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RESEARCH ARTICLE

TOTAL QUALITY MANAGEMENT PRACTICES IN THE LAGUNA STATE POLYTECHNIC UNIVERSITY SYSTEMS' EXTENSION SERVICES AND PROGRAMS.

Ma.Victoria A. Cabigan.

Ed. D. – Faculty, Extension Implementing Unit, CAS, Laguna State Polytechnic University, Sta. Cruz Campus, Philippines.

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Abstract

The study delve at determining the extent of total qualitymanagement of Laguna State Polytechnic UniversitySystem Services along sustainable development, genderadvocacy, development, community development, community development and good governance and environmental conservation program and management

The study was conducted at LSPU System involving its four campuses during the academic year 2015-2016.A total of 164 faculty from four campuses. Descriptive method of research was employed to describe the TQM of extension programs and services Of LSPU System.

Based on the analysis of data, the findings showed that indicators of TQM were all perceived high by the respondents .The total quality management of extension services along with sustainable development is significantlypredicted by adaptability as it deals of how a certain activity that is being developed and extended

To the community can be continuously sustained for a long period of time to further benefit the clientele, coordinating administrative support and objective, goals and thrusts of the university. Gender advocacy and development significantly predicted by skills development, coordinating, objectives, goals and thrusts of the university. Community development and good governance is significantly predicted by the skills development, faculty development and coordinating while environmental conservation and management is predicted by skillsby skills development, administration support and adaptability.

The overall results of the study came to a conclusionthat the extension services of LSPU System extended thecommunity is high or generally effective and can be sustained at some extent

The null hypothesis indicating that the independent variables do not predict significantly the dependent variables is rejected.

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Introduction:-

Every organization seeks to improve the quality of services through ongoing refinement in in response to continuous feedback. Different institutions now have to be more responsive, offer better services or products, and must keep on improving. In an increasingly competitive market, firms with continuous improved culture and external focus are

Corresponding Author:- Ma.Victoria A. Cabigan.

Address:- Ed. D. – Faculty, Extension Implementing Unit, CAS, Laguna State Polytechnic University
 Sta. Cruz Campus, Philippines.

more likely to survive and prosper. Total Quality Management is considered an important catalyst in this context as it increases the satisfaction by boosting quality through motivating the workforce and improving the way it operates. Essentially, it is a way of organizing and involving the whole organization, every department, every activity and every single person at every level. Total Quality Management ensures that the management adopts a strategic overview of the quality and focuses on prevention rather than inspection. (<http://en.wikipedia.org/>).

The importance of TQM lies in the fact that it encourages innovation, makes the organization adaptable to change, motivate people for better quality, and integrates the organization arising out of a common purpose and all these provide with a valuable and distinctive competitive edge. Everyone has to be committed to quality. That means changing the attitude of the entire workforce and altering the way the institution operated.

Every state university including private universities are required to extend services and programs that may help people in the community to cope with difficulty in sustaining their necessities to sustain their daily needs as food, shelter and security. It is mostly designed to address the problems the people in the community is facing. Republic Act 7722, otherwise known as The Commission on Higher Education mandates institutions of higher learning like State Universities and Colleges (SUCs) to respond to the call for societal transformation. The aim is to serve the poorest of the poor, the less privileged, the deprived and the oppressed.

Among SUCs, most of their extension programs are demand driven and accreditation driven. Demand driven is community-based that encompass basic functional needs and demands designated to establish and promote the general well-being of the rural and urban populace. Usually this is requested by the Local Government Unit concerned upon identification of the specific needs of their constituents. On the other hand, the accreditation drive extension programs are implemented in response to the requirements by an accrediting body. Although they emerged differently, yet the implementation complements the curricular offerings of the institution (Bidad et al. 2010).

Objectives:-

The purpose of this study is to determine the extent of the total quality management of extension services of the Laguna State University system. Specifically it sought to answer the following questions:

1. What is the level of implementation of the extension programs as to objectives, goals and thrusts of the university, training needs analysis, faculty involvement and administrative support?
2. How do the respondents describe the TQM-related factors with respect to motivation, adaptability, skills and development?
3. How can the management skills of the respondents be described in terms of planning, organizing, coordinating, leading?
4. What is the extent of LSPU System extension programs and services along sustainable development, gender advocacy development, community development and good governance and environment conservation and management?
5. Do the extension program implementation, TQM –related factors and management functions singly or in combination significantly predict the LSPU System extension programs and services?

Methodology:-

This study used the descriptive method of research to describe the total quality management of extension programs and services of LSPU System. The population of this study were 324 regular faculty members of LSPU System comprising four campuses. From the population, 164 faculty members from the different campuses were the respondents using non-probability purposive sampling technique. This was used since every faculty could be considered a respondent as everyone is involved in the extension program of the institution. Equal number of respondents per campus was utilized in this study. Data gathered were analysed through descriptive statistics such as: frequency counts, percentage, mean and standard deviation, inferential statistics for multiple regression, to probe into the underlying relationships among the given set of variables.

Literature Review:

In the educational setting, the term quality encompasses economic, social, cognitive and cultural aspects of education. This is perceived as an integral feature of the educational process by providing high quality educational

services. Educational institutions play an important role in the development of the national economy, of the society as a whole and of its individual members. Total quality can only be achieved by establishing an innovative organization, one that is flexible, which can adjust to changes in its environment and is capable of learning (Vlasic et.al. n.d.)

Quality management is a part of management aimed at achieving quality goals through planning, monitoring, assuring improved quality. Total quality management upgrade management quality and quality of work in education institute in general.

A study by Vishan (2013) based on the findings revealed that government motivation is the key determinant in influencing the ability of stakeholders in the Maldives to respond to environmental issues which concern them most. A number of problems emerged due to insufficient government motivation, however the perspectives of the stakeholders in the Maldives to discuss and have wider debates concerning the issues.

A study done by Mavrothalassitis (2016) to investigate the link between employee motivation and how this would affect external customer service. The study displays that employee motivation determines the outcome of service levels and the delivery of exceptional customer service by satisfied and informed employees. To encourage and motivate oneself, receiving them from another source can have even greater power upon the being. When this occurs, it is like a validation or stamp of approval from that source that one can do it-the person is on the right track.

Moreover, Harackiewicz et al. (1997) motivation as the basic drive for all actions. Motivation refers to the dynamics of one's behaviour, which involves needs, desires and ambitions in life. Achievement motivation is based on reaching success and achieving all of aspirations in life. Achievement goals can affect the way a person performs a task and represent a desire to show competence.

Encouragement and motivation are two actions that can be both given and received. The nice thing about this perspective is that whichever end you are on, the rewards are great and the results positive. While it is entirely possible (<http://www.livestrong.com/>)

Khambule (2013), cited that training and skills development should also assist informing the basis for lifelong learning and to increase productivity and quality of work. A comprehensive human resource training and development strategy should be linked to the business strategy and the human resource management strategy in organizations. The primary objective of the study was to analyse the views of employees and to determine their level of awareness regarding training and skills development and how these can improve performance.

Govender (2011) in his study cited that rapid technological advances, complex skills legislative requirements and ineffective internal management frameworks challenge workplace training providers so based on the conclusions and recommendations that an internal management framework for improving training providers to improve workplace skills development.

Zhou et al. (2014) stated that job training has been treated as the most popular approach to help with improving employee's performance as well as company's performance and also showed that the more training employees received the better and improved performance they have. The limitation of the study is that it did not show much about the financial benefit of training.

A study of Yu (2000) where it focused on the empowerment of youth in a resource poor community through ICT training showed after the evaluation of the training, practicing suggestions are provided to improve the training program through high quality training and promote employment opportunities. As a result, the participants of the training benefitted from the improvement and achieve a better way of life

Based on the result of the study it shows that LSPU Extension Program and services attempts to improve the social status of minority populations by offering them contemporary skills needed to uplift their way of living and improve the well-being of local citizens by offering them skills trainings, seminars through collaboration with their municipality.

Table 1 presents the respondents description of the total quality management related factors with regards to motivation. As depicted on the table, all indicators of Total Quality Management along motivation was given a remark agree by the respondents except for the statement number 5 with strongly remarks

Table1:-Total Quality Management-Related Factors in terms of Motivation

Indicative Statement	Mean	SD	Verbal Interpretation
1.Ensure opportunities for out of school youth success by assigning tasks that are essential for the NCII examination	3.98	0.81	Agree
2.Help the clientele feel that they are valued members of a learning community	4.07	0.80	Agree
3.Give frequent, early, positive feedback that supports clientele beliefs that they can do well..	3.98	0.76	Agree
4.Create an atmosphere that is open and positive.	4.10	0.86	Agree
5.Energize clientele and maintain their enthusiasm	4.38	0.83	Strongly Agree
6.Inspire clientele to achieve more than they may ever have dreamed possible	4.05	0.78	Agree
7.Create a complete emotional reality of the future success that makes these feelings of pleasure and satisfaction	4.01	0.80	Agree
8.Provide recognition, incentives, and rewards to clientele for doing a good job.	3.95	0.82	Agree
9.Understand what the out of school youth are passionate about in their lives.	3.96	0.84	Agree
10.Give them an opportunity to explain how they will accomplished the job.	4.03	0.79	Agree
Overall Mean	4.05		
Overall Interpretation	The total quality management related factors in terms of motivation is interpreted as high		

The overall mean of 4.05 implies that respondents described the extent of implementation of extension programs as far as TQM along with motivation is high. This is clear indication that the extension program of LSPU system along the line has provided recognition, incentives, and rewards to clientele for doing a good job and create a complete emotional reality of the future success that makes these feelings of pleasure and satisfaction; a clear manifestation of having a strong motivational characteristic.

According to Hurtic, Indira, Crafoord, and Andre (2013) the use of reward systems motivate employees to reach the organization's goals. This context is strongly supported by Nilsson, et al. (2007) that a motivated employees and managers have a bigger chance of motivating others, thus, providing a better understanding of the employee motivation issue. The findings of their study show that today employees are more motivated by intrinsic factors rather than extrinsic which dominated in the past, but none of the two can be overlooked by managers when motivating their employees.

Table 2:-Total Quality Management Related Factors in terms of Adaptability

Indicative Statement	Mean	SD	Verbal Interpretation
1.Communicate the reasons for hard choices and the changes needed to make	4.00	0.81	Agree
2.Establish an atmosphere and culture of open communication.	3.98	0.81	Agree
3.Assess what changes can be controlled to meet challenges to carry organization goal forward.	4.00	0.82	Agree
4Respond to changes, assimilate new information, learn new systems or procedures, and to do things in a new and different way.	3.98	0.84	Agree
5.Allow faculty to learn new skills, explore new opportunities and exercise their creativity in ways that ultimately benefit the organization	3.96	0.82	Agree

6.Point to areas of opportunity for improvement of program.	4.00	0.81	Agree
7.every- one are encourage to question why things are done a certain way and look for a new way to make work done faster	3.98	0.83	Agree
8.Provide recognition, incentives, and rewards to clientele for doing a good job.	3.95	0.78	Agree
9. Respond to a new opportunity, face new challenges and learn to ease the difficulty of the transition.	3.95	0.81	Agree
10.build as many skills before their use becomes essential for organizational survival	3.91	0.82	Agree
Overall Mean	3.97		
Overall Interpretation	The total quality management related factors in terms of adaptability is described as high		

All other items were also rated agree by the respondents as shown by a slight variation in mean ratings. The overall mean of 3.97 further shows that the total quality management related factors in terms of adaptability was perceived high.

This point out for the improvement of LSPU extension programs as it respond to a new opportunity, face new challenges and learn to ease the difficulty of the transition. Osborn, et al. (2002) in their research suggested, that when the climate is receptive to change and there is supportive and innovative leadership, counsellors perceive more opportunities for professional growth than when the climate or leadership is less supportive. This shows that support and innovation is by far an indicators of motivational aspect which could be a way for a positive change and results.

Table 3:-Total Quality Management –Related Factors in terms of Skills Development

Indicative Statement	Mean	SD	Remarks
1. Provide community training opportunities to gain special skills that may level up their way of life. .	4.16	0.75	Agree
2.offers assistance as an incentive to municipalities and other offices to mount training programs for employees and constituents	4.06	0.73	Agree
3.Exert effort to obtain assistance for the activities and funding intended for materials to be used in the conduct of the training. .	4.09	0.72	Agree
4.Develops skills that begins with assessing which skills are important for desired career development	4.13	0.74	Agree
5.Have the ability to go beyond research to include, personal effectiveness and career management.	4.07	0.76	Agree
Overall Mean	4.10		
Overall Interpretation	The TQM-Related Factors in terms of skills development is perceived high		

The table presents the level of quality management system of LSPU extension programs and services along with skills development. It shows the quality management system of LSPU extension programs and services along with skills development. The overall mean of 4.0 manifests that the level of TQM of LSPU extension programs and services along with skills development is high.

The findings of the study further show that respondents have common perception on the implementation of TQM of LSPU extension programs and services along with skills development as revealed by small computed standard deviation values.

This is a clear manifestation that LSPU Extension Office looks into the development of skills of their clienteles by providing them with training opportunities that will develop their special skills through assessing which skills are important for desired career development.

As cited by Abera (2014) in her study, the phenomenon or idea of training and development requires understanding of all the changes that take place as a result of learning. She emphasized that training deals with the efforts made to bring understanding and let them know how to use their specific skills.

This is one of the goals of the LSPU Extension Office that is to bring changes or to inevitably change the way of living of the people in the community by harnessing their skills.

Table 4:-Total Quality Management of LSPU Extension Programs and Services along with Sustainable Development

Indicator	Mean	SD	Remarks
1.Ensure opportunities for clientele's success by assigning tasks that are essential for the NCII examination	4.04	0.78	Agree
2.Help the clientele feel that they are valued members of a learning community	4.00	0.79	Agree
3.Give frequent, early, positive feedback that supports clientele beliefs that they can do well..	4.07	0.72	Agree
4.Create an atmosphere that is open and positive.	4.12	0.76	Agree
5.Energize clientele and maintain their enthusiasm,	4.06	0.76	Agree
Overall Mean	4.06		
Overall Interpretation	The TQM of LSPU system extension programs and services in terms of sustainable development is perceived high		

The overall mean of 4.06 shows that the TQM along with sustainable development of LSPU extension programs and services is high. Likewise, a small computed values of standard deviation further shows that respondents have similar views/perception regarding sustainable development of LSPU extension programs and services.

One of the factors that are believed contributory to the success of any organizational programs is to create an atmosphere that is open and positive that can energize, challenge and maintain the enthusiasm of every member towards achieving the desired goals.

This is supported by Diaz et.al. (2015) in their study that aims to increase the understanding about social innovation projects. The results evidence six common challenges showing that those leaders with financially sustainable social innovation projects have the ability to build and maintain relationships, idealized influence, self-awareness, flexibility, and delegation. It also shows the existence of a constructive implications in the selection of type of projects, in terms of the design of study programs, and in a clarification of the both the nature and the boundaries of field .Further, the application of the results could impact positively giving hints on how to lead social innovation projects in order to obtain better results for both the project and society.

In this juncture it is a common scenario that in any organization to be able to finish any activities or to continue going it should be sustained financially.

Table 5:-Regression of TQM of LSPU Extension Programs and Services along with Sustainable Development

Predictor	Beta	t-value	Sig.
Adaptability	0.276	4.430	0.000
Coordinating	0.393	6.692	0.000
Administration support	0.271	4.303	0.000
Objectives, goals and thrust of the university	0.176	3.555	0.001
Skills Development	-0.111	-2.062	0.041

A negative beta value for skills and development shows an inverse effect in extension services along with sustainable development. This could be attributed to lack of motivation among the members of the organization. Other factors like lack of interest on the skills being offered by the schools, time constraint, lack of facilities are a common reasons contributory to the inverse effect. This is where the support of the administration is very much needed to come up and fulfill the targeted objectives.

It is concluded that the level of implementation extension programs and services in terms of objectives, goal and thrust of the university, training needs assessment, faculty involvement and administration support; TQM-related factors as to motivation, adaptability, and skills and development; and management functions as to planning, organizing, coordinating, and leading predict significantly the performance of LSPU System Extension programs and services in terms of sustainable development, gender advocacy and development, community development and good governance and environmental conservation and management, respectively.

The null hypothesis stating that the level of implementation, TQM-related factors, and management functions do not predict significantly the quality management of LSPU extension programs and services in terms of sustainable development, gender advocacy and development, community development and good governance and environmental conservation and management is partially sustained.

Recommendations:

Based from the findings and conclusions drawn, the following are hereby recommended for consideration.

1. Conduct training needs assessment to verify relevant and productive programs or services that would be beneficial to the needs of the community.
2. Give priority to collaborate with other stakeholders to lessen the burden of financial shortage.
3. Have a continuous and adaptive process of gathering, organizing and formulating information and data into an effective argument which is then communicated to LSPU administration to create an enabling policy and resource allocation.
4. Research and further studies be repeatedly undertaken to find other appropriate indicators so as to make the results of the study more meaningful.

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