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Human resource lens: perceived performances of ISO 9001:2015 certified service firms

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ABSTRACT

BACKGROUND AND OBJECTIVES: One of the key indicators in the evaluation of service quality is the execution of a Quality Management System (ISO 9001:2015) and the success of any organization lies in its ability to effectively manage its resources. Human resources play an integral role in this process, and their contribution to quality management systems is invaluable. This study described the profile of the respondents in terms of age, sex, working experience, employee position, and sector of an organization. This study also assessed respondents' attitudes toward hiring and selection, compensation and rewards, and training and development. Additionally, this study tried to establish a strong correlation between the respondent profile and their attitudes regarding education and training, recruitment and selection, and compensation and rewards.
METHODS: This study used a descriptive quantitative method. A total of 150 employees of the ISO 9001:2015 certified service sector within the Cities in Nueva Ecija were surveyed using a survey questionnaire.
FINDINGS: Findings present 40% of the respondents came from Generation Y and 26.67 respondents from Generation Z. The respondents' attitudes toward the training and development practices of various service firms found that the highest mean of 3.52 representing a distinct plan for learning and development and encouraging employees to participate in relevant training programs got the second-highest weighted mean of 3.47. Having a criterion to measure the effectiveness of the training got the lowest weighted mean of 3.09. This study also determines the attitude of the employees on recruitment and selection practices of their respective organizations. Filling up vacancies with internally qualified employees got the highest weighted mean of 3.32 followed by informing the applicants about the job conditions needed to achieve a job before hiring, Furthermore, the posting of job advertisements got a weighted mean of 2.19. Lastly, the respondents' attitude toward rewards and compensation practices showed the highest score of 3.59 that Employees are encouraged to accomplish the company's goals by their compensation packages. Other rewards and compensation practices include satisfactory rewards and compensation system, salary satisfaction, rewarding employee collaboration, and reviewing salary increments, bonuses, and other allowances fairly and justifiably with a weighted mean of 3.37, 3.32, 2.85, and 2.77, respectively.
CONCLUSION: The results show that specific practices of Human Resource Management, which have been identified, are crucial to improving organizational performance since they contribute to the success of businesses.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
32	**3**	**9**

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INTRODUCTION

Quality Management System (ISO 9001:2015) represents the basic precondition of an organization's success (Kafetzopoulos *et al.*, 2015). The organization's strategy, motivations, policies, and goals are all in support of this Quality Management System (QMS) adoption, which is a voluntary procedure (Kaziliūnas, 2014). Any organization should strategically consider adopting a QMS. The uniqueness of each business should be considered during the construction and implementation of this system because it depends on a number of variables including special objectives, provided products and services, and processes used (Salgado *et al.,* 2014). In order to sustain a competitive advantage and thrive in the market, the accompanying's primary attention should be on its consumers and should consider their demands. It goes without saying that quality is important, especially in a dynamic atmosphere where things change quickly (Nassor, 2015). One of the competitive techniques for enhancing firm performance in a global market has been defined as quality (Gurnani, 1999). Governmental organizations now have a significant impact on society as a whole. In Section 1, Article 14 of the Philippine Constitution from 1987, it is stated that "the State must preserve and promote the right of all citizens to quality education at all levels," expressing the concern for quality in higher education in the Philippines. More specifically, former President Gloria Macapagal Arroyo requires all Executive Branch departments and agencies, including State Universities and Colleges (SUCs) and Government-Owned or Controlled Corporations (GOCCs), to adopt the ISO 9001:2000 Quality Management System as part of the implementation of a government-wide quality management program (Executive Order No. 605, s. 2007). The Government Quality Management Committee, which is part of the Department of Budget and Management, also introduced the requirement for a performance-based bonus for government agencies (GQMC, Memorandum Circular No. 2017-01). Using ISO 9001 has become popular among governmental organizations. This satisfies their oversight organizations' standards. Additionally, putting ISO 9001 into practice will assist them in enhancing client focus and happiness in their primary operations. An educational institution's ISO 9001 accreditation can strengthen the system and work as a tool, and not a goal, to help students achieve their goals. Organizations benefit from using QMS by improving their overall extension initiatives, programs, and activities as well as by maintaining quality standards. By comprehending institutional processes and procedures, ISO 9001 greatly aids. Its standard offers a methodical and thorough foundation for creating and maintaining a recorded quality system, which boosts trust in fulfilling client needs. It helps with the objective assessment, recording of many procedures, and emphasis on customer satisfaction and direction. More importantly, the implementation of a quality management system will ensure that clients are happy and that a facility complies with all relevant rules and laws. These can be satisfied without sacrificing the caliber of the goods and services by simplifying internal processes. The knowledge that they work for a reputable multinational company will assist raise employee morale. Along with these, government institutions, particularly state universities and colleges, can obtain extra advantages by fostering a culture of continuous development. The researcher's idea for conducting a study to determine the current quality management system being used by the organizations in the province of Nueva Ecija came from this backdrop. It will act as a reference point for other colleges preparing to execute the quality management system to examine the situation of governmental entities. Additionally, the researcher considered both the advantages and disadvantages of the application. These will be the areas for ongoing development that the standard and Clause 10 both call for ISO 9001:2015. Finally, this study offered a framework for the effective application of the quality management system in the selected firms. This study aims to explore the perceived performances of employees in ISO 9001:2015 certified service firms in the cities of Nueva Ecija. Specifically, the study aims to describe the respondent's profile in terms of age, sex, working experience, employee position (rank and file, supervisorial, managerial, executive), and sector of the organization; evaluate the respondents' attitudes in terms of their education and training, hiring and choosing, and remuneration; and determine the program that may be intended to improve the Human Reserve in the implementation of ISO 9001:2015. The significance of this study may summarize as follows: The results would provide a foundation if ISO 9001:2015 can be applied in their respective organizations. It will also be a framework

for their respective top management to oversee the level of acceptance and assessment of the changes brought about by international standards; the results will give the significance of the changes brought about by ISO 9001:2015. As a basis, it would also enable the organizations to allow a certain period of time to adjust to the international standards not only for its staff, but also for its stakeholders and other affected internal and external parties; it will serve as a framework for internal and external auditors to present their critiques in the new ISO 9001:2015 edition. It will also act as a basis for the revision of the audit checklists; it would allow the top management to see the complexities of the organizational change brought on by international standards. They will be made aware of how their citizens have adopted these improvements in the adoption of international standards; workers would be able to better comprehend and know how to use ISO 9001:2015. The report will act as a guide to the reasons for compliance with the ISO 9001 government mandate; it will serve as a basis for the government if their mandate for compliance with ISO 9001 has been changed. It will also provide them with an awareness of how government employees of ISO 9001-certified organizations are implementing the improvements made to international standards; it will expand the awareness of the researcher toward ISO 9001:2015. they will be guided in the exploration of various expertise by applying theories to international standards, which will serve as input to his respective organization; it will serve as a basis for future research and criticisms of ISO 9001 2015, specifically the clause that covers human resources. The study was performed to determine the attitude of the employees toward HR management practices of ISO 9001:2015 certified companies. There are four (4) main variables of the study; age, work experience, position, and attitudes. Furthermore, the researcher encountered various limitations in the conduct of the study due to difficulty in data gathering because of the pandemic and limited time.

Literature review

A quality system is defined as the organisational structure, duties, steps, and tools for putting quality management into practice. The components of the overall managing role that establish and carry out the quality of company policy and value purposes are included in quality management. A component of quality management is quality assurance and control (Manghani, 2011). Every firm must recognise the value of having a high standard of quality. Quality has to do with how a company's employees carry out their jobs and the processes they employ to provide the products and services as well as the end products or services that the company offers (Manghani, 2011). Today, the effects of globalisation are being felt more in economies dependent on services, where the supply chain has grown more intricate (Lund *et al*., 2022), and there is an increased expectation from customers (ISO 9001:2015). The study performed by (Chiarini, 2015), entitled "The Effects of ISO 9001 Certification on Academic Purposes" found that the adoption of ISO 9001 affects customer satisfaction and the visibility of the University's communication and relationship with its stakeholders. Therefore, there is a need to pay more attention to client requirements where it is important to guarantee the conformance of goods and services. This can be done by putting in place a highly structured Quality Management System (QMS) in accordance with ISO 9001:2015, which is an updated version of ISO 9001:2008. As was previously mentioned, higher education had a significant impact on society as a whole. Concern for the standard of higher education in the Philippines is expressed in Section 1 of Article 14 of the 1987 Philippine Constitution, which stipulates that "the State must maintain and promote the right of all people to quality education at all levels". The Higher Education Act of 1994, also known as Republic Act 7722, established the Commission on Higher Education (CHED) and gave it the authority to support and promote higher education across the country. Additionally, it requires CHED to keep track of and assess the effectiveness of higher education programmes and institutions. The broad word "quality assurance" refers to all the procedures, practises, and actions used to uphold and improve the standard of higher education (Campbell and Rozsnyai, 2002; Neisiani *et al.,* 2016). Quality assurance in higher education indicates to the institutions' stated procedures and commitment to creating an institutional culture that values excellence and constantly improves the calibre of their services (Defensor, 2009). Program-based and institution-based approaches for quality assurance can be distinguished from one another. a. CHED authority to provide a permission, and recognition are examples

of program-based processes. b. CHED Standards Setting: Technical Panels, Task Forces, Technical Committees, and Technical Working Groups; Policies and Standards (PS) for Minimum Standards; Regional Quality Assessment Teams (RQATS) International Certifications - APEC Registry; Washington Accord, etc. c. Institution-based procedures include accreditation, which is done by accrediting organisations affiliated with Federation of Accrediting Associations of the Philippines (FAAP) and National Network of Quality Assurance Inc. (NNQAA) International Benchmarking; Centre of Excellence (COE); Centre of Development (COD); Institutional Quality Assurance Monitoring and Evaluation (IQUAME); Assessment for SUC Levelling; Philippine Quality Award (PQA); Autonomous and Deregulated Status of Private Higher Education Institutions (HEIs); Policies, Standards and Guidelines (PSG) for University Status; Local Colleges and Universities; and Government Quality Management System. The Institutional Quality Assurance through Monitoring and Evaluation (IQUME) is a framework for monitoring and assessing the results of the programmes, procedures, and activities of higher education institutions. It was released by Commission on Higher Education (CHED) Memorandum Order Nos. 15 and 16 series of 2005. A pupil method of management, a pupil approach to administration, support for students, relationships with the community, and the quality of teaching and learning as supported by governance and management are all significant components. The Commission's stated policy is to promote and respect the important contributions made by academic institutions, higher education institutions, and other stakeholders to the creation of a quality assurance system for the higher education sector. Accreditation is considered to be supplementary to institutional monitoring and assessment for quality assurance (Lagrada, 2007). IQuAME examines an institution's overall performance, with a focus on the creation of established systems that guarantee the calibre and standards of programmes. Along with the crucial areas of governance and management, quality of teaching and learning, support for students, relationships with the community, and strategic planning, it is important to identify areas that require reform and intervention. Its goals are to improve an institution's ability to plan, carry out, and manage services and programs. One of the conditions required by AO 161 and EO 605

is the institutionalisation of Quality Management System in all parts of the government, including State Universities and Colleges (SUC) (2006) Since 2012, this standard has also served as the foundation for the awarding of Performance-Based Bonuses (PBB) (Guidelines on the Grant of the CY 2015 Performance-based Bonus, 2015) a requirement for the Commission on Higher Education's Institutional Sustainability and Enhancement (ISE) Assessment, SUC Levelling by (DBM and CHED, 2015), as well as other legal and administrative criteria. Executive Order No. 161 of October 5, 2006 ("Institutionalizing Quality Management Systems in the Government"), as revised by Executive Order No. (EO) 605 of February 23, 2007 ("Institutionalizing the Structure, Mechanisms, and Standards to Implement the Government Quality Management Program, amending for the Purpose Administrative Order No. 161 of 2006"), was issued to enhance public sector while acknowledging the International Organization for Normalization. EO 605 mandates the adoption of ISO 9001:2000 Quality Management Systems and the pertinent Government Quality Management Systems Standards by all departments and agencies of the Executive Branch as part of the implementation of a government-wide quality management programme, including all government-owned or controlled corporations (GOCCs) and Government Financial Institutions (GFIs). Additionally, it promotes the establishment of ISO Quality Management Systems and certification for Local Government Units (LGUs), State Universities and Colleges (SUCs), the Judiciary, the Legislature, and Constitutional Offices. The goal of the document was to create a culture of quality, encourage continuous improvement, support citizen-driven organisations, and bolster the global competitiveness of its sectors. Additionally, it aimed to support and improve governance's openness and accountability, offer a framework for assessing quality excellence among government organisations, and ensure that the consistency of goods and services' quality is made possible by quality procedures. The aforementioned programmes have a recent and brief history. According to Table 1, it began in 1984 when the then-Ministry of Local Government implemented the Local Productivity and Performance Measurement System (LPPMS). Several Development programmes took the place of the LPPMS. Department of the Interior and Local Government (DILG) (DILG, 2011), Civil Service

Commission (CSC), Academy of the Philippines (DAP), and Government Quality Management Committee (GQMC). These programmes were utilised by NGAs, GOCCs, GFIs, LGUs, and SUCs in an effort to increase 3Es in the provision of public services.

To make their respective communities competitive in luring investments, local chief executives like Mary Jane and Pablo Ortega of San Fernando, La Union, and Alipio Fernandez of Dagupan, Pangasinan, implemented TQM/ISO 9001 (De Leon, 2017b). They were aware that investors don't frequently work with municipal governments whose services are thought to be sluggish, ineffective, or corrupt. The Philippines' experience with public sector reform demonstrated that one of the challenges the government has always faced was maintaining consistent efforts (Mangahas and Leyesa, 2003). Therefore, whether

public sector companies like SUCs can embrace TQM/ ISO 9001 is not the more crucial point; rather, it is whether they can maintain it. Private ISO certifying organizations, such as Anglo-Japanese American (AJA) Registrars Limited, European Community (EC), Certification International Philippines, Incorporated (CIPI), Technischer Überwachungsverein (TUV SUD), and Business Requirement Specification (BRS), are typically responsible for issuing ISO certifications. These ISO certification bodies have certified fifty-two (52) Philippine public entities as of September 2017. Twelve SUCs are among them (DBM, 2017). Andres is possibly one of the most significant TQM researchers (Andres, 1996). He emphasized the necessity to "positivize" negative Filipino characteristics that could obstruct the implementation of TQM/ISO 9001, such as Gaya-Gaya (copying from others) and pagtatakip

Table 1: Philippine Government programs for productivity, performance, and quality improvement. (De Leon, 2017b).

Years Implemented	Program for measuring productivity, performance, and quality improvement
1984-1986	Local Productivity & Performance Measurement System (LPPMS)
1986-present	Sort, Systematize, Sweep, Standardize, and Self-Discipline (5S)
2000-2004	Citizen's Satisfaction Index System (CSIS)
2001-2004	Local Development Watch (LDW)
2004-present	Local Governance Performance Management System (LGPMS)
2006-2007	AO No. 161: ISO-aligned QMS in NGAs, GOCCs, GFIs, and LGUs
2007-present	EO No. 605: Adoption of ISO 9001in NGAs, GOCCs, GFIs, LGUs, and SUCs
2007-present	RA No. 9485 or the Anti-Red Tape Act of 2007 (ARTA)
2008-present	Citizen's Charter, Report Card Survey (RCS), and the ARTA Watch
2011-2013	Seal of Good Housekeeping (SGH)
2013-present	Seal of Good Local Governance (SGLG)
2016-present	GQMC MC Nos. 2016-1 and 2017-1: The issuance of the PBB is contingent upon ISO 9001 certification or ISO-aligned QMS paperwork.
2018	2018 Ease of Doing Business and Efficient Government Service Delivery Act, RA No. 11032

Table 2: Description of five phases for implementation for TQM (Andres, 1996)

Phase	Actions to Take
Preparation	1. Make a statement about your vision.
	2. Define organizational objectives.
	3. Prepare the quality policy.
Planning	1. Establish a quality committee to create the implementation plan.
	2. Utilize the inputs from each following phase as you plan.
Assessment	1. Information should be shared to support the phases of planning, implementation, and diversification.
	2. To determine how individuals and groups perceive the organization's strengths and problems, conduct surveys and interviews.
Implementation	1. Start a specific training program for managers and staff.
	2. To assess, enhance, and implement changes to processes, form process action teams (PATs).
Diversification	1. Subsidiaries and other divisions of the implementing parent organization should be invited to participate.
	2. Diversify only once the parent organization that is using TQM has established reputation.

Table 3: The nine ISO 9001 implementation steps (United Nations, 2001)

Step No.	Step/Activity
1	Identify the goals
2	Identify the expectations
3	Identify the primary activities
4	Assess the recent status
5	Collect the info on ISO-9001
6	Apply the ISO-9001
7	Demonstrate the performance
8	Conduct the individual audit and registration
9	Implement constant review & development

Table 4: The public sector's adoption of TQM: five common concerns and issues (Morgan and Murgatroyd, 1994)

Objection or Issue	Explanation
TQM's inherent opposition to the public sector.	Services are what public sector organizations focus on more than products.
The public sector's character being hostile to TQM.	The dedication to regulation and the enforcement of justification and rules prevents public sector managers from exercising management in the same way that managers in manufacturing do, and it also results in managers who are disconnected from performance because they are paid based on the success of resource acquisition rather than performance.
Professional groupings in the public sector have territorial workplace cultures.	In public sector enterprises, many professional groups may be territorial and unaccustomed to the lateral interaction and cross-functional management requirements of TQM.
Public sector's more challenging customer notion.	Public sector organizations must produce a product that uncomfortable compromise because they serve a diversity of customers with conflicting and contradictory expectations and because the general public continues to be a "hidden consumer."
Provisions in the public sector that are more complex.	It is more difficult to increase service quality without increasing costs in the public sector because elected officials must balance numerous, hazy, and conflicting goals of interest groups, an annual budgeting process that emphasizes short-term rewards, and managers work in a non-competitive environment.

sa kakulangan and listed five phases of TQM implementation (Table 2). (hiding the shortcoming of others). Meanwhile, nine implementation stages were considered by the United Nations (2001) (Table 3). Besterfield *et al*. (2003), conversely, talked about the following crucial components for TQM deployment in a company: The following factors are important: (1) top management support and/ or the presence of a TQM driver or champion; (2) quality council; (3) the function of middle managers or supervisors; (4) communication; (5) training; and (6) surveys of clients, workers, and suppliers. Finally, Morgan and Murgatroyd (1994) highlighted concerns and objections about the public sector's implementation of TQM (Table 4). The Technological University of the Philippines reported in 2014 that it was difficult to obtain ISO 9001:2015 certification. Consequently, having a motivated team and a solid strategic strategy will be quite beneficial. The study made by Wanza *et al*. (2017), discovered that staff participation in university activities, leadership dedication, continuous development, and customer focus have a substantial impact on the university's success. For any successful application of quality management techniques, top management should provide employees with the necessary support. TUP claims that they went through many procedures. The Top Management initially determined the audit's scope and the specific essential processes that will be examined. All departments that carry out the university's core and support functions should go through third-party accreditation if institutional accreditation is desired. Additionally, including everyone from the top to the bottom contributed to the success of achieving goals. It was strongly advised to hire an expert for initial accreditation.

The core team received advice and assistance from the consultant in order to adhere to the vital

QMS criteria. The core team, made up of committed employees, will go through extensive training in internal audits, implementation, and documentation. The team will next create the QMS deliverables and deploy them for roughly three months across all university departments. A management review and internal audit will eventually be conducted by the core team to find and address any non-conformities. After a Nueva Ecija University of Science and Technology (NEUST) internal audit is successful, a third-party ISO Certifying Body will carry out the Stage 1 and Stage 2 audits before moving forward with the official re-certification. NEUST underwent an ISO surveillance audit to ensure that the approved Certification Program is still being used, to assess the effects of any changes made to the system as a result of operational changes at the university, and to confirm ongoing compliance with registration requirements (NEUST ISO External Audit, 2021). The University of the Cordilleras (UC) has also received certification from TÜV Rheinland Cert GmbH (DAkkS

Deutsche Akkreditierungsstelle), a German company, that it complies with international standards in the "offering of Basic, Higher Education and Related Support Services."

According to the International Organization for Standardization, to comply with the needs of this standard, "the organisation shall establish, record, execute, and maintain a QMS and continuously enhance its performance." Seaver (2001) asserts that the QMS has two needs: general requirements and documentation requirements. Regarding general requirements, Deming's cycle of continuous improvement, which goes Plan, Do, Check, Act (PDCA) as shown in Fig. 1, is included in ISO 9001:2000. (Oakland, 2012). Meanwhile, Seaver (2001) stated that the quality manual, document control, and record control are the three documentation requirements in the QMS. The abovementioned literature and studies related to the present study were significant. These provided adequate research knowledge as the basis for conducting this study. These helped
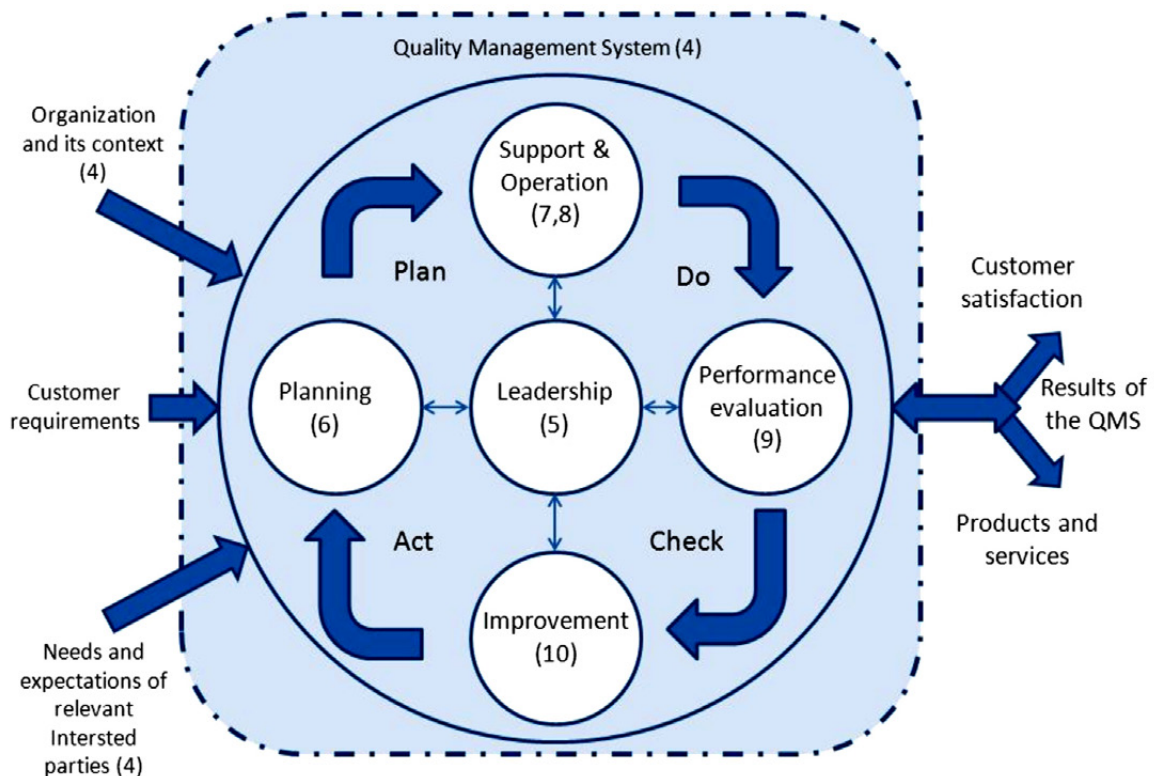

Fig. 1: Structure of ISO 9001:2015 in PDCA cycle (ISO 9001:2015 Quality Management System Standard, 2015)
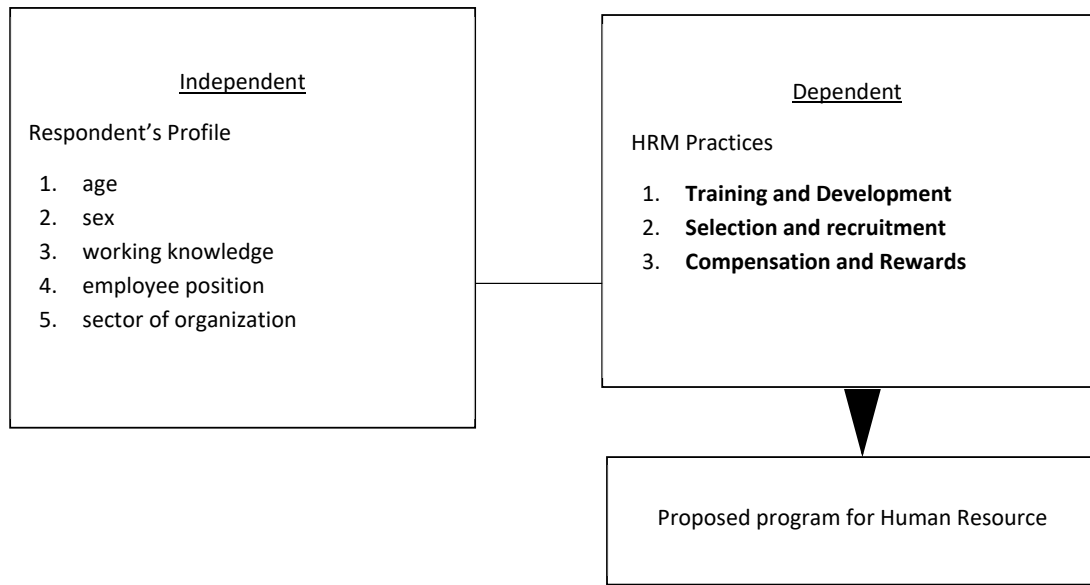
Fig. 2: Research paradigm

the researcher to conceptualize the conceptual framework and the objectives of the study. Despite studies relating to the quality management of the public sector, there was a lack of available information focusing on the implementation of ISO 9001:2015. This study was filled with the identified gap so that future researchers will have a benchmark to conduct a complementary study relating to the present study. The current study has been carried out in the Cities of Nueva Ecija, Philippines between September 2020 to December 2022.

MATERIALS AND METHODS

Research design

A descriptive case study was used in the investigation. The implementation of ISO 9001:2015 is one example of a programme, event, activity, or process that may be thoroughly examined using this method, which was the most suited. It typically concentrated on a certain business or person (Bautista, 1998). This approach was particularly suitable for identifying the driving forces, government's support, difficulties encountered, satisfaction levels, and advantages of execution. As shown in Fig. 2.

Research locale

The data relevant to the study will be gathered from different ISO 9001:2015 certified organizations in the Cities of Nueva Ecija namely Cabanatuan, Gapan, Munoz, Palayan, and San Jose. The complete research locale is shown in Fig. 3.

Respondents of study

Respondents of the study are employees from ISO 9001-certified service firms in the cities of Nueva Ecija. The respondents were chosen using convenience sampling.

Research instruments

The main instrument of the study is an electronic survey questionnaire using Google Forms. This is the most appropriate instrument since the presence of the pandemic in the locality. However, the instrument will undergo the process of test for validity and reliability the same as the conventional research instrument.

Data gathering procedure

The researcher will initially gather secondary data from published articles relevant to the study. The researcher will prepare the electronic survey questionnaire and will test its reliability and validity. Afterward, the electronic survey questionnaire will be distributed online primarily thru social media and
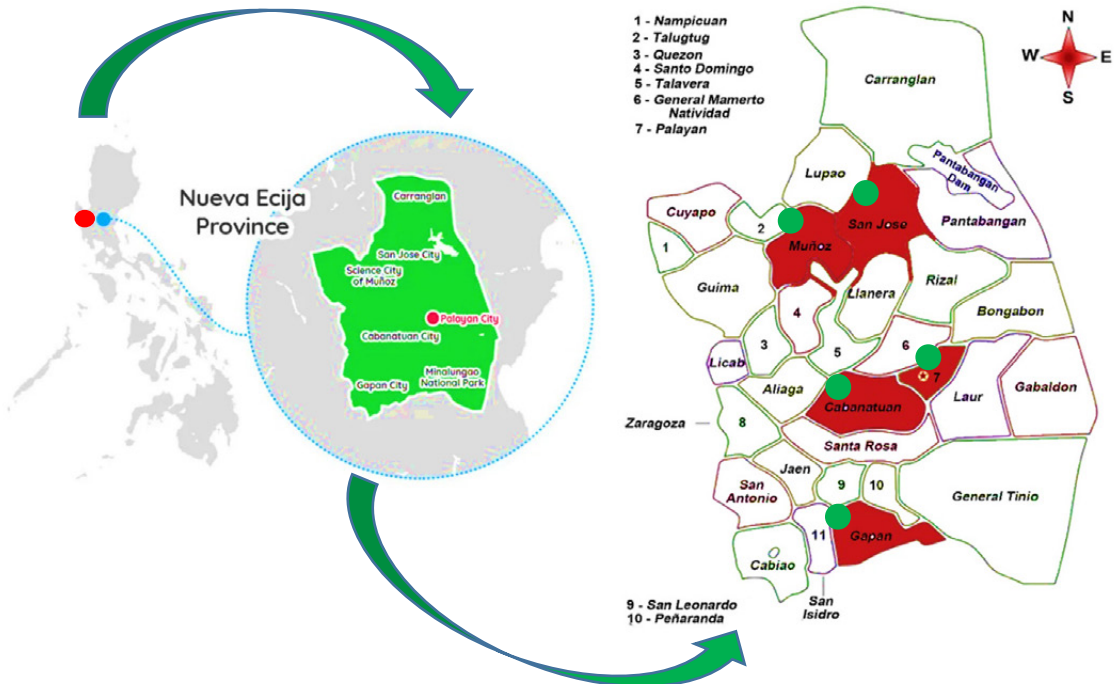
Fig. 3: Geographic location of the study area (a) Philippines, (b) Cities in Nueva Ecija

Table 5: Weighted mean interpretation

Range of Mean	Interpretation
3.25-4.00	Strongly agree or very high acceptance
2.50-3.24	Agree or high acceptance
1.75-2.49	Disagree or low acceptance
1.00-1.74	Strongly disagree or very low acceptance

electronic email. The data gathered will be coded into a database and an applicable numerical tool was used.

Statistical analysis of data

Frequency and percentage distribution: This were used to describe and analyze the profile of the universities.

Mean and weighted mean: This was used to evaluate the assessment in terms of ISO 9001:2015 clauses and the level of acceptance of the quality assurance management towards the suggested changes of ISO 9001:2015. The weighted mean interpretation is shown in Table 5.

RESULTS AND DISCUSSION

Respondent profile

Table 6 shows the profile of the study's 150 respondents. Based on survey conducted, the majority (60 out of 150) of the respondents came from Generation Y. They are also called millennials who were born between 1980 to 1996. Meanwhile, 40 respondents came from Generation Z. These are a member of the workforce born from 1997 to 2022. Which are mostly with minimal work experience, and some are fresh graduates. Some respondents came from a generation of Baby Boomers and Generation X with a frequency of 20 and 30, respectively. As to the work experience of the respondents, most of

the respondents have one to 10 years of residency in their present organization. Furthermore, 40 out of 150 respondents are employed for not more than a year in the organization. Also, 30 respondents are working for 11 to 20 years while 10 working for 21 to 30 years. Lastly, 10 respondents are currently working for more than 30 years. Lastly, the researcher also determined the present position. Eighty respondents are currently rank-and-file employees while 30 are in supervisorial positions. Moreover, they are 20 respondents in managerial positions and also 20 in executive positions.

Training and Development

The respondents' attitudes of the training and development practices of their various businesses are shown in Table 7. Among the ten practices, item number 10 got the highest mean of 3.52. This means

that having a distinct plan for teaching and development work is common to all government organizations. These are demonstrated through separate financing for staff retreats, training, seminars, and scholarships. Encouraging employees to participate in relevant training and education programs got the second-highest weighted mean

Table 6: Profile of the respondents

Profile	Frequency	%
Age		
Baby Boomers (56-65 yrs. old)	20	13.33
Gen X (41-55)	30	20.00
Gen Y (24-40)	60	40.00
Gen Z (18-23)	40	26.67
Work Experience		
Below 1 year	40	26.67
1 - 10 years	60	40.00
11 - 20 years	30	20.00
21 - 30 years	10	6.67
above 30 years	10	6.67
Employee Position		
Rank & File	80	53.33
Supervisorial	30	20.00
Managerial	20	13.33
Executive	20	13.33
Total	150	100

Table 7: Attitude of the respondents towards Training and Development practices

Item	Statement	Weighted Mean	Verbal Interpretation
1	The company has a criterion for determining the employees' training needs.	3.40	Agree
2	Based on the employees' recognized training needs, the company creates an overall training schedule.	3.39	Agree
3	Employee training is provided in accordance with their defined training needs.	3.36	Agree
4	The company encourages staff members to take part in pertinent training and development programs.	3.47	Agree
5	The firm's training sessions are held on a regular basis, which is acceptable.	3.39	Agree
6	Within the company, there is a metric for gauging training effectiveness.	3.09	Agree
7	The firm's personnel are doing better as a result of training and development.	3.19	Agree
8	A comprehensive orientation, induction, and familiarization procedure is in place to aid new hires in understanding the business.	3.39	Agree
9	Within the company, there is a system in place to monitor development initiatives.	3.39	Agree
10	The company has a distinct budget set up for work on training and development.	3.52	Strongly Agree

of 3.47. Followed by, having a criterion to identify the training needs of employees with a weighted mean of 3.40. Meanwhile, practices of having an general training agenda founded on the recognized training requirements of staffs, having a satisfactory frequency of training programs conducted, having formal induction, orientation, and acquaintance process intended to help recruits to understand the firm, and having a system to follow up development programs got the same weighted mean of 3.39. Furthermore, giving training to employees based on identified training requirements is also common to all agencies with a weighted mean of 3.36. Also, respondents agreed that training and development activities in their organizations followed in better performing of workers in the firm with a weighted mean of 3.19. Lastly, having a criterion to measure the effectiveness of the training got the lowest weighted mean of 3.09. The aforementioned data showed that all government organizations served as the subject of this study and conducted the most important training and development-related activities. This can be evidenced by different memoranda issued by Civil Service Commission and other oversight agencies.

Recruitment and selection

This study also determines the attitude of the employees on recruitment and selection practices of their respective organizations, as shown in Table 8. Filling up vacancies with internally qualified employees got the highest weighted mean of 3.32 followed by informing the applicants about the job conditions needed to achieve job before hiring with a weighted mean of 3.29. Furthermore, having fair and a weighted mean of 3.11 was obtained for the organization's transparent recruitment and selection process. Also, respondents agreed that appointments are given purely based on merit which got a weighted mean of 3.09.

Lastly, the posting of job advertisements using newspapers got a weighted mean of 2.19. This means that respondents disagreed that their organizations are doing such kind of practice.

Rewards and compensation

Table 9 shows the attitude of the respondents toward the rewards and compensation practices of the government agencies. The 13 practices received a score out of 3, and the one with the highest score was believing that job performance is a significant component in deciding the incentives for employees, which received a score of 3.59. Moreover, item number 2, 4, and 10 got the same weighted mean of 3.51. This means that the respondents strongly agree that their organizations conduct the aforementioned rewards and compensation practices. Moving on to the discussion, respondents agreed that the remaining rewards and compensation practices are essential and present in their organization. Starting with the employees in their organizations are informed of what requirement to do to gain higher degree of compensation with a weighted mean of 3.45. Followed by receiving recognition/rewards for doing good work with a weighted mean of 3.43. Other rewards and compensation practices are having a satisfactory rewards and compensation system, satisfaction with the salary, providing a system to reward collaboration among employees, and reviewing fairly and justifiably the salary increments, bonuses, and other allowances to

Table 8: Attitude of the respondents towards Recruitment and Selection

Item	Statement	Weighted Mean	Verbal Interpretation
1	Before getting employed, candidates must meet all employment requirements and demonstrate their ability to do the job.	3.29	Agree
2	The company has a fair and open hiring and selection process.	3.11	Agree
3	The company maintains a Scheme of Recruitment (SOR) that details the qualifications needed for each designation.	3.06	Agree
4	For the purpose of hiring staff based on SOR, the Firm uses job advertisements in newspapers.	2.19	Disagree
5	To choose the best candidate, an interview panel made up of line managers and HR managers conducts the interview.	2.63	Agree
6	The qualified workers internally fill any openings as well.	3.32	Agree
7	All appointments are made solely on the basis of merit.	3.09	Agree

Table 9: Attitude of the respondents towards Rewards and compensation

Item	Statement	Weighted Mean	Verbal Interpretation
1	The company's present compensation and reward structure is adequate.	3.37	Agree
2	Company should reward both efforts and achievements in order to promote participation in practice development.	3.51	Strongly Agree
3	Company has a system to encourage practice group collaboration more.	2.85	Agree
4	When paying employees, the company needs to focus more on the profitability of the task completed.	3.51	Strongly Agree
5	The incentives for employees are determined in large part by job performance.	3.55	Strongly Agree
6	The firm's employees are aware of what needs to be done in order to receive higher pay.	3.45	Agree
7	Employees are encouraged to accomplish the company's goals by their compensation packages.	3.59	Strongly Agree
8	Others should be expressly rewarded for developing their talents.	3.19	Agree
9	In place of a judicial system, measurable elements are clearly weighted in the contemporary compensation and incentive system.	2.95	Agree
10	To fulfill the demands of the employees, the company regularly examines and updates the variety of benefits, including health, accident, liability, and house rent.	3.51	Strongly Agree
11	For their hard work, employees have gotten awards or acknowledgments.	3.43	Agree
12	Employees are happy with their pay from the company.	3.32	Agree
13	Salary increments, bonuses, and other allowances are reviewed fairly and justifiably.	2.77	Agree

employees with a weighted mean of 3.37, 3.32, 2.85 and 2.77, respectively.

It is essential that organizations set high standards for their practices and employees. Employee perceptions are an important part of the overall evaluation process and can provide invaluable insights into the effectiveness of the organization's human resources management functions. Collecting these perceptions and evaluating them against the set standards of the organization can help leaders make more informed decisions and can ultimately lead to greater success? The evaluation of employees' responses is done following the five phases for the implementation for Quality Management System. Initially, the objectives of the study along with the organizational objectives were well defined. Their practices were evaluated against the set standards of the organizations. The employees' perceptions were then recorded related to recruitment, selection, rewards, and compensation. This data can be used by organizations to implement changes based on consensus. Based on the lacking, staff can be trained and educated for quality improvement. Implementing the Plan, Do, Check, Act (PDCA) ISO 9001:2015 cycle for continuous improvement is essential for businesses that are looking to stay ahead of the competition. This cycle enables the business to plan, execute, check, and modify their processes to ensure they are meeting the highest standards of quality. It also provides businesses with a systematic and organized approach to measuring, analyzing and controlling the quality management system. This cycle allows businesses to quickly identify and address gaps in performance and make necessary improvements to ensure the highest quality of products and services are delivered. Investing in the PDCA cycle is a smart move as it will help your business stay at the forefront of the industry and save money in the long run. The Nine ISO 9001 implementation steps were also incorporated in the study by identifying the goals and expectations. The current practices were assessed, and the organizational performance analysis was done through audit/survey for continuous quality improvement.

CONCLUSION

A quality management system is a way for a company to ensure that it consistently produces high-quality products and services. It involves establishing processes and procedures to identify and address potential problems, as well as continuously improving the quality of what the company produces. A well-designed QMS can help a business to be more efficient, reduce costs, and increase customer satisfaction. It requires commitment from all levels of the company and ongoing monitoring to make sure it is working effectively. In short, a QMS is a useful tool for any organization that wants to improve the quality of its products and services and make ongoing improvements. Quality Management Systems (QMS) is the perfect solution for any company looking to ensure they consistently produce high-quality services. When used in conjunction with effective Human Resources Management programs, QMS guarantees quality control and customer satisfaction. Its ability to measure, monitor, and review processes and services, means that there's no excuse for failing to deliver high-quality services. With QMS, companies can be sure that the services they deliver are of the highest possible standard, and that customers will be consistently delighted with the results. According to the study's findings, organizations that have earned ISO 9001:2015 certifications have put in place a variety of training and development strategies that satisfy staff in this area of human resources management and development, investing in Human Resources training and development to satisfy employees is a great decision for any organization. It allows employees to expand their knowledge and become more knowledgeable in their daily duties. By training employees and providing development opportunities, it sends a message that the company values their staff and is committed to their growth. This in turn can lead to increased morale and engagement among employees, which in turn leads to improved productivity and better results. Investing in Human Resources training and development is an invaluable asset that every organization should consider. Additionally, recruiting and selection make a significant contribution because having the right human investment is the most valuable and distinctive asset for any firm. Therefore, choosing the best candidates and bringing them on board aids in properly filling open positions, which strengthens human capital and results in getting the required contribution to improving company performance. Companies that take the time to carefully select candidates for hire will reap the rewards for years to come. Investing in the right people will ensure a high quality of work, a motivated and productive workforce and the acquisition of valuable skills. By doing so, companies are able to strengthen their human capital, build better relationships with employees, and ultimately improve their performance. It is evident that when a company takes the time to carefully choose its candidates, it will gain a competitive advantage, both in terms of employees and overall outcomes. Also, well-planned rewards and compensation programs of HRM can greatly benefit any organization or workplace. Not only does it improve the working effectiveness and efficiency of the employee outcome, but it also improves morale, loyalty, and job satisfaction. Well-constructed rewards and compensation programs can motivate employees to work at their best and be more productive, leading to improved success for the organization. It provides an incentive for employees to strive for excellence and achieve great results, which ultimately translates into increased success for the organization. With a rewards and compensation program in place, employers can be sure that the employees will be motivated and their efforts will be rewarded. This can be the foundation for a successful organization. The findings help managers in these firms appreciate the value of educating workers about their job responsibilities through training and development roles in order to retain them, choosing the best candidates, and strategizing rewards and compensation programs. Only employees who have the required skills to perform their duties effectively and efficiently without errors will be able to achieve the established goals and targets, paving the way for the introduction of enhanced positions. The results also show that some HRM techniques have been identified as being crucial to improving organizational performance since these activities actually affect business performance. Managers should pay close attention to these HRM techniques.

Recommendations

The conclusion of this study is that since the

implementation of an ISO-9001 quality management system has been shown to improve employee performance, it should be implemented as a quality management model in entirely key operations of government organizations. In order to increase management commitment and subsequently to improve organizational performance, the study also recommends that agencies be educated on the significance of quality management techniques on organizational performance. Additionally, this study suggests that in order to boost productivity throughout the business, all administrators should improve core communication with all employees. Furthermore, this study suggests that management should make sure that the office working conditions are favorable to motivating the employee to work and boosting productivity because the physical workplace environment affects employee performance. The study concludes by advising that capacity-building programs and other training required for employees be implemented and taken into account because training is more important for boosting employee productivity. Also, conduct programs such as Training Needs Assessment for the Employees, Prepare Periodic Training Plans, Conduct Training Effectiveness, Restructuring of Compensation and Rewards System, and Develop an Electronic or online recruitment and selection system. Future research is needed to find the answers to a few new questions that the results and analysis have raised. A different research methodology, such as using secondary data in place of the primary data used in this study, might be used to conduct the same study of evaluating the impact of a quality management system. The study's empirical results allow us to draw the conclusion that additional research in this area would be beneficial. Research can be carried out by changing case studies, such as other national government agencies, telecommunications corporations, banking sectors, and listed firms, to see if the same result can be obtained.

AUTHOR CONTRIBUTIONS

A. Santos conducted the research materials, methods, introduction, and literature review, analyzed and evaluated the data, and wrote the manuscript text, citations, and final version.

CONFLICT OF INTEREST

Regarding the publication of this work, the author discloses no possible conflicts of interest. In addition, the author has witnessed all ethical concerns, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, multiple publishing and/or submission, and redundancy.

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ABBREVIATIONS

BRS	Business Requirement Specification
CIPI	Certification International Philippines, Incorporated

CSC	Civil Service Commission
COD	Center of Development
COE	Center of Excellence
CHED	Commission on Higher Education
DAP	Development Academy of the Philippines
EC	Certification Europe
3Es	Efficiency, effectiveness, and economy
GQMC	Government Quality Management Committee
GQMSS	Government Quality Management Committee
GFIs	Government financial institutions
GOCCS	Government-owned or controlled corporations
GMS	Quality management system
LGUs	Local government units
NAGA	National government agencies
PBB	Performance-Based Bonuses
PGA	Philippine Quality Award
PS	Policies and Standards
RQATS	Regional Quality Assessment Teams
SUCs	State Universities and Colleges

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