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Determining Factors in Developing Quality Management (QM) Model in Public and Private Organizations in the Philippines: A Literature Review

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ABSTRACT

In this paper 79 randomly selected research papers published in the refereed journals in quality management practices and models have been reviewed. The papers are classified based on the year in which they were published, based on specific countries, and finally public or private industry type. Based on the analysis of reviewed papers, 23 determining factors in developing a quality management model have been identified. Leadership and management were found to be highly talked about as the determining factors in developing the quality management model, therefore the papers further analyzed the importance of quality practices in the organization. This paper has also provided the discussion, conclusions, and future research directions.

INTRODUCTION

Public and private sectors are under enormous pressure to increase their performance to meet the demand for their goods and services as a result of intense rivalry amongst companies. Customers and rivals are the two key variables affecting an organization's sustainability. Customers desire to receive the greatest value for their money when they spend it. The management strives to run the business as effectively and efficiently as possible. This increases a company's capacity for international competition.

As a result, companies need the right management tools to capitalize on competition and boost performance to be both effective and efficient. Then, managerial specialists launch the notion of Quality Management (QM) to support such an idea. Practitioners and academics have created tools to help managers manage their businesses in recent years. The creation of tools for the quality improvement program is made easier by the quality philosophies of well-known quality gurus like Deming (Aminudin, Raymundo, & Kamran, 2020), Juran (Arcinas, Tolentino, Lituañas, Cadelina, & Obayashi, 2020), Crosby (Asif, Bruijin, Douglas, & Fisscher, 2009), and Feigenbaum (Avila, 2018).

However, there are a variety of outcomes for businesses implementing Quality Management (QM). The results of some earlier research show that some businesses struggled with implementation because they only considered customer satisfaction in a small number of Quality Management (QM) implementation areas (Alolayan,

2014). The practitioners must research global quality management, including its shortcomings, advantages, and implementation challenges in various nations. For instance, Asif *et al.* (2009) investigated the effectiveness of the quality program and the causes of the quality development program's failure.

A number of international researches on Quality Management (QM) examined how its conceptions developed and the connection between Quality Management (QM) and performance (Basbas, 2022; Basu, 2004; and Bertillo & Lacambra, 2017). However, research on quality management techniques and the entire quality management framework was part of the process of adopting Quality Management (QM) in the Philippines (Buco, Salvador, Ngo & Lugay, 2021; and Cabacang, 2021). In a third-world nation like the Philippines, the level of Quality Management (QM) adoption has never been thoroughly investigated. It would be intriguing to see if Quality Management (QM) can also function in a third-world environment, which is typically characterized by poverty, high birth rates, a lack of productive resources, and economic dependency on developed nations.

Few studies that consider all of the aforementioned qualities have been done up until this point in the Philippine setting, especially for private and governmental organizations. In order to cover the vacuum in the literature about the variables influencing quality management models in Philippine firms, this study fills such gaps. This study is important since there have been more instances of poor customer satisfaction, poor

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product and service quality, and the need for change in product and service policy. Due to their distribution of a sizable portion of the nation's budget and the growth that they foster both economically and industrially, several industries are of enormous significance. Consequently, using quality management will enable organizations to boost satisfaction, and achieve ongoing empowerment.

This investigation has gained popularity due to the quality-related aspects listed above and their importance to many sectors. This research seeks to identify the determining factors that influence how Quality Management (QM) is implemented in Philippine public and private enterprises. This study is anticipated to shed light on a variety of Quality Management (QM) model implementation

Table 1: Definitions of Quality Management in Public and Private Organizations

No	Source	Definition
1	Alolayan, 2014	It is a collection of connected procedures created and carried out to satisfy client needs.
2	Motita, 2015	It integrates and performs all quality-related activities and makes decisions that influence the quality, irrespective of position within the organization.
3	Dela Cruz, 2016	It covers all aspects of the organization's operations, from production and delivery to customer service and support.
4	Tanangonan, 2017	It is defined as the totality of the features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.
5	Almazan, Galangue, Bueno, 2017	It focuses on the work process and people. Its major concern is satisfying customers and improving organizational performance.
6	Dimayuga and Cid, 2017	It is defined as a systematic and continuous set of processes and activities that ensure the delivery of products and services that meet the needs and expectations of customers.
7	Licup and Lim, 2018	It refers to the degree of excellence or superiority of a product or service relative to its intended purpose and customer expectations.
8	Avila, 2018	It requires a number of changes in any educational institution particularly in the attitudes and activities of the leadership and educators, in the organization, monitoring of the educational process, in the evaluation of the result, in the culture of communication, in the school atmosphere and especially in the area of interpersonal relations.
9	Rodriguez, Valenzuela, & Ayuyao, 2018	It is vital to the quality improvement of organizations.
10	Osea, 2019	It is defined as a systematic approach to managing an organization's processes and activities in order to achieve consistent and predictable results that meet or exceed customer expectations.
11	Magulod, 2019; Nuncio <i>et al</i> , 2020; Rocha & Arcinas, 2020;	It is regarded as a new organizational philosophy that depends on a lot of modern views and theories, based on a mix of conventional managerial methods, creative initiatives, and advanced technical knowledge, in order to increase performance, and also to achieve continuous improvement.
12	Cabacang, 2021	It is regarded as a gauge of university management, in order to maintain global standards.
13	Basbas, 2022	It is a coherent framework for systematically integrating, aligning, and focusing organizational processes. It guides the educational institutions to focus on processes that would help the schools in accomplishing their network of objectives and infrastructure of goals effectively and efficiently for the value and adeptness of processes the ensure maximization of shareholders 'satisfaction. It has intriguing implications for the structure of educational institutions considering its culture, knowledge management practices, and climate.
14	Quiambao & Alvaro, 2023	It is an emerging management philosophy that takes its course amid today's competitive and dynamic global markets where quality becomes a critical factor of business excellence.

processes in both public and private businesses across the nation. In Table 1, a summary of different available definitions is provided.

Factors in Developing a Quality Management Model in the Public Organization

Public organizations are not-for-profit organizations, service-oriented, with multiple end-users focusing on capacitation and transforming them into better citizens

(Osborne, 2018). It plays differently with private organizations wherein it has a multitude of customers or stakeholders to be served and satisfied in contrast to the private organization with very specific customers. However, both organizations have to deliver services to satisfy customer requirements in a timely and best effort as postulated by Agotilla and Agustin (2022). In public organizations in the Philippines, customer satisfaction

Table 2: Factors in Developing a Quality Model in the Public Organization

No	Factors	Findings	Authors
1	Satisfaction	Members’ satisfaction in PhilHealth is significantly influenced by reliability, responsiveness, socioeconomic considerations, expectations, perceived performance, confirmation of beliefs, and members' contentment.	Ocampo, Alinsub, Casul, Enquig, Luar, Panuncillon, N., Bongo, and Ocampo (2019)
2	Satisfaction	Public satisfaction is heavily influenced by public trust including delivery of services, equitable distribution of resources, and continuous improvement are critical factors to public satisfaction.	Yamagishi, & Ocampo (2023)
3	Satisfaction	Members’ satisfaction in PhilHealth is heavily influenced by reliability, responsiveness, socioeconomic considerations, expectations, perceived performance, confirmation of beliefs, and members' contentment. Expectation is the most crucial element.	Ong, Prasetyo, Tayao, Mariñas, Ayuwati, Nadlifatin, & Persada (2022)
4	Satisfaction	Public satisfaction is heavily influenced by public trust. Further, delivery of services, equitable distribution of resources, and continuous improvement are critical factors to public satisfaction.	Mata, Cullano, Tiu, Gonzales, Selerio, Maturan, Evangelista, Burdeos, Yamagishi, & Ocampo (2023)
5	Satisfaction	The analysis of 21 studies to determine the factors that affect patient satisfaction, such as hospital infrastructure, medical staff competency, communication and information, responsiveness, and empathy revealed the need for additional research and interventions to ensure that public hospitals in the Philippines provide high-quality care to Filipino patients, as suggested by the article.	Louie John Arangote, Bernadette M. Mendoza, and Al Shatriyanto Abul-Husin (2020)
6	Strategic planning, management, priority-setting, evidence-informed policymaking, innovation, and partnership with the private sector	Strategic planning, management, priority-setting, evidence-informed policymaking, and innovation in service delivery should be included in local capacity adjustments. These desired institutional capabilities should include a multi-stakeholder approach, local revenue generation, partnerships with the private sector, and facilitation of collaboration amongst regional health facilities.	Liwanag and Wyss (2019)
7	Continual improvement, assessment, and mechanism	Quality is multidimensional and starts from the inside. Quality assurance (QA) is primarily understood as an effort to exceed stakeholders’ and students’ expectations through continual improvement, assessment, and mechanism.	Aminudin, Raymundo, and Kamran (2020)
8	Stakeholder Involvement and Technology	Improving the water quality in the inland bodies of water in urban areas shows that stakeholder involvement and the use of technology are crucial in maintaining and improving water quality.	Kumar, Johnson, Dasgupta, Avtar, Chakraborty, Kawai, & Magcale-Macandog (2020)

9	Management leadership and commitment; continuous improvement; total customer satisfaction; employee involvement; training and education; and rewards and recognition	The study of the research and development (R & D) model involved the following phases: planning, development, and validation. The study found that students, parents, alumni, faculty, administrators, and non-teaching staff often practice the TQM principles along with management leadership and commitment; continuous improvement; total customer satisfaction; faculty and non-teaching staff involvement; training and education; and rewards and recognition. However, some TQM principles are not always practiced especially on rewards and recognition.	Nagtalon (2016)
10	Top Management Commitment to Teaching and Learning Delivery Modes, campus amenities, system and process management, customer satisfaction, linkages, strategic planning	The results indicated that participating Filipino HEIs had a high degree of adoption of top-management commitment, Teaching and Learning Delivery Modes, campus amenities, system and process management, customer satisfaction, and linkages. In contrast, the HEIs have a modest degree of acceptance in strategic planning and Data Management. The test of differences indicated that strong confirmation of top management commitment, and strategic planning as indicators of TQM are significantly more evident in private-type HEIs, and it was placed at the university level when compared to those of the provincial and national HEIs.	Cabacang (2021)
11	Responsiveness and promptness of services	Responsiveness and promptness of services with the best service from national health care insurance providers are the most crucial dimension and sub-dimension, respectively, among the employment-related government agencies in the Philippines.	Ocampo, Alinsub, Casul, Enquig, Luar, Panuncillon, Bongo, & Ocampo (2019)
12	Comprehensive geriatric assessment	Integrating comprehensive geriatric assessment (CGA) with the nation's current health information systems for all regular required routine procedures is recommended for the currently fragmented health information system, which has varied sources and is inaccessible.	Garcia, De La Vega, & Mercado (2022)
13	Participatory approach	The Participatory approach highly involving stakeholders and the use of free software models both of which improve the science-policy interface, are its key advantages. This shows that stakeholders' involvement and use of technology are crucial in maintaining and improving water quality in enhancing the watershed management in Sta. Rosa, Philippines, to help improve the water quality in the inland bodies of water in urban areas.	Kumar, Johnson, Dasgupta, Avtar, Chakraborty, Kawai, & Magcale-Macandog (2020)
14	Honesty and competence	Corruption is common among Asian countries including the Philippines. To curb corruption, honesty, and competence must be the character of political leaders. Equally important is the support of the citizens in installing honest and competent leaders.	Quah (2021)
15	executive leadership, customer-centricity, process improvement and control, and staff engagement	In Government Corporations such as Clark Freeport Zone, the executive leadership, customer-centricity, process improvement and control, and staff engagement significantly improved each organization's success from a financial, customer, and internal business process perspective, and the subject of government corporation's innovation and education. Identifying how quality practices affect corporate success is incredibly important in government-run businesses because these organizations act as business and public sector entities.	Quiambao & Alvaro (2023)

16	Assurance of the service quality	Assurance of the service quality appeared as the gap between expectations and perceptions of the citizens based on studies in Davao City, Iloilo City, and Cebu City to measure public service quality.	Barrios, Monterola, & Rivera (2019)
17	staff skills and facilities	Public hospitals in the Philippines face several obstacles in terms of service quality, including inadequate resources, limited funding, and poor infrastructure. Efforts are being made to address these problems, such as enhancing staff skills and investing in new facilities. The article highlights the significance of service quality in public hospitals and the need for ongoing efforts to improve healthcare delivery in the Philippines.	Santiago and Pancho (2018)
18	customer focus, leadership, process improvement, and employee empowerment	The quality management model being developed for public service in the Philippines consists of four main components: customer focus, leadership, process improvement, and employee empowerment. It emphasizes the importance of a customer-centered approach, effective leadership, continuous process improvement, and empowering employees to provide high-quality services. The model is intended to guide government agencies in delivering exceptional services to the public, ultimately improving overall public satisfaction and trust in government.	Garcia and Alfonso (2019)
19	citizen participation and accountability mechanisms	Despite of government efforts, the education, health, water, and sanitation sectors continue to face accessibility, availability, and affordability obstacles. The analysis suggests that a number of factors, including inadequate funding, inadequate policies, corruption, and weak governance, have contributed to these problems. It suggests that citizen participation and accountability mechanisms can contribute to the improvement of the quality of public services in the Philippines.	Padilla and Dulay (2019)
20	effective governance, efficient organization, competent human resources, and adequate resources	The development of a model for quality public service delivery in the Philippines is based on four key elements: effective governance, efficient organization, competent human resources, and adequate resources. Implementing this model will lead to improved service delivery and a more satisfied citizenry. However, there are challenges to implementation, including political will and management capacity. The ongoing research, evaluation, and collaboration between government and civil society will be necessary for successful implementation.	Rodriguez and Quiano (2019)
21	leadership commitment, stakeholder involvement, strategic planning, process management, resource management, and continuous improvement	It discusses the challenges faced by the Philippine public sector in achieving quality services and introduces the concept of TQM, which involves a systematic approach to achieving continuous improvement in service delivery. The framework comprises six stages: leadership commitment, stakeholder involvement, strategic planning, process management, resource management, and continuous improvement. The successful implementation of the framework requires a shift in mindset and culture within the public sector, as well as sustained commitment and support from all stakeholders.	Apud and Sison (2018)

22	Leadership, strategic planning, customer focus, human resource management, and process management	The study to determine the primary determinants of service quality in the Philippines shows leadership, strategic planning, customer focus, human resource management, and process management as the five components of the authors' proposed service quality model. This model can assist Philippine public service organizations in improving service quality and achieving their objectives.	Lapuz and Salanguit, (2018)
23	strong leadership, stakeholder satisfaction, and continuous improvement	The article examines the quality models and frameworks utilized by public organizations in a number of countries and their applicability in the Philippine context. The study concludes that Philippine public organizations must adopt these quality models and highlights the significance of strong leadership, stakeholder satisfaction, and continuous improvement for effective quality management.	Abella, Bañez, & Santiago, (2020)
24	locally developed model	The comprehensive literature review on the evolution of quality models in Philippine public organizations focused on studies conducted between 2000 and 2019 and analyzed the various quality models utilized by government organizations. The majority of quality models utilized by Philippine government agencies are based on international standards such as ISO and Malcolm Baldrige, according to the study. However, the review also revealed the need for a locally developed model of quality that is more responsive to the unique needs and challenges of public organizations in the Philippines.	De Vera, & Rodriguez, (2020)
25	strong leadership, stakeholder satisfaction, and continuous improvement	The study examines various quality models and frameworks utilized by public organizations in various countries, with a particular emphasis on the Philippines. The article identifies several significant quality models and frameworks, such as the Malcolm Baldrige National Quality Award, the European Foundation for Quality Management, and ISO 9001:2015. The article emphasizes the need for Philippine government agencies to adopt and adapt these quality models and frameworks in order to enhance their operations and services. The research indicates that strong leadership, a focus on stakeholder satisfaction, and a dedication to continuous improvement are essential components of effective quality management in public organizations.	Ramilo, (2020)
26	top-management commitment, strategic planning, customer satisfaction, data management, system and operational management, infrastructure, the teaching and learning-delivery systems, and on the linkages	The quality management of higher education institutions is reflected in the following indicators, namely top-management commitment, strategic planning, customer satisfaction, data management, system and operational management, infrastructure, the teaching and learning-delivery systems, and on the linkages	Abbas, (2020); Abu Amuna <i>et al.</i> , 2017, Arda <i>et al.</i> , 2019, Bromiley & Rau, 2016, Deshpande, 2020; Mahdi <i>et al.</i> , 2019, Ross, 2017, Ruben, 2018, Saiz-Alvarez, 2020, Shams & Belyaeva, 2019, Tatoglu <i>et al.</i> , 2020, Yu <i>et al.</i> , 2020

27	strong partnership and participation of the stakeholders	In the study strong partnership and participation of the stakeholders in the school. They contribute a lot to the direction leading to greater learning outcomes. Also, it was found ohat a weak correlation was hardly related to the quality management practices of the school heads with regard to the performance of their respective schools.	Paragas (2020)
28	customer focus, leadership, engagement of people, process approach, continual improvement, evidence-based decision-making, and a systematic approach to management	Customer focus, leadership, engagement of people, process approach, continual improvement, evidence-based decision-making, and systematic approach to management. As a result of the ISO certification of the college, it gained a positive image in the community and raised to competitors' level or even a higher level, increased the quality of services, and raised staff awareness were positive remarks of the college stakeholders. As an ISO-certified institution, the college was able to identify difficulties early on, allowing for swift solutions to avoid repeating mistakes and achieving local, national, and international quality recognition.	Ibarientos, (2021)
29	quality planning, customer satisfaction, employee involvement, continual process improvement, performance measures, and supplier relationship	In the study, quality planning, customer satisfaction, employee involvement, continual process improvement, performance measures, and supplier relationship are being observed at a high extent in the NCR- SUCs, as assessed by the administrators, faculty, and non-teaching Personnel. Based on the findings, the following conclusions were drawn: 1) The SUCs have very good TQM practices, 2) The administrators, faculty, and non-teaching personnel have varied views on the extent of their TQM practices; 3) The TQM practices of the SUCs affect their school performance	Motita 2015
30	top management leadership, customer orientation, process control and improvement, and employee engagement	The QMS practices dimensions of top management leadership, customer orientation, process control and improvement, and employee engagement each had a significant positive impact on each business performance perspectives financial, customer, internal business processes, and innovation and learning of the subject government corporation. Determining the influence of quality practices on business performance is significantly relevant in government corporations since these entities act as both a public sector and a business entity. It creates an opportunity for the Philippine leaders to justify the national thrust of delivering quality-oriented government service to the Filipino people.	Quiambao & Alvaro, 2023
31	people empowerment, continuous quality improvement, leadership commitment, stakeholder satisfaction	People empowerment, continuous quality improvement (CQI), leadership commitment and "stakeholder satisfaction". The study was focused on determining the CSFs in the TQM implementation of Philippine HEIs. This is the first study that developed a TQM paradigm for Philippine HEIs. The identified CSFs are basically the same as those in the cited studies but with relatively greater emphasis on people empowerment.	Rodriguez, Valenzuela, & Ayuyao, 2018

32	access, services to customers, leadership, the physical environment, and resources, effective learning and teaching, students, staff, external relations, organization, and standards	(a) access, (b) services to customers, (c) leadership, (d) physical environment and resources, (e) effective learning and teaching, (f) students, (g) staff, (h) external relations, (i) organization, and (j) standards were used in the assessment of faculty members and non-academic personnel in the private and government maritime educational institutions. Hence, the results of the analysis served as the basis for the conceptualization of a strategic plan.	Bertillo & Lacambara, 2023
33	quality audits, and artificial intelligence	This study demonstrated how AI-enabled QMS can match audit findings in accreditation compliance reports and internal quality audit reports with the clauses of ISO 9001:2015 using long short-term memory (LSTM) deep neural network was created and trained using MATLAB. The AI model achieved a combined classification accuracy (CA) of 82.15% and predicted 70% of the examined audit findings in actual implementation illustrated how AI can be maximized in generating useful and precise and useful audit reports for HEIs to develop and implement globally competitive educational policies, programs, and standards.	Tobias, R.R., Minglana, J., Hernandez, D.K., Mital, M.E., Roxas, R.E. (2023).
34	Tangibles	Tangibles represent the physical evidence and appearance associated with the service, including the facilities, equipment, and other tangible elements. Service quality is a very vital component in any commercial-related activity and the consumer's overall impression of the relative inferiority or superiority of the organization and its services.	Sarande, Naparota, Cabalida, & Lovina (2022)
35	Efficiency, Effectiveness	Efficiency refers to the ability of the local government units (LGUs) to utilize resources (such as manpower, budget, and equipment) in an optimal way to achieve desired outcomes. In the context of the COVID pandemic response, efficiency would involve the LGUs' ability to efficiently allocate resources, streamline processes, and minimize wastage to effectively address the challenges posed by the pandemic. An efficient response would involve timely decision-making, effective coordination, and optimal utilization of available resources. Effectiveness refers to the degree to which the LGUs' COVID pandemic response achieves its intended objectives and produces the desired outcomes. It focuses on the actual impact and results of the response efforts. Service quality is attained by knowing the operation process by identifying the underlying problems in services and mapping out the measures for performance and outcomes precisely the	Buco , Salvador , Ngo and Lugay (2021)
36	Assurance	Assurance is expected to be highly profiled and experts in their fields. They are also expected to be efficient in the conduct of research and possess good communication skills evidenced by a well-taught subject matter. Service quality is a priced commodity and it is an equally important index to measure the satisfaction of clients and stakeholders. In all universities around the globe, student satisfaction has been an essential measure of the quality of services provided by the institution.	Pamatmat., Dominguez, Pamin and Daran (2018)

can be attained by observing the various factors that surfaced in various local studies presented in Table 2. In general, Apud and Yadao-Sison (2018) claimed that leadership commitment, stakeholder involvement, strategic planning, process management, resource management, and continuous improvement are essential components of the TQM approach for quality service. On the other hand, Lapuz and Salanguit (2018) proposed that leadership, strategic planning, customer focus, human resource management, and process management constitute the service quality model. Garcia and Alfonso (2019) provide that customer focus, leadership, process improvement, and employee empowerment must be the components of the quality model in the public sector in the Philippines. Padilla and Dulay (2019) suggest also that citizen participation and accountability mechanisms can contribute to improving public service in the country, particularly in the nation, health, water, and sanitation. Further improvement and citizen satisfaction can also be attained through effective governance, efficient organization, competent human resources, and adequate resources (Rodriguez & Quiano, 2019). Similarly, Abella, Bañez, and Santiago (2020) study concluded that leadership, stakeholder satisfaction, and continuous

improvement are crucial for effective quality management. The cry for the need to develop the Philippine quality model was raised by De Vera and Rodriguez (2020) following the result of their study showing that quality management model is patterned from ISO and Malcolm Baldrige. In contrast, Ramilo (2020) encouraged the adaptation of the ISO and Malcolm Baldrige quality frameworks for effective quality management in public organizations to consist of strong leadership, stakeholder satisfaction, and continuous improvement.

Factors in Developing a Quality Model in the Private Organization

Service quality has emerged as one of the most studied topics in academia in the modern world of rising competition. Private organizations are classified as self-supporting, non-federal entities founded on federal land by individuals not operating on behalf of the federal government. The qualities that are positively connected with overall satisfaction in private sector banks include product knowledge, responsiveness to needs, question-solving, prompt service, ability to contact the appropriate person quickly, and attempts to shorten wait times. In private organizations, customer quality satisfaction can

Table 3: Factors in Developing a Quality Model in the Private Organization

No	Factor	Definition	Authors
1	leadership commitment, employee participation, training and education, communication, and continuous improvement	The study suggests a framework for QMS implementation that includes the identified factors and their relationships, to help organizations effectively implement QMS and enhance their performance.	Richelle Ann C. Sy and Jonathan A. Salvacion (2016)
2	Competitiveness and Sustainability	The importance of adopting a quality management approach to improve the competitiveness and long-term viability of small and medium-sized enterprises (SMEs).	Dominguez, M. E., Mesias, J. O., & Rada, C. F. (2017).
3	top management commitment, employee involvement, training and education, and continuous improvement	The article defined that by identifying and considering these factors, successful implementation and sustained effectiveness of QMS can be guaranteed.	Banzon, B. L., & Arevalo, R. L. (2016).
4	quality assurance	The article defined the significance of continued efforts to improve the quality of higher education in the Philippines by implementing quality assurance measures more effectively.	Moreno, M. A. (2016).
5	management commitment and support, employee involvement, and customer focus	The study defined that additional research is required to better comprehend the factors that contribute to the success of TQM in Philippine SMEs.	Santamaria, E. M. L., & Abreu, L. J. (2016).
6	leadership commitment, employee involvement, quality of training, and customer satisfaction	The study investigated the factors that influence quality models in Philippine private organizations.	Corpuz and Lorraine (2019)
7	Leadership, employee involvement, process improvement, customer focus, and supplier management	Leadership, employee involvement, process improvement, customer focus, and supplier management were found to be the most influential factors on the development of a quality model in the private sector of the Philippines, according to a study.	Awa, Okafor, and Emecheta (2014)

8	leadership commitment, employee involvement, training, and customer focus	The study highlighted the significance of leadership commitment, employee participation, training, and customer focus in the development of a successful quality model in this industry.	Santos <i>et al.</i> (2018)
9	leadership involvement, employee participation, customer orientation, and process improvement	The study highlighted the significance of leadership commitment, employee participation, training, and customer focus in establishing a successful quality model in this industry.	Gumban and Baral (2017)
10	leadership commitment, employee participation, and process improvement	This study examined the influential factors on the adoption of quality management models in Philippine manufacturing firms..	Laurio (2017)
11	organizational culture, employee involvement, continuous improvement, customer focus, and leadership commitment	The development of a quality model in private organizations in the Philippines should take into account organizational culture, employee participation, continuous improvement, customer focus, and leadership commitment.	Siringan and Pingol (2014),
12	effective communication, employee empowerment, and commitment from top management	The study by emphasized the importance of effective communication, employee empowerment, and commitment from top management in the development of a quality model in Philippine private organizations.	Wong and Asuncion (2013)
13	strong leadership and commitment, continuous process improvement, employee involvement and empowerment, and customer focus.	A study conducted to determine the factors that contribute to the development of a quality model in the private sector in the Philippines identified the following: strong leadership and commitment, continuous process improvement, employee involvement and empowerment, and customer focus.	Vargas, Peralta, and Rey-Matias (2016)
14	organizational culture and engaging employees	When developing a quality model in the private sector in the Philippines, the research emphasized the significance of fostering a supportive organizational culture and involving employees in the quality improvement process.	Ramos, Lopez, and Golle (2012)
15	performance and competitiveness	The authors recommend that manufacturing industries in the Philippines adopt QMS as a tool to increase their competitiveness on the global market.	Catherine Rowena U. Estoesta and Diana Carmela S. Prudente (2016)
16	top management commitment, employee involvement and participation, training and education, communication, and continuous improvement.	The study concludes that effective TQM implementation necessitates a comprehensive strategy that takes into account all the success-influencing factors and addresses the organizational challenges.	Joanna Marie R. Orge and Christian P. Cabillo (2018)
17	top management commitment, employee involvement and participation, training and education, communication, and continuous improvement	The study concludes that successful TQM implementation necessitates a comprehensive strategy that takes into account all success-influencing factors and addresses the challenges faced by organizations.	Joselito T. Tandoc and Antonio C. Natividad Jr. (2017)
18	comprehensive and collaborative approach	The article suggests that a comprehensive and collaborative strategy involving all stakeholders is required to address these challenges and enhance the quality of education in the Philippines.	Lovely M. Catedral and Rommel B. Tirazona (2016)

19	leadership, customer focus, employee involvement, continuous improvement, and process management.	The article provides a framework based on the Total Quality Management (TQM) methodology and includes the following elements: leadership, customer focus, employee participation, continuous improvement, and process management.	Jennelyn M. Catanes (2017)
20	commitment, employee involvement and training, communication, and continuous improvement.	Study indicates that QMS implementation has a positive effect on organizational performance, including improved product quality, increased customer satisfaction, and decreased costs.	Maria Teresa N. Fonacier and Adora S. Pili. (2018)
21	commitment and Total Quality Management (TQM)	The study recommends that hospitals improve their management's dedication to TQM in order to achieve better performance outcomes.	Quinto, F. S. (2017)
23	customer-focused approach, prioritize employee training and continuous improvement, and leverage technology	It emphasizes the need for government support and a conducive business environment to encourage SME adoption of QMS.	R.D. Biones and A.E. Talaba (2020)
24	Leadership, process management, customer focus, employee participation, continuous improvement, and supplier partnership	The article emphasizes the importance of understanding and implementing these crucial factors for organizations to achieve success in the Philippine manufacturing industry, which is highly competitive.	J. G. Cuenza (2020)
25	organizational effectiveness, productivity, and customer satisfaction	The researchers suggested that private organizations in the Philippines adopt quality models to improve their performance and global market competitiveness.	Taguibao, D. R., & Sze, J. D. (2020)

be achieved by observing the various determining factors that are revealed in various studies presented in Table 3.

RESULTS AND DISCUSSIONS

In this paper, a review of 79 randomly selected papers on determining factors in developing quality management models both for public and private organizations and their significance to service quality is performed. The

top 4 determining factors were leadership/management, participatory approach, organizational culture, and continuous improvement. As shown in Figure 1, the combined 23 determining factors were identified both from public and private organizations.

The 79 reviewed papers were classified according to the years in which they were published. The selected papers are appearing from 2003 to 2023. It can be seen from Figure

DETERMINING FACTORS IN DEVELOPING QUALITY MANAGEMENT (QM) MODEL

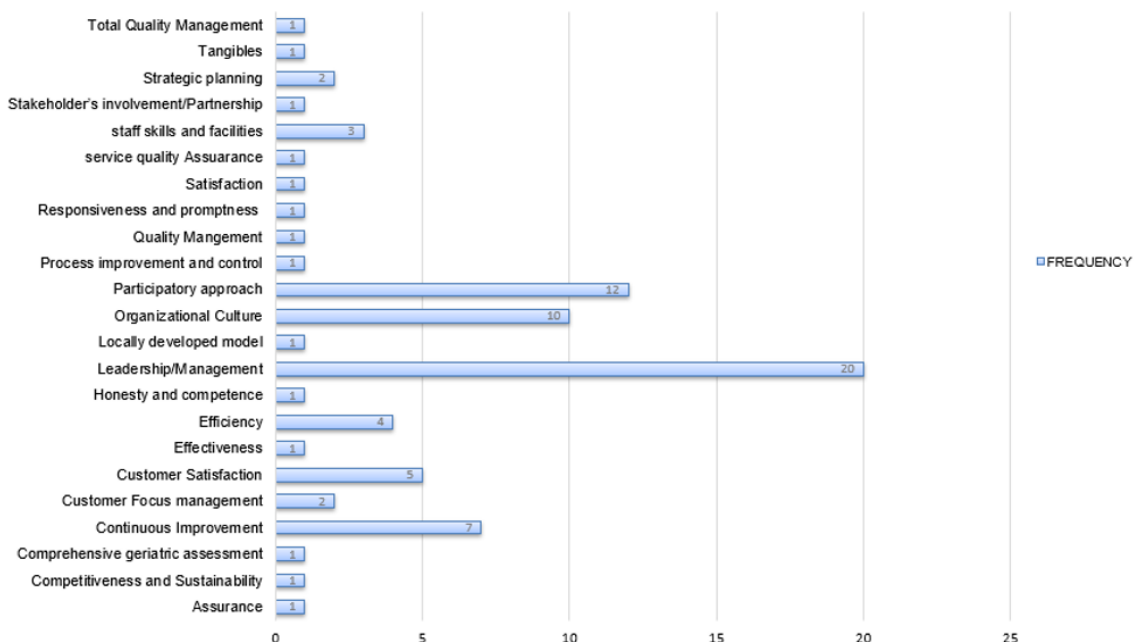


Figure 1: Summary of determining factors of the reviewed papers

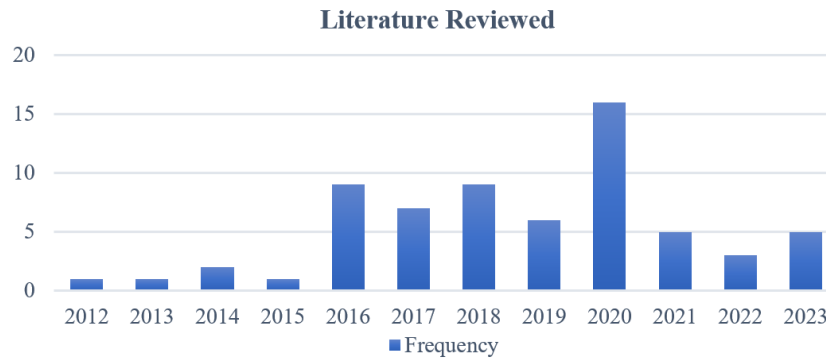


Figure 2: Years distribution of the reviewed papers

2 that the number of papers published approximately increasing over the years. The highest number of papers was found from the year 2018 (15 papers).

CONCLUSIONS

After analysis of the 79 randomly selected research publications, it is evident that the study on its definition and evolution of the quality management model has been expanding on its context with respect to the application neither in public nor private organizations. Based on the analysis of the reviewed papers, 23 determining factors have been identified combining both the public and private sectors. The top 4 determining factors in the reviewed papers were leadership/management, participatory approach, organizational culture, and continuous improvement. This explains that the major 4 determining factors are significant in developing a quality management model applicable to public and private organizations. This paper can conclude that there is a greater need to study further through validation among organizations both for public and private sectors in developing an enhanced quality framework in addressing service quality and satisfaction among its stakeholders.

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