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## Research Article

### Motivating and Critical Success Factors in the ISO 9001:2015 Implementation of the Provincial Government of Bulacan

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#### ABSTRACT

Quality is an essential performance measure in both the private and public sector. The adoption of a Quality Management System (QMS)/ISO 9001:2015 standard is a strategic decision that can help improve an organization's overall performance. This study aimed to assess the ISO 9001:2015 implementation of the Provincial Government of Bulacan in terms of the selected critical success factors and workforce level of motivation and be able to provide recommendations for improvement. This study used the quantitative, non-experimental, descriptive research design, employing survey and correlational approaches. A qualitative approach through qualitative interview was also utilized to capture the implementation strategies. The overall analysis revealed that 8 motivating factors obtained a low level of relationship with all of the selected critical success factors while the 9<sup>th</sup> motivating factor, Recognition and Feedback Received obtained a high level of relationship with 7 critical success factors indicating that Recognition and Feedback Received can affect the implementation of QMS tasks in terms of the critical success factors. Findings also showed that there is an opportunity in trainings. Leaders can identify training needs to support a more effective QMS implementation. Furthermore, the Provincial Government of Bulacan can revisit and strengthen the performance evaluation process as this can help meet the upper-level self-actualization needs of employees. A quality program with the suggested action plan has also been recommended towards overall performance improvement.

**Keywords:** *iso, iso 9001:2015, motivation, quality, quality management system success factor*

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#### Introduction

Poor quality in products or services creates a long list of problems – customer

dissatisfaction, wasted resources, lost revenue due to cost of rework or refunds, missed

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opportunities, mistrust, and decreased efficiency among others.

The implementation and maintenance of a quality management system is one prevention initiative that has been tried and tested over the years. The adoption of a quality management system is a strategic decision for an organization that can help improve its overall performance and provide a sound basis for sustainable development initiatives. (ISO 9001:2015 Quality Management Systems — Requirements)

In the private sector, there has been an increasing number of organizations all over the world that adopt the ISO standards.

In the Philippines, with the goal to identify specific actions to improve the country's competitiveness ranking, specifically, in the areas of business and government efficiency and to ensure consistency of products and services through quality processes, Former President Gloria-Macapagal Arroyo ordered the **institutionalization of Quality Management System in the government under** Administrative Order No. 161 in 2006 and the implementation of the GQMP (government quality management program) under Executive Order No. 605 in 2007. This legal framework is to encourage the public sector in the Philippines to pursue ISO 9001 standard.

Despite the government's order to implement the government quality management program, only 12 provincial government units have received the ISO 9001:2015 standard certification. Then, in the province of Bulacan, only the municipality of Guiguinto implements the ISO 9001 standard.

Futhermore, despite the institutionalization of **Quality Management System/ISO standard in the Philippine government as mandated by the GQMC (Government Quality Management Committee), the Philippines as being the** APO Center of Excellence in Public Sector Productivity, and other governmental efforts, our country is ranked 60<sup>th</sup> in status index and 87<sup>th</sup> in governance index in 2022 according to BTI (Bertelsmann Stiftung Transformation Index) report. The Status Index ranks the countries according to their quality of democracy and market economy while the Governance Index ranks the countries according to

their leadership's political management performance. BTI is a measure of the development status and governance of political and economic transformation processes in developing and transition countries around the world.

The PGB (Provincial Government of Bulacan) with its numerous notable awards, particularly the SGLG (Seal of Good Local Governance) and the consistent 9001 certification since 2016 can encourage its municipal government units and other provincial governments in the Philippines to pursue the ISO 9001 standard in order to contribute to the realization of the goal to improve the country's competitive ranking. This study examined the ISO 9001:2015 implementation of the Provincial Government of Bulacan in terms of the selected critical success factors and workforce level of motivation. This study can help pave the way for government units aspiring to get the ISO 9001 standard certification.

### Objectives of the Study

The general objective of this study was to assess the ISO 9001:2015 implementation of the Provincial Government of Bulacan in terms of the selected critical success factors and workforce level of motivation. Specifically, the study intended to:

1. Determine the motivating and critical success factors that are evident in the ISO 9001-2015 implementation of the Provincial Government of Bulacan.
2. Identify the strategies that are used in QMS (Quality Management System) implementing tasks.
3. Examine the relationship between the selected critical success factors of QMS implementation and the workforce level of motivation.
4. Recommend appropriate strategies to improve the implementation after the assessment in terms of the selected critical success factors and level of motivation.

### Significance of the Study

This paper provided recommendations that may enhance the implementation of the ISO 9001:201. This study will benefit the following:

*Provincial Government of Bulacan.* The results of the study will enable the department

leaders, especially the Quality Management team, to find ways to strengthen the success factors towards better implementation and for the PGB leaders to correctly motivate their employees. This in turn will be useful to employees as they will feel more empowered, recognized, and given importance to.

*Quality Management team/QMR (Quality Management Representative).* The results of this study will assist the QMR in the planning of QMS implementation and execution of QMS implementing tasks. The team can devise new strategies and use recommended management tool/s that will further improve the ISO implementation.

*Other LGUs, government agencies and private institutions.* They can adopt the best practices in terms of ISO 9001:2015 implementation and get learnings from the opportunities identified for the Provincial Government of Bulacan. This study also wishes to inspire other LGUs to pursue ISO 9001:2015 standard/certification as not all LGUs are ISO certified.

## Methodology

This study used the quantitative, non-experimental, descriptive research design, employing survey and correlational approaches. A qualitative approach through

qualitative interview was also utilized to capture the implementation strategies.

The respondents included the staff from the departments of the Provincial Government of Bulacan involved in the implementation of ISO 9001:2015 standard. A total of 180 PGB employees participated in the survey.

In gathering data, the researcher utilized a semi-structured questionnaire for the qualitative part of the study and a structured questionnaire for the quantitative part based on the ISO 9001:2015 Standard.

The researcher also performed review of the PGB's quality manual which serves as the organization's documentation of its QMS and other significant documents.

## Results and Discussion

This section contains the presentation, analysis and interpretation of data to address the research questions.

### *Respondents' Workforce Level of Motivation in the Implementation of the ISO 9001:2015 Standard in the Provincial Government of Bulacan*

Table 1 shows the level of motivation of the PGB employees.

*Table 1. Workforce Level of Motivation in the Implementation of the ISO 9001:2015 Standard in the Provincial Government of Bulacan*

Indicators	Mean	Standard Deviation	Verbal Interpretation
1. I am motivated to contribute to the implementation of the Quality Management System because it will bring cohesion to the organization as everyone works towards a goal.	3.76	0.456	Strongly Agree
2. I am motivated to participate in the implementation of the Quality Management System because our work will add value to the organization thereby improving our job satisfaction.	3.7	0.483	Strongly Agree
3. I am motivated to follow the Quality Management System implementation plan because it will improve the overall process in the organization.	3.71	0.478	Strongly Agree
4. I am motivated to contribute to the implementation of the Quality Management System as it will increase our productivity and efficiency.	3.69	0.488	Strongly Agree

Indicators	Mean	Standard Deviation	Verbal Interpretation
5. I am motivated to participate in the implementation of the Quality Management System because of the monetary grant/bonus that awaits once certification is received.	3.46	0.712	Agree
6. I am motivated to follow the Quality Management System implementation plan as it will increase customer satisfaction.	3.69	0.464	Strongly Agree
7. I am motivated to contribute to the implementation of the Quality Management System because citizens will have more confidence in the government.	3.67	0.484	Strongly Agree
8. I am motivated to contribute to the implementation of the Quality Management System as we need to conform to the regulations.	3.6	0.524	Strongly Agree
9. I am motivated to follow the Quality Management System implementation plan as I know that my efforts will be recognized and that this will be one basis for my performance evaluation.	3.59	0.567	Strongly Agree

Table 1 shows that of all indicators, the eight (8) motivating factors such as Cohesion in the Organization, Meaningfulness of Work, Process Improvement, Productivity and Efficiency, Customer Satisfaction, Organization's Image, Conformance to Regulations, Recognition and Feedback Received were given a rating of Strongly Agree by the respondents to be the factors motivating them to contribute and implement the Quality Management System. Only one (1) motivating factor which is on Rewards/Monetary Grant was given a rating of Agreed by respondents to be motivating them to implement the Quality Management System.

As it revealed that PGB employees are not mainly motivated by Rewards/Monetary Grant, it reaffirms Psomas and Antony's study on the Effectiveness of the ISO 9001 Quality Management System and Its Influential Critical Factors, that external pressure just stresses employees and that internal motivation has a significant impact to the ISO 9001 QMS' effectiveness.

#### ***Selected Critical Success Factors***

The respondents' assessment of the PGB's QMS implementation in terms of the selected critical success factors is exhibited in table 2.

*Table 2. PGB's Extent of Implementation in Terms of the Selected Critical Success Factors*

Indicators	Mean	Standard Deviation	Verbal Interpretation
1. The leaders/top-level management motivate, support the people, and participate in the implementation of the Quality Management System.	3.62	0.51	Great Extent
2. Team members contribute and agree on the quality objectives.	3.56	0.581	Great Extent
3. We share the same set of values, beliefs, and expectations.	3.41	0.65	Moderate Extent
4. The steps to be carried out are carefully planned.	3.49	0.584	Moderate Extent
5. The objectives and goals are properly communicated, ensuring that everyone understands them clearly.	3.49	0.593	Moderate Extent

Indicators	Mean	Standard Deviation	Verbal Interpretation
6. We are highly-skilled to perform and contribute. Training to hone the skills and knowledge of team members is also provided.	3.43	0.598	Moderate Extent
7. The organization has the necessary set of tools (systems, applications, controls, and methodologies) to support the QMS implementation.	3.47	0.655	Moderate Extent
8. Each process is well-defined to ensure easier implementation.	3.51	0.664	Great Extent

Table 2 shows that of the eight (8) critical success factors that represent the Quality Management Principles (QMPs), five (5) indicators such as Culture, Planning, Communication, Skills and Training, and Tools are rated with Moderate Extent, while three (3) such as Leadership and Management Commitment, Teamwork, and Process were rated with Great Extent.

As critical success factors such as Culture, Planning, Communication, Skills and Training, and Tools are demonstrated in moderate extent, it can be asserted that although the said areas are evident in the Provincial Government of Bulacan's QMS implementation, Leadership and Management Commitment, Teamwork, and Process are currently the focus areas of the Provincial Government of Bulacan.

When it comes to the respondents' rating consistency, high standard deviation for

Culture with SD of 0.65, Tools with SD of 0.655 and Process with SD of 0.664 indicates that the respondents' ratings vary, making data more spread out from the mean.

### ***Strategies Used in QMS (Quality Management System) Implementing Tasks***

To capture the implementation strategies used by leaders/department heads and the Quality team, a qualitative approach through qualitative interview with the QMS core team was done. The implementation was also verified with the leaders to check on calibration amongst departments. A review of the PGB's quality manual and other QMS-related documents was also performed.

Table 3 presents the strategies used in QMS (Quality Management System) implementing tasks.

Table 3. *Strategies Used in QMS (Quality Management System) Implementing Tasks*

QMS Implementing Tasks	Extent of Implementation
<b>1. Establishing and Implementing the Quality Process</b>	
1.1 Create a set of quality guidelines (quality checklist)	Great Extent
1.2 Conduct an internal audit	Great Extent
1.3 Develop an audit dispute process and dispute resolution mechanism	Great Extent
1.4 Devise a corrective and preventive action process	Great Extent
1.5 Establish a communication and reporting process	Great Extent
1.6 Perform a management review	Great Extent
<b>2. Developing a Documentation System</b>	
2.1 Record and update work instructions such as SOPs and processes thru process map, process flow, flowchart, etc.	Great Extent

<b>QMS Implementing Tasks</b>	<b>Extent of Implementation</b>
2.2 Record activities such as but not limited to audit, dispute resolution, corrective action, and management review	Great Extent
<b>3. Maintaining the Customer Feedback System</b>	
3.1 Update feedback mechanism	Great Extent
3.2 Check feedback/survey box regularly	Great Extent
3.3 Document and discuss the feedback with concerned department/staff and include general feedback in meetings	Great Extent
3.4 Update/improve processes and implement based on customer feedback	Great Extent
3.5 Check if process improvements led to favorable results such as positive feedback or decreased number of negative feedback on that process	Great Extent
3.6 Monitor employee satisfaction through employee surveys (employees as customers)	Great Extent
<b>4. Developing the Quality Improvement Process</b>	
4.1 Make improvements on continuing basis (Continuous Improvement)	Great Extent
4.2 Identify training needs and facilitate upskilling, cross-training, etc.	Moderate Extent
4.3 Conduct coaching on defect reduction and performance improvement	Great Extent
4.4 Evaluate individual performance based on the CSC-approved Performance Management System	Great Extent
4.5 Evaluate the whole department's performance based on the CSC-approved Performance Management System, through a semi-annual assessment of the performance targets vs. accomplishments.	Great Extent

Data reflect that 18 out of 19 strategies used in QMS implementing tasks were verified with the Department Heads to be in Great Extent. This means that most strategies under categories/QMS implementing tasks: Establishing and Implementing the Quality Process, Developing a Documentation System, Maintaining the Customer Feedback System, and Developing the Quality Improvement Process are being implemented in full extent.

Under Developing the Quality Improvement Process, only "Identify training needs and

facilitate upskilling, cross-training, etc." obtained a "Moderate Extent" based on leaders' perception. This implies that leaders have identified an opportunity on trainings.

#### ***Relationship Between the Selected Critical Success Factors of QMS Implementation and the Workforce Level of Motivation***

Table 4 exhibits the relationship between the critical success factors of QMS Implementation and the workforce level of motivation.

Table 4. Relationship Between Selected Critical Success Factors and Motivating Factors

Motivating Factors		CRITICAL SUCCESS FACTORS			
		1. Leadership and Management Commitment	2. Teamwork	3. Culture	4. Planning
		The leaders/top-level management motivate, support the people, and participate in the implementation of the Quality Management System.	Team members contribute and agree on the quality objectives.	We share the same set of values, beliefs, and expectations.	The steps to be carried out are carefully planned.
<b>1. Cohesion in the Organization</b> - I am motivated to contribute to the implementation of the Quality Management System because it will bring cohesion to the organization as everyone works towards a goal.	r	.291**	.310**	.266**	.289**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
<b>2. Meaningfulness of Work</b> - I am motivated to participate in the implementation of the Quality Management System because our work will add value to the organization thereby improving our job satisfaction.	r	.256**	.325**	.306**	.331**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0.001	0	0	0
<b>3. Process Improvement</b> - I am motivated to follow the Quality Management System implementation plan because it will improve the overall process in the organization.	r	.208**	.285**	.258**	.274**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0.005	0	0	0
<b>4. Productivity and Efficiency</b> - I am motivated to contribute to the implementation of the Quality Management System as it will increase our productivity and efficiency.	r	.259**	.265**	.212**	.367**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0.004	0
<b>5. Rewards</b> - I am motivated to participate in the implementation of the	r	.243**	.276**	.385**	.349**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation

Quality Management System because of the monetary grant/bonus that awaits once certification is received.	p-value	0.001	0	0	0
<b>6. Customer Satisfaction</b> - I am motivated to follow the Quality Management System implementation plan as it will increase customer satisfaction.	r	.343**	.340**	.315**	.365**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
<b>7. Organization's Image</b> - I am motivated to contribute to the implementation of the Quality Management System because citizens will have more confidence in the government.	r	.317**	.371**	.314**	.389**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
<b>8. Conformance to Regulations</b> - I am motivated to contribute to the implementation of the Quality Management System as we need to conform to the regulations.	r	.280**	.283**	.305**	.321**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
<b>9. Recognition and Feedback Received</b> - I am motivated to follow the Quality Management System implementation plan as I know that my efforts will be recognized and that this will be one basis for my performance evaluation.	r	.360**	.433**	.416**	.432**
	V.I.	Low Correlation	<b>Substantial Correlation</b>	<b>Substantial Correlation</b>	<b>Substantial Correlation</b>
	p-value	0	0	0	0

Motivating Factors		CRITICAL SUCCESS FACTORS			
		5. Communication	6. Skills and Training	7. Tools	8. Process
		The objectives and goals are properly communicated, ensuring that everyone understands them clearly.	We are highly-skilled to perform and contribute. Training to hone the skills and knowledge of team members is also provided.	The organization has the necessary set of tools (systems, applications, controls, and methodologies) to support the QMS implementation.	Each process is well-defined to ensure easier implementation.
	r	.279**	.303**	.351**	.359**

<b>1. Cohesion in the Organization</b> - I am motivated to contribute to the implementation of the Quality Management System because it will bring cohesion to the organization as everyone works towards a goal.	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
	r	.359**	.388**	.362**	.359**
<b>2. Meaningfulness of Work</b> - I am motivated to participate in the implementation of the Quality Management System because our work will add value to the organization thereby improving our job satisfaction.	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
	r	.304**	.356**	.348**	.344**
<b>3. Process Improvement</b> - I am motivated to follow the Quality Management System implementation plan because it will improve the overall process in the organization.	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
	r	.316**	.286**	.322**	.338**
<b>4. Productivity and Efficiency</b> - I am motivated to contribute to the implementation of the Quality Management System as it will increase our productivity and efficiency.	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
	r	.316**	.286**	.322**	.338**
<b>Motivating Factors</b>	<b>CRITICAL SUCCESS FACTORS</b>				
		<b>5. Communication</b>	<b>6. Skills and Training</b>	<b>7. Tools</b>	<b>8. Process</b>
		The objectives and goals are properly communicated, ensuring that everyone understands them clearly.	We are highly-skilled to perform and contribute. Training to hone the skills and knowledge of team members is also provided.	The organization has the necessary set of tools (systems, applications, controls, and methodologies) to support the QMS implementation.	Each process is well-defined to ensure easier implementation.
<b>5. Rewards</b> - I am motivated to participate in the implementation of	r	.402**	.361**	.345**	.397**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0

the Quality Management System because of the monetary grant/bonus that awaits once certification is received.

	p-value	0	0	0	0
<b>6. Customer Satisfaction</b> - I am motivated to follow the Quality Management System implementation plan as it will increase customer satisfaction.	r	.332**	.281**	.375**	.374**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
<b>7. Organization's Image</b> - I am motivated to contribute to the implementation of the Quality Management System because citizens will have more confidence in the government.	r	.376**	.302**	.375**	.341**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
<b>8. Conformance to Regulations</b> - I am motivated to contribute to the implementation of the Quality Management System as we need to conform to the regulations.	r	.381**	.299**	.341**	.334**
	V.I.	Low Correlation	Low Correlation	Low Correlation	Low Correlation
	p-value	0	0	0	0
<b>9. Recognition and Feedback Received</b> - I am motivated to follow the Quality Management System implementation plan as I know that my efforts will be recognized and that this will be one basis for my performance evaluation.	r	.534**	.439**	.420**	.442**
	V.I.	Substantial Correlation	Substantial Correlation	Substantial Correlation	Substantial Correlation
	p-value	0	0	0	0

When the relationship of two (2) variables: Motivating Factor and Critical Success Factor was examined, it revealed that out of 9 motivating factors, 8 indicators obtain a low level of relationship (low correlation) with all of the critical success factors (8 indicators).

On the other hand, it also revealed that for the 9th motivating factor: Recognition and Feedback Received, it has a high level of relationship (Substantial Correlation) with the seven (7) critical success factors, not including

Leadership and Management Commitment which give a low level of relationship. It means that Leadership and Management Commitment is not dependent on Recognition and Feedback Received. Nonetheless, the motivating factor: Recognition and Feedback Received, has a substantial correlation with critical success factors: Teamwork, Culture, Planning, Communication, Skills and Training, Tools, and Process, it can be deduced that it can affect the performance of QMS tasks in terms of the selected

critical success factors. We can infer that if PGB employees are highly motivated by their efforts being recognized and good performance evaluation rating, it may result to execution of QMS tasks that make the seven (7) critical success factors evident. The Provincial Government of Bulacan may focus on this area aside from the implementation of specific strategies towards a successful ISO 9001:2015 implementation. This reaffirms Peces, Mercado-Idoeta, Roman, Del Castillo-Feito's study on The influence of Motivations and Other Factors on the Results of Implementing ISO 9001 Standards Average, when motivations are mostly internal, a higher level of positive effects is attained.

### Recommendations

Following the findings and conclusions of this study, these are the recommendations:

As PGB employees are strongly motivated by: meaningfulness of work; cohesion in the organization; process improvement; productivity and efficiency; customer satisfaction; organization's image; conformance to regulation; and recognition and feedback received, it is highly suggested for leaders to come up with programs/activities focused on these motivating factors like acquiring new skills towards empowerment and meaningfulness of work; regular brainstorming sessions, strategy planning,

teambuilding towards team cohesion; conducting customer satisfaction surveys and getting customer feedback towards customer satisfaction; presentation of PGB's ratings given by the citizens like the Seal of Good Local Governance (SGLG); reminders or updates on the regulations that need to be followed; and one-on-one meeting with staff to discuss strengths/competencies and areas of opportunities to improve and get high performance evaluation rating. (Dias, L. (2012)

As Leadership and Management Commitment, Teamwork, and Process are PGB's strengths, it is advised to remain consistent on this areas and bolster strategies towards continuous improvement.

The researcher prepared a quality program showing the suggested action steps towards improving the QMS implementation. It outlines all the recommendations.

### Quality Program for PGB's QMS Implementation

The quality program showing the suggested action plan is exhibited in table 10. It outlines the recommendations. It shows the indicators or areas for improvement, objectives, action plan, owner of the action plan, and timeframe. The timeframe column can just be filled out by the owners as to when the action plans are achievable.

Table 5. Quality Program for PGB's QMS Implementation

Factor	Key Performance Measure	Objective	Action Plan	Owner	Timeframe
Culture	Employee Satisfaction	to share the same culture, beliefs, core values	Include organizational culture in the competencies when hiring people.	HR	
			Reiterate organizational's core values constantly in huddles.	All Departments: Team Leaders	
Planning	Customer Satisfaction	to effectively and efficiently plan	Employ goal-based planning model. > SWOT-analysis > prioritize main goals/issues > create action plans > develop a plan document > monitor and revise the strategic plan as needed > Utilize a project management tool/dashboard to manage deliverables in a timely manner (Ex. Asana)	All Departments: Team Leaders  QMS core team	

Communication	Productivity/ Efficiency	to enhance communication process	Introduce a team collaboration tool to the employees (Examples: Slack, Trello, Proof Hub, Asana)	All Departments: Team Leaders	
Trainings (Soft Skills)	Job Competency	towards professional and personal development	Send employees to additional trainings that target soft skills like customer handling, email etiquette/handling, better communication, stress management, time management, change management, conflict management, etc.	All Departments: Team Leaders	
Skills (Work-related)	> Effectiveness > Employee Satisfaction	> to empower employees > for business continuity (in case other employees get absent)	Consider upskilling and cross-training so employees can be exposed to some valuable tasks that will make them empowered.	All Departments: Team Leaders	
Tools	Productivity/ Efficiency	to support a more effective implementation of QMS	Pinpoint what is currently needed, what is lacking, and what best fits the dynamics of teams/organization. Tap the IT department in developing a tool that will make the QMS implementation more effective.	All Departments: Team Leaders  QMS core team  IT Department: Developers	
Alignment/ Calibration on Communication	Employee Satisfaction	to align all age groups in terms of the communication process	Revisit new hire training presentation/discussion capturing all areas. Set expectations. Discuss the communication process, objectives, and goals.	HR All Departments: Team Leaders	
Alignment on Skills and Training	Job Competency	to provide training opportunities to young professionals and make them empowered	Consider exposing the young group to trainings that will be beneficial in assuming their respective roles.	All Departments: Team Leaders	
Trainings (Business & Technology)	Job Competency	to advance the employees' knowledge in technology and prepare employees in new ways of handling things and changing customer needs	Consider trainings in digitalization, business management, and quality management. (Ex. Six Sigma trainings, Project Management, and Quality Management Foundation trainings)	All Departments: Team Leaders	
Recognition and Feedback Received	Employee Satisfaction	to encourage to better performance and participation in the QMS implementation	Motivate employees through focusing on recognizing employee efforts and employee performance evaluation/appraisal.  Focus on ensuring that employee efforts and initiatives are recognized even through simple ways like pat on the back, congratulatory remarks, or words of praise.	All Departments: Team Leaders	

## Conclusion

Based on the findings of the study, it can be concluded that consideration on employee recognition and employee performance evaluation can enhance the Quality Management System implementation.

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