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Master's Thesis of Public Administration

**THE IMPACT OF QUALITY
MANAGEMENT POLICY ON THE
PERFORMANCE OF EMPLOYEES
IN THE PUBLIC SECTOR:
BUREAU OF IMMIGRATION
(Promoting Standardization
in the Government of the Philippines)**

**품질경영정책이 공공부문 직원의 성과
에 미치는 영향:**

필리핀 이민국

(필리핀 정부업무의 표준화촉진을 위한 연구)

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Abstract

THE IMPACT OF QUALITY MANAGEMENT POLICY ON THE PERFORMANCE OF EMPLOYEES IN THE PUBLIC SECTOR: BUREAU OF IMMIGRATION (Promoting Standardization in the Government of the Philippines)

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The role of the public sector is to provide people with their basic needs through services. Quality is fundamental in emphasizing the value of these services. Today, governments are improving the efficiency of public service by increasing the quality of processes for ensuring citizens' demands. Recent attempts to enhance quality of service delivery have resulted in various management innovations. The most prevalent of which is the Quality Management System (QMS) through the International Organizations for Standardization (ISO). This led to the implementation of the Quality Management System or QMS wherein a significant public sector's management and operation system must meet the standards of the ISO, particularly the 9001 series. The Philippine government's primary objective is

to enhance the effectiveness of public services, to establish a more trustworthy relationship between the government and the people, and to continue efforts to improve the "quality" of life of its citizenry. The aim of the QMS implementation, in line with Philippines Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, is to enhance the effectiveness and efficiency of government transactions and operations.

The implementation of the QMS in the public sector is not a simple monitoring of the process, but a holistic approach to gauge the effectivity of the system. In connection with this, the study aims to examine the impact of the 4 QMS factors (Management & Commitment, Workplace Environment, Internal Communication, and Capacity Enhancement) on the employees' performance as a part of the full implementation of the QMS ISO 9001:2015 in the Bureau of Immigration (BI) in the Philippines. With this management system, BI recognizes factors in understanding and meeting the citizens' satisfaction. The impact of the BI-QMS ISO 9001:2015 full implementation of the policy will aid the reconstruction and enactment of the new Philippine Immigration law. The BI office has given this researcher the task to be part of the ISO core team and is currently designated on the full implementation and expansion of the BI-QMS ISO 9001:2015. Thus, this research will help the BI identify different factors affecting the QMS, as stated and defined.

The primary goal of the QMS is to be generally accepted, and be fully

mandated. The commitment of the leaders, administrators and employees in the public sector must be established and coordinated properly. If the QMS policy affects the organization's management and leaders, it should also influence the performance of the employees which determines a more consistent and reliable process of continued improvement on the system. The advocacy of standardization innovates the public sector in developing capacity building activities that addresses different challenges. This opportunity can yield positive gains and effects on a better understanding on the effectiveness and efficiency of quality of public service. The Philippines has been adopting and improving the QMS policy in the government system, but it still requires a valid causal effect for a better implementation of the policy in the future.

Keyword : Quality, Management, System, ISO, Immigration, Government, Employee, Performance

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Chapter 1. Introduction

1.1 Study Background

The public sector's function is to provide basic services needed by the citizens. By highlighting the importance of these services, quality plays a vital role. Today, governments are improving the efficiency of public service through improving the quality of processes in reassuring the needs of their citizens. Over the years, there is a great demand of how the government can supply and enhance these services. Continued efforts to improve the government's performance are high which led them to different management innovations. The most common one is the Quality Management System (QMS) through the International Organizations for Standardization (ISO). This introduced the implementation of Quality Management System or QMS, wherein certain public sector's management and operation system must qualify with the requirements of the ISO, specifically the 9001 series. The public sector shall provide a structure that can efficiently and effectively govern these services to achieve the best quality as well as lead them to a continuous improvement. The goal in continuing the growth and development of these public services will ensure a high level of employee's performance and increase of satisfaction from the citizens. The main target of the Philippine government is to improve the efficiency of public services, to put a more reliable relationship of faith and trust between the government and the citizens, and to put continued efforts in enhancing the "quality" of life.

The implementation of the QMS, that relates to the Philippines Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, aims to improve the efficiency and effectiveness of

government transactions and processes. This law is implemented to all government offices in the Philippines. It encourages the country to be internationally competitive by setting up reliable-updated systems and public services. This law amended the Republic Act No. 9485 or the Anti - Red Tape Act of 2007. Moreover, the Government Quality Management Program or GQMP is a funded program in the Philippines that aims to promote public services effectively by yearly monitoring the quality of management system through ISO 9001:2015 certification. Furthermore, Executive Order No. 605, s. 2007 or the Institutionalizing the Structure, Mechanisms and Standards to Implement the Government Program was issued and implemented to all Philippines government agencies from in increasing the service performance. As part of the execution of a government-wide quality management program, all government departments and agencies are directed to adopt the ISO 9001 Series Quality Management Systems. The quality management systems must be accredited for verified compliance with ISO and the appropriate Government Quality Management Systems Standards (GQMSS), with front-line services receiving priority.

1.2 Purpose of Research

The ISO 9001:2015 certification defines and sets standards or requirements for a QMS when a government agency or institution has the following qualifications:

- 1) A goal to enhance citizens' satisfaction by improving the organizational or management system in relate to regulatory requirements set by the Philippine laws, and;
- 2) When there is a demand to establish its capability in providing the best public

services that meet the peoples' needs.

- 3) Key performance indicators such as increased citizen satisfaction rating, consistent certification on ISO 9001 series, and improved quality of the public services, build capacities in nurturing the quality of the services of the public sectors. The results yields how people trust the government. One example of a systematic conceptualization under the QMS is the effective use of 5S Good Housekeeping in managing office areas, setting up the house rules, and maintaining discipline to government employees. The "5S" means (1) Sort, (2) Set in Order, (3) Shine, (4) Standardize and (5) Sustain. This approach aids in providing the best quality of productivity in the organization, and there is a continuous improvement not only for the government sectors, but to all the citizens as well.

1.3 Theoretical Framework

The theoretical framework helps better in understanding the independent and dependent variables of this research and supports the theory why this research problem exists. The independent factors are management & commitment, workplace environment, internal communication, and capacity enhancement, while the dependent variable is the employee performance with consideration in the context of ISO 9001:2015 QMS certification. The relationship between the 4 factors versus employee performance on QMS is derived from the revised Quality Manual 2021 of the Bureau of Immigration - QMS. Specifically, Clause 5 of BI - QMS Manual states that the BI Management is committed to provide the most effective and efficient services as part of the required QMS standards. Nevertheless, the management also seeks and recognizes achieving and meeting client

satisfaction. BI is fully committed to deliver innovative immigration services by providing our stakeholders a culture of excellence towards providing internationally - recognized border.

The link between management commitment and employee performance on the quality management system is based on the BI QMS Manual ISO 9001:2015 Clause 5 - Leadership, Sub - Clause 5.1 - Leadership and Commitment. It states that BI management views its QMS as a key asset that facilitates in the ongoing improvement of its management system, operations, and employee professional competence. As a result, the BI management has developed policies in accordance with its organizational strategies to: (1) achieve its targets on time, (2) recognize uncertainties and minimize negative impacts in resolving challenges through effective communication, periodic performance reporting, and guaranteeing the resources are readily available for all features of the QMS while seeking proper and client demands into account.

In addition, Clause 5, Sub-clause 5.3.4 - Workplace Organization Team specifies that the organization ensures efficient operation of the work environment to meet service needs, proper implementation of the 5S (Sort, Sweep, Systematize, Standardize, Sustain) program, and supervises and evaluates workplace cleanliness, orderliness, and safety.

Furthermore, Sub - clause 5.3.5 - Training and Education Team describes the link between Capacity Enhancement and Employee Performance. The organization has to provide assistance and guidance to raise awareness for the effective implementation and sustainability of the QMS Strategies. They also need to reiterate discussions on the principles, guidelines, and standards of ISO

9001:2015, and to administer other appropriate methods to allow effective, full involvement, responsibility, and mutual trust in the organization and sustainability of the agency's QMS.

Lastly, Clause 7 - Support, sub-clause 7.4 - Communication discusses that internal communications, particularly those relevant to the efficacy of the QMS, be carried out to ensure that written and verbal messages are effectively recorded, archived, distributed, and acted upon wherever practicable. The Administrative Division shall disseminate written and electronic correspondences from the the Commissioner's Office to varied BI offices, which may include, but are not limited to, facsimile, electronic mail (e-mail), transmittal slips, meeting minutes, short messaging system (SMS), and other electronic messaging applications. The Administrative Division sends communications by public post and direct delivery (if necessary).

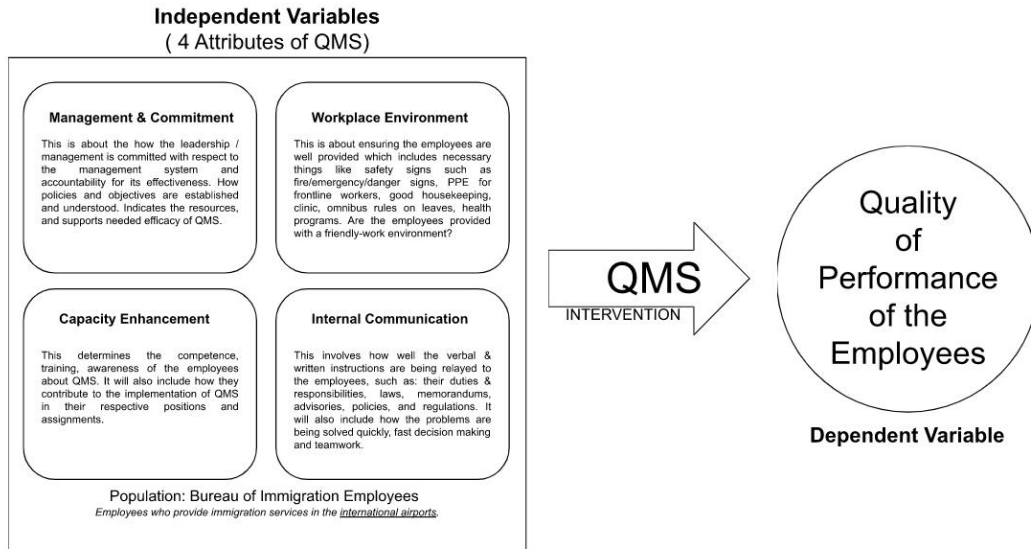
This researcher used the Critically Appraised Topic (CAT) Analysis in gathering the trustworthiness of the Quality Management System topic. Moreover, credible and reliable set of relevant reviews and literature were used to guide this research in having the best available evidences of this raised topic. This led to a framework that supports the theory to how this research exists for so many years and have evolved to different areas. This will help us in knowing the independent and dependent variables, and the intervention of QMS in evaluating the outcome of performance, as concluded.

1.4 Conceptual Framework

The conceptual framework presented below describes the relationship between variables of interest. Employee Performance is the dependent variable in

this study, and the independent variables are Management & Commitment, Internal Communication, Workplace Environment, and Capacity Enhancement.

Figure 1: Conceptual Framework



1.5 Statement of the Problem

The impact of the Quality Management System through ISO 9001 revealed, through a study (Shrivastava & Purang, 2011), that it does not increase the productivity of employees and it appeared that they were not satisfied with the system. The finding contradicts a study that entitled the ISO 9001 to pursue that QMS has an impact on employee performance.

This research's objective is to determine the impact of the implementation of the Quality Management System through ISO 9001:2015 on the Bureau of Immigration employees' performance. The researcher seeks to find valuable answers to these two questions:

1. To what level do Management & Commitment, Workplace Environment, Internal Communication, and Capacity Enhancement (BI-QMS, 2016) impact the employees' performance in the implementation of the Quality

Management System?

2. Do these four (4) QMS factors have a significant impact on the employees' performance?

1.6 Research Hypothesis

Based from the Bureau of Immigration Quality Manual, and related literature on Quality Management in the public sector, this researcher raised two hypotheses to fully analyze the impact by analyzing the data from the respondents (employees) and the degree of significance of these data. First, to determine the impact through analyzing the correlation significance of each 4 QMS factors (Management & Commitment, Workplace Environment, Internal Communication, and Capacity Enhancement) versus the employees' performance. Second, after analyzing the results of the first hypotheses, this research also seeks to determine if these 4 QMS factors have significant impact on the employees' performance which then affects the implementation of Quality Management System policy.

The following hypotheses will be tested at the 0.05 level of significance in this study:

1. There is a significant association between Management Commitment and employee performance.
2. There is a significant association between Internal Communication and employee performance.
3. There is a significant association between Workplace Environment and employee performance.
4. There is a significant association between Capacity Enhancement and employee performance.

1.7 Scope and Limitation

This research centers on analyzing the impact of the implementation of the Quality Management System through ISO 9001:2015 on the Bureau of Immigration employees' performance. The limitations of this research include respondents who were employed prior to and during the implementation in the year 2016. Basically, it is presumed that these selected respondents are aware of the QMS policy. The research is focused on the Bureau of Immigration employees in the major international airports in the Philippines.

Based on some reports from the BI - QMS monitoring team, following the policy's implementation around the year 2016, the system was primarily focused on international airport operations, which corresponds to the bureau's main mission and vision - to provide excellent immigration service. As a result, a comprehensive study has become feasible. The research specifically focuses at factors that influence employee performance, such as management & commitment, workplace environment, capacity enhancement, and internal communication.

1.8 Definition of Terms

Capacity Enhancement

Capacity enhancement pertains to the long-term development of people's and institutions' capabilities in order to increase their competency and problem-solving abilities. Awareness can be defined as a way of thinking of a person and his authority and responsibility towards an issue/problem. His awareness affects their work performance in the management system. While competence is a person's ability to act, or behave and analyze the situation such as problems for a long period of time. Employees in public service are required to be competent. They

should work based on their skills, knowledge, and work attitude demanded by their job (Hasanah, U., & Mujanah, S., 2020).

Employee Performance

In the interests of providing high value to the people, and operating effectively, the system normally sets performance targets for individual employees and the organization as a whole. Employee performance relates to how the employees act in the workplace and how successfully they carry out the tasks assigned to them. This a set of action or process of carrying out or accomplishing an action, the task, or function of an employee.

Internal Communication

Internal communication strategies used by organizations include vertical, horizontal, formal, and informal types of communication. Through communication, the management is able to perform their daily work functions (e.g. organizing, planning, controlling and leading) effectively. Lack of efficient internal communication will lead to low work productivity and poor performance in the system (Titang, 2013).

ISO (International Organization for Standardization)

ISO is a nongovernmental organization made up of standard-setting bodies from over 160 nations, with one standard-setting body representing each member country. It is made up of representatives from many national standards organizations and creates and publishes a wide range of private, economic, and corporate standards.

ISO 9001

The standard is used by organizations to show their capacity to consistently

provide services that is compliant to the standards. It is defined as the international standard that specifies requirements for a quality management system (QMS).

ISO 9001:2015

All ISO 9001:2015 standards are universal and designed to apply to any institution, regardless of its form or structure, or the goods and services it delivers. It is an international standard dedicated to Quality Management Systems (QMS). It outlines a framework for improving quality and a vocabulary of understanding for any organization looking to provide products and services that consistently meet the requirements and expectations of customers and other relevant interested parties in the most efficient manner possible.

ISO Certification

To be ISO certified, you must have been audited by an independent third party and proved that your organization meets the criteria of the most recent quality process standards established by the International Standards Organization. This “accreditation” certifies that your system is effective and efficient and that they adhere to ISO. Basically, ISO certifies that a management system, the manufacturing process, service, or documentation procedure has all the requirements for standardization and quality assurance.

Management & Commitment

Management is based on commitments, and it is a method that an organization acquires the resources it needs to operate. The BI QMS, as a strategic asset, helps in the continuous shift or change in management, personnel and service competency. The policies developed are in line with this set of strategic initiatives: (1) to timely achieve its targets, (2) to expect liabilities/risks and lessen adverse

effects about issues through the influence of an effective leader who can communicate and ensure the availability of resources for all features of the QMS. Both the leader and management ensures that the client needs met to attain and improve client satisfaction.

Productivity

Productivity is viewed as a fundamental source of development and efficiency, which is why it serves as the foundation of many international rankings and organization measurement system. The effectiveness of productive effort, especially in industry, as measured in terms of the rate of output per unit of input.

Quality

Quality is relative and is determined by an organization's perspective and involvement with its services. In definition, it is a standard or degree measured against a similar kind and it is also known as "consistent conformance" to the expectations of the clients or consumers.

Quality Management

A QMS supports in the management and coordination of an organization's activities in order to satisfy requirements from the public and regulators while also continuously improving its effectiveness and efficiency. Quality management ensures that an organization, product or service is consistent. It has four main components: quality planning, quality assurance, quality control and quality improvement.

Standardization

Standards are formed by standard procedure, therefore if an organization implements them, it is most likely managed effectively. It simplifies the process for

regulators to prioritize their actions. Standards serve as the basis for a “risk-based” compliance framework. By definition, standardization is the process of making something conform to a standard.

Workplace Environment

To guarantee good system functioning, it is essential to assess an institution's work environment, which is the collection of critical points that form the organizational environment. This is important for management to focus on workplace conditions that affects performances of the employees. It includes both human and physical factors such as social (e.g. being non - discriminatory), psychological (e.g. stress - reducing environment) and physical (e.g. room temperature, office lighting, airflow, noise) as well as other factors concerning workplace conditions (Riyanto, S., Endri, E., & Hamid, A., 2021).

Chapter 2. Literature Review

This literature shall discuss the relevance of the Quality Management System. To begin with, it shall be addressing how a government agency, the Bureau of Immigration, implements this policy and acknowledges impacts that are affecting the performance of the employees. This shall also cover other related studies about QMS, ISO 9001 and 9001:2015 series. Before viewing the related literature of this research, it is crucial to define this research based on the structure and overview of the Philippine government system, specifically in the view of BI, and its goal on standardization. The BI implemented QMS in accordance with the requirements of ISO 9001:2015. As of today, the QMS is well-kept and is constantly improving through the use of: Quality Policy, Quality Objectives, Audit Results, Analysis of Data, Statutory or Regulatory Requirements and Management Review. (Bureau of Immigration, 2021)

2.1 Quality Management System

In history, the evolution of Total Quality Management (TQM) to Quality Management (QM) has significantly changed after decades of years. A study on “Hawthorne experiments” presents worker involvement affects productivity. (Hawthorne,1920) In addition, Walter Shewhart (1930) was able to create methods for statistical analysis and control of quality. Moreover, W. Edwards Deming (1950) was able to develop methods for statistical analysis and control of quality to Japanese engineers and executives through his teachings. It was considered that this is the origin of the TQM. The TQM was defined as a term to describe an organization's quality policy. Later on, the TQM was specified and had broader meaning where international standards were developed for “quality management”

policy. A study about implementing TQM in the public sector was also conducted and it was analyzed that the relationship between the Quality Management and Productivity, as performance indicators in the area of the public sector, has a significant effect. (Lewis, 1995) In recent years, QM (as it evolved from quality assurance to total quality management), as a management innovation is now being adopted in the public sector. There is an evidence found that the QM led to an increase of employee performance quality. Based on Guzmán, et. al (2019), there are findings of internal factors of “productivity” that are connected to the proposed concept of quality management. There are also factors to consider in understanding the QMS: implementing “multiple” QMS, identifying performance indicators, standardization of performance measures, QMS in developing Asian countries, and the impact of the QMS ISO 9001 series on the performance of an entity. (Kumar et. al, 2018).

2.2 Bureau of Immigration (Philippines)

The Bureau of Immigration (BI) is primarily in charge of enforcing immigration, citizenship, and alien admission and registration laws in accordance with the provisions of the Philippine Immigration Act (PIA) of 1940 or the Commonwealth Act No. 613, as amended. (CA 613, 1940)

The BI is primarily in charge of administering and enforcing immigration, citizenship, and alien admission and registration laws in accordance with the provisions of the Philippine Immigration Act of 1940 .(CA 613, 1940)

The BI was founded on September 6, 1901, by the First Philippine Commission through the passage of Act No. 222, titled "An Act providing for the organization of the Departments of the Interior, Commerce and Police, Finance and

Justice, and Public Instruction." The Bureau of Customs and Immigration was included in the Departments of Finance and Justice. Commonwealth Act (CA) No. 613, often known as the Philippine Immigration Act of 1940, was signed into law by American President Franklin D. Roosevelt on September 3, 1940. The BI was established under the Department of Labor by CA 613 or PIA 1940. The act established the agency's mandate, positions and activities, visa policies, fines and penalties, documentation, and the expulsion of indigent aliens, among other things (Commonwealth Act No. 613, S. 1940).

By virtue of Letter of Implementation (LI) No. 20, issued on December 31, 1972, administrative management of the Bureau was returned to the Department of Justice. Furthermore, the organization was renamed the Commission on Immigration and Deportation, thereby dissolving the Deportation Board and transferring associated functions to the Board of Commissioners. LI No. 20 also established the agency's organizational structure, which includes the following divisions: the Office of the Commissioner, the Administrative Division, the Financial and Management Division, the Law and Investigation Division, the Immigration Division, the Alien Registration Division, and the Intelligence Division.

While the Administrative Code of 1987 (Executive Order No. 292, S. 1987) renamed the office "Bureau of Immigration," the agency retained all of its powers and duties as a commission, with its head of office remaining legally addressed as "Commissioner of Immigration." From 1987 until the present, BI has been under the administrative supervision of the Secretary of the Department of Justice (BI, 2021)..

The Bureau of Immigration is focused on providing the citizens with an excellence-driven culture in order to deliver internationally acclaimed immigration services that result in effective, efficient, and innovative border control and management.

2.3 BI - QMS ISO 9001:2015 Certification

The International Organization for Standardization (ISO) is a certification company that specializes in mandating a standard that an entity must qualify. The ISO 9001 series, specifically ISO 9001:2015, sets the criteria for a quality management system. The standard will set the government's implementation of QMS in an agency which also then requires legislation, rulings and all related laws in pursuing this certification. An agency or government branch, after its formal implementation, must establish a QMS core team (by selecting employees and officers within the agency) that is dedicated in monitoring and auditing the developments annually, documenting the reports for evaluations before the period of ISO certification process. This policy signifies the "seal of quality" which means that the agency is certifiable under this internationally-recognized standard. The credibility of public service indicates the positive effect of the results of ISO certification.

The BI defined, structured, and implemented the QMS in compliance with ISO 9001:2015 standards. Quality Policy, Quality Objectives, Audit Results, Data Analysis, Statutory/Regulatory Requirements, and Management Review are applied to maintain and constantly enhance the QMS. The process map above illustrates the features of the BI QMS procedures. The BI Process Model illustrates the interconnection of processes, resources required, and duties in the QMS. To the

desired extent, the BI must keep documentation information to support the execution of its processes and to verify that activities are being carried out as designed.

Figure 2: BI QMS Business Process Map

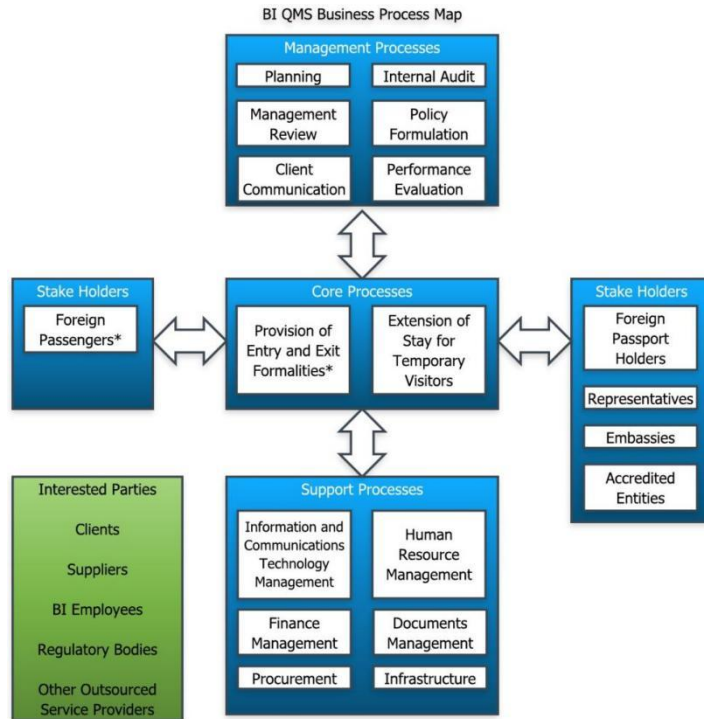


Figure 3: Structure of BI - QMS ISO Representation



The BI QMS management contributes to establishing, implementing, and constantly improving the efficacy of systems and processes through effective policy development and management strategy implementation. The border security is organized through a rigorous immigration control and regulates foreigner immigration into the country and delivering excellent service in accordance with relevant laws, rules, and regulations. The organization should have appropriate overall support and administration services to operations, and make sure personnel well-being and professional competence through strategic Human Resource and Capacity Building Programs. Furthermore, implementing advance technology trends as well as improving operations to the maximum level possible and enhancing cooperation and coordination with other government agencies, immigration counterparts, and stakeholders. (BI - QMS, 2016)

Chapter 3. Research Methodology

The study is designed to attain two goals. First, to determine the level of impact of the QMS through analyzing the 4 QMS factors covered in the BI-Quality Manual (Management & Commitment, Workplace Environment, Internal Communication, and Capacity Enhancement) and the employees' performance. This researcher utilized the Descriptive-Correlational Research Design by using quantitative approach through Questionnaires (Survey Method) and random sampling. Second, after analyzing the results of the primary data, this research determines the significant impact of these QMS factors to the employees' performance.

3.1 Research Design

The researcher used the Descriptive-Correlational Research Design with a quantitative method via Questionnaire to investigate the influence of the installation of ISO 9001:2015 Quality Management System (QMS) on employee performance. (Dargahi & Rezaeian, 2007)

3.2 Sample Size and Sample Selection

The effectiveness of each research study is determined by how the researcher identifies the people who will take part in the study. The ability to gather trustworthy and relevant answers that reflect the respondents' sentiments and opinions is essential for a successful survey research (Terziovski et. al., 1997).

Nominal random sampling is a form of probability sampling in which a group of individuals is chosen at random from a population. Each person in the population has an equal probability of getting chosen. The data is then collected

from as high a percentage of this random selection as feasible.

This study's respondents are all employees who worked at BI prior to the implementation of ISO 9001:2015 in the year 2016. They were chosen at random as respondents because they have previously established the ISO 9001:2015 QMS and can assess their effectiveness before and after its implementation.

3.3 Research Instrument

In this study, four (4) QMS factors and the employees' performance are designed as the main variables for the first part of analysis (primary data). This researcher used the Survey Questionnaire as a tool for data collection. Through quantitative approach, questions are formulated on a close-ended type of questions. By limiting the focus of the questions based on 4 QMS factors, this will determine the rate of impact in the implementation of BI-QMS ISO 9001:2015 in relation to the employees' performance. The respondents are then asked to rate how these 4 factors of QMS, (management & commitment, workplace environment, internal communication, and capacity enhancement) were considered on BI - QMS in the context of ISO 9001:2015 implementation and its impact on their work performance in the bureau. The questionnaire is connected to the 5-pt. Likert Scale system. These respondents should rate each factor using the 5-pt Likert Scale, as stated: (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, and (5) strongly agree. The survey is distributed to the major international airports with the QMS implementation. Random sample size is conducted and analyzed on these focused population.

All questions and items in the questionnaire presents the positive impact of BI - QMS ISO 9001:2015 implementation in the employees' performance. The

questions are designed to be as clear and factual as it can be to encourage more accurate results, and at the same time flexible and easy to be filled - out. It provides questions about the demographic profile of the respondents and also covers questions about the 4 factors of the Quality Management System.

3.4 Statistical Treatment

The use of percentage is required in determining the rate of response of the respondents. The use of mean score is also required in the assessment of the impacts of ISO 9001:2015 Quality Management System Implementation on NRLMB employees' performance.

The data collection of employees identifies all kinds of demographic profiles in the bureau. The profile of the employees (respondents) will be according to (1) Age, (2) Job Position, (3) Years of Service, and (4) Educational Background. After the data was collected, quantitative results were analyzed through the use of advanced programs for statistical treatment (SAS, SPSS), tables and graphs. Descriptive statistics (Value of frequency, Mean and Standard deviation) was used to summarize the results to gain high potential relationships between the variables. Pearson Correlation Coefficient (Pearson's r) and Regression Model is used to measure whether there is a statistically "significant correlation" between employees' performance and the four (4) QMS factors (Management & Commitment, Workplace Environment, Internal Communication, and Capacity Enhancement).

Chapter 4. Presentation, Analysis and Interpretation of Data

The validity of findings is strongly dependent on having a sufficiently big sample that is also representative of the population of interest. It is critical that the the population used to determine response rates be correctly represented in the research paper so that readers may analyze potential bias, particularly when it comes to reasons for non-response. Researchers can verify that their sample of the study represents the target population by using statistically significant response rates. Frequency analysis is necessary for quick examination and understanding of any data. Frequency distributions are descriptive statistics that give data sets that are useful and summarized. Summary of the results helps readers to examine a given sample more quickly than going through individual quantitative data. Then, the software SAS and SPSS were used to analyze the survey respondents and all variables using descriptive and inferential statistics. Before evaluating each hypothesis, the reliability of the survey questionnaire was evaluated. Then, the Pearson's correlation test was performed, and followed by variance inflation statistics and regression.

4.1 Response Rate

A total of 233 respondents which were gathered out of the sample size successfully filled out and returned valid samples through the use of online survey.

Table 1: Response Rate

No. of Invitations	Responded	Response Rate
560	233	41.60%

Out of the total population of 1,025 BI employees, a sample size of 280 was calculated with 95% confidence level and 5.7% margin of error. The response rate of 41.60% in this study implies that this case is acceptable. Therefore, the respondents were willing and could freely share the required information on the Impact of the Implementation of ISO 9001:2015 QMS on Employees Performance.

4.2 Presentation, Interpretation and Analysis of Respondents Response in the Survey Questionnaire

4.2.1: Demographic Characteristics of the Employees

Table 2: Educational Attainment Response to the Impact of the Implementation of ISO 9001:2015 Quality Management System on BI Employees' Performance

Educational Attainment	Frequency	Percentage
Doctorate Degree	6	2.67%
Master Degree	33	14.67%
College Degree	186	82.67%
Vocational Graduate	0	0.00%
High School Graduate	0	0.00%
Elementary Graduate	0	0.00%
TOTAL	225	100.00%

Table 2 shows that one-hundred eighty six (186) or 82.67% of the respondents are College Graduates, thirty three (33) or 14.67% are Master's Degree and six (6) or 2.67% are with Doctorate Degree.

Table 3: Position Response to the Impact of the Implementation of ISO 9001:2015 Quality Management System on BI Employees' Performance

Position	Frequency	Percentage
Head of the Bureau	0	0.00%
Division Chief	0	0.00%
Section Head	0	0.00%
Head Supervisor	1	0.44%
Duty Supervisor	11	4.89%
Primary Inspector	165	73.33%
Secondary Inspector	28	12.44%
Administrative Officer	4	1.78%
Administrative Aide	5	2.22%
Job Order Personnel	11	4.89%
TOTAL	225	100.00%

Table 3 shows that one-hundred and sixty five (165) or 73.33% of the respondents are Primary Inspectors, twenty eight (28) or 12.44% are Secondary Inspectors, eleven (11) or 4.89% are Job Order Personnel and Duty Supervisor positions, five (5) or 2.22% are Administrative Officer, four (4) or 1.78% are from Administrative Aide, and one (1) or 0.44% is a Head Supervisor.

Table 4: Years in Service Response to the Impact of the Implementation of ISO 9001:2015 Quality Management System on BI Employees' Performance

Years in Service	Frequency	Percentage
More than 5 years	131	58.22%
4 - 5 years	50	22.22%
3 - 4 years	24	10.67%
2 - 3 years	8	3.56%
Less than 2 years	12	5.33%
TOTAL	12	100.00%

Table 4 shows that more than half of the respondents, one-hundred and thirty-one (131) or 58.22%, have been working in the bureau for more than 5 years, fifty (50) or 22.22% for 4-5 years in service, twenty-four (24) or 10.67% for 3-4 years, twelve (12) or 5.33% have worked in less than 2 years, and eight (8) or 3.56% are 2-3 years in service. The percentages provides this research significant information and the longer they are in service, the better these employees understand the organization's policies.

4.2.2: Questions about Quality Management System elements and Attributes

Table 5: Frequency of Involvement Response on ISO 9001:2015 QMS Implementation

Involvement	Frequency	Percentage
Yes	89	39.56%
No	136	60.44%
TOTAL	225	100.00%

Table 5 shows that one-hundred and thirty six (136) or 60.44% of the respondents believed that they are not involved in the implementation of ISO 9001:2015 in the bureau, while eighty-nine (89) or 39.56% of the respondents answered they are involved.

Figure 4: Involvement Response
INVOLVEMENT RESPONSE ON
ISO 9001:2015 QMS IMPLEMENTATION

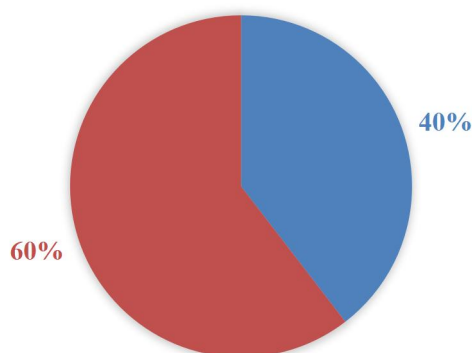


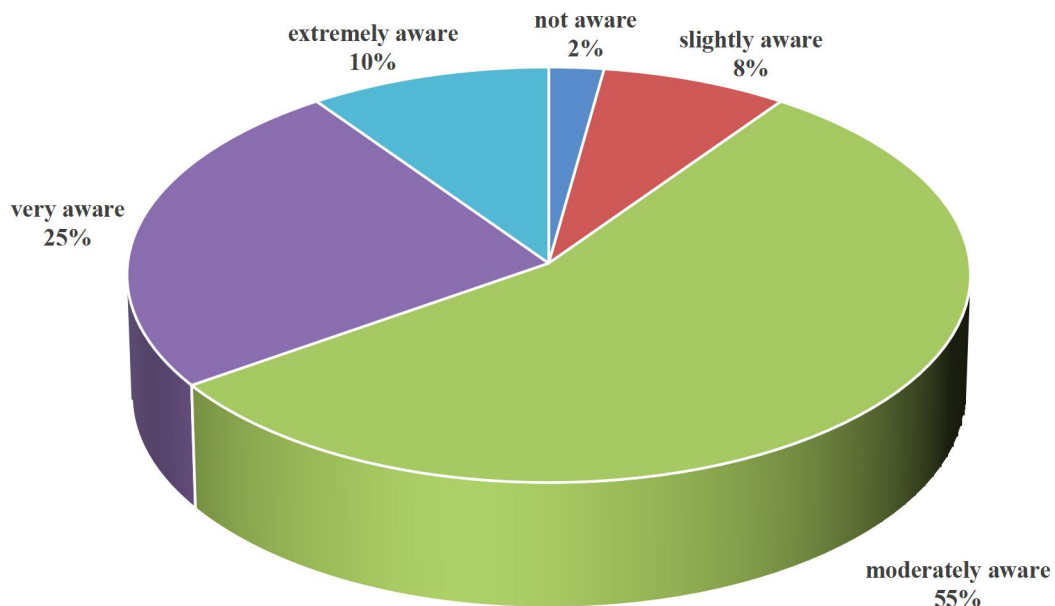
Table 6: Awareness Level of Employees on ISO 9001:2015 QMS

Level of Awareness	Frequency	Percentage
Extremely Aware	22	9.78%
Very Aware	56	24.89%
Moderately Aware	125	55.56%
Slightly Aware	17	7.56%
Not Aware	5	2.22%
TOTAL	225	100.00%

Table 6 shows the respondent's response on how aware they are about ISO 9001:2015 Quality Management System (QMS) in BI. This question emphasizes

their knowledge in regards to the implemented Quality Management System. The findings shows that one-hundred and twenty-five (125) or 55.56% of the respondents are moderately aware of ISO 9001:2015 QMS implementation in the Bureau of Immigration. Fifty-six (56) or 24.89% of the respondents are very aware, twenty-two (22) or 9.78% are extremely aware of the, and seventeen (17) or 7.56% are slightly aware of the policy. The findings also showed five (5) or 2.22% of the respondents are not aware about the implementation which means there are small % of employees are still not aware of the QMS policy. Nevertheless, more than half of the respondents covered the maximum acceptable proportion as regards to the ISO 9001:2015 QMS awareness.

Figure 5: Awareness Level of Employees on ISO 9001:2015 QMS



4.3 Descriptive Statistics on the impact of the implementation of ISO 9001:2015 Quality Management System on BI employees' performance

Table 7 to 11 show the descriptive statistics as a result of the respondents rating on how the various attributes and their sub-attributes were perceived as adopted in the ISO implementation in the BI.

4.3.1: Management Commitment

Table 7: Descriptive Statistics of *Management & Commitment* in the Implementation of ISO 9001:2015 Quality Management System

Management Commitment Attributes	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std. Deviation</i>
The relevance of QMS policies and objectives is evaluated on a regular basis.	225	1.00	5.00	3.916	0.639
The QMS policies and objectives are clearly established by the management and head of the terminal.	225	1.00	5.00	3.929	0.678
The management ensures that resources are available to meet objectives.	225	1.00	5.00	3.844	0.789
The management gets involved, guides, and continues to support the implementation of QMS which aids the employees in performing their duties.	225	1.00	5.00	3.938	0.723
The head of the terminal has established their ability to handle the changes needed to improve QMS policies and immigration services.	225	1.00	5.00	3.827	0.768
Valid N	225				

Table 7 shows the statistics on how respondents tend to perceive Management & Commitment attribute in the implementation of QMS in the bureau. The respondents agreed that a *Management & Commitment* attribute on ISO implementation that “continues to support the implementation of QMS which aids

the employees in performing their duties”, with a mean value of 3.938 and standard deviation of 0.723, was rated the highest in relate to the attribute about how well is the management committed in the implementation of the QMS policy. The respondents also agreed, with mean values of 3.929 and standard deviation values of 0.678, that a *Management & Commitment* attribute on “QMS policies and objectives are clearly established” is implemented by the management.

The respondents further agreed, with mean values of 3.916, 3.844, 3.827 and a standard deviation values of 0.639, 0.789, 0.768, that a *Management & Commitment* attribute on ISO implementation which “evaluates QMS policies and objectives on a regular basis”; “*ensures that resources are available to meet objectives*” and one which “*established their ability to handle the changes needed to improve QMS policies and immigration services*” have been done accordingly from the management they are assigned at.

The findings in Table 7 above indicate mean values of 3.938 to 3.827 and a standard deviation values greater than 0.639, interpreted as Agree in the Likert Scale.

4.3.2: Workplace Environment

Table 8: Descriptive Statistics of *Workplace Environment* in the Implementation of ISO 9001:2015 Quality Management System

Workplace Environment Attributes	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std. Deviation</i>
Signs and signage for safety instructions and warnings, such as fire, emergency, and danger, are visible in the immigration area and office premises.	225	2.00	5.00	4.293	0.770
Provides the necessary PPE(Personal Protective Equipment), and other medical-related equipment for front-line workers and available in the office premises.	225	1.00	5.00	4.156	0.737
Good Housekeeping is well maintained in the office premises, and janitorial services are provided on a regular basis.	225	2.00	5.00	4.276	0.776
First aid kits are available in the office premises.	225	2.00	5.00	3.920	0.888
The memorandums and regulations of the Omnibus Rules on Leaves are strictly mandated.	225	1.00	5.00	4.173	0.714
Health care insurance and other safety & health programs are regularly provided.	225	1.00	5.00	3.702	1.059
There is a friendly-workplace that motivates all employees to do their jobs well.	225	1.00	5.00	3.636	0.856
Valid N	225				

Table 8 shows the statistics on how the respondents tend to perceive the Workplace Environment attribute in the implementation of QMS in the bureau. The respondents agreed that a *Workplace Environment* attribute on ISO implementation that “*signs and signage for safety instructions and warnings, such as fire, emergency, and danger, are visible in the immigration area and office premises*”, with a mean value of 4.293 and standard deviation of 0.770, was rated the highest

in terms of the availability in the workplace. The respondents also agreed, with mean values of 4.473 and standard deviation values of 0.776, that a *Workplace Environment* attribute on ISO implementation that there is a “*Good Housekeeping is well maintained in the office premises, and janitorial services are provided on a regular basis*”.

The respondents further agreed, with mean values of 4.173, 4.156, 3.920, 3.702, 3.636 and a standard deviation values of 0.737, 888, 0.714, 1.059, that a *Workplace Environment* attribute on ISO implementation which “*provides the necessary PPE (Personal Protective Equipment), and other medical-related equipment for front-line workers and available in the office premises*”; “*first aid kits are available in the office premises*”; “*the memorandums and regulations of the Omnibus Rules on Leaves are strictly mandated*”; “*health care insurance and other safety & health programs are regularly provided*” and one which “*there is a friendly-workplace that motivates all employees to do their jobs well*”, are visibly available in the working premises.

The findings in Table 8 above indicate mean values of 4.293 to 3.636 and a standard deviation values greater than 0.714, interpreted as Strongly Agree to Agree in the Likert Scale.

4.3.3: Capacity Enhancement

Table 9: Descriptive Statistics of *Capacity Enhancement* in the Implementation of ISO 9001:2015 Quality Management System

Capacity Enhancement Attributes	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std. Deviation</i>
Conduct of Training on ISO Awareness / Documentation / Assessment / Audit season is provided to achieve the full implementation of QMS policies.	225	1.00	5.00	3.711	0.802
Adequate posts about QMS policies and objectives in office and work premises.	225	2.00	5.00	3.742	0.805
Pre- and post-evaluation procedures are done to evaluate the effectiveness of QMS training.	225	1.00	5.00	3.587	0.862
Valid N	225				

Table 9 shows the statistics on how the respondents tend to perceive the Capacity Enhancement attribute in the implementation of QMS in the bureau. The respondents agreed that a *Capacity Enhancement* attribute on ISO implementation that “adequate posts about QMS policies and objectives in office and work premises”, with a mean value of 3.742 and standard deviation of 0.805, was rated the highest. The respondents further agreed, with mean values of 3.711, 3.587 and a standard deviation values of 0.802, 0.862 that a *Capacity Enhancement* attribute on ISO implementation which “conduct of Training on ISO Awareness / Documentation / Assessment / Audit season is provided to achieve the full implementation of QMS policies” and one which “pre- and post-evaluation procedures are done to evaluate the effectiveness of QMS training”, is important to the skill development of the employees. The findings in Table 9 above indicate mean values of 3.742 to 3.587 and a standard deviation values greater than 0.802, interpreted as Agree in the Likert Scale.

4.3.4: Internal Communication

Table 10: Descriptive Statistics of *Internal Communication* in the Implementation of ISO 9001:2015 Quality Management System

Internal Communication Attributes	N	Min	Max	Mean	Std. Deviation
Within the bureau, roles and responsibilities are clearly defined and communicated.	225	1.00	5.00	3.880	0.719
A very good communication procedure (transmittal) is established in the organization for effective QMS.	225	2.00	5.00	3.956	0.667
There is a clear and effective way for the employees to communicate within the organization through the Viber mobile app.	225	1.00	5.00	4.298	0.759
Valid N	225				

Table 10 shows the statistics on how the respondents tend to perceive the Internal Communication attribute in the implementation of QMS in the bureau. The respondents agreed that a *Internal Communication* attribute on ISO implementation that “*there is a clear and effective way for the employees to communicate within the organization through the Viber mobile app*”, with a mean value of 4.298 and standard deviation of 0.759, was rated the highest among the other sub-attributes.

The respondents further agreed, with mean values of 3.956, 3.880 and a standard deviation values of 0.667, 0.719 that a *Internal Communication* attribute on ISO implementation which “*a very good communication procedure (transmittal) is established in the organization for effective QMS*” and one which “*Within the bureau, roles and responsibilities are clearly defined and communicated*”, are implemented accordingly. The findings in Table 10 above indicate mean values of

4.298 to 3.880 and standard deviation values greater than 0.667, interpreted as Strongly Agree to Agree in the Likert Scale.

Table 11: Descriptive Statistics of the average of each 4 Attributes in the Implementation of ISO 9001:2015 Quality Management System

Attributes of QMS	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Cronbach's alpha</i>
Management & Commitment	225	1.00	5.00	3.891	0.592	0.880
Workplace Environment	225	1.857	5.00	4.022	0.611	0.858
Capacity Enhancement	225	1.333	5.00	3.680	0.725	0.855
Internal Communication	225	2.00	5.00	4.044	0.586	0.754

Table 11 summarizes the average statistics on how respondents perceived the four QMS attributes on the implementation of QMS, and the results of the Cronbach's alpha reliability test reveal that the attributes are correlated with each other. Cronbach's alpha is therefore determined by the number of items in a test, the average correlation between pairs of items, and the overall score variance. The resultant coefficient of reliability varies from 0 to 1 and gives a comprehensive assessment of the reliability of a statistic. If each of the measurement scales are totally independent of one another (not correlated or share no covariance), then $\alpha = 0$. If all of the items have significant correlation, then α will approach to 1 as the number of scale items gets larger. In other words, the higher the coefficient, the more the variables share correlation and most likely assess the same attributes.

**Table 12: Descriptive Statistics of *Employee Performance Rating*
based on the period of 2016-2022**

Employee Performance Rating	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>
January-June 2016	225	3.969	0.831	3	5
July-December 2016	225	4.018	0.773	3	5
January-June 2017	225	3.947	0.833	3	5
July-December 2017	225	4.053	0.794	3	5
January-June 2018	225	4.476	0.501	4	5
July-December 2018	225	4.476	0.501	4	5
January-June 2019	225	3.902	0.818	3	5
July-December 2019	225	4.027	0.818	3	5
January-June 2020	225	4.480	0.501	4	5
July-December 2020	225	4.538	0.500	4	5
January-June 2021	225	4.498	0.501	4	5
July-December 2021	225	3.924	0.834	3	5
January-June 2022	225	3.880	0.812	3	5
Ave. period of 2016-2022(1 st half)	225	4.168	0.204	3.615	4.769

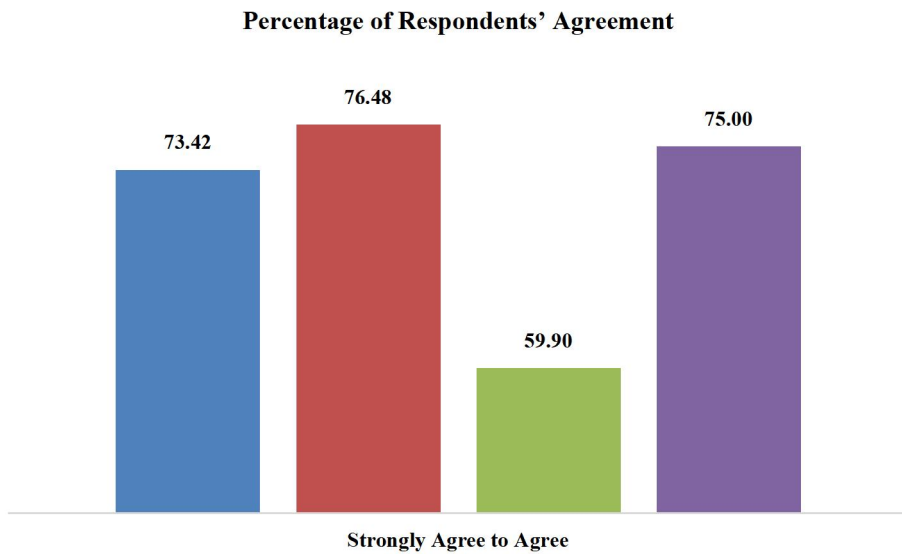
Table 12 shows the statistics of the performance rating of the employees during the period of the implementation of QMS in the bureau until the recent year of 2022. The findings in Table No. 12 above indicate mean values of 4.538 to 3.880 and a standard deviation values greater than 0.501, interpreted as Outstanding to Satisfactory in the Employee Performance Rating Scale.

Table 13: Percentage of Respondents' Agreement on the Impact of the 4 Attributes in the Implementation of ISO 9001:2015 Quality Management Systems on BI Employees' Performance

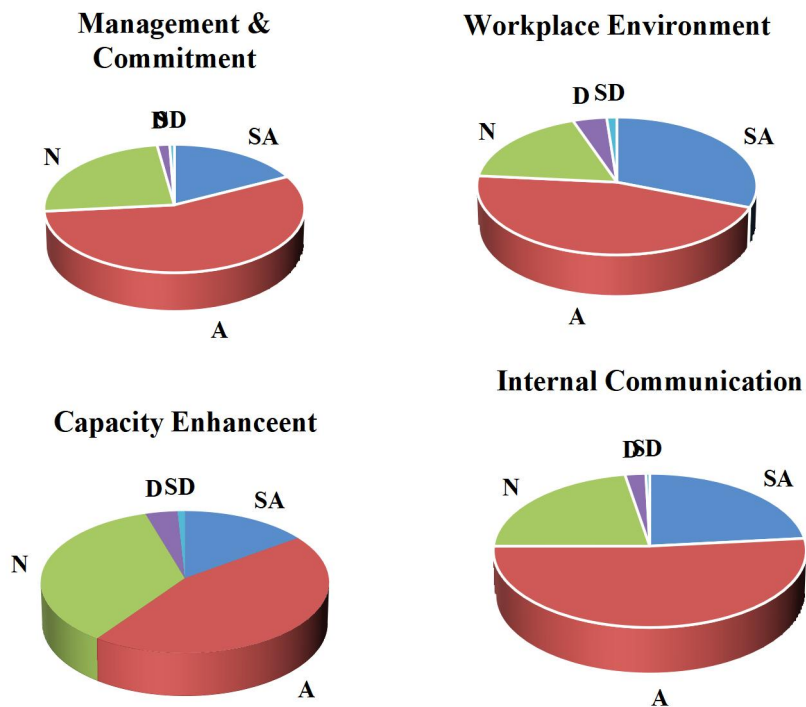
BI - QMS Attributes				
	Management & Commitment	Workplace Environment	Capacity Enhancement	Internal Communication
<i>Strongly Disagree</i>	0.60%	1.24%	0.87%	0.43%
<i>Disagree</i>	1.64%	4.14%	3.78%	2.26%
<i>Neutral</i>	24.34%	18.14%	35.45%	22.31%
<i>Agree</i>	55.90%	45.57%	44.87%	51.62%
<i>Strongly Agree</i>	17.52%	30.91%	15.03%	23.38%
Total				
Agree to Strongly Agree	73.42%	76.48%	59.90%	75%
Grand Total	100%	100%	100%	100%

Table 13 shows that management & commitment, workplace environment, capacity enhancement and internal communication have an impact on BI employees' performance based on perceptions. The data revealed that at least an agreement level of 59.90% for the rating Strongly Agree to Agree was obtained for all 4 attributes.

**Figure 6: Percentages of Total Agree to Strongly Agree
from the Respondents**



**Figure 7: Percentage of Respondents' Agreement
on the Impact of the 4 Attributes**



4.4 Inferential Statistics on the impact of the implementation of ISO 9001:2015 Quality Management System on BI employees' performance

4.4.1 Pearson's r / Pearson Correlation Coefficient

Table 14 shows the inferential statistics, Pearson Correlation Coefficient (also known as Pearson's r) to determine whether there are significant correlations between employees' performance and the four QMS attributes which are management & commitment, workplace environment, capacity enhancement and internal communication.

Table 14: Relationship between Employee Performance and the Quality Management System attributes through Pearson's r Correlation

<i>Attributes</i>	Management & Commitment	Workplace Environment	Capacity Enhancement	Internal Communication	Employee Performance
Management & Commitment					
Workplace Environment	0.476 p<.0001				
Capacity Enhancement	0.677 p<.0001	0.343 p<.0001			
Internal Communication	0.375 p<.0001	0.618 p<.0001	0.360 p<.0001		
Employee Performance	-0.076 0.259	-0.047 0.480	-0.104 0.120	-0.063 0.349	

Table 14 shows that the four QMS attributes have positive correlation among each other. On the other hand, the results show that there is no significant correlation between Employee Performance and Quality Management System

attributes as indicated by p-values which are all higher than 0.05.

According to the table, Management & Commitment has a negative correlation with Employees' Performance, as indicated by a correlation coefficient of -0.076, indicating that this attribute is not strong enough to suggest an effect on employee performance. The result also revealed a p-value of 0.259 which indicates that this attribute is statistically insignificant to employee performance. This means that Management & Commitment has no influence or is insufficient to suggest an impact on employee performance. As a result, the attribute ***Management & Commitment lacks sufficient evidence to reject the null hypothesis, inferring that this attribute has no effect on employees' performance in terms of quality management system implementation.***

Furthermore, the table demonstrates that the Workplace Environment has a negative correlation with Employee Performance, as evidenced by the correlation coefficient of -0.047, indicating that this attribute is not strong enough to suggest an effect on employee performance. The study also revealed a p-value of 0.480, indicating that this attribute is statistically insignificant to employee performance. This signifies that the Workplace Environment has no influence or is insufficient to suggest an impact on the employee's performance. As a result, the attribute ***Workplace Environment lacked sufficient evidence to reject the null hypothesis, meaning that this attribute has no effect on employees' performance in terms of quality management.***

Moreover, the table reveals that Capacity Enhancement has a negative correlation with Employee Performance, as indicated by the correlation coefficient of -0.104, showing that this attribute is not high enough to suggest an effect on

employee performance. The study also revealed a p-value of 0.120, suggesting that this attribute is statistically insignificant to employee performance. This suggests that Capacity Enhancement has no affect or is insufficient to suggest an impact on employee performance. As a result, the attribute **Capacity Enhancement lacks sufficient evidence to reject the null hypothesis, leading us to conclude that this attribute has no influence on the performance of the employees in BI.**

Finally, the table shows that Internal Communication has a negative correlation with Employee Performance, as indicated by a correlation coefficient of -0.063, indicating that this attribute is not strong enough to indicate an effect on employee performance. The result also revealed a p-value of 0.349, indicating that this attribute is statistically insignificant to employee performance. This means that internal communication has no influence or is insufficient to suggest an impact on employee performance. As a result, the attribute **Internal Communication lacks sufficient evidence to reject the null hypothesis, leading us to conclude that this attribute has no effect on employees' performance in terms of the quality management system implementation.**

4.4.2 Regression Model

Table No. 14 presents the data of Regression Analysis to recognize if there are any significant association between employee performance and the four QMS attributes of management & commitment, workplace environment, capacity enhancement, and internal communication.

Table 15: Relationship between Employee Performance and the 4 Quality Management System attributes through Regression Coefficient

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	18	1.05122126	0.05840118	1.45	0.1125
Error	206	8.31067223	0.04034307		
Corrected Total	224	9.36189349			
R-Square	Coeff Var	Root MSE	QMS Mean		
0.112287	4.818761	0.200856	4.168205		
Parameter	Estimate	St.E	t Value	Pr > t	
Intercept	4.057	0.183	22.12	<.0001	
Management& Commitment	-0.024	0.035	-0.7	0.487	
Workplace Environment	0.031	0.032	0.96	0.337	
Capacity Enhancement	-0.024	0.028	-0.84	0.401	
Internal Communication	-0.015	0.031	-0.46	0.644	
*Involvement in the Implementation (Yes)	0.120	0.036	3.33	0.001	
Awareness(not aware)	0.145	0.110	1.31	0.190	
Awareness(slightly aware)	0.093	0.075	1.24	0.217	
Awareness (moderately aware)	0.078	0.057	1.38	0.168	
Aware (very aware)	0.053	0.054	0.98	0.329	
Duty Supervisor (position)	0.061	0.078	0.77	0.440	
Head Supervisor (position)	0.206	0.215	0.96	0.339	
Job Order Personnel (position)	0.000	0.076	0	0.998	
Primary Inspector (position)	0.082	0.044	1.86	0.065	
Years in Service	0.019	0.014	1.39	0.166	

Table 15 shows the regression analysis results, which show that there is no significant association between Employee Performance and Quality Management System attributes, as indicated by p-values greater than 0.05. The results of multiple regression are shown in the table above. The variation in the employee performance is explained by the regression model at 11.2% ($R^2=0.112$) with 224 corrected observations. As a result, we can conclude that none of the independent variables (management & commitment, workplace environment, capacity enhancement, internal communication) is statistically significant in relation to the impact on the dependent variable (employee performance).

According to the regression analysis results, **Management & Commitment is statistically not significant** or has no sufficient evidence to reject the null hypothesis, with a p-value of 0.487 (which is greater than the level of significance) and a negative regression coefficient of -0.024. **Workplace Environment equals 0.031 but is not statistically significant due to a p-value of 0.337 that is greater than the significance level.** There is insufficient evidence to reject the null hypothesis in this case. **Employee performance is negatively associated with the regression coefficient of this independent variable, Capacity Enhancement** (not statistically significant, p-value of 0.401). As a result, we lack sufficient evidence to reject the null hypothesis. With a p-value of 0.644 (higher than the level of significance) and a negative regression coefficient of -0.015, **Internal Communication is statistically not significant or appears to lack evidence to reject the null hypothesis.**

Table 16: Relationship between Employee Performance and the Quality Management System attributes (4 attributes combined) through Regression Coefficient

Model	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Change Statistics</i>				
					<i>R Square Change</i>	<i>F Change</i>	<i>df1</i>	<i>df2</i>	<i>Sig. F Change</i>
1	0.071^a	0.005	0.001	0.20572	0.005	1.138	1	222	0.287

a. Predictors: (constant), combined224

b. Dependent Variable: perf_eval224

Model	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1 Regression	0.048	1	0.048	1.138	0.287^b
Residual	9.395	222	0.042		
Total	9.443	223			

a. Dependent Variable: perf_eval224

b. Predictors: (Constant), combined224

Table 16 shows the regression analysis results, which show that there is still no significant association between Employee Performance and Quality Management System attributes combined as one independent variable, as indicated by p-value which is greater than 0.05. The data was re-tested to see if there was a difference in significance (p-value) between the association of each attribute to the employee performance, or if the four attributes could be combined into one variable, and the dependent variable employee performance. **The combined independent variable (4 attributes) is still statistically not significant or has no sufficient evidence to reject the null hypothesis**, according to the regression

analysis results, with a p-value of 0.287, which is higher than the level of significance.

Therefore, we can infer that the influence of the independent variables (management & commitment, working environment, capacity augmentation, internal communication) on the dependent variable (employee performance) is statistically insignificant.

Chapter 5. Findings, Conclusions and Recommendations

5.1 Findings

The study was conducted in order to evaluate the impact of the QMS implementation to the employees' performances in the Bureau of Immigration, an agency that is part of the full execution of QMS Policy in the government of the Philippines. Fifty-six (56) or 24.89% of the employees are very aware of the ISO 9001:2015 BI - QMS implementation, while one hundred and twenty-five (125) or 55.56% and twenty-two (22) or 9.78% are moderately and extremely aware, respectively. About seventeen (17) or 7.56% and five (5) or 2.22% were slightly aware and not aware of the QMS policy, respectively. The percentage findings indicate how well employees understand the ISO 9001:2015 Quality Management System (QMS) in BI. This simply underlines their understanding of the QMS that has been adopted by the agency. Nonetheless, more than half of respondents exceeded the maximum acceptable rate for ISO 9001:2015 QMS awareness. It also revealed the respondents' agreement on how these QMS attributes were evaluated and adopted in the ISO implementation in the BI. Moreover, it also affects the performance of the employees in terms of: (a) Management & Commitment with mean ranges from 3.938 to 3.827, with a total of 73.42% agreement; (b) Workplace Environment with mean from 4.293 to 3.636, with a total of 76.48% agreement. (c) Capacity Enhancement which has a mean of 3.742 to 3.587 and a total agreement of 59.90%, and (d) Internal Communication which has a mean of 4.298 to 3.880 and a complete agreement of 75%.

This study also identified a statistically insignificant correlation between employee performance and management & commitment ($0.0259/0.487 > 0.05$). There is also no statistically significant correlation between employee performance and workplace environment ($0.480/0.337 > 0.05$), as well as a statistically insignificant association between employee performance and capacity enhancement ($0.120/0.401 > 0.05$). Lastly, there is no statistically significant correlation ($0.349/0.644 > 0.05$) between employee performance and internal communication. As a result, the p-values are higher than 0.0001, indicating that there is no significant correlation between Employee Performance and Quality Management System attributes. The results was re-tested to check whether there was a variation in significance (p-value) between the associations of each attribute and employee performance, or if the four attributes could be combined into one variable and the dependent variable employee performance. According to the regression analysis findings, the combined independent variable (management & commitment, working environment, capacity augmentation, internal communication) is still statistically insignificant or lacks sufficient evidence to reject the null hypothesis, with a p-value of 0.287, which is greater than the level of significance.

The result of the insignificance of each attributes implies that the 4 attributes of Quality Management System do not have a direct influence on employee performance. There is also a number of employees indicated that they were not involved in QMS implementation. Furthermore, there were other employees who stated that they were not aware of the ISO 9001:2015 implementation.

It simply shows that the ISO 9001:2015 implementation needed further improvements, and it should be reassessed based on this statistics. In general, a lack of statistical significance indicates that, at a confidence interval, the obtained data and the statistical tests conducted cannot conclude that the impact we're evaluating is unlikely to be attributed to a certain peculiarity of the data sample gathered instead of one that is accurate or significant about the total population. So when results are not statistically significant, it is difficult to concluded that no influence occurred. The 0.005 level is subjective, rather than significant. Furthermore, statistically non-significant (often misidentified as "negative") data may or may not be inconclusive.

5.2 Conclusions

The research intended to examine the impact of management & commitment, workplace environment, capacity enhancement, and internal communication as elements or attributes of the ISO 9001:2015 quality management system on employee performance at the Bureau of Immigration Philippines in lieu of the standardization program or also known as the Executive Order No. 605 “Institutionalizing the Structure, Mechanisms and Standards to Implement the Government Quality Management Program”. The goal of this strategy or program is to strengthen public governance by recognizing the International Organization for Standardization (ISO) 9000 series that promotes stability of services and products using quality management procedures.

The findings imply that QMS implementation does not necessarily improve all measures of employee productivity. In relation to the ISO 9001:2015 certification, the fundamental conclusion is that the QMS policy

implementation has no discernible influence on the employees' performance in the presence or absence of a quality management environment. The results were similar to studies of İlkey & Aslan (2012) and Terziovski, et. al. (1997) which concluded that the implementation of QMS ISO 9001:2015 Certification has no evident impact on the employees' performance. This gives credibility to the analysis that QMS, on average, has little or no predictive capacity of employees' performance. Overall, no sufficient evidence that there is a positive or direct relationship could be identified between QMS and employee performance. The predictive validity of this model asserting a direct relation between QMS and employees' performance is weak. New research may also focus on the reasons why no improvement is observed on some subjects, despite expectations. Based on the results of the regression analysis (see Table 15), factor such as *Involvement* in the QMS implementation may significantly affect the employee performance (p-value is $0.001 < 0.05$) but this entails a broader understanding as to how and what level do they understand their involvement to the implementation side of the policy.

Yet, several factors may be related to the effect on employee performance. Salary increase are one of the aspects that can boost employees' capacity to perform better, however this is not a clause of QMS programs. Furthermore, the implementation of QMS has made work more difficult - there is more of it, and it demands more individual skill and efficiency. Despite there isn't much substantial changes like in salary, employment rights, or career opportunities, respondents had a better understanding of the outcomes of their work, but it also may mean that the QMS policy implementation had not increased their over-all job satisfaction and as well as their personal effectiveness. Another point to consider is by realizing that

even if QMS may or may not have an impact on the performances of the employees, there may be other factors that can actually affect the performance, such as workload balance. A new approach such as Smart Task or E-Task also suggests this strategy to increase productivity or performance (Raguseo et. al., 2016). This is why new innovations like this creates a workload view to enable you to immediately identify which individuals of their employees are overworked. From which, researchers may allocate duties to ensure that everyone has an equal burden. Moreover, majority of the workers believe they are not utilizing their best ability at workplace. The idea is that it is not necessarily an absence of effort or competence that prevents individuals from excelling at their work. They are not always assigned the appropriate duties. This could simply be fixed. Understand your employees' strengths and place them in settings that allow them to perform at a high level.

One of most common goals of the QMS of BI was to meet the demands of people. Employee training in quality management systems, statistical process control, improvement activities, and other programs has been implemented by the agency. However, these programs may improve employees' abilities to achieve the goal of service quality. Yet, they do not significantly affect employees' job satisfaction. As a result, moving the focus of QMS to other new or applicable technologies to improve performance should be an option for the organization to consider in the future. This study is an excellent illustration of why the agency should also focus on other aspects that impact worker productivity, if necessary and viable given the Philippine government's current condition.

5.3 Recommendations

This study was mostly undertaken at the Bureau of Immigration's major international airports. Further research should broaden the scope of the study to include other areas in order to acquire a broader perspective that takes into account larger scope or differences that occur across various offices. As a result of the above, future research should utilize a larger sample size than the one used in this study in order to increase the validity of the results. Furthermore, researchers should consider other elements or attributes that can explain employee performance based on QMS Policy implementation in lieu of standardization of the the Philippine government. Overall, the purpose of this study was to determine the impact of QMS implementation on employee performance at the Bureau of Immigration as part of the entire implementation of QMS Policy in the the Philippine government.

Future researchers should also consider the degree of the unit of analysis while acquiring data. It might be at the individual or organizational level. It is more reliable to collect data on employee performance based on employees' perspectives and experiences. It would have been more accurate and comparable to assess employee performance based on how each person performed their work from their own perspective for survey questions. To put it another way, performance may be assessed using many factors or predictors. The implications of employees' involvement in QMS policy are a consideration for future study since, as the data reveal, there is a significant correlation between involvement and QMS on employee performance. Aside from concentrating the variables on QMS attributes, it is recommended that the hypotheses testing includes employees' perspectives on

policy involvement and awareness for reliable results. Although this study primarily looked at QMS policy implementation, it is suggested that additional variables influencing employee performance be emphasized throughout the quantitative analysis.

5.4 Limitations

Several challenges were encountered during the research period, which affected the final results provided by this study. Due to the study's geographical coverage, the results only reflected a view from the Bureau of Immigration's major international airports. As mentioned, this research should expand the scope of the research to include additional areas in order to gain a wider perspective that accounts for bigger scope or variations that exist between different offices. Thus, the research must utilize a bigger sample size than the one applied in this study to improve the validity of the findings. Furthermore, due to the distance between the researcher's current location and the country, data collection with a questionnaire submitted via online Google form was difficult. The time gap between distributing the online survey and gathering the responses was too short resulting to “good” survey response rate instead of “excellent”. Due to time constraints, only 41.60% of the 500+ hundred questionnaires were returned. The collected data for employees' performance records must be transmitted from one office to another, therefore obtaining approval for these records was difficult (due confidentiality) and time consuming. Moreover, the current study was unable to get data on employee performance due to the confidentiality of the records. This made it difficult to consolidate the data computations. Collecting data on employee

performance based on employees' perceptions and experiences is more accurate. For survey questions, it would have been more realistic and comparable to measure effectiveness based on how each person performed their task from their individual perspective. When considering all variables, it is highly reliable if they are all assessed at the same level to achieve the best results. Over-all, time was a significant factor or obstacle for the researcher. The time constraint on the duration of the entire research process influenced the results.^c Consequently, a long period of data collection, statistical calculation, and analytical findings is required for this study to be reliable and successful.

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Appendix

SURVEY QUESTIONNAIRE

A. Demographic Characteristics of the Employees

1. Educational Attainment

- ☐ Doctorate Degree
- ☐ Master Degree
- ☐ College Degree
- ☐ Vocational Graduate
- ☐ High School Graduate
- ☐ Elementary Graduate

2. Position

- ☐ Head of the Bureau
- ☐ Division Chief
- ☐ Head Supervisor
- ☐ Duty Supervisor
- ☐ Primary Inspector
- ☐ Secondary Inspector
- ☐ Administrative Officer
- ☐ Administrative Aide
- ☐ Job Order Personnel

3. Years in Service

- ☐ More than 5 years
- ☐ 4 - 5 years
- ☐ 3 - 4 years

- ☐ 2 - 3 years
- ☐ Less than 2 years

4. Are you involved in the Implementation of QMS ISO 9001:2015?

- ☐ Yes
- ☐ No

5. How aware are you in QMS ISO 9001:2015 in the bureau?

- ☐ Extremely Aware
- ☐ Very Aware
- ☐ Moderately Aware
- ☐ Slightly Aware
- ☐ Not Aware

B. Impact of the Implementation of QMS ISO 9001:2015 on the Bureau of Immigration

Management Commitment

1. The relevance of QMS policies and objectives is evaluated on a regular basis.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

2. The QMS policies and objectives are clearly established by the management and head of the terminal.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

3. The management ensures that resources are available to meet objectives.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

4. The management gets involved, guides, and continues to support the implementation of QMS which aids the employees in performing their duties.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

5. The head of the terminal has established their ability to handle the changes needed to improve QMS policies and immigration services.

- ☐ Strongly Agree
- ☐ Agree

- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Workplace Environment

6. Signs and signage for safety instructions and warnings, such as fire, emergency, and danger, are visible in the immigration area and office premises.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

7. Provides the necessary PPE (Personal Protective Equipment), first aid kits and other medical-related equipment for front-line workers and available in the office premises.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

8. Good Housekeeping is well maintained in the office premises, and janitorial services are provided on a regular basis.

- ☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

9. First aid kits are available in the office premises.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

10. The memorandums and regulations of the Omnibus Rules on Leaves are strictly mandated.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

11. Health care insurance and other safety & health programs are regularly provided.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

12. There is a friendly-workplace that motivates all employees to do their jobs well.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Capacity Enhancement

13. The bureau has an effective organization system that ensures any services that do not meet the standard are identified and controlled to prevent errors and backlogs.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

14. Conduct of Training on ISO Awareness / Documentation / Assessment / Audit season is provided to achieve the full implementation of QMS policies.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree

- ☐ Strongly Disagree

15. Adequate posts about QMS policies and objectives in office and work premises.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

16. Pre- and post-evaluation procedures are done to evaluate the effectiveness of QMS training.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Internal Communication

17. Within the bureau, roles and responsibilities are clearly defined and communicated.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

18. Meetings, orientations, and daily briefings are provided through verbal instruction, while memoranda, advisories, policies, and guidelines are provided through written instruction.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

19. A very good communication procedure (transmittals) is established in the organization for effective QMS.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

20. There is a clear and effective way for the employees to communicate within the organization through the Viber mobile application.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

국문초록

품질경영정책이 공공부문 직원의 성과 에 미치는 영향:

필리핀 이민국

(필리핀 정부업무의 표준화촉진을 위한 연구)

Sittie Aynna - Mei D. Dianalan

서울대학교 행정대학원

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음과 신뢰 관계를 확립하며 삶의 '질'을 향상시키기 위한 노력을 지속하는 것이다. 필리핀 공화국법 11032 호, 즉 2018 년 사업 용이성 및 효율적인 정부 서비스 제공법을 확대하는 QMS 시행의 목적은 정부 거래 및 운영의 효과와 효율성을 높이는 것이다. 이 법은 최근 모든 필리핀 정부 기관에서 시행되고 있습니다.

공공부문의 품질관리시스템 시행은 단순한 공정 모니터링이 아니다. 본 연구의 목적은 필리핀 이민국에서 QMS ISO 9001:2015 의 전면 시행의 일환으로 4 가지 QMS 요소(경영 및 약속, 직장 환경, 내부 커뮤니케이션 및 역량 강화)가 직원의 성과에 미치는 영향을 살펴보는 것이다. BI 는 이러한 관리 시스템을 통해 시민의 만족도를 이해하고 충족시키는 요소를 인식하고 있습니다. BI-QMS ISO 9001:2015 의 완전한 정책 시행의 영향은 필리핀 이민법 업데이트에 도움이 될 것이다. BI 사무소는 이 연구원에게 ISO 핵심 팀의 일원이 될 임무를 부여했으며 현재 BI-QMS ISO 9001:2015 의 완전한 구현 및 확장에 대해 지정되었습니다. 따라서 이 연구는 명시되고 정의된 바와 같이 QMS 에 영향을 미치는 다양한 요인을 식별하는 데 도움이 될 것이다.

QMS 의 주요 목표는 일반적으로 받아들여지고 완전히 의무화되는 것이다. 공공 부문의 리더, 관리자 및 직원들의 헌신이 제대로 확립되어야 한다. QMS 정책이 조직의 경영진과 리더에게 영향을 미친다면, 이는 또한 시스템의 지속적인 개선을 위한 보다 일관적이고 신뢰할 수 있는 프로세스를 결정하는 직원들의 성과에도 영향을 미칠 것이다. 표준화에 대한 지지는 공공 부문을 혁신하여 다양한 과제를 해결하는 역량 강화 활동을 개발한다. 이것은 긍정적인 효과를 가져오고 공공 서비스의 질적 효과와 효율성에 대해 더 잘 이해할 수 있는 기회이다. 필리핀은 정부 시스템에서 QMS 정책을 채택하여 지

속적으로 개선하고 있지만, 향후 정책의 더 나은 시행을 위해서는 여전히 유효한 인과에 대한 연구가 더욱 필요하다.