

# Effectiveness of Implementation of Quality Management System in the General Services Section

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## **Abstract**

The study determined the levels of effectiveness of Quality Management System (QMS) implementation in the General Support Services-Property Unit of the Department of Agriculture-Regional Field Office 5, fiscal year 2024. The descriptive-comparative-correlational methods of research was employed in the study. The findings indicated a very high level of implementation across the four major functions of acceptance, issuance, inventory and divestment of the Property Unit. The findings also showed that Quality Management System implementation was highly effective, and that there was a significant difference in the level of QMS effectiveness between the employees assigned at the GSS-PU and the Property Custodians, but no significant difference in along personnel perception, service delivery and client satisfaction. A weak correlation between QMS implementation and its effectiveness was likewise noted.

**Keywords:** Effectiveness, Quality Management System, General Services Section

## **1. Introduction**

The increasing demand for high quality products and services is now a worldwide trend. Organizations involved in product development and/or service delivery are faced with the challenge of fulfilling or exceeding customer requirements and expectations by providing high quality products and services. This is the only way for businesses to thrive in the competitive market and for the organizations in the public sector to justify their continued existence in today's society. It is therefore no surprise that around the world, thousands of businesses and service providers decided to adopt quality management systems (QMS) to improve delivery of goods and services to delight and retain customers and to achieve competitive advantage in their fields of expertise. However, for various and different reasons, not all organizations have successfully implemented QMS.

There can never be a one size fits all QMS. Since each organization is unique, a QMS needs to be purpose-built to fit an organization's objectives, industry, and compliance requirements to have a meaningful impact (Adatsi 2024). A well-implemented QMS can help improve efficiency, productivity, customer satisfaction, employee engagement, and the competitiveness of the company, but it can be a challenging process, requiring the commitment of all levels of the organization, from top management to frontline employees (Brañas 2024).

Identified critical success factors to successful QMS implementation include leader support, design and implementation approach, reward system alignment, organizational acceptance, organizational culture and climate, easy to define environment, IT infrastructure capabilities, performance management system design quality, and performance measurement participation and training (Keathley-Herring, Van, and Letens 2024). Customer quality focus, internal organizational quality leadership and, continuous improvement were likewise forwarded as critical success factors for implementing and sustaining ISO 9001 (Valentine (2024).

### **Implementation Effectiveness**

Implementation effectiveness is significantly associated with, and is said to be affected by implementation climate through enhancing user skills, reducing obstacles, and increasing incentives (Huda, Hidayah and Utami 2017). Guererro (2020) also mentioned that implementation effectiveness was highest when implementation climate was positive and innovation-values fit was present. Thus, Jacobs et al. (2015) proposed that managers looking to increase implementation effectiveness of an innovation like QMS should focus on creating an environment that can be perceived as encouraging implementation, and institute implementation practices and policies that are aimed at increasing positive perceptions of implementation climate.

### **Personnel Perception, Service Quality, Client Satisfaction and Effectiveness of Quality Management System**

Effectiveness is the degree to which something is successful in producing a desired result. The literary meaning of effectiveness is “goal attainment” and can be described as the extent to which the desired level of output is achieved. To measure the effectiveness of QMS policy and procedure, there is a need to define quality criteria that reflect one’s goals. QMS’ effectiveness criteria can be based on customer feedback, internal audits, external audits, regulatory requirements, industry benchmarks, or best practices. For example, customer satisfaction and retention rate, product or service quality and reliability, process efficiency and productivity, compliance with standards and regulations, and continual improvement and innovation are all common criteria for QMS effectiveness.

According to Manders (2014), the adoption of standardized work practices is based on the attitudes of employees which are harder to change and when employees did not believe that ISO 9001 is beneficial for the organization and for their own work, they were not participating in the system. Also, a high level of perceived usefulness is necessary for a high level of involvement in standardized work practices. Thus, employees with a higher perceived usefulness of ISO 9001 are more likely to get involved in standardized work practices. Katsaros, Tsirikas, and Bani (2014) also reported that employee perceptions change during a planned organizational change and that as employees become more aware of the change process, their support for the change effort will increase. On possible relationship between employee perception and service delivery, Kang’ethe (2015) concluded that there was a strong positive correlation between these two parameters. That is, when employees have more positive perceptions, then the service delivery of their agencies tend to be better and vice versa.

Usman et al. (2019) reported a significant impact of QMS implementation and ISO certification on consumers’ satisfaction. The consumers easily rely on an enterprise if it has implemented QMS

successfully and practicing effectively and indicated that customer satisfaction increases with level of QMS being practiced. Similarly, ISO 9001 certification positively impacts customer satisfaction, customer retention, market share, employee productivity and employee satisfaction (Milovanović, Paunović and Casadesús (2023). These support the assumption that ISO 9001 certificate helps companies to obtain legitimacy in their institutional environment, improve image and overcome trade barriers.

## **Methodology**

This study employed descriptive-comparative-correlational methods of research and was conducted for the fiscal year 2024. There were 37 respondents which were comprised of the employees of DA-RFO5 assigned at the General Services Section-Property Unit (GSS-PU) and those designated as Property Custodians (PCOs) in their respective offices and/or stations regionwide. The data gathering tool used was a survey researcher-made questionnaire and the statistical tools applied were: Weighted Mean; t-test for Independent Samples; One Way Analysis of Variance; Pearson Product-Moment Correlation of Coefficient; and, Coefficient of Determination.

## **Results and Discussion**

The effective implementation of a Quality Management System (QMS) is crucial for organizations striving to enhance operational efficiency and assure consistent quality across various functions. In the context of acceptance of deliveries, issuance of goods, inventory management, and divestment processes, a robust QMS establishes standardized procedures that promote accuracy, accountability, and traceability. By integrating quality principles into these key areas, organizations can mitigate risks, reduce waste, and improve customer satisfaction. The introductory examination conducted by the study probed into the level of QMS implementation along these critical functions, ultimately determining the overall success and sustainability of the supply chain management process in the organization.

### **Level of Implementation of the Quality Management System**

Table 1 presents the level of implementation of the Quality Management System (QMS) along the four major functions of the Property Unit. The issuance function stood out with an impressive average weighted mean score of 4.45, earning it a rank of 1. This was closely followed by acceptance at 4.34, which ranked 2nd, and inventory management with a score of 4.20, achieving the 3rd rank. On the other hand, the divestment function, though still notable,

**Table 1.** Level of QMS Implementation Along Four Major Functions

PARAMETERS/INDICATORS	W M	IN	PARAMETERS/INDICATORS	WM	IN
<b>Implementation Along Acceptance</b>	<b>4.35</b>	<b>VHI</b>	<b>Implement. Along Inventory</b>	<b>4.21</b>	<b>HI</b>
Management demonstrates respect toward employees	4.62	VHI	Employees discover how well they are performing on the job as they work	4.24	VHI
The management follows through on its commitments	4.43	VHI	Information is provided by the supervisor re: job performance	4.19	HI
Employee trust in management's leadership is evident	4.65	VHI	Feedback is provided by the supervisor re: job performance	4.19	HI
Trust is placed in the leadership skills of the supervisor	4.76	VHI	There is an opportunity to find out how well one is performing on the job	4.14	HI
Influence can be exerted on the supervisor's decisions	3.76	HI	Awareness of performance levels, whether good or poor, is evident	4.27	VHI
Decisions that affect the work group can be influenced	4.00 0	HI	<b>Implementation Along Issuance</b>	<b>4.45</b>	<b>VHI</b>
The supervisor accepts ideas and suggestions from employees	4.22	VHI	The mgt. follows up on suggestions for improvement	4.41	VHI
<b>Implementation Along Divestment</b>	<b>3.98</b>	<b>HI</b>	Mgt. rewards employees who implement improvements in the way work is done	3.92	HI
There is freedom to decide how to approach the job	4.11	HI	Creative solutions are encouraged by mgt. to address problems	4.38	VHI
Independence is granted to complete work tasks	3.7	HI	Mgt. acts promptly when new opportunities arise that could benefit the organization	4.41	VHI
The job can be performed independently of others	4.14	HI	The organization stands out as a leader among its peers	4.6	VHI
There is the freedom to perform tasks largely as desired on the job	3.92	HI	The organization adapts well to changes in funding levels	4.6	VHI
Opportunity for independent thoughts and actions is available	4.02 0	HI	The management decisions are characterized by innovation	4.43	VHI
Control over the pace of work is within one's reach	3.92 0	HI	Organizational goals are utilized to guide day-to-day work decisions	4.46	VHI
Independence from the supervisor is possible when performing job function	4.05	HI	Formal planning is conducted to achieve organizational goals	4.54	VHI
			Thorough and comprehensive plans exist for achieving orgnzl. goals	4.46	VHI
			Supervisor encourages ideas and suggestions about better ways to perform work	4.76	VHI
			<b>OVERALL WEIGHTED MEAN</b>	<b>4.24</b>	<b>VHI</b>

lagged behind the other functions and ranked lowest with a rating of 3.98 Overall, the QMS recorded a compelling average weighted mean of 4.24 across the assessed functions.

The analysis of the QMS implementation revealed that the major functions of issuance, acceptance, and inventory were all categorized as very highly implemented. These functions ranked consistently high, indicating effective practices, with a robust system in place for managing these critical areas. Conversely, the function of divestment fell into highly implemented category, indicating that while it was still functioning adequately, there may be opportunities for improvement relative to this area. The overall average weighted mean of 4.24 consequently showed the strength of the QMS implementation, reflecting its effectiveness in the key functions prioritized by the organization. This suggested a need to focus on enhancing the divestment function to achieve a more uniformly high level of implementation across all major functions. The notably very highly implemented QMS along the functions studied aligned closely with the paper presented by Docxellent (2023), which outlined seven benefits of implementing QMS, including improved process efficiency, enhanced customer satisfaction, and better regulatory compliance. This implied that the organization was likely experiencing similar advantages, particularly in terms of streamlined operations and reduced waste, which were critical for achieving operational excellence. Overall, results of the present study and Docxellent's paper illustrated that a well-implemented QMS can benefit organizations striving for continuous improvement and competitive advantage.

In the context of Klein and Sorra's Theory of Innovation Implementation, as cited by Jacobs, Weiner and Bunger (2014), the results indicated a strong performance in the implementation of Quality Management Systems (QMS) across major functions. However, the data also pointed out that there remained a significant opportunity for improvement in the divestment function to ensure a more balanced approach to QMS implementation. Similarly, the results agreed with Elger's Theory of Performance, as cited by (IJPE), in his assertion that effective QMS practices enhanced organizational efficiency and stakeholder satisfaction. Elger emphasized the importance of aligning organizational processes with quality management systems (QMS) to achieve optimal performance outcomes. The slightly lower scores obtained on some indicators suggested potential areas for improvement. These were also consistent with Elger's focus on continuous evaluation and adjustment of performance metrics. Overall, the findings underlined the significance of comprehensive QMS integration, a key component of Elger's framework for sustained performance excellence.

### **Level of Effectiveness of the Quality Management System**

Results of the analysis on the effectiveness of the QMS implementation along personnel perception, delivery of service and client satisfaction is presented in Table 2. The findings indicated that the QMS level of effectiveness were very high among the three aspects studied, with an overall average weighted mean of 3.34. The highest rating observed was for the delivery of services with an average weighted mean of 3.42, followed closely by client satisfaction with 3.38 average weighted mean, and personnel perception with an average weighted mean of 3.27.

The findings pointed to an effective implementation of the QMS, particularly along service delivery, which may correlate with enhanced client experiences. Personnel perception ranked lowest among the three aspects. This might imply that while services were being delivered effectively and clients were

satisfied, there may be a gap in how employees viewed the QMS's impact on their work environment or processes. Overall, the very highly effective ratings indicated a consistently strong perception of the QMS's performance across all evaluated aspects.

These results agreed with Pulpen (2024) who have emphasized the importance of aligning organizational practices with client expectations for enhanced effectiveness. This was seen in the high scores for delivery of services and client satisfaction indicators. Moreover, Pulpen's findings implied that employee perception played a crucial role in the overall organizational effectiveness, a premise reflected in the Property Unit's personnel perception score. Collectively, these discernments suggested that maintaining high performance across these dimensions will enhance overall organizational effectiveness, in line with Pulpen's framework. The findings were also in alliance with Transparency International Rwanda's 2017 report, which highlighted the importance of fairness and transparency in service provision during the COVID-19 pandemic. This suggested that effective management systems contributed to improved client experiences. The high personnel perception score in the present study also reflected the positive internal assessment of service provision practices, indicating that staff recognized the effectiveness of the established protocols. Overall, results of both studies

**Table 2.** Level of QMS Effectiveness Along Personnel Perception, Service Delivery and Client Satisfaction

PARAMETERS/INDICATORS	WM	IN
<b>Personnel Perception</b>	<b>3.279</b>	<b>VHE</b>
Management respects employees and values improvement ideas	3.604	VHE
Management fosters commitment, creativity, and recognition	3.365	VHE
Trust in leadership fosters open communication and influence	3.182	HE
Job autonomy and independence are valued	3.049	HE
Job performance assessed through ongoing feedback	3.207	HE
Organizational goals guide daily decisions and planning	3.486	VHE
Management decisions are innovative and adaptable to funding changes	3.514	VHE
Independence and freedom in job performance evaluation	2.919	HE
Organization excels among peers in leadership	3.595	VHE
Management fosters creativity; performance awareness is essential	3.338	VHE
<b>Delivery of Service</b>	<b>3.423</b>	<b>VHE</b>
Agency delivers reliable, knowledgeable, and prompt services	3.532	VHE
Services are delivered promptly as promised	3.162	HE
Agency reliably addresses client issues and inquiries	3.559	VHE
Employees ensure clients feel safe during transactions	3.419	VHE
Employees prioritize and understand client needs	3.595	VHE
Employees provide courteous, personalized, and caring service	3.441	VHE
Employees maintain a neat, professional appearance	3.486	VHE
Agency presents appealing materials, facilities, and equipment	3.252	HE
Convenient business hours enhance service availability	3.541	VHE



Agency ensures accurate, error-free record-keeping	2.730	HE
<b>Client Satisfaction</b>	<b>3.384</b>	<b>VHE</b>
Clients express satisfaction with your agency's services	3.378	VHE
All client-requested information can be provided easily	3.216	HE
Most client requirements can be efficiently met	3.135	HE
Office processes create a pleasant client experience	3.351	VHE
Clients experience a strong sense of belonging	3.351	VHE
Clients view the agency as trustworthy	3.459	VHE
Clients view the agency as having strong capabilities	3.514	VHE
Clients experience satisfaction and appreciate your agency	3.514	VHE
Clients view the agency positively and warmly	3.568	VHE
<b>OVERALL WEIGHTED MEAN</b>	<b>3.347</b>	<b>VHE</b>

underscored the critical role of accountability and integrity in enhancing service quality, especially during challenging times like the pandemic.

In general, the findings of the study on the three parameters reflected a well-functioning QMS in the Property Unit. Such results were closely associated with Mintzberg's effectiveness framework, as cited by Jacobs, Weiner and Bunker (2014), which pointed out several dimensions of organizational effectiveness, including elements such as adaptability, reliability, and stakeholder satisfaction. The successful interaction between service delivery, stakeholder satisfaction, and employee engagement signified that the Unit not only operated efficiently but was also effective in ensuring that both its internal and external needs were met satisfactorily. By and large, this correlation underscored the importance of a holistic approach to effectiveness as presented in Mintzberg's theory.

## Difference in the level of Effectiveness of Quality Management System

Difference between Level of Effectiveness of QMS between Respondents. The effectiveness of QMS can vary significantly based on a myriad of factors, including the respondents' background, experience, and the specific context of the task at hand. For instance, individuals with specialized training may demonstrate higher proficiency and quicker problem-solving abilities compared to those without such knowledge. Additionally, personal motivation and engagement levels can influence how effectively employees approach challenges, leading to disparate outcomes. Understanding these differences is essential for tailoring strategies that enhance performance and optimize results across diverse groups.

The data from Table 3 shows the comparative analysis of QMS effectiveness between two groups of respondents: the personnel assigned at the General Services Section - Property Unit (GSS-PU) and Property Custodians from various offices and stations (PCOS) of the agency within the region. These results indicated that the level of QMS effectiveness in the performance of the four functions by the GSS-PU group was significantly greater than that of PCOS group. It can be further inferred that respondents from the GSS-PU perceived their effectiveness in carrying out property management responsibilities to be higher than that of the PCOS group. This signified that the GSS-PU may have more effective practices or better resources in place. Related to this, Jaeger and Adair (2016), on their study on two different

**Table 3.** Difference in the Level of Effectiveness between Respondents

STATISTICAL MEASURES	GSS-PU	PCOs
Observations	17	20
Average Weighted Mean	3.42	3.30
t-statistic value	4.59	
p value at 5% alpha	0.0001	
<b>Interpretation</b>	<b>Significant</b>	

**GSS-PU:** General Services Section - Property Unit

**PCOS. :** Property Custodians from various offices and station

subject groups, found out that both groups: Project Managers (PMs); and, Quality Management Representatives (QMRs), agreed on their perception of the most important practice (i.e. an implemented management system) and, the biggest obstacle (i.e. lack of employee involvement). However, they disagreed on their perception of the most important TQM benefit (i.e. PMs prefer quality of products and services, and QMRs prefer productivity). Also, Fronda (2019), on his study on the level of compliance, commitment, involvement, and perception of Schools Division Office (SDO) employees in the implementation of ISO 9001:2015 Quality Management System, revealed that there were significant differences in the level of implementation when respondents were grouped according to age, sex, educational attainment, and years of experience while there was no significant difference when grouped according to employment status and eligibility.

Parallel to the aforementioned results, Manders (2014), reported that when employees did not believe that ISO 9001 is beneficial for the organization and for their own work, they were not participating in the system, and that a high level of perceived usefulness is necessary for a high level of involvement in standardized work practices. Thus, the author forwarded a proposition that employees with a higher perceived usefulness of ISO 9001 are more likely to get involved in standardized work practices. The author furthered that adoption of continuous improvement practices was based on the responsibility feeling of employees which was easier to influence by giving accountability to people. On the other hand, adoption of standardized work practices was based on the attitudes of employees which were harder to change. The findings likewise conformed with Neyestani's reports (2016), which highlighted the importance of engaging all stakeholders in the QMS process for optimal results, suggesting that the differences observed may be reflective of varying levels of engagement or training among the two groups. Overall, the results underscored the importance of a well-implemented QMS in enhancing efficiency and effectiveness.

The current findings also agreed with the results of Dlamini's (2019) study, which emphasized how employee perceptions affected their reactions to organizational change. Specifically, when employees felt more positively impacted by procedural effectiveness, as indicated by higher mean values, they were likely to demonstrate more favorable reactions to change initiatives. Thus, the findings conveyed that enhancing perceptions in PCOs may contribute to a more supportive environment for organizational



change, reflecting Dlamini's assertion regarding the critical role of perception in shaping employee responses. Similarly, the results aligned with Parker (2023), who reported that positive employee perception can increase motivation and engagement, which can result in higher levels of productivity and job performance. Thus, the higher effectiveness score in GSS-PU indicated that employees in this group felt positively about their roles in the office, exhibited greater levels of motivation and engagement, which subsequently enhanced their overall job performance. The two studies underscored the critical role of fostering a positive work environment in driving employee effectiveness and, ultimately, organizational success.

Relating the significantly different level of effectiveness between the two groups of respondents to Klein and Sorra's Theory of Innovation Implementation, the results may imply that the structured processes and resources present in the GSS-PU fostered an environment conducive to higher level of effectiveness compared to the more decentralized nature of PCOs operations. Further, linking the significantly higher effectiveness in the GSS-PU group with that of the PCOs group to Mintzberg's Effectiveness Theory, it can be inferred that the structural differentiation and roles within the GSS-PU may have led to clearer communication and a more cohesive strategy that drove their higher effectiveness. Mintzberg emphasized the importance of organizational structures in facilitating optimal performance, which aligned with the better outcomes observed in GSS-PU. Thus, the findings reinforced the idea that effective organizational design and role clarity can significantly impact overall performance.

Difference in the Level of Effectiveness among Parameters. The interplay between personnel perception, delivery of service, and client satisfaction forms a critical triad in any service-oriented organization. While personnel perception refers to how employees view their roles and the importance of their contributions, it significantly influences the quality of service delivered. Effective delivery of service, in turn, directly impacts client satisfaction, serving as a tangible manifestation of employees' attitudes and skills. Understanding the differences in effectiveness among these elements can help organizations identify areas for improvement and enhance overall customer experience. Table 4 presents the comparison of the effectiveness across the three parameters: personnel perception, delivery of services, and client satisfaction.

**Table 4.** Difference in the Level of Effectiveness among Parameters

Statistical Measures	Personnel Perception	Delivery of Services	Client Satisfaction
Average	3.27	3.42	3.38
Variance	0.05	0.07	0.01
F-statistic value	0.19		
p value at 5% alpha	0.82		
Interpretation	Not Significant		

The average effectiveness scores for the three aspects were relatively close, with personnel perception at 3.27, delivery of services at 3.42, and client satisfaction at 3.38. The variance, which

indicated the spread of responses, revealed that the effectiveness was most consistent in the client satisfaction category (0.01) while delivery of services showed slightly more variability (0.07). This indicated that opinions about services delivered were more varied. The F-statistic value of 0.19, alongside a p-value of 0.82, revealed no statistically significant difference in effectiveness among the three aspects at a 5% alpha level. Overall the findings inferred that the perceived effectiveness across the three dimensions were similar, and while there were differences in average scores, they were not meaningful enough to infer that one aspect is superior to the others in terms of effectiveness.

The above results conformed with Klein and Sorra's theory of Innovation Implementation, which emphasized that successful implementation of innovation relies on the alignment and effectiveness of multiple factors within an organization. The minimal variance observed among these aspects suggested a uniformity in perception and satisfaction, which, on the other hand, may impede the identification of areas needing targeted improvement or innovation. Also, the lack of significant differentiation among the aspects could hinder strategic interventions aimed at enhancing overall effectiveness in service delivery and client satisfaction, reflecting a need for a more integrated approach to innovation implementation. In like manner, the results suggested that all three aspects were perceived similarly in terms of effectiveness, also allying with Mintzberg's Theory of Performance, in his notion that an organization's effectiveness cannot be solely evaluated through one area but must consider various components working harmoniously. Furthermore, the average effectiveness scores across the aspects measured were relatively close, further indicating that there was no dominant aspect that significantly influences overall effectiveness. Overall, this agreed with Mintzberg's perspective that organizational effectiveness is a multidimensional construct that must be viewed holistically rather than in isolation.

### **Relationship Between the Level of QMS Implementation and its Level of Effectiveness**

Implementation climate is the extent to which employees perceive that their organization supports, expects and rewards the use of an innovation, technology, or intervention (like QMS) while implementation effectiveness is the overall quality and consistency of how organizational members use the innovation. Theorists have postulated that implementation climate is positively associated with implementation effectiveness. In fact, several studies have already tested the applicability of the organizational theory of innovation implementation effectiveness. This study tried to determine if positive association really exists between the level of QMS effectiveness and its level of implementation, which is a function of an organization's implementation climate.

The data presented in Table 5 shows that the overall weighted mean for implementation was 4.27, while the effectiveness mean stood at 3.36. The Pearson Product-Moment Correlation Coefficient of 0.23 inferred a weak correlation between the levels of implementation and effectiveness. This correlation was strongly supported by a statistically significant p-value of 0.00, which indicated that the observed relationship was unlikely to be due to random chance. The weak correlation likewise implied that while there was some relationship between the

**Table 5.** Significant Relationship between the QMS Level of Implementation and its Level of Effectiveness

Statistical Measures	Implementation	Effectiveness	Interpretation
Observations	37	37	-
Overall Weighted Mean	4.27	3.36	-
Pearson Product-Moment Correlation Coefficient (r-value)	0.23		Weak Correlation
p-value	0.00		Significant

Range	Interpretation
0.81 to 0.99	Very Strong Correlation
0.51 to 0.80	Strong Correlation
0.31 to 0.50	Moderate Strong Correlation
0.01 to 0.30	Weak Correlation

QMS implementation and its effectiveness, it was not strong enough to say that increased implementation will necessarily lead to improved effectiveness. This indicated that other factors might also affect the effectiveness of the QMS. The results likewise highlighted the importance of a more comprehensive approach to quality management, recognizing that implementation alone may not suffice to achieve desired outcomes.

The findings of the present study were in agreement with the report of Huda, Hidayah and Utami (2017). According to them, the combination of implementation climate and innovation-values fit have strong influence on implementation effectiveness. However, values-fit is the best predictor of implementation effectiveness. Innovation-values fit created impacts on implementation effectiveness by increasing the users' commitment to the new innovation while implementation climate affected implementation effectiveness only through enhancing user skills, reducing obstacles and increasing incentives. The weak correlation between the Quality Management System (QMS) level of implementation and its effectiveness, connoted that improvements in QMS implementation do not significantly translate to enhanced effectiveness.

Similarly, the results conformed with the findings of Mathews (2024) on the multifaceted nature of leadership which theorized that multiple factors influenced outcomes beyond just implementation levels. Mathews emphasized that effective leadership involved navigating various roles and dynamic interactions that can enhance or hinder organizational performance. The result illustrated a gap between potential and actual performance. This disparity underscored the importance of not only implementing systems but also providing the leadership and support necessary to maximize their effectiveness, a subject central to Mathews' analysis.

This outcome also ran parallel with Klein and Sorra's Theory of Innovation Implementation, which suggested that the degree of implementation and the resulting effectiveness may not be directly proportional due to various contextual factors. The significant p-value also implied that while there was

a statistically notable relationship, the low strength of correlation emphasized the complexity of effectively translating implementation into performance outcomes.

The finding likewise sided with Mintzberg's Effectiveness Theory, which postulated that organizational effectiveness can be influenced by multiple factors beyond just system implementation. Also highlighted was a connection between implementation efforts and perceived effectiveness and an implication that the observed relationship is statistically meaningful. However, the weak correlation called for a deeper investigation into other variables that may affect effectiveness. Thus, while enhancing QMS implementation is crucial, it may not be sufficient alone to achieve high levels of organizational effectiveness as per Mintzberg's theoretical framework.

## **Influence of the Quality Management System Level of Implementation With its Level of Effectiveness**

The implementation level of a Quality Management System (QMS) plays a pivotal role in determining its overall effectiveness. A well-structured QMS, when fully integrated into an organization's processes, fosters a culture of continuous improvement and accountability, directly influencing operational performance. Conversely, a poorly implemented QMS can result in inefficiencies, compliance issues, and missed opportunities for enhancement. Understanding the correlation between the depth of QMS implementation and its effectiveness is essential for The average effectiveness scores for the three aspects were relatively close, with organizations aiming to achieve optimal quality outcomes and sustainable success.

The results summarized in Table 6 shows the QMS level of implementation with its level of effectiveness.

**Table 6.** Influence of the QMS Level of Implementation With its Effectiveness

Statistical Measures	Implementation	Effectiveness	Interpretation
Observations	37	37	-
Overall Weighted Mean	4.27	3.36	-
Pearson Product-Moment Correlation Coefficient	0.23		Weak Correlation
Coefficient of Determination ( $r^2$ value)	0.05		Very Weak Influence
p-value	0.00		Significant
<b>Range</b>		<b>Interpretation</b>	
0.81 to 1.00		Very Strong Influence	
0.60 to 0.79		Strong Influence	
0.40 to 0.59		Moderately Strong Influence	
0.20 to 0.39		Weak Influence	
0.00 to 0.19		Very Weak Influence	

The Pearson Product-Moment Correlation Coefficient of 0.23 indicated a weak correlation, suggesting that while there is some level of association between the two variables, it is not strong. The obtained p-value of 0.00 reinforced the significance of the finding, which indicated that the observed relationship is unlikely to be due to random chance. A very weak influence was also recorded between the QMS level of implementation and its effectiveness, with a coefficient of determination,  $r^2 = 0.05$ . Thus, although QMS was very highly implemented, it does not have a robust impact on effectiveness. While implementation was rated favorably, the effectiveness was considerably lower, pointing to potential gaps or obstacles in translating the implementation efforts into tangible results. This may also imply that other factors may play a more crucial role in determining the success of the QMS, such as organizational culture, leadership commitment, or employee engagement.

The results reaffirmed the findings of Turner et al. (2018), that while organizational structures and processes in a community pharmacy medication management program were essential for innovation implementation, the correlation between implementation rigor and effectiveness may not yield strong results, highlighting the need for further exploration of other influencing factors.

The findings of the present study were also associated with the study of Jacobs et al. (2015), which emphasized the critical role of implementation climate in determining the effectiveness of program implementation. Their research highlighted that a supportive implementation climate—characterized by shared understanding and collective commitment among stakeholders—fosters better engagement and outcomes. Consequently, while the QMS implementation level in the current study shows some positive correlation with effectiveness, as Jacobs et al. demonstrate, it was the surrounding climate that may ultimately drive more substantial impacts on effectiveness. Hence, merely increasing the implementation level without attention to the implementation climate may not suffice to enhance effectiveness substantially.

Similarly, the insights of the present study reaffirmed the report of Dong et al., as cited by Guerrero (2020), which underscored the critical role of implementation climate in facilitating effective implementation of practices. Dong et al.'s study suggested that a supportive implementation climate can enhance the effectiveness of practices, indicating that the observed weak influence in this study may stem from insufficient implementation climate factors that hinder the potential benefits of QMS.

The findings also ran parallel with Mathews' (2024) discussion on the multifaceted nature of leadership within Mintzberg's managerial roles, emphasizing the importance of context and interpersonal skills in translating strategic initiatives into effective outcomes. Mathews' focus on the complexity of management roles further underlined the necessity for leaders to engage actively with their teams to ensure that implementation complemented with desired effectiveness, as showcased in the present findings. Ultimately, the insights from the present study and Mathews work highlighted that mere adherence to systems is insufficient; active, relational leadership was crucial for realizing the full potential of any management framework.

The weak association between the level of implementation of the Quality Management System (QMS) and its effectiveness, agreed with Klein and Sorra's Theory of Innovation Implementation which stressed the necessity of alignment between varying levels of implementation and successful outcomes. This underscored the complexity of innovation implementation, where higher levels of implementation do not necessarily translate into greater effectiveness, pointing to the need for a well-rounded approach that



includes other influencing factors. Overall, these findings challenge the notion that merely increasing the level of implementation will yield proportionate improvements in effectiveness, reinforcing the insights from Klein and Sorra's theory.

## **Conclusions**

From the study it was concluded that the QMS was very highly implemented along the four major functions of the Property Unit in the General Services Section (GSS-PU) of the agency. Likewise, the overall level of effectiveness of QMS was highly effective in the areas of personnel perception, service delivery and client satisfaction and they did not differ significantly from each other in the level of QMS effectiveness. This indicated that while there were differences in average scores, they were not meaningful enough to infer that one aspect was superior to the others in terms of effectiveness. It was also noted that the level of QMS effectiveness differ significantly between those employees assigned at the GSS-PU and those acting as Property Custodians (PCOs) from the various offices and stations of the organization. This implied that the structured processes and resources present in the GSS-PU fostered an environment conducive to higher level of effectiveness compared to the more decentralized nature of PCOs operations. It was likewise concluded that there was a weak correlation between QMS implementation and its effectiveness and, while the study established a relationship between QMS implementation and its effectiveness, the correlation between the two is weak. This may mean that the level of QMS implementation has little to do with its effectiveness. These findings highlighted the complexity of QMS implementation, where higher levels of implementation do not necessarily translate into greater effectiveness, reflecting the need for a well-rounded approach that includes other influencing factors. Recognizing that implementation alone may not suffice to achieve desired outcomes, highlighted the importance of a more comprehensive approach to quality management.

## **Recommendations**

On the whole, considering the moderately effective scores recorded for feedback and performance, trust and influence, autonomy and independence, and job characteristics for personnel perception, timeliness and record keeping and accuracy for delivery of services, and transparency and service delivery for client satisfaction, the management should focus more attention on these indicators to create and/or develop more positive personnel perception on QMS implementation. Further evaluation should also be conducted to determine the reasons for the performance discrepancy between the two groups of respondents. It would be beneficial for the organizational leaders to explore the factors contributing to this difference and consider strategies to enhance the effectiveness of the PCOs group, as achieving a similar efficacy level could optimize overall property management operations. It is likewise essential for the organization to not only focus on the implementation of QMS but also to explore additional strategies and factors that can contribute to greater effectiveness. Along these thoughts, further investigation of possible additional factors and contextual circumstances surrounding the QMS that may warrant the enhancement of QMS effectiveness is recommended. More specifically, further study may be done on addressing the implementation climate as a key to strengthening the linkage between QMS implementation and its effectiveness in the organization.

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