

PEOPLE INVOLVEMENT IN THE IMPLEMENTATION OF ISO 9001 IN DEPED TANAUAN CITY, PHILIPPINES

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ABSTRACT

The adoption of continuous development mechanisms including ISO 9001 among public sector organizations intends to improve the government's capability in providing high-quality products and services to the public. The study was conducted among 70 employees of DepEd Tanauan City during the implementation of ISO 9001. The respondents were grouped to either ISO process owners or non-ISO process owners. Using Difference-in-Differences Model (DID), this quantitative research focused on estimating the effect of people involvement in the implementation of ISO 9001 on employee performance. Findings revealed that the level of job engagement in the implementation of ISO 9001 among employees of DepEd Tanauan City are evident using the Job Engagement Scale (JES) by Rich. More so, ISO process owners are invested to participate people involvement interventions in the implementation of ISO 9001. Between employee engagement and employee performance, people involvement in the implementation of ISO 9001 has a significant effect to work performances of DepEd Tanauan employees. The increase in performance rating can be attributed to their engagement in the ISO 9001 since process owners have deliberate roles and functions in its implementation. They are exposed to different capability-building activities such as trainings, workshops, seminars, and focus group discussions that intensify their functional knowledge about quality management system. Accordingly, people involvement plays a vital role in the effective implementation of ISO 9001.

Keywords: people involvement, employee performance, ISO 9001, quality management system, public service

INTRODUCTION

The adoption of continuous improvement mechanisms including the implementation of ISO 9001 among public sector organizations is sought to enhance the capabilities of the government in delivering good quality products and services to the general public. However, recent literature mentioned that there is a very limited number of research that confirmed if involvement in performance enhancement mechanisms impact the actual individual and organizational performance (de Waal & Kourtit, 2013). As a matter of fact, in the Philippines, ISO 9001 was only

introduced to the public sector management through the issuance of Administrative Order No.161 series of 2006 "Institutionalizing Quality Management System in Government" which aimed to enhance and promote public sector performance through adoption of ISO 9001 to establish effective and efficient processes in order to deliver quality public service to its citizen (Brillantes & Calina, 2018). With the growing demands and expectations of excellent public service from the Philippine government, some government agencies and local government units dedicated their commitment to deploy several quality and

productivity improvement approaches and interventions. In the advent of TQM and adoption of QMS and ISO 9001 in the public sector, it is now imperative for the government agency or unit to assess its performance in order to deliver products and services that are of good quality that will meet customer satisfaction. Despite being awarded with ISO Certification 9001:2015 last February 2019, the City Schools Division of Tanauan is still facing a challenge on how this achievement can sustain the involvement of its people to continuously provide quality public service to its clients. With this premise, some of the office personnel still lack enthusiasm in engaging themselves to the ISO 9001 implementation and surveillance activities for the reason that they do not believe that this intervention has a positive effect on process improvement and employee performance. Thus, it is necessary to conduct this study.

OBJECTIVES OF THE STUDY

Primarily, this study examined the effect of DepEd Tanauan's people involvement interventions on the implementation of ISO 9001 and employee performance. Correspondingly, it sought to fulfill the following specific objectives:

1. Describe the basic concepts of ISO 9001 implementation and its significance to DepEd Tanauan City.
2. Examine the extent of people involvement in the implementation of ISO 9001 in DepEd Tanauan City.
3. Describe the level of employee performance in DepEd Tanauan City.
4. Analyze the relationship between the level of employee engagement in the ISO 9001 implementation and employee performance.
5. Determine the effect of people involvement in the implementation of ISO 9001 on the performance of DepEd Tanauan employees.

METHODOLOGY

By nature, this research is both descriptive and explanatory. The study took a deductive approach to research where the study builds on

theories related to the topic and tests the hypotheses that emerged from those theories, while data collection and analysis were utilized as a quantitative approach (Creswell, 2014). This approach is leaned more towards a quantitative method as interpretation of results through explanatory strategy is largely based on the procedures of collecting and analyzing quantitative data (Terrel, 2012).

Seventy (70) employees of DepEd Tanauan City served as the respondents of this study. The set of respondents is the result of simple random sampling out of 81 employees. From that random sampling, the respondents were grouped to either ISO process owners or non-ISO process owners. In the analysis of the effect of people involvement in ISO implementation on employee performance, each respondent is assigned to either treatment group or control group. The treatment group consists of employees who are ISO process owners while control group consists of non-ISO process owners. The relevance of obtaining two yearend performance ratings (2018 and 2019) is to have an estimate of the differences between performances of the identified groups at two different periods. The year 2018 is the pre-treatment period while 2019 is the post-treatment period when ISO 9001 is implemented in DepEd Tanauan City.

Data collection was done through an online survey and retrieval of existing QMS reports. The questionnaire was pilot tested among 30 employees of DepEd Tanauan City Schools Division Office. As confirmed by Pernegger et. al. (2015), thirty (30) is the default sampling size for testing questionnaires. Furthermore, the survey instrument underwent validation and test of reliability in order to assess the quality of the instrument. After pre-testing the questionnaire, the resulting Cronbach's alpha for JES and IWPQ are 0.94 and 0.95, respectively. The results of reliability test obtained Cronbach's alpha of greater than 0.90, which indicates that the internal consistency of the instruments is excellent (George & Mallery, 2003).

The dependent variable pertains to the performance of SDO employees through IPCR ratings, while independent variables are the elements pertaining to the level of employee

engagement through Job Engagement Scale (JES) by Rich and people involvement in the implementation of ISO 9001. Frequency distribution, Spearman rho correlation and multivariate regression model are the data analysis tools used in this study.

As encompassed by Card & Krueger (1994), Difference-in-Differences Model or DID became a popular methodology for impact assessment. DID is a quasi-experimental research design where in there are two groups under study - the control group and the treatment group for two different time periods. The treatment group is exposed to a specific intervention or experiment while the other group is not. The differences between the results of the measured variable (in relation to the intervention given) for control and treatment group will be considered the impact of the intervention (Figure 1). Callaway & Sant'Anna (2019) confirmed that DID model offers unbiased results for impact assessment by comparing the average change in the outcomes of treatment group to the average change in the outcomes of the control group.

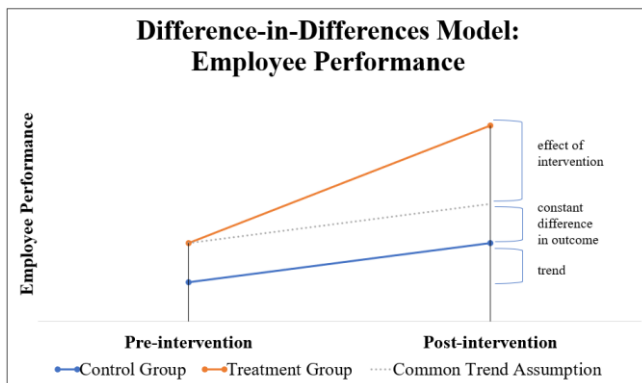


Figure 1. Difference-in-Differences Model

In this study, the Difference-in-Differences (DID) model was described as follows: Let y be the outcome of interest for the respondents (IPCR rating). The population is observed in a pre-treatment period with a dummy variable $Post = 0$ and in a post-treatment period with a dummy variable $Post = 1$. Between these periods, portion of the population is exposed to the treatment (direct engagement into ISO Implementation as described in the conceptual framework). Let $Treat = 1$

(Treatment Group) be a dummy variable if a respondent has been exposed to the treatment, otherwise $Treat = 0$ (Control Group). In this DID model, the treatment variable is the product of the two dummy variables given: $Treat \times Post$, while β_3 by itself is the difference-in-differences estimator that explains an estimated effect of intervention to the outcome.

$$y = \beta_0 + \beta_1 \cdot Post + \beta_2 \cdot Treat + \beta_3 \cdot Post \cdot Treat$$

Additionally, this study identified the group of employees who are ISO certified process owners as treatment group. ISO process owners are those employees who have operational roles in the ISO certified process. They are responsible in the crafting and revisions of operations manuals and are exposed to extensive series of trainings, capability building activities, workshops, benchmarking activities and audit simulations in pursuit of obtaining the desired skills and competencies in order to perform the tasks required in the implementation of ISO 9001. On the other hand, those employees who are not ISO process owners belong to the control group.

RESULTS AND DISCUSSION

The demographic profile of the respondents, the level of their involvement in the implementation of ISO 9001 and the level of their performance were deliberately discussed in this section. Furthermore, the relationship between people involvement in the implementation of ISO 9001 and employee performance was thoroughly examined.

1. Description of Respondents

Respondents in this study were categorized based on their process ownership in the implementation of ISO 9001 in DepEd Tanauan City. Table 1 depicts that 37.14% of the respondents are ISO process owners. Each of these employees handle a specific ISO 9001 certified process that requires conformity to the standards of the QMS. Meanwhile, 62.86% of the respondents do not handle an ISO 9001 certified process.



Table 1
ISO Process Ownership

ISO Process Ownership	frequency	percentage
Non-ISO Process Owner	44	62.86
ISO Process Owner	26	37.14
Total	70	100.00

When grouped according to office departments, Table 2 displays that 47.14% of the total number of respondents belong to the Office of the Schools Division Superintendent (OSDS), 28.57% from Curriculum Implementation Division (CID) and 24.29% from School Governance and Operations Division (SGOD).

Table 2
Office Departments

Department	frequency	percentage
OSDS	33	47.14
CID	20	28.57
SGOD	17	24.29
Total	70	100.00

In addition, 11 out of 26 ISO process owners are from the Office of the Schools Division Superintendent (OSDS) as well. It depicts that majority of the ISO 9001 certified processes belong to the OSDS (Table 3).

Table 3
ISO process owners per department

Department	frequency	percentage
OSDS	11	42.31
SGOD	9	34.62
CID	6	23.08
Total	26	100.00

2. Level of People Involvement

People Involvement was measured using two methods. The first method was through Job Engagement Scale (JES) by Rich which is an 18-item survey questionnaire that measures employees' physical, emotional, and cognitive engagement (Rana & Ardichvili, 2015). Using JES,

each statement was rated on a 5-point scale corresponding to what extent the participant agreed or disagreed with the statement. The scale ranged from 1 = strongly disagree to 5 = strongly agree. Responses to each item were averaged across each dimension to form Scale Scores. Frequency distribution (mode) of the scale scores were examined to interpret the results. The second method was through measuring the critical people involvement interventions in the implementation of ISO 9001 which greatly focus on process involvement, capability building and management reviews.

2.1. In terms of Job Engagement Scale by Rich

Job Engagement Scale (JES) by Rich, reveals that the extent of employees' engagement has an overall scale score (mode) of 5.0 across three dimensions. It depicts that the respondents exerted their full effort to their job. This captures the essence of Kahn's definition of physical engagement as investment of physical energies into performing job roles. In addition, it reflects that the respondents are intrinsically connected to the jobs assigned to them and spent their personal energies in making emotional connections between themselves and their work. Kahn (1990) emphasized that individuals who are emotionally immersed in a certain job exhibit greater engagement toward work. Lastly, the JES results describes that the respondents are focused on the job assigned to them and invested their personal energies to cognitive labors.

2.2. In terms of People Involvement Interventions

The findings in the studies of Cheng & Tummala (1998), Pun et. al. (2001), and Ab Wahid (2012), supported the construct that people involvement practices are critical success factors in the implementation of ISO 9001. Table 4 shows the list of the best people involvement interventions in DepEd Tanauan City that promoted job engagement among ISO process owners during the implementation of ISO 9001. This is evident as Table 5 reveals that 96.15% of ISO process owners are physically engaged in at least one (1)



ISO engagement practices. Evidently, these employees exerted their physical efforts in the documentation processes in the implementation of ISO 9001 that include finalization of operations manual, operations manual presentation and approval, preparation of documents and reports for quality audit and submission of other QMS-related reports. In addition, 24 process owners are involved to at least one (1) emotional engagement practices in the implementation of ISO 9001. These employees manifested their willingness to invest and immerse their emotional behaviors into role performance. Their attendance to planning sessions, meetings, and discussions about the progress of ISO 9001 implementation are the evidence of their involvement. These employees believe that involvement to these activities could prepare them to become emotionally ready towards work. Furthermore, the result reveals that 88.46% of the process owners are involved to at least one (1) cognitive engagement practices in the implementation of ISO 9001. These employees manifested a significant level of devotion, focus and attention to their job roles. This is evident as they spent their personal time enriching their skills by attending and participating in capability building activities such as trainings, workshops, and orientation.

3. Level of Employee Performance

Employee performance was measured using two methods. The first method was through individual work performance questionnaire (IWPQ) by Koopmans. Individual Work Performance Questionnaire (IWPQ) is a self-report measuring individual performance. IWPQ underwent series of systematic literary reviews and field testing to establish a strong definition and conceptualization of individual work performance (Widyastuti & Hidayat, 2018). Using IWPQ, each statement was rated on a 5-point scale corresponding to the participant's actions or behavior relevant to the statement. The scale ranged from 0 = seldom to 4 = always. Responses to each item were averaged across each dimension to form Scale Scores. Frequency distribution (mode) of the scale scores were examined in order to interpret the results. The second method was through Individual

Performance Commitment and Review (IPCR) ratings. Two (2) IPCR ratings for the years 2018 and 2019 are collected to perform an estimation of the probable effect of people involvement to employee performance.

Table 4
People Involvement Interventions in DepEd Tanauan City

People Involvement Interventions for ISO Process Owners		No. of People Involvement Practices
PHYSICAL ENGAGEMENT	Finalization of Operations Manual	4
	Operation Manuals Presentation and Approval	
	Accomplishment of Reports in Preparation for Quality Audit	
	Scoping of Other QMS Reports	
EMOTIONAL ENGAGEMENT	Formation of QMS Team	12
	Meeting on Initializing ISO Certification	
	Management Reviews QMS Regular Meeting	
COGNITIVE ENGAGEMENT	Orientation on the Journey Towards ISO Certification	4
	Identification of Interested Parties and Requirements Internal Quality Auditors Training	

Table 5
Frequency Distribution of People Involvement Interventions of ISO Process Owners

Table 5. Frequency Distribution of People Involvement Interventions of ISO Process Owners

No. of People Involvement Interventions	Physical Engagement		Emotional Engagement		Cognitive Engagement	
	f	%	f	%	f	%
0	1	3.85	2	7.69	3	11.54
1	1	3.85	1	3.85	3	11.54
2	5	19.23	2	7.69	3	11.54
3	14	53.85	3	11.54	6	23.08
4	5	19.23	2	7.69	11	42.31
5	-	-	3	11.54	-	-
6	-	-	3	11.54	-	-
7	-	-	2	7.69	-	-
8	-	-	2	7.69	-	-
9	-	-	2	7.69	-	-
10	-	-	3	11.54	-	-
11	-	-	0	0.00	-	-
12	-	-	1	3.85	-	-
Total	26	100.00	26	100.00	26	100

3.1. In terms of Individual Work Performance Questionnaire by Koopmans

Individual Work Performance Questionnaire (IWPQ) by Koopmans reveals the extent of employees' task performance has a scale score (mode) of 4.0. The result depicts that majority of the respondents believe that they are capable and proficient in performing the jobs assigned to them and they are capable to accomplish them in an efficient and effective manner. Similarly, IWPQ reveals that the extent of employees' contextual performance has a scale score (mode) of 4.0 as well. The result indicates that employees spend extra efforts and actions in supporting organizational goals and they are



willing to do extra mile in keeping up with the organizational performances. Examining IWPQ scale scores of ISO process owners and non-ISO process owners, it shows that both group of respondents obtained an overall scale score (mode) of 4.0. This reflects that the respondents “Always” manage to perform their jobs as stated in the IWPQ. However, there are two (2) elements under Task Performance Measures and four (4) elements under Contextual Performance Measure were scored 3.0 by non-ISO process owners. This depicts that the respondents who are non-ISO process owners manage to perform their jobs as stated in the IWPQ only “Often”. In summary, ISO process owners have higher scale scores in IWPQ than non-ISO process owners, which suggests that ISO process owners managed to perform their jobs better relatively compared to non-ISO process owners. This is evident as process owners have higher scores than non-ISO process owners in some IWPQ dimensions such as to carry out the work efficiently and manage the time well, along with other IWPQ dimensions.

3.2. In terms of Individual Performance Commitment and Review Ratings

Table 6
2018 Individual Performance Commitment and Review Rating

2018 IPCR Rating	Process Owners		Non-ISO Process Owners	
	f	%	f	%
Outstanding	8	30.77	7.00	15.91
Very Satisfactory	18	69.23	37.00	84.09
Satisfactory	0	0.00	0.00	0.00
Unsatisfactory	0	0.00	0.00	0.00
Poor	0	0.00	0.00	0.00
Total	26	100.00	44.00	100.00

In terms of 2018 IPCR rating, Table 6 reveals that 15 respondents obtained ‘Outstanding’ performance with score of at least 4.500 in the yearend performance evaluation in which eight (8) are ISO process owners while seven (7) are non-ISO process owners. Fifty-five (55) respondents obtained ‘Very Satisfactory’ performance in 2018 IPCR in which eighteen (18) are ISO process owners while thirty-seven (37) are non-ISO

process owners. This implies that in 2018, majority of the respondents obtained ‘Very Satisfactory’ performance.

Table 7
2019 Individual Performance Commitment and Review Rating

2019 IPCR Rating	Process Owners		Non-ISO Process Owners	
	f	%	f	f
Outstanding	9	34.62	6.00	13.64
Very Satisfactory	17	65.38	38.00	86.36
Satisfactory	0	0.00	0.00	0.00
Unsatisfactory	0	0.00	0.00	0.00
Poor	0	0.00	0.00	0.00
Total	26	100.00	44.00	100.00

Similarly, in terms of 2019 IPCR rating, Table 7 reveals that 15 respondents obtained ‘Outstanding’ performance with score of at least 4.500 in the yearend performance evaluation in which nine (9) are ISO process owners while six (6) are non-ISO process owners. Fifty-five (55) respondents obtained ‘Very Satisfactory’ performance in 2019 IPCR in which seventeen (17) are ISO process owners while thirty-eight (38) are non-ISO process owners. This implies that in 2019, majority of the respondents obtained ‘Very Satisfactory’ performance. The results of performance ratings for both 2018 and 2019 suggest that employees of DepEd Tanauan have at least ‘Very Satisfactory’ performance in general. However, it clearly shows that there is an increase in the number of ‘Outstanding’ employees belonging to ISO process owners - from eight (8) employees with ‘Outstanding’ performance to nine (9). On the other hand, there is a decrease in the number of ‘Outstanding’ employees belonging to non-ISO process owners - from seven (7) employees with ‘Outstanding’ performance to six (6).

4. Correlation Between Employee Engagement and Employee Performance

To analyze the association between employee engagement and employee performance, Table 8 shows that there is a *Strong Positive Correlation* between Rich’s Job Engagement Scale (JES) and Individual Work



Performance Questionnaire (IWPQ). The obtained Spearman’s correlation coefficient was 0.7223, which is between 0.70 and 0.89 depicting a strong relationship between two variables (Schober et. al., 2018).

Table 8
Correlation Analysis

	Rich Engagement	Koopmans Performance
Spearman's rho		
Rich Engagement		
Correlation Coefficient	1	0.7223*
Sig. (2-tailed)		1.69E-12
N	70	70
Koopman Performance		
Correlation Coefficient	0.7223*	1
Sig. (2-tailed)	1.69E-12	
N	70	70

*Correlation is significant at a 0.05 significance level (2-tailed)

CV	<i>t - stat</i>
1.996	8.6136

Furthermore, the correlation analysis generated a computed t-statistic value of 8.6136 that is greater than the critical value (tabular CV) of 1.996. In this case, the decision is to reject the null hypothesis that there is no linear relationship between employee engagement and employee performance. Thus, it is concluded that using two-tailed t-test on Spearman’s rho correlation between employee engagement and employee performance at $\alpha .05$ level of significance, there is sufficient evidence to say that there is a significant relationship ($\rho \neq 0$) between the results of JES and IWPQ. Based on the result of the level of employee engagement in the implementation of ISO 9001 through Rich’s Job Engagement Scale (JES), it explains that DepEd Tanauan employees are involved in existing employee engagement activities during the implementation of ISO 9001. Similarly, based on the results of individual performance of DepEd Tanauan employees through Koopmans’ Individual Work Performance Questionnaire (IWPQ), it suggests that DepEd Tanauan employees are performing their jobs proficiently and effectively. The strong positive correlation between employee engagement (JES) and employee performance (IWPQ) suggests that workforce tends to obtain better performance at

work if they are driven by their willingness to be fully engaged in their jobs.

5. Did of People Involvement and Employee Performance

With the result of IPCR ratings in average, ISO process owners have higher performance ratings than non-ISO process owners for both 2018 and 2019. However, Table 9 reveals that there is an increase in the performance ratings of both control and treatment group in 2019. For ISO process owners, the average of their performance ratings has an increase of 0.197346 (C - A) from 2018 to 2019. On the other hand, non-ISO process owners’ average performance ratings have an increase of 0.062023 (D - B) from 2018 to 2019.

Table 9
Differences in IPCR Ratings

Difference-in-Differences	2018	2019	Differences
ISO Process Owners _(treatment)	$y = \beta_0 + \beta_1 \cdot 0 + \beta_2 \cdot 1 + \beta_3 \cdot 0 \cdot 1$ 4.315731 _(A)	$y = \beta_0 + \beta_1 \cdot 1 + \beta_2 \cdot 1 + \beta_3 \cdot 1 \cdot 1$ 4.513077 _(C)	0.197346
Non-ISO Process Owners _(control)	$y = \beta_0 + \beta_1 \cdot 0 + \beta_2 \cdot 0 + \beta_3 \cdot 0 \cdot 0$ 4.308614 _(B)	$y = \beta_0 + \beta_1 \cdot 1 + \beta_2 \cdot 0 + \beta_3 \cdot 1 \cdot 0$ 4.370636 _(D)	0.062023
DID			0.135323

Legend:

- Baseline Data = $\beta_0 = B$
- Time Trend in Control Group = $\beta_1 = (D - B)$
- Difference between two groups pre-intervention = $\beta_2 = (A - B)$
- Differences in changes over time = $\beta_3 = (C - A) - (D - B)$

DID Model $y = \beta_0 + \beta_1 \cdot Post + \beta_2 \cdot Treat + \beta_3 \cdot Post \cdot Treat$

Table 10
Difference-in-Differences Coefficient

	Estimate	Std. Error	t value	Pr (> t)
(Intercept) β_0	4.308614	0.029032	148.4080	<2e-16
Period β_1	0.062023	0.041058	1.511000	0.1332
Group β_2	0.007117	0.047637	0.149000	0.8815
DID β_3	0.135323	0.067369	2.009000	0.0465
<i>p-value</i>	0.0002176	α	.05	

Subsequent to the designed DID model, the differences in these changes over time or the difference-in-differences is 0.135323 (C - A) – (D - B). Furthermore, Table 10 shows that the DID coefficient of 0.135323 depicts that the treatment

effect is statistically significant at 5% level of significance. The positive sign denotes that the treatment has a positive effect. Since the p-value of 0.0002176 is less than $\alpha .05$, the decision is to reject the null hypothesis that people involvement in the implementation of ISO 9001 has no effect in employee performance. Thus, there is sufficient evidence to say that the regression model is statistically significant at 5% level of significance ($\beta \neq 0$). Briefly, DID results explain that people involvement in the implementation of ISO 9001 in DepEd Tanauan City has a positive effect on employee performance, holding other factors constant. In summary, the results of this study suggest that people involvement in the implementation of ISO 9001 is vital in achieving individual and organizational performance. Involving people from the field offices in the implementation of government-led programs will drive the bottom-up style of development where planning, coordination, and execution of programs within their localities will be more effective and efficient since local agencies and instrumentalities are familiar with their own needs and capabilities. In terms of its implementation in the education sector, the result of this study supports the previous findings of Ruiz & Junio-Sabio (2012) and Laguador et. al. (2014), which confirmed that the implementation of quality management system in educational institutions contributes to the improvement of quality education by enhancing the underlying processes and operations through ISO 9001.

CONCLUSIONS

The implementation of ISO 9001 in DepEd Tanauan City made a significant effect in terms of people involvement and employee performance. Through ISO 9001, the organization is capable of delivering quality service to its clients through continuous improvement of the quality management system and employee performance. Thus, DepEd Tanauan City becomes consistent in ensuring the realization of its mandates. People involvement plays a vital role in the effective implementation of ISO 9001. Involving capable and competent workforce at all levels of the organization enhances its capability in producing

and delivering values. Engaged employees are those who are willing to utilize their full potential and capacity to perform the given tasks effectively and efficiently. In DepEd Tanauan City, high level of people involvement in the implementation of ISO 9001 made a significant contribution in the sustainability of effective and efficient operations of the organization. Competent and capable employees who are involved in the ISO 9001 can perform their deliverables in accordance to set standards. Consequently, people involvement in the implementation of ISO 9001 made a significant effect to work performances of DepEd Tanauan employees. Based on the result of the study, the performance ratings of employees who are engaged in the implementation of ISO 9001 increased. The increase in performance rating can be attributed to their engagement in the ISO 9001 due to the fact that process owners have deliberate roles and functions in its implementation. Indeed, this study emphasized that workforce involvement can influence employee performance.

RECOMMENDATIONS

Based on the findings and conclusions of this study, the researcher hereby recommends the following:

1. Organizations should take ISO 9001 seriously and not just for compliance. The continuous improvement of the quality management system should be everyone's responsibility. The involvement of capable and competent employees must be given a high level of importance as their engagement would be of great help in performing their respective tasks in an effective and efficient manner.
2. DepEd Tanauan City may promote workforce involvement through implementation of employee-driven continuous improvement activities like Kaizen and Genba.
 - 2.1. Kaizen is a Japanese business philosophy focusing on continuous improvement by involving employees. The word "Kaizen" comes from the



Japanese words 'kai' which means good and 'zen' which means change. Kaizen encourages a culture of continuous improvement among employees in promoting quality, efficiency, and productivity.

2.2. In continuous improvement, a Genba activity can be done by going to 'the actual place' where a specific process to be improved is being performed. Normally, when problem arises, the top management together with employees to be involved go to the workstation to observe, gather data, share findings, and discuss recommendations among themselves in order to come up with the tangible solutions to the problem.

3. Future research should include school level implementation of ISO 9001 since this study focused on the Division Office level only.

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