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## ORGANIZATIONAL CULTURE AND TOTAL QUALITY MANAGEMENT AS PREDICTORS TO ORGANIZATIONAL PERFORMANCE AMONG LOCAL GOVERNMENT UNITS

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### ABSTRACT

This study sought to determine the relationship and predictive power of organizational culture and total quality management to organizational performance. This nature is primarily quantitative and specifically descriptive correlational research. 242 permanent employees of the three first class adjacent municipalities of Davao del Norte were identified as the respondents. Mean scores, Pearson's Correlation Coefficient, and Linear Regression Analysis were used to analyze the data. The result of the study revealed that organizational culture and total quality management of these three first class adjacent municipalities of Davao del Norte is highly observed. The study also reported a very high level of observance in organizational performance. Further, organizational culture and total quality management predict organizational performance. These findings suggest that organizational culture and total quality management can be an effective tool in strengthening mission and vision to enhance the best working attitudes of employees of these three first class adjacent municipalities in Davao del Norte that will result to productivity and excellent performance. Moreover, this study will give an understanding of the significant effect of organizational culture and total quality management to the performance of various organizations.

**KEYWORDS:** Study Skills and Habits, Disruptive Behavior, Student engagement, Pedagogy

### 1. INTRODUCTION

Quantitative repeatable activities enable organizational success by identifying management levels and guiding decision-makers as to where performance process has to be increased (Tan et al., 2021). Consequently, there are some factors that hamper performance in an organization like employee ability, employee roles, and organizational support. Individual competence is limited. The organization might experience a constant, fixed and not growing performance for a period of time. Unclear roles with unclear work plans and objectives will confuse individual on what to do and will result to overlaps and conflict of roles that affects the whole department or organization. Uncertain workflow and decision-making will result in a lackluster performance at work. The overall

performance and growth of the company is highly interconnected with and reliant on individual success (Long, 2022).

Organizational performance is a comparison between results and actual outcomes. It develops criteria for assessing the capacity for organizations to attain objectives based on the available resources while at the same time satisfying customer and client expectations. It is the most significant goal and objective an organization generally seek for (Ahmed and Shafiq., 2018). An organization needs organizational performance to measure how its objectives and goal are attained. A factor that determines both financial and non-financial performance of an organization (Rehman et al., 2019), and closely related to how an organization maintains its operation to meet the current needs and sustain the future needs. Its formulation and implementation of strategic plans and decisions assesses its current operation to continue growing in the future and achieve its goal (Demeke,2020).

Meanwhile, organizational culture is linked to performance because of some factors that contributed to it. Culture as viewed set of presumptions, values, and beliefs are widely considered by all members who are striving to a way of thinking and doing. Employees feel identity and continuity, feels awareness, promotes compliance and efficiency initiatives in any situation. It improves cooperation and teamwork, restores the harmony between opposing viewpoints, and exhibits common ways of thinking and acting (Garcia-Fernandez et al., 2018). Smith (2019) also suggests that an organization's performance depends on many factors, such as how effectively organizations meet their objectives, the alignment among organization's functions as well as those functions aligned with the organizational culture. Better-cultured organization might view obstacles as chances to boost productivity, which can be the foundation of their competitive advantage. It will create an environment that will attract employees to always strive for productivity in what they do in the workplace (Suknunan and Bhana, 2022). Additionally, the most effective organizations possessed strong mission and highly degree of involvement, consistency and adaptability (Mingaleva et al, 2022). It impacts performance in an organization. Its elements extremely impact organization and individual perspective of an organizational performance. How a company achieves its aims and objectives will depend on how strong its culture is (Baustista & Uy, 2023).

On another note, total quality management and organizational performance relationship implies that good organizational performance is dependent to efficient and holistic quality approach that yields better result which provides base to increase organizations' competitiveness (Chaturvedi & Solanki, 2020). Al-Dhaafri & Alosani (2020), added that studies in the past found a positive relation on total quality management to performance of an organization. Besides the industrial sector, service companies and the public sector also make extensive use of total quality management today. For an organization to flourish in the expanding global market, quality is increasingly important. It is a management approach with the goal of enhancing customer and client satisfaction and performance by delivering high-quality goods and services (Ali AlShehail et al., 2021). Latifah et al. (2021) strongly suggests that managing total quality demands will improve the operation in both financial

and non-financial performance within the organization. Leaders play an important role in the application of total quality management as they inspire their subordinates to fulfill their goals and realize their vision (Glaveli et al., 2021). Megersa (2022) also claims that successful implementation of total quality management as a method, will benefit an organization for a performance improvement and enhance service quality. In addition, several studies explore the relationship between the three variables, a company who wants to improve continuously using quality, will find for a solution to their specific problems and assess its current performance, decide to improve it, make use of their ongoing quality improvements as a part of their culture (Tibeibaho et al., 2021).

Furthermore, some factors have been observed resulting to the organizational culture and total quality management as predictors to organizational performance. On the other hand, the researcher has not come across any studies that show a link between organizational culture and total quality management as predictors to organizational performance, particularly in the locale of Davao del Norte. Additionally, the researchers have yet to encounter studies that are quantitative. The lack of literature in both the national and local level suggests the novelty of this undertaking. Thus, the need to conduct a study that measures the relationship between the aforementioned variables.

The main objective underlying study is to examine the level of Organizational Culture and Total Quality Management on Organizational Performance. Specifically, the study will be conducted to answer the following questions: (1), to determine the level of Organizational Culture in terms of involvement, consistency, adaptability and mission. (2), to determine the level of Total Quality Management in terms of leadership, employee involvement and strategic planning. (3), to determine the level of Organizational Performance in terms of quality improvements, service quality and employee satisfaction. (4), to determine if there is a significant relationship between Organizational Culture and Organizational Performance. (5), to determine if there is a significant relationship between Total Quality Management and Organizational Performance. (6), to determine which domain of Organizational Culture significantly predicts Organizational Performance, and lastly, to determine which domain of Total Quality Management significantly predicts Organizational Performance.

## 2. METHODS

**Research Respondents.** The respondents of this study were the government employees from different Local Government Units of Davao del Norte. The prospective respondents were the permanent employees regardless of their length of services. In this study, the researcher considered the three (3) first-class adjacent progressive municipalities of Davao del Norte

The respondents were selected using stratified random sampling, which means that the total population was grouped according to the specific first-class municipality of Davao del Norte and was randomly selected with equal ratio depending on their population. This sampling technique gave all potential respondents equal chances to participate in the study. The number of respondents was determined

using Slovin's formula which sets a 5% standard error to calculate the sample size and helped the researchers create samples out of a population.

Furthermore, casual employees, and those with status of job order and contract of service of the first-class adjacent progressive municipalities of Davao del Norte with no employee-employer relationship, did not meet the criteria for participation as respondent of the study. The participants in the study were given freedom to withdraw at any moment if they feel threatened or uncomfortable of the research. The overall combined the total population from all three progressive municipalities was 605 and 242 was the determined sample for the study.

**Materials and Instrument.** Primary data was used to gather information about the study, which consisted of three parts: organizational culture, total quality management and organizational performance. In conducting data for this study, the researcher used the three adapted survey questionnaires as a survey guide for the collected data for this analysis.

To measure the first independent variable organizational culture, the researcher adapted and modified the Denison Organizational Culture Survey (DOCS) developed by Denison & Neale (1996) with 20 items all categorized into four main cultural traits: involvement (5), consistency (5), adaptability (5), and mission (5). With an alpha coefficient within the range of .62 -.84 and have a face validity that are relatively familiar management practices in simple language, the DOCS has been shown to have a sound psychometric property. All items used a five-point Likert scale with response categories ranging from very low (1) to very high (5).

On the other hand, to measure the second independent variable total quality management, the researcher adapted and modified the total quality management practices by Sukdeo, Pretorius and Vermeule, (2017), to assess the level of total quality management to organizational performance. The questionnaires consisted of 15 items based on total quality management constructs categorized into three practices: leadership (5), employee involvement (5) and strategic planning (5). The survey indicated a good internal consistency with Cronbach's alpha ranging from .901 – .928. Item scores was sum to determine the level of total quality management. All questions were in five-point Likert scale ranging from very high (5) to (1) very low.

Finally, to measure the dependent variable of organizational performance, the researcher adapted and modified the organizational performance measures by Sukdeo, Pretorius and Vermeule, (2017). The questionnaires consisted of 15 items based on organizational performance measures: Quality improvements (5), service quality (5), and employee satisfaction (5). The survey indicated a good internal consistency with Cronbach's alpha ranging from .840 – .925. Item scores was the sum to determine the level of organizational performance measures. All questions were in five-point Likert scale ranging from very high (5) to (1) very low. The research questionnaires undergone pilot testing for the reliability test. Also, the instruments to measure the different variables were subjected to internal and external validation to establish the validity of the questionnaires.

**Design and Procedure.** This nature of the study is quantitative which employed descriptive-correlational design in processing the data. Descriptive research design was a methodical strategy that entails describing and observing the behavior of a subject without interfering in any way (Johnston and Pennypacker, 2010) On the other hand, correlational research design is a type of non-experimental research, with a little or no attempt to control extraneous variables, the researcher assessed two variables and evaluate their statistical relationship (Davis, 2021). The researcher employed descriptive-correlational design since the study sought to find the level of three variables (*organizational culture, total quality management and organizational performance*) in the three first-class adjacent progressive municipalities of Davao del Norte. Moreover, the identified variables were tested for correlation with significant influence each other. Similar designs were also observed in the locale (Pimentel and Bercilla, 2023; Muico, 2023; Ponte et al., 2023)

The statistical tools used in analyzing the gathered data were the following: (1) Mean. This was used to determine the levels of organizational culture and total quality management as predictors to organizational performance of the first-class adjacent progressive municipalities of Davao del Norte. (2) Pearson r. This was used to determine the significant relationship between organizational culture and total quality management as predictors to organizational performance of the first-class adjacent progressive municipalities of Davao del Norte. (3) Linear Regression Analysis. This was used to determine the significant influence of organizational culture and total quality management as predictors to organizational performance of the first-class adjacent progressive municipalities of Davao del Norte It is possible that within the duration of this study, ethical issues and concerns may be encountered. To ensure that ethical standards are thoroughly observed in the conduct of this research, minimum standards, criteria and protocol were highly regarded.

### 3. RESULTS

All inferential results were analyzed and interpreted at a 0.05 level of significance. Chronologically, tables and their interpretation were arranged under the following subheadings: Level of Organizational Culture, Level of Total Quality Management and Level of Organizational Performance, Significance of relationship between Organizational Culture and Total Quality Management to Organizational Performance and Regression Analysis on Organizational Culture and Total Quality Management as Predictors to Organizational Performance. Data was presented in both tabular and textual form.

Table 1 shows the mean scores for organizational culture, with an overall mean of 4.47 described as “very high” and a standard deviation of 0.457. This indicates that the level of organizational culture was observed to a very high degree ratings given by the respondents in terms of involvement, consistency, adaptability and mission. The total mean score was computed using the following order of highest to lowest indicators: 4.54, very high for mission; 4.47, very high for involvement; 4.44, very high for consistency; and 4.42, very high for adaptability.

**Table 1. Level of Organizational Culture**

<b>Indicator</b>	<b>SD</b>	<b>Mean</b>	<b>D.E.</b>
Involvement	4.47	.491	Very High
Consistency	4.44	.524	Very High
Adaptability	4.42	.519	Very High
Mission	4.54	.543	Very Highy
<b>Overall</b>	<b>4.47</b>	<b>.457</b>	<b>Very High</b>

The data in appended Table 1 reveals that the respondents observed the highest priority of mission, having the mean score of 4.54, which reveals that the organization has long term of purpose and direction. The very high-level finding is parallel to the study of Suknanan and Bhana (2022), stating that organizations with a better culture can see challenges as opportunities to increase positive performance which can be the source of the organization’s competitive advantage. It creates an environment that attracts employees to always strive for productivity in what they do in the workplace.

Additionally, it is noted that the most effective organizations possessed strong mission and high degree of involvement, consistency and adaptability (Mingaleva, et al., 2022).

Further, an organization engaged with the environment within a social and cultural context, has an effect on workers' lives, and as culture unites individuals, organizational culture can be a powerful instrument for shaping employees' worldviews, which directly affects the organization where they work (Abane et al., 2022).

Table 2 revealed that the mean scores for the indicators of the total quality management had an overall mean of 4.48 which was described as “very high”, and a standard deviation of 0.506. This indicates that a very high level of total quality management was observed. The high rating given by respondents to the indicators of leadership, employee involvement and strategic planning likely contributed to the total mean score, which ranged from 4.51 or very high for leadership, and 4.47 or very high for both employee involvement, and strategic planning.

**Table 2. Level of Total Quality Management**

<b>Indicator</b>	<b>SD</b>	<b>Mean</b>	<b>D.E.</b>
Leadership	4.51	.534	Very High
Employee Involvement	4.47	.561	Very High
Strategic Planning	4.47	.567	Very High
<b>Overall</b>	<b>4.48</b>	<b>.506</b>	<b>Very High</b>

The data appended in Table 2, reveals that leadership has the highest mean score. It further reveals high motivation in their employees to continuously improve the quality of service. This item being rated highest should be sustained and enhanced to keep the high degree of leadership effectiveness.

Interestingly, both employee involvement and strategic planning have a mean score of 4.47 which reveals that both items were highly observed by the organization as being rated high by the respondents.

This high level of total quality management is consistent with the studies that implementation of total quality management's efficient and holistic quality approach yields better result which provides base to increase organization's competitiveness. The organization's stability provides better quality of services to achieve profitability. Total quality management, as a tool to cope with the quality standards is considered the core to organizations' success (Chaturvedi & Solanki, 2020).

Additionally, Glaveli et al. (2021) noted that the application of total quality management is greatly influenced by leadership as it appears from the findings that effective total quality management procedures are largely driven by leadership. Leaders inspire their subordinates to fulfill their goals and realize their vision.

Table 3 demonstrates the overall mean score of 4.50, described as very high for all indicators of organizational performance, with a standard deviation of 0.498. This implies that the level of organizational performance is highly observed. The highest rated indicator was quality improvements at 4.53, followed by employee satisfaction at 4.50, and service quality at 4.48, all considered with very high ratings.

**Table 3. Level of Organizational Performance**

<b>Indicator</b>	<b>SD</b>	<b>Mean</b>	<b>D.E.</b>
Quality Improvements	4.53	.537	Very High
Service Quality	4.48	.541	Very High
Employee Satisfaction	4.50	.563	Very High
<b>Overall</b>	<b>4.50</b>	<b>.498</b>	<b>Very High</b>

The details in Table 3, shows that quality improvements got the highest mean score of 4.53, which reveals that the organization implements strategies minimizing and reducing, the number of deficient services into becoming efficient over the last 2 years. This item being rated highest by the respondents should be sustained and further enhanced to leverage quality improvements with high mean score driving further success and continuous growth. The very high result of organizational performance in terms of its indicators is consistent to the studies stating that organizational performance broadens criteria for evaluating its capacity reaching objectives under effective and efficient gained results based on available resources to satisfy clients' expectations (Ahmed and Shafiq, 2018).

Furthermore, the findings also confirm the viewpoint of Rehman et al., (2019) that organizational performance is a necessary tool for any size, developed or not, as it gauge how well its goals and objectives are being met, and a determinant of an organization's non-financial and financial performance.

The results presented in Table 4 revealed that both organizational culture and total quality management are significantly associated with organizational performance. The hypothesis indicating that there is no significant relationship between organizational culture and total quality management to organizational performance is rejected as evidenced in the table. This study found a strong positive correlation between organizational culture and total quality management and organizational performance.



**Table 4. Significance on the Relationship of Organizational Culture and Total Quality Management to Organizational Performance**

<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>r-value</b>	<b>p-value</b>	<b>Decision</b>
<b>Involvement</b>	<b>Organizational Performance</b>	.682	.001	HO is rejected
<b>Consistency</b>		.678	.001	HO is rejected
<b>Adaptability</b>		.752	.001	HO is rejected
<b>Mission</b>		.756	.001	HO is rejected
<b>Leadership</b>		.752	.001	HO is rejected
<b>Employee Involvement</b>		.800	.001	HO is rejected
<b>Strategic Planning</b>		.820	.001	HO is rejected

\*Significant at 0.05 level of significance

Consistent with the studies of Tibeibaho et al. (2021) that several studies have examined the correlation between culture and total quality management and organizational performance variables. An organization seeking to achieve continuous improvement through quality management will identify a solution to its particular issues, evaluate its present performance, decide to enhance it and incorporate these continuous quality improvements into its organizational culture (Tibeibaho et al., 2021).

Similar to the studies of Ali AlShehail et al. (2021) stating that an organization to flourish in the expanding global market, quality is increasingly important. It is a management approach with the goal of enhancing customer and client satisfaction and performance by delivering high-quality goods and services.

Further, organizations can gain a competitive edge by utilizing the synergistic effects of comprehensive quality management approaches and mindful culture to achieve financial, social, and environmental success. The importance of developing an organizational culture when making a plan

supports organizational problems and a continuous quality improvement (Agyabeng-Mensah et al. (2021)

Table 5 presents the regression analysis of the relationship between organizational culture and organizational performance. The computed F-value of 12.116 at a par-value of 0.000 indicates that the organizational culture and organizational performance are significantly related; this is further reinforced by the R-value of 0.823 suggesting a positive correlation between organizational culture and organizational performance. The overall R<sup>2</sup> of 0.677 suggests that 67.7% of organizational performance can be explained by organizational culture, with the remaining percentage attributed to other variables not included in the study.

Additionally, involvement has a beta of 0.201 with a p-value of 0.001, adaptability has a beta of 0.061 with p-value of 0.001, and mission has a beta of 0.057 with p-value of 0.001. The matching p-value of these three (3) indicators of organizational culture is 0.001, which is less than the significant threshold of 0.05, indicates that these domains of the organizational culture significantly predicts organizational performance.

**Table 5. Regression Analysis on Organizational Culture to Organizational Performance**

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value Decision
	B	SE	Beta		
(constant)	.555	.183			
Involvement	.204	.055	.201	3.678	.001 Ho is rejected
Consistency	.062	.058	.066	1.076	.283 Ho is rejected
Adaptability	.292	.061	.061	4.810	.001 Ho is rejected
Mission	.324	.057	.057	5.71	.001 Ho is rejected

**Dependent Variable      Organizational Performance**

<b>R = 0.823</b>	<b>R = 0.823</b>	<b>R<sup>2</sup> = 0.677</b>	<b>F-value = 124.116</b>	<b>p-value = 0.000</b>
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On the other hand, consistency has a beta of 0.066 and a p-value of 0.283 which indicates a non-significant than the threshold of 0.05. Consistency, although important, may not directly correlate with performance outcomes as consistently as the other traits when taken individually. However, it remains a foundational aspect of organizational stability and efficiency when taken as a whole.

The characteristics of these organizational culture which were found to be the domains that predicts organizational performance is consistent with the Denison definitions and classifications of the features of these traits. It constitutes the fundamental identity of organizations and a collection of organization's practices. The underlying values and beliefs of organizational culture likely represent the priorities of the organization's leaders, who are in charge of the organization's vision and purpose and who, by their own actions, reinforce these core values and beliefs. Involvement, having the highest beta coefficient of 0.201 enhanced human potential, ownership and responsibility. Organizational cultures that are highly engaged aggressively encourage employee participation and cultivate a sense of responsibility and ownership. Involvement trait is also an indicator of empowerment, team orientation and capability development.

Further, adaptability has the ability to put the needs of the organization environment into practice. Norms and values within an organization's culture help its ability to receive, comprehend, and convert environmental cues into modifications to its own behavior that improve the organizations' chances of surviving and growing. This trait is the indicator of change-making, customer-focusedness, and organizational learning. Furthermore, Mission outlines long-term trajectory and provides direction. It outlines its external objectives and social function under a clear direction with a defined set of objectives for the organization and its members in choosing the most appropriate course of action. This trait represents the strategic orientation, vision, objectives, and targets (Xuan et al, 2019).

Finally, using Denison's organizational culture as a model, studies of Seidu et al. (2021) discovered the significant impacts between mission, involvement, and consistency with performance, while there were also studies discovered that adaptability, consistency, and mission significantly affect service financial performance of an organization (Tulcanaza-Prieto et al., 2021)

Table 6 represents a regression analysis of total quality management to organizational performance. The computed F-value of 124.116 and p-value of 0.000 demonstrate that the total quality management can significantly predict an organizational performance. The R-value of 0.870 suggests a strong, positive correlation between the total quality management and organizational performance and the overall R<sup>2</sup> of 0.756 indicates that 75.6% of organizational performance is explained by the total quality management, while other variables not included in this study account for the remaining percentage.

**Table 6. Regression Analysis on Total Quality Management to Organizational Performance**

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value Decision
	B	SE	Beta		
(constant)	.697	.144			
Leadership	.218	.047	.233	4.616	.001 Ho is rejected
Employee Involvement	.254	.051	.289	5.001	.001 Ho is rejected
Strategic Planning	.378	.048	.426	7.811	.001 Ho is rejected
<b>Dependent Variable Organizational Performance</b>					
<b>R = 0.870      R<sup>2</sup> = 0.756      F-value = 124.116      p-value = 0.000</b>					

The result shows each indicator of the total quality management namely leadership, employee involvement, and strategic planning have a beta of 0.233, 0.289, and 0.426 respectively and all with a p-value of 0.001 which is significantly lower than 0.05 level of significance. This suggests that all indicators of total quality management significantly predict organizational performance.

The finding of this study is parallel to the studies on how total quality management practices can raise organizational performance that provide services. Total quality management procedures had a noteworthy impact on the metrics of organizational performance of management philosophy because it emphasizes how crucial total quality management procedures on implementing quality management successfully resulting to an efficient organizational performance. Additionally, the recent studies conducted in the service sectors, it has found out that total quality management has an impact on organizational performance metrics and is crucial to the effectiveness and prosperity of an organization (Sukdeo et al., 2017).

Moreover, the outcomes of the investigation into total quality management practices offer a variety of potential remedies that could help firms achieve the targeted total quality management and performance level. Each one of these practices has a distinct set of goals. First, leadership is organization’s level of acceptance of the responsibility for quality, as well as their involvement in and oversight of quality improvement initiatives. recognizing the culture of quality, dedication to quality improvement, influencing and directing the business in determining the direction of its quality strategy, and maintaining strong leadership via the establishment. Secondly, employee involvement is the participation of members of the organization in initiatives aimed at improving quality, such as commitment, teamwork, and suggestions and promoting employee motivation and performance; and

lastly, a methodical strategy to formulate long-term corporate objectives, such as plans for achieving quality improvement targets, is known as strategic planning (Haddad, 2021)

#### **4. CONCLUSION AND RECOMMENDATIONS**

From the results of the study the following conclusions are drawn: There is a very high level of organizational culture, total quality management and organizational performance which means that items embodied are very much observed by the respondents in the three first class adjacent municipalities of Davao del Norte.

Relatedly, a significant relationship exists between organizational culture and total quality management to organizational performance as being observed. Three indicators of organizational culture such as involvement, adaptability and mission predict organizational culture while all indicators of total quality management such as leadership, employee involvement, and strategic planning predicts organizational performance. Meanwhile, indicator consistency of organizational culture has no predictive ability to organizational performance based on the findings. Both independent variables have indicators that are predictors of organizational performance.

Therefore, the findings of this study confirmed both the Theory of Organizational Culture of Denison et al., (2004) which identified cultural traits of involvement, adaptability and mission, and the Theory of Quality Management by Dr. Edward Deming of Sukdeo, Pretorius and Vermuele (2017) with practices of leadership, employee involvement and strategic planning. These indicators are considered essential in developing and maintaining an effective organizational culture and effective quality management and are significant predictors of quality improvements, service quality, employee satisfaction and the overall performance of an organization.

#### **Recommendations**

As found in this study, all cultural traits in the organizational culture and total quality management practices reveal a very high descriptive equivalent which means that all the respondents observed all the traits and practices to a very high level. On a similar insight, all the organizational performance measures also reveal a very high descriptive equivalent which also means that all the respondents observed all the measures at a very high level of observance.

Finally, to strengthen and constantly foster strong and effective organizational performance of these three first class adjacent municipalities of Davao del Norte, it is suggested to continuously and regularly provide proper direction, motivation, and guidance to the organization's improvement effort and monitoring system to sustain all the high level results given by the respondents to cultural traits, total quality management practices and organizational performance measures.

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