee satisfaction, client satisfaction, and organizational capacity. Thus, observation and survey tools will be used to gather data. This design aims to get a picture of a group of people's current thoughts, feelings, or behaviors. Bhat (2019) defines descriptive research as "describing the nature of a demographic segment without focusing on "why" a specific phenomenon occurs. In other words, it "describes" the research topic without explaining "why" it occurs.

The data were collected, tabulated, and analyzed quantitatively using percentages and frequencies to

determine the significant difference in the respondents' responses from different departments and significant relationships between the compliance and challenges encountered based on the result, respectively. The data acquired was computed using statistical tools such as weighted mean and measure using the level of effectiveness of the initial actions taken by the Provincial Government of Batangas towards the implementation of Total Quality Management through the Likert Scale. The organized data were subject to interpretation and analysis.

**Participants of the Study** - The participants of the study are regular employees of the Provincial Government of Batangas. The researcher used Raosoft Sampling Calculator ([www.raosoft.com/sample size](http://www.raosoft.com/sample_size)) with a confidence level of 95% to determine the sample size. The computed sample size is 510.

**Data Gathering Instrument** - The researcher used a survey questionnaire patterned from different studies and was modified. The first part of the survey questionnaire includes the respondents' demographic information, such as gender, age, educational attainment, civil status, and length of service with the agency. The second section discusses how the Batangas Provincial Government adheres to Total Quality Management standards with regard to employee satisfaction, client satisfaction, and organizational capacity. The third part identifies the challenges that affect the Provincial Government of Batangas' compliance with Total Quality Management standards. The questionnaire was adapted from various studies and was modified to suit the current practices of Total Quality Management (TQM). The questionnaire was subjected to pilot testing to determine its validity and reliability.

**Data Gathering Procedure** - To provide preliminary information on the evaluation of Total Quality Management in the Provincial Government of Batangas, the researcher constructed a survey questionnaire based on the concepts of Total Quality Management. The survey questionnaire was presented to the adviser for approval. After the questionnaire has been approved by the adviser, the researcher presented the questionnaire to the experts in the field for validation. A letter of request to conduct the survey was submitted to the Provincial Governor for approval. After the approval of a request, the data gathering started. Participants were also asked to give their consent. Respondents were given enough time to complete the survey after presenting the research concepts. The purpose of the study as well as data privacy, were discussed. The data were encoded after retrieving the questionnaire. Data were tabulated, and a statistical tool was used to address the issues raised in the study. The data was collected and analyzed using acceptable statistical methods.

**Ethical Considerations** - The ethical aspects of the research were strictly adhered to. The respondents were given enough time to complete the survey questionnaires to the best of their knowledge and abilities. The study required respondents' consent and permission and maintained strict confidentiality. Respondents' identities were not revealed to protect their privacy

**Data Analysis** - To perform data analysis, the following statistical tools were used. Frequency and percentage distribution were used to describe the profile of the respondents in terms of sex, civil status, educational attainment, and length of service. Weighted means and ranking were used to determine the extent of compliance to Total Quality Management in the Provincial Government of Batangas with regard to employee satisfaction, client satisfaction, and organizational capacity, and identify the challenges that affect the compliance to Total Quality Management standards in the Provincial Government of Batangas. The result of the Shapiro-Wilk Test revealed that the p-values of the main variable were less than 0.05 which means that the data set is not normally distributed. Therefore, Mann Whitney U test for two groups and Kruskal Wallis for three groups were used as part of the non-parametric tests to determine the significant differences.

### 3. Results and discussion

Table 1 presents the summary table on the implementation of Republic Act 9184. The overall composite mean of 3.50 indicates that it is highly implemented in general. Among the domains, receipt and opening of bids and evaluation got the highest weighted mean of 3.65. This indicates that it is highly implemented from the start

of the receiving of the bid and concludes when the bids are subject to further evaluation. Having two separate envelopes to be submitted by the bidders, accompanied by a bid security, the BAC opens the bids immediately after the deadline for submission and receipt of bids, and the approved budget of the contract must be the upper limit or ceiling for acceptable bid prices are some indicators why a successful implementation of the bidding process happens. There is transparency and clarity from the beginning until the end of the procedure. According to Nyasulu (2018), implementing accurate receipts and maintaining transparency and accountability promotes efficiency and minimizes the risk associated with the procurement process. Receipts, opening of bids, and evaluation are highly implemented in the procurement process which involves the practice of transparency and accountability, competition and fairness, compliance with regulations and policies, evaluation of supplier capabilities, cost and value optimization, and documentation and audit trail.

**Table 1**

*Compliance to Total Quality Management Standard*

Indicator	Weighted Mean	Verbal Interpretation	Rank
1. Employee Satisfaction	3.40	Agree	1
2. Client Satisfaction	3.39	Agree	2
3. Organization Capacity	3.31	Agree	3
Composite Mean	3.36	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

As seen from the Table 1, all were rated agree which means that the respondents are satisfied on the compliance to Total Quality Management. This was supported by the composite mean of 3.36. Among the major variables, they positively assessed the employee satisfaction (3.40), client satisfaction (3.39) and organization capacity (3.31). According to the data, the Provincial Government of Batangas complies with Total Quality Management criteria in terms of employee and client satisfaction as well as organizational evaluation. However, to reach the highest level of compliance, the organization must continue to monitor and assess the Total Quality Management implementation to create new strategies for its advancement.

The organization may also look at the elements that affect achieving the highest level of compliance and take appropriate action, following an ISO Update (2019) article. Today's organizational environment is characterized by constant and quick change; technology advances at a breakneck pace, competition rises, and customers demand higher quality at lower prices. Organizations must be effective if they are to adjust to these changes and yet accomplish their objectives. Efficiency calls for a comprehensive strategy and cannot be attained by concentrating on a particular process or area inside a business. Most Total Quality Management implementations are successful when the workforce has significant behavioral and attitude changes. The employees who implement TQM or other programs for continuous quality improvement are most directly impacted. Theoretically, TQM processes positively affect employees by raising their engagement and satisfaction levels and the organization's effectiveness.

Indeed, many organizations that have adopted quality-management practices have experienced an improvement in attitude, commitment, and effectiveness among employees. One study conducted by Arumugam and Ooi (2020) investigated the relationship between TQM practices and employee job satisfaction in the Malaysian healthcare industry. The results showed that TQM practices were positively related to employee job satisfaction, indicating that TQM practices can lead to improved attitudes among employees. Another study by Raziq and Maulabakhsh (2015) examined the impact of TQM practices on employee commitment in the Pakistani banking sector. The findings revealed that TQM practices were significantly related to employee commitment, indicating that TQM practices can increase the level of commitment among employees.

Additionally, a study by Kaynak and Hartley (2008) investigated the impact of TQM practices on organizational effectiveness in the Turkish manufacturing industry. The results showed that TQM practices were positively related to organizational effectiveness, indicating that TQM practices can improve effectiveness among employees. In conclusion, the literature supports the idea that TQM practices can lead to improvements

in attitude, commitment, and effectiveness among employees. These findings suggest that organizations can benefit from implementing TQM practices in their management approach.

**Table 2**

*Challenges that affect the compliance to Total Quality Management (TQM) standards*

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Employee Satisfaction	1.72	Disagree	1.5
2. Client Satisfaction	1.72	Disagree	1.5
3. Organization Capacity	1.72	Disagree	3
Composite Mean	1.72	Disagree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 2 presents the factors affecting employee satisfaction, client satisfaction and organization capacity. All was assessed as disagree which indicates that they contradict with the factors cited to the three indicators. In conclusion, factors that have been associated with adherence to Total Quality Management standards in the Provincial Government of Batangas does not affect the satisfaction of the participants. Through ongoing innovation in service delivery techniques, requirements in the attainment of employee satisfaction, client satisfaction, and organizational capability are met and can be improved. Harter et al. (2020), found that employees who reported high job satisfaction also had higher levels of productivity. The authors suggest that this may be due to the fact that satisfied employees are more likely to be engaged in their work, which can lead to increased productivity.

Employees are more likely to feel they fit at an organization that stands for social change. Studies show that people are willing to give up financial benefits to work for an organization that practices corporate social and environmental responsibility. If your organization's mission is to become the industry leader and nothing more, then it will be difficult for employees' goals and values — which are likely about the individual's aspirations, not the organization's — to fit in. On the other hand, if your organization's mission is to have some societal impact (such as Airbnb's "create a world where you can belong anywhere"), then it's easier for employees to align their goals and values with the organization's mission and thus feel that they fit in (Stein, 2021). Satisfied employees are less likely to leave their current jobs. The more fulfilled they feel at work, the stronger their attachment to their job, coworkers, and company. When the management values the employees' feelings about work and make an effort to address problem areas and increase their satisfaction, they will want to stick around. Employees who are satisfied with their jobs tend to be more productive at work. They'll have a sense of dedication that drives them to work hard to make a difference and achieve the company's objectives. Happy employees will also rarely miss work, so they'll accomplish more than employees who avoid work because they're stressed.

The most important factors influencing job satisfaction are all things the business can control. As a manager, one has the power to make decisions and have conversations that affect how employees feel at work. They consider how the management choices will impact employee satisfaction in the following ways. A pleasant, safe environment is essential to employee satisfaction. When the team members come to work in a clean workplace with a dedicated, comfortable space for them to work, they feel happier. The best work environments have well-maintained amenities for their employees and prioritize safety. The goal is to lessen stress and make the team members feel welcome when they come to the office. Despite the difficulties arising from the current pandemic, frontline government agencies and offices can aim for better frontline service delivery using actual feedback from citizens nationwide. Using the results of the national survey conducted by the Development Academy of the Philippines (DAP) under the Government Quality Management Program initiative, government agencies and offices can focus on improving frontline service delivery using the key drivers of citizen satisfaction captured in the e-survey conducted in December 2020.

Aiming for quality service delivery that follows these key drivers or service attributes that have the biggest impact on citizen satisfaction will contribute to a better transaction experience during the so-called "new normal." According to the DAP national Citizen Satisfaction e-Survey or e-CitSat, the key drivers of citizen

satisfaction in all methods of contact, that is, for face-to-face, phone call, or online transactions are: When these key drivers of citizen satisfaction are considered in improving frontline government service delivery, citizens' service experience may fare better resulting in smooth engagement on the part of both the frontline staff and transacting citizens. Professor D. Brian Marson, co-founder and senior fellow of the Institute for Citizen-Centred Service in Canada pointed out in his lecture in DAP on "The Role of Service Quality Standards in Achieving High Levels of Client Satisfaction with Public Sector Services" that it is important to know the key drivers of citizen satisfaction to improve service. He called this the "outside-in" approach to improving service delivery. Likewise, DAP Vice President Arnel D. Abanto underscored the value of evidence-based information. He explained that if the management wants to improve quality, they must measure it. If they do not, they cannot trace or monitor its improvement.

The key drivers of citizen satisfaction is just one set of attributes that can be measured and monitored in aid of service quality improvement. Knowing what citizens like most in frontline service, especially in critical times such as the ongoing pandemic, government agencies and offices have valuable information that can help them in their efforts to improve their services. With improved services, citizen satisfaction may be enhanced and, more importantly, contribute to the national goal of ensuring responsive, people-centered, technology-enabled, and clean governance.

Table 3 depicts the association between the compliance to Total Quality Management and the factors affecting TQM. It was observed that the computed r-values indicates almost negligible direct / indirect correlation and the resulted p-values were greater than the alpha level. This means that there was no significant relationship found and implies that the compliance is not directly related to the factors presented. Implementing Total Quality Management (TQM) can present certain challenges that require significant human and financial resources. It may involve adjusting practices and procedures, which can be costly. To uphold a high standard of quality, it is crucial for companies to prioritize quality management, and senior management must play an integral role in this effort. It is important to establish practical and achievable objectives to ensure that resources are utilized effectively.

Ensuring top-notch quality is of utmost importance. The active participation of top-level management is indispensable in quality management. It enables businesses to engage all staff members in the quality management process, fostering a collaborative approach. Organizations should set SMART objectives to ensure they achieve their goals. It is important to note that setting unrealistic goals may lead to a loss of valuable resources. The recurrence of errors must be avoided at all costs. In-depth root cause analysis can provide valuable insights to prevent recurring mistakes. It is crucial to remember that quality is an ongoing process and not a one-time outcome. Therefore, it is imperative to emphasize the process itself, which helps organizations to minimize waste.

**Table 3**

*Relationship between the compliance to TQM standard and factors affecting employee satisfaction, client satisfaction & organizational capacity*

Employee Satisfaction	rho-value	p-value	Interpretation
Employee Satisfaction	0.041	0.356	Not Significant
Client Satisfaction	0.032	0.471	Not Significant
Organization Capacity	0.023	0.603	Not Significant
Client Satisfaction			
Employee Satisfaction	0.016	0.724	Not Significant
Client Satisfaction	-0.027	0.537	Not Significant
Organization Capacity	0.018	0.677	Not Significant
Organization Capacity			
Employee Satisfaction	-0.047	0.287	Not Significant
Client Satisfaction	0.012	0.781	Not Significant
Organization Capacity	0.046	0.300	Not Significant

Legend: Significant at p-value < 0.05

Finally, when working in the field of quality, it is essential to be proactive. If a process is not working properly, it is essential to act before the situation gets worse. To sum up, the main objective of quality management is to ensure the quality of the whole organization. If a business practices it, it can reach long-term goals of staying in the industry and increasing its revenue. However, as stated above, TQM is costly and time-consuming, hence no quick fix. When making significant decisions involving staff participation, carefully evaluating the advantages and disadvantages is crucial. One must consider how long the benefits of such choices will continue to impact the organization positively. With TQM's guiding principles focused on continuous improvement, one can trust that the initial effort and cost will lead to long-lasting competitive advantages. TQM is recognized as a set of principles that govern an organization's continuous improvement. Scholars have noted that TQM provides practical tools and techniques for both corporate and public administration. TQM emphasizes the importance of managerial skills, competence, and leadership capabilities, among other things.

When it comes to implementing Total Quality Management (TQM) in the public sector, there are several key factors that must be taken into consideration. These factors include personnel and performance management, strategic goals, organizational policies, productivity, employee efficiency and effectiveness, and organizational structure. It's important to understand that TQM can directly and indirectly impact government processes and relationships with the public. Aside from the factors mentioned above, there are several other considerations that must be kept in mind when implementing TQM in the public sector. These include corporate culture, ethics, employee perception, flexibility, trust, democracy, risk-taking behavior, and relationships among superiors and subordinates. Each of these factors can play a significant role in the success of TQM initiatives, and ignoring any one of them could have negative consequences.

Despite the many challenges associated with implementing TQM in the public sector, experts agree that it offers a systematic and quantifiable approach to improving government organizations' quality of services, products, and management processes. By focusing on continuous improvement and the elimination of waste, TQM can help public sector organizations become more efficient, effective, and responsive to the needs of the citizens they serve. In order to ensure the success of any organization, it is crucial to prioritize the needs and satisfaction of its customers. The implementation of total quality management allows companies to not only anticipate and address customer feedback and preferences, but also improve their overall offerings. Additionally, TQM can help businesses overcome the challenge of finding and retaining skilled employees by promoting employee engagement and motivation, which in turn enables them to reach their full potential.

**Table 4**

*Proposed plan of action for compliance to total quality management in one Philippine province*

PPA's	Objectives/Strategies	Performance Indicator	Persons Involved
Conduct orientation briefing on the duties & responsibilities of employees.	Coordinate with the Provincial Governor, Sanguniang Panlalawigan, Budget Office through the Human Resource Management Office.	Orientation briefing on the duties & responsibilities of employees conducted.	Provincial Governor, Sanguniang Panglalawigan, Budget Office HRMO
Strict adherence on the standard 8 office working hours.	Coordinate with the Provincial Governor through the HRMO.	Standard 8 office working hours strictly adhered to.	Provincial Governor HRMO
Enact an ordinance to provide additional financial, technical and manpower support.	Coordinate with the Provincial Governor, Sanguniang Panglalawigan and Budget Office.	Ordinance to provide additional financial, technical and manpower support enacted.	Provincial Governor Sanguniang Panlalawigan Budget Office
Conduct retooling activities for employees to be abreast of their duties and	Coordinate with the Provincial Governor, Sanguniang Panlalawigan,	Retooling activities for employees conducted.	Provincial Governor Sanguniang Panlalawigan HRMO

responsibilities.	Budget Office & HRMO..		
Review and update the proposed current budget annually for implementation	Coordinate with the Provincial Governor, Sanguniang Panlalawigan, Budget Office	Proposed current budget reviewed & updated annually.	Provincial Governor Sanguniang Panlalawigan Budget Office
Formulate monitoring and evaluation plan for implementation	Coordinate with the Local Executives of the 8 municipalities through the Bids & awards committee.	Monitoring & evaluation plan for implementation formulated.	Provincial Governor Provincial Planning & Development Office.

#### 4. Conclusions and recommendations

Based on the results, respondents agree on the compliance of the Provincial Government of Batangas with regard to employee satisfaction, customer satisfaction and organizational capacity. Respondents disagree on the factors affecting the compliance to TQM of the Provincial Government of Batangas in terms of employee satisfaction, customer satisfaction and organizational capacity. There is no significant relationship between the compliance to TQM and factors affecting the compliance, implying that the compliance is not directly related to the factors presented. A plan of action is proposed to enhance compliance to Total Quality Management.

The Provincial Government through the Human Resource Management Office may strictly adhere to the salary standardization law. The Provincial Government through the Human Resource Management Office may sustain the programs for giving rewards and recognition to employees. The Provincial Government may sustain the provision of service to stakeholders. The Provincial Government may sustain the time allotted to provide clients services. The Provincial Government may continue the programs on economic enterprise development and source of funding. The Provincial Government through the accounting department, may re-align the system on cash flow. The proposed plan of action maybe considered for discussion for future implementation and evaluation thereafter. Future researches maybe conducted on the same topic specifically on the enhancement of quality management.

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