



## Multicultural Horizons: Diversity and Implications on QMS Implementation in the Manufacturing Industries

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# Multicultural Horizons: Diversity and Implications on QMS Implementation in the Manufacturing Industries

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**Abstract.** Research in the Quality Management System is a particular relevant topic as a significant contribution to the development of industries more particular in the manufacturing industries. In addition, there have been a number of studies pertaining to the measures and examination of Organizational Culture and its adverse effect on the Quality Management System implementation in the organization. This research is designed to study the impact of organizational culture on companies' Quality Management System implementation in the manufacturing industry in the Philippines. For this purpose, culture is representing the independent variable while Quality Management System implementation is taken as the dependent variable. The researcher used the descriptive type of research where it describes the existing condition of Quality Management System in the country and at the same describes the nature of its respondents in terms of the type of Organizational Culture they belong to. Certain things were put into consideration to identify the relationship between culture and Quality Management System implementation within the selected company in the Philippines. The review begins with the examination of literature in the field of Quality Management System and Organizational Culture.

This literature review includes the syntheses of relevant studies concerning the role of Organizational Culture in the implementation of Quality Management System and in the enhancement of business performance and productivity. After the analysis of wide literature and the data gathered, it is found that Organizational Culture has deep impact on various elements of Quality Management System and describes the current culture of Manufacturing Industries in the Philippines.

**Keywords:** *Business Performance, Elements of Quality Management System, Manufacturing Industries, Organizational Culture*

## INTRODUCTION

Quality control was a high emphasis for the industrial industries during the Industrial Revolution and until the Second World War. During the same time period, Germany remained at the forefront of high-quality industrial product manufacturing, particularly in the automobile sector, with the United States and other European countries joining in later years. In 1950, Japan realized that producing high-quality items was the only way to boost their economy in terms of exports and trade. It then becomes the pinnacle of quality precepts and practices, thanks to quality gurus like Shewhart and Deming. (D.R. Kiran, 2017)

During the last couple of decades, there have been various definitions of quality described in different textbooks from just the simple quality of the product into the totality of the organization, as well as the definitions described by the quality gurus. "Total quality management is an effective system for integrating the quality development, quality maintenance, and quality improvement efforts of the various groups in an organization so as to enable production and service at the most economical levels that allow full customer satisfaction," according to Feigenbaum & Armand Vallin (1961). All of these definitions, however, are focused on the efforts made by organizations and sectors to meet consumer needs and satisfaction.

Several government and professional regulatory bodies, such as the European Organization for Quality (EOQ) and the International Organization for Standardization (ISO), were formed in the hopes of regulating and providing consensus-based, market-relevant, and world-class standards and specifications that would support innovation and provide solutions to global challenges. According to ISO 9001 (2014), 22051 International Standards and related papers have been issued, spanning practically every area, from technology to food safety, manufacturing, and healthcare.

In the Philippines, on the other hand, adapts to these standards as the pressure from globalization has reached its domain. Until the twenty-first century, the Philippines evolved at a glacial rate. Nonetheless, the Philippines' own "Industrial Revolution" reached a pinnacle in the twenty-first century, when global corporations were increasingly interested in investing in the Philippines in the fields of technology and development, particularly in the manufacturing industry. (H. Schwalbenberg & T. Hatcher, 1991, pp. 374-379).

The cornerstone of most corporate organizations' business strategies is quality. Because of its significant effects on the business, using the proper Quality Management System, whichever culture that may be, as a framework to increase a company's competitiveness has become popular. However, converting a global company's culture to one that emphasizes Total Quality Management is not always simple. "It must be considered that there is nothing more difficult to carry out, nor more doubtful of success, nor more perilous to handle, than to launch a new order of things," Kotter & Schlesinger (2008, p.130) wrote. Thus, choosing the appropriate management style and techniques have become crucial to both new and existing organization. The assessment of organizational culture in terms of key aspects, on the other hand, has become increasingly crucial, according to Cameron and Quinn (2006), because of the necessity for organizations to adapt while retaining stability in the current volatile external environment. As a result, identifying those key organizational cultural values that are conducive to TQM intervention planning and execution can be extremely advantageous for the effective implementation of total quality management in any firm.

This study concludes that it is necessary to investigate and study the extent of Quality Management system implementation in the Philippines – specifically, the relationship between the degree of implementation in terms of Quality Management system implementation and the organizational culture of the country's manufacturing industries.

### Statement of the Problem

This research focuses primarily on the implications of Organizational Culture on the individual Quality Management System implementation by studying the relationship between different Organizational Culture and different Quality Management System implementation, specifically, the researcher sought to answer the following questions:

1. What is the demographic profile of the respondents with respect to age, sex, company's profile, role/position and length of service in the company?
2. How do the respondents assess the degree of implementation of their company's current organizational Quality Management System in terms of the following elements of QMS: Leadership; Customer Focus;

- Strategic Planning; Human Resource Management; Information and Analysis; Financial Performance; and Non-Financial Performance?
3. Is there a significant difference on the assessment of the respondents on the degree of implementation of their company's current organizational Quality Management System in terms of QMS principles when they are grouped according to profile?
  4. How do the respondents assess the degree of implementation of their company's current organizational Quality Management System in terms of the following elements of Organizational Culture: Dominant Characteristics; Organizational Leadership; Management of Employees; Organization Glue; Strategic Emphases; and Criteria of Success?
  5. Is there a significant difference on the assessment of the respondents on the degree of implementation of their company's current organizational Quality Management System in terms of elements of Organizational Culture when they are grouped according to profile?
  6. What is the degree of difficulties and challenges of a diverse management culture in the implementation of company's Quality Management System?

### **Hypotheses**

H1: There is no significant difference in the degree of implementation of the respondents' current organizational Quality Management System in terms of the following QMS principles when they are classified according to their profile.

H2: There is no significant difference in the degree of implementation the respondents' current organizational Quality Management System in terms of the following elements of Organizational Culture when they are classified according to Organizational Culture profile.

### **METHODOLOGY**

The researcher's methodology is discussed in this chapter. It includes the research method, sample size, population, sampling process, respondent description, research instrument that generated the data, and statistical approach(s) for data analysis.

This research is designed to study the impact of organizational culture on companies' Quality Management System implementation in the manufacturing industries in the Philippines. The researcher used the descriptive-quantitative method of research where it describes the existing condition of Quality Management System in the country and at the same describes the nature of its respondents in terms of the type of Organizational Culture they belong to. To determine the relationship between culture and the adoption of a Quality Management System inside the selected organization in the Philippines, a number of factors were taken into account. The manufacturing companies linked with "Company A" — a global corporation and one of the most trusted brands of consumer electronics in the Philippines – will be the study's population. Those who work as Quality Heads, Managers, and Owners are specifically targeted. These businesses can be found all over the Philippines, particularly on the island of Luzon, as well as around the world.

A questionnaire was used to choose the contributing company in order to maximize coverage and reduce survey costs. Representatives from each company's top management as well as quality professionals and practitioners were recruited for the study. They were chosen since it is considered that they are familiar with their respective companies' entire Quality Management System.

### **Population, Sample Size and Sampling Technique**

The survey instrument is sent out to 85 manufacturing companies that are linked to Company A. Operations managers, quality managers, quality directors, continuous improvement managers, Six Sigma master black belts, and Six Sigma black belts were among the responders (if any). Because they were chosen from various sorts of manufacturing enterprises and are located both locally and internationally, the sample represents a diversity of industries and cultures.

The stratified random sample and cluster sampling techniques are used in this study because they offer benefits such as cost, accuracy, speed, lack of bias, generalized results, and the ability to get a sufficient number of participants to represent the population. The demographic data is subjected to descriptive analysis.

Respondents representing Quality Management System practitioners, such as Owners, Quality Management Representatives, Managers, and Section Heads, were chosen using stratified random sampling. Cluster sampling is largely utilized to determine the location of the selected manufacturing enterprises, which are primarily located in the Philippines' Northern (Luzon) region, which includes the NCR, Northern, Southern, and Easter provinces. Finally, the remaining enterprises are spread over the globe, including China, Japan, Korea, and other Southeast Asian countries.

These distinctions in the demographics of the selected organizations contribute to the study since they have varied needs in terms of market demands, corporate environment, social culture, and, most crucially, cultural values emphasis.

Slovin's formula will be used to establish the sample size for the researcher's study. Slovin's formula is used to determine the best sample size from a population. (Stephanie, 2012).

**TABLE 1.** Frequency and Percentage Distribution of the Respondents

<b>Position</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Owner/Executive Level	9	12.86
Manager/Team Leader	25	35.71
Supervisor	18	25.71
Specialist / Practitioner	18	25.71
Total	70	100

The frequency and percentage distribution of the responses are shown in Table 1. The majority of the responders, according to the table, will be from the Manager/Team Leader position which is 35.71% of the population. Followed by Supervisor and Specialist / Practitioner which both have 25.71%. Lastly, there are 12.86% respondents coming from Owner/Executive Level or 9 respondents from the total population.

## **Research Instrument**

A structured questionnaire was used as the research tool, and it was divided into three sections: Part I: Profile of the Respondents, Part II: Quality Management System (based form PNS: ISO 9001:2015) and Part III: Organizational Culture Assessment Instrument OCAI (Cameron and Quinn, 2006).

The first part of the assessment is to determine the respondents' profile in terms of basic facts and demographics that are relevant to the study's goal.

The second part is designed to determine the degree to which each respondent has implemented their Quality Management System. All of the questions for each parameter are derived from a review of the literature on Quality Management Systems. The items are graded on a five-point Likert scale, with 1 being the lowest and 5 being the highest.

The third part is to examine the respondents' organizations' current organizational culture. The Organizational Culture Assessment Instrument (OCAI) is used in this section to determine which of the four cultures will have the most impact on the respondents' Quality Management System. Using the OCAI questionnaire, respondents were asked to assign a rating based on the following criteria, based on how similar each piece is to their own organization. The following are the components: Organizational Leadership (OL), Employee Management (ME), Organization Glue (OG), Strategic Emphases (SE), and Success Criteria are all examples of dominant characteristics (CS). The rating level is determined by whether the parameters are similar (or not) to the respondent's present condition at work. This instrument is used to determine whether the company's culture is largely a Clan, Adhocracy, Market, or Hierarchy culture.

The survey concludes with a question about the problems and challenges of a diversified management culture when it comes to implementing a Quality Management System. Respondents can choose one or more items in this section of the questionnaire. Respondents' responses will be based on their perceptions and previous experiences.

## RESULTS AND DISCUSSION

The results of the researcher's data collection are presented and discussed in this section of the study, with the goal of assessing the study's main objective, which is to analyze the implications of Organizational Culture on individual Quality Management System implementation by examining the relationship between different Organizational Culture and different Quality Management System implementation, specifically. The results of the data analysis were reported in six sections in this chapter. It began with a discussion of the respondents' profiles, followed by responses to the five problems presented in the first chapter of this study

### Profile of the Respondents

**TABLE 2.** Profile of the Respondents

Items	Frequency	Percentage (%)
<b>Age</b>		
20 to 30 y/o	32	45.71
31 to 40 y/o	17	24.29
41 to 50 y/o	14	20.00
51 to 65 y/o	7	10.00
<b>Sex</b>		
Male	43	61.43
Female	27	38.57
<b>Company</b>		
Local	44	62.86
Imported	26	37.14
<b>Position</b>		
Owner/Executive Level	9	12.86
Manager/Team Leader	25	35.71
Supervisor	18	25.71
Specialist / Practitioner	18	25.71
<b>Length of Service</b>		
0 to 5 years	18	25.71
6 to 10 years	16	22.86
11 to 15 years	5	7.14
16 to 20 years	12	17.14
21 to 25 years	12	17.14
26 to 40 years	7	10.00

Table 2 shows the age-based frequency and percentage distribution of the responses. According to the table above, the respondents generally are between the ages of 20 and 30, accounting for 45.71 percent of the overall population. In addition, 27 of the 70 total respondents are female, accounting for 38.57 percent of the population. Males make up the majority of the responders, accounting for 61.43 percent of the overall population, or 43 people. With regard to the respondents' company profile, 44 of the respondents or 62.86% of the population are from the Local Company. The remaining respondents come from the Imported (International) which contribute 37.14% of the total response or 26 respondents. The work status of the respondents indicated that only 12.86% are owners of the company while most of the respondents or 35.71% are managers. The remaining constituents are either supervisors or practitioner. Lastly, in terms of the length in service, 25.71% of the respondents are coming from 0 to 5 years of experience, suggesting that they are quite new or with little knowledge of their company. Only 10% of the respondents belong to the maturity age or 26 to 40 years in service, suggesting that the organization is prioritizing new and younger generations.

## Assessment on the Degree of QMS Implementation in terms of the Elements of QMS

**TABLE 3.** Degree of Implementation in terms of the Elements of QMS

Items	Mean	Verbal Interpretation
Leadership	3.16	Major Lapses in System Implementation
Customer Focus	3.28	Major Lapses in System Implementation
Strategic Planning	3.21	Major Lapses in System Implementation
Human Resources Management	3.08	Major Lapses in System Implementation
Information and analysis	2.96	Major Lapses in System Implementation
Process Management	3.21	Major Lapses in System Implementation
Financial Performance	3.24	Major Lapses in System Implementation
Non-Financial Performance	3.17	Major Lapses in System Implementation

The respondents' assessment on the level of QMS implementation were presented in the table above. Based on the results, the grand mean of the respondents' assessment of QMS implementation in terms of Leadership is 3.16 with verbal interpretation of "Major Lapses in System Implementation." When grouped in terms of Customer Focus, the grand mean of the respondents' assessment of QMS implementation in terms of Customer Focus is 3.28 with verbal interpretation of "Major Lapses in System Implementation."

With the above results, majority of the respondents' organization has major lapses in system implementation of Quality Management System in terms of Customer Focus. On the other hand, when grouped in terms of Strategic Planning, grand mean of the respondents' assessment of QMS implementation in terms of Strategic Planning is 3.21 with verbal interpretation of "Major Lapses in System Implementation". Statements 4 and 5 under Strategic Planning scored the lowest mean of 3.13 with verbal interpretation of Major lapses in System Implementation. The first statement, "Our organization conducts its strategic planning based on our organization's strengths, weaknesses, opportunities, threats, and early indications of major shifts in technology, markets, and long-term organizational sustainability," with verbal interpretation of "Major Lapses in System Implementation," received the highest mean of 3.27.

The respondents were also assessed in terms of Human resources management, the grand mean of the respondents' assessment of QMS implementation in terms of Human resources management is 3.08 with verbal interpretation of "Major Lapses in System Implementation". Statements 1 and 3 under this element scored the lowest mean of 2.99 with verbal interpretation of Major lapses in System Implementation. The fifth statement, "Our organization organize and manage the workforce, as appropriate, to accomplish the work of the organization, reinforce a customer and business focus, and address our strategic challenges and action plans", scored the highest mean of 3.21 with verbal interpretation of "Major Lapses in System Implementation".

If grouped in terms of Information and analysis grand mean of the respondents' assessment of QMS implementation in terms of Information and analysis is 2.96 with verbal interpretation of "Major Lapses in System Implementation e". Statement 4 of this element scored the lowest mean of 2.81 with verbal interpretation of Major lapses in System Implementation. The first statement, "Information allows the company to control and improve core processes products, and services", scored the highest mean of 3.14 with verbal interpretation of "Major Lapses in System Implementation", which suggests that there is lack of control of information to improve the core processes, products and services of the organization. With the above results, majority of the respondents' organization has major lapses in system implementation of Quality Management System in terms of Information and analysis.

Next is grouped in terms of Process Management, the grand mean of the respondents' assessment of QMS implementation in terms of Process Management is 3.21 with verbal interpretation of "Major Lapses in System Implementation". Statement 2 scored the lowest mean of 3.06 with verbal interpretation of Major lapses in System Implementation. The fifth statement, "The processes for designing new products/service in the organization ensure quality", scored the highest mean of 3.30 with verbal interpretation of "Major Lapses in System Implementation", which suggests that there is lack of Quality Assurance in the new product development stage of the organization. With the above results, majority of the respondents' organization has major lapses in system implementation of Quality Management System in terms of Process Management.

They were further divided into groups based on financial and non-financial performance, with the grand mean of 3.24 and 3.17 respectively. Both elements have a verbal interpretation of "Major Lapses in System Implementation", which suggests that the organization is lacking of financial control and management of sales

achievement and their key measure or indicator (KPI) has a need to provide effective and appropriate measures for process effectiveness, efficiency and innovation to gain positive trend in the market.

### Significant Difference of QMS Implementation in terms of Respondent's Profile

TABLE 4. Degree of QMS Implementation in terms of Respondent's Profile

Variables	Mean	Variance	P Value	Difference	Remarks
<b>Age</b>					
20 to 30 y/o	3.1090	0.2391	0.3192	Not significant	Accept null hypothesis
31 to 40 y/o	3.1250	0.1392			
41 to 50 y/o	3.1561	0.1002			
51 to 65 y/o	3.4270	0.0229			
<b>Sex</b>					
Male	3.1356	0.1629	0.6430	Not significant	Accept null hypothesis
Female	3.1836	0.1846			
<b>Company</b>					
Local	3.0824	0.1895	0.0486	Significant	Reject null hypothesis
Imported	3.2754	0.1323			
<b>Position</b>					
Owner/Executive Level	3.4096	0.0205	0.0929	Not significant	Accept null hypothesis
Manager/Team Leader	3.0859	0.2101			
Supervisor	3.2377	0.2375			
Specialist / Practitioner	3.0374	0.0800			
<b>Length of Service</b>					
0 to 5 years	3.0515	0.2819	0.7034	Not significant	Accept null hypothesis
6 to 10 years	3.1489	0.2421			
11 to 15 years	3.1302	0.0569			
16 to 20 years	3.1648	0.1149			
21 to 25 years	3.1918	0.0679			
26 to 40 years	3.3639	0.0829			

Table 4 shows the respondents' level of QMS implementation when they are grouped according to their profile: age, sex, company's profile, role/position and length of service. This shows that their level of QMS implementation has no significant difference on their profile except when grouped according to company's profile. Which suggests that is affected by different regulations and requirements of different countries. Those companies involve in exports and imports of products and services and are doing business with multinational companies, follow a stricter implementation of QMS as they are required to acquire ISO certificates (Al-Asiri & M. Mesaad, 2004).



## Assessment on the Degree of QMS Implementation in terms of the Elements of Organizational Culture

**TABLE 5.** Degree of QMS Implementation in terms of the Elements of Organizational Culture

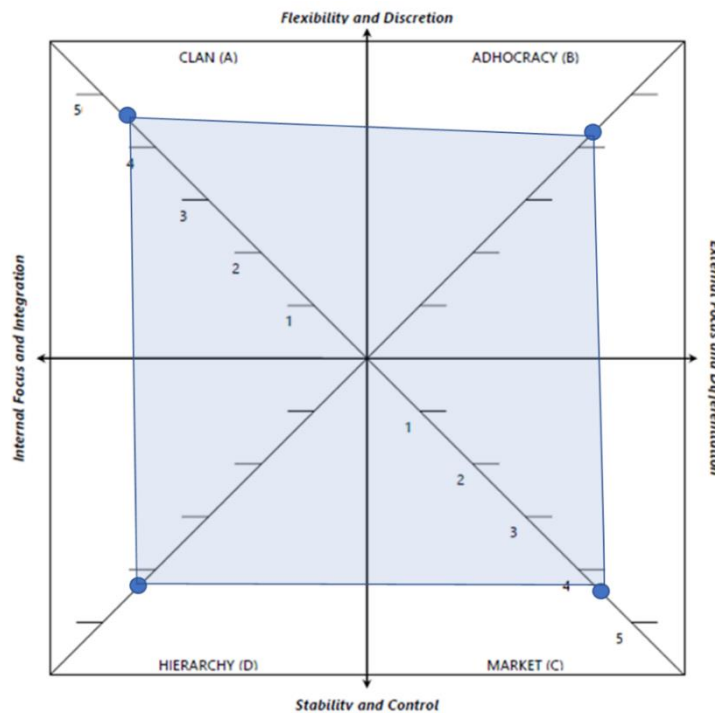
Elements	Clan	Adhocracy	Market	Hierarchy
Dominant Characteristics	4.21	4.14	4.23	4.04
Organizational Leadership	4.06	4.07	4.14	4.16
Management of Employees	4.24	4.06	4.10	4.09
Organizational Glue	4.17	4.14	4.19	4.14
Strategic Emphases	4.13	4.13	4.27	4.19
Criteria of Success	4.13	4.20	4.25	4.17
<b>Average Score</b>	4.16	4.12	4.20	4.13

The table above shows the respondents' level of QMS adoption when classified by organizational culture factors using the Organizational Culture Assessment Instrument (OCAI). Clan (A), Adhocracy (B), Market (C), and Hierarchy are the four forms of organizational culture identified by the respondents (D). Each culture has its corresponding computed mean scores versus the six elements of Organizational Culture that would be used to plot the respondents' current type of organizational culture in their company.

Figure 1 shows the organizational culture profile of the respondents which were extracted from the computed mean scores using the Organizational Culture Assessment Instrument (OCAI). According to (Cameron and Quinn, 2006), organizations rarely exhibit only one cultural type, as shown in the above image. Instead, they're more likely to develop a combination of all four. Their findings do, however, show that most organizations have a dominant cultural style that they use in most day-to-day activities. In this case, Market Culture dominates the results of the respondents' assessment with a mean score of 4.20. This suggests that the organization in the country is more inclined to profitability and market share. Followed by the Clan Culture with a mean score of 4.16, which suggests that some of the organization is focusing on the human development while maintaining results. Scoring the least are the Hierarchy and Adhocracy Cultures, which suggest that organizations are less innovative and organized in terms of performance and stability.

### Organizational Culture Profile of the Respondents

**Figure 1.** The Competing Values Framework - Respondents' Profile



## Significant Difference of Respondent's Organizational Culture in terms of their Profile

TABLE 6. Degree of QMS Implementation in terms of Respondent's Profile

Variables	Mean	Variance	P Value	Difference	Remarks
<b>Age</b>					
20 to 30 y/o	4.0357	0.3665	0.2285	Not significant	Accept null hypothesis
31 to 40 y/o	4.2194	0.2489			
41 to 50 y/o	4.1741	0.1683			
51 to 65 y/o	4.4642	0.0517			
<b>Sex</b>					
Male	4.1288	0.3368	0.6388	Not significant	Accept null hypothesis
Female	4.1860	0.1862			
<b>Company</b>					
Local	4.1198	0.3262	0.4979	Not significant	Reject null hypothesis
Imported	4.2033	0.1960			
<b>Position</b>					
Owner/Executive Level	4.4814	0.0438	0.05	Significant	Reject null hypothesis
Manager/Team Leader	4.0900	0.3692			
Supervisor	4.2741	0.2339			
Specialist / Practitioner	3.9479	0.2216			
<b>Length of Service</b>					
0 to 5 years	3.9003	0.4757	0.2578	Not significant	Accept null hypothesis
6 to 10 years	4.1862	0.2830			
11 to 15 years	4.1369	0.3389			
16 to 20 years	4.2135	0.0762			
21 to 25 years	4.2003	0.0766			
26 to 40 years	4.3630	0.3111			

The result of the previous chapter shows the respondents' level of QMS implementation when they are grouped according to their profile in relation to the type of organizational culture: age, sex, company's profile, role/position and length of service. This shows that their level of QMS implementation has no significant difference on their profile except when grouped according to their role/position in their company. This suggests that the amount of knowledge about QMS among employees is influenced more by middle managers' expertise than by top managers' knowledge. This could imply that increased understanding of the QMS standard among middle managers would have a favorable impact on employees and senior executives. (Al-Asiri & M. Mesaad, 2004).

According to another study, top management of firms seeking to become global or function in a multicultural environment may need to be completely aware of macro-level components of cultural diversity, such as legal, demographic, historical, sociopolitical, and economic factors. Managers and staff may require training and cross-cultural knowledge to build a thorough grasp of many national and cultural contexts, as well as to instill the ability to work in global teams. (Griswold, 2013).

## Assessment on the Difficulties and Challenges of a Diverse Organizational Culture

TABLE 7. Difficulties and Challenges of the Respondents

Items	Responses	Percentage (%)
Differences in Language and Communication	66	18.86
Ethical and Cultural Differences	56	16
Generational and Ages Differences	48	13.71
Identifying and Defining the Issues That Exist Within the Workplace	46	13.14
Respecting and Accepting the differences of Others	43	12.29
Developing, Communicating, and Adhering to Organizational Policies	37	10.57
Providing Employee Diversity Training Relating to Those Issues	34	9.71
Holding People Accountable for Their Actions	20	5.71

It is presented on the previous chapter the difficulties and challenges of respondents with regard to the level of QMS implementation in a diverse management cultures. From the table below, Differences in Language and Communication ranked 1st with a total of 18.86% of the total population. Followed by Ethical and Cultural Differences with 16% of the total population and Generational and Ages Differences with 13.31% of the respondents. Out of the 8 stated difficulties and challenges, Holding People Accountable for Their Actions scored the least with a total 5.71% or 20 respondents.

### CONCLUSION

The following conclusions were drawn based on the study's findings:

1. Most of the respondents come from the group of 20 to 30 years old bracket or 45.71% of the total population. With male as the dominant population. Moreover, Manager/Team Leader position leads the scores at 35.71% of the population. Lastly, there are 12.86% respondents coming from Owner/Executive Level or 9 respondents from the total population. This suggests that Managers are more involve in the implementation of QMS in their company. Therefore, the reason behind the major lapses in QMS implementation is the lack of intervention of the Top Management
2. Based from the findings presented earlier, it was observed that all respondents scored low in the assessment of QMS implementation based from ISO: 9001 clauses. The result was "Major Lapses in System Implementation which is equivalent to Level III Rating. This concludes that there is an underlying problem in the system in placed in the respondents' company. The reason may be behind on the lack of intervention of the Top Management in the QMS implementation as described on the previous findings.
3. Based on the data reported before, it was discovered that when the QMS implementation was grouped by company profile, there was a considerable variation in the implementation. As described by Al-Asiri and Mohammad Mesaad, 2004. The reason of this significance is because QMS implementation is affected by different regulations and requirements of different countries. Those companies involve in exports and imports of products and services and are doing business with multinational companies, follow a stricter implementation of QMS as they are required to acquire ISO certificates.
4. Based from the findings presented earlier, it was observed that organizations rarely exhibit one type or organizational culture. (Cameron and Quinn, 2005) Which results in developing variety of management system to mix all types of culture. Their findings do, however, show that most organizations have a dominant cultural style that they use in most day-to-day activities. Apparently, in this study, Market Culture appears to be the dominant culture based from the computed mean score. This concludes that, organizations of the respondents are more results-oriented whose long term goal is winning the market competition and profitability. However, flexibility, or an equal mix of all four cultural forms, is the most effective sort of culture. This leads to inconsistency within the culture, requiring the "best" firms to balance conflicting values and use all four depending on the occasion, which is usually unsustainable. Instead, Cameron and Quinn argue that it's better to employ different values for different situations and seek to establish a distinct culture based on industry standards. The prevailing cultural style in healthcare, for example, is Clan Culture, as shown in the graph above, because the major purpose of a health-oriented organization is to provide care to people in a

collaborative culture. Financial institutions, on the other hand, rely on both hierarchical and market culture to survive in highly regulated, yet competitive corporate contexts, both internally and externally.

5. Based from the findings presented earlier, it was observed that the respondents' level of QMS implementation when they are grouped according to their profile in relation to the type of organizational culture: age, sex, company's profile, role/position and length of service. This demonstrates that their amount of QMS implementation has no discernible impact on their profile, except when grouped by their company's role/position. As a result, we can conclude that people's involvement is the most important aspect in implementing a QMS in a company with a diverse culture. Top management commitment and participation, middle management commitment and involvement, staff motivation and involvement, effective internal auditing, awareness and training are all examples of people involvement.

6. Based from the findings presented earlier, it was observed that the most difficult and challenging factors in the QMC implementation are the Differences in Language and Communication and Ethnical and Cultural Differences. These data support our prior findings that there is a considerable variation in QMS implementation when companies are classified as local versus imported. The very reason would be the medium of communication being used in all business transactions with different companies across the globe cultured by different beliefs and principles.

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