

Total Quality Management and Employee Performance among Motorcycle Dealers: Basis for TQM Initiatives

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Abstract

Total Quality Management is an organizational technique for continuous improvement that would improve and augment employee performance. The study explores the relationship between total quality management and employee performance. This paper helps fill a gap in the literature by measuring total quality management implementation and employee performance among motorcycle dealers. The study's dependent variable is employee performance with two sub-variables: task performance and contextual performance. While the independent variable is total quality management using ISO 9001:2015 standards, namely, customer focus, leadership, engagement of people, process approach, evidence-based decision making, continual improvement, and relationship management. The study utilized quantitative and descriptive research design. The study took 145 participants using a simple random sampling method. The study results have shown that the seven TQM elements significantly influence employee performance measures. The findings imply that total quality management plays a vital role in the performance and success of an organization. Hence, motorcycle dealers should continue implementing total quality management with all variables to improve performance. Motorcycle dealers should improve employees' involvement, commitment, and awareness of TQM, enhance the organizational structure, and provide resources to overcome the barriers that prevent effective implementation of TQM.

Keywords: *Total Quality Management, Employee Performance, Motorcycle Dealers*

Introduction

Total quality management is a prominent quality improvement philosophy in today's corporate setting. Total quality management has been one of the many quality considerations taken into account to improve organizational performance Zehir et al. (2012). This organizational technique is attributed to the growing competition in the business environment to attract customers.

In order to enhance the competitive position and improve business performance, companies worldwide, large and small, manufacturing and services, have applied the principles of total quality (Aarabi et al., 2012). Ahmad et al. (2013) noted that most of the analyses on Total Quality Management have been recognized in diverse organizations. Organizations have their management systems, which are linked to critical components in achieving organizational goals and targets. One of the key indicators to measure an organization's success is employee performance. Employees mobilize the organization and conduit in the achievement of organizational targets.

Employee performance is a powerful tool for organizational viability. That quality and human capital competence largely contribute to organizational success. Van Kemenade and Hardjono (2019) mentioned that the concept had been primarily related to the processes of managing people. Every part and parcel which affects employee performance should be kept in mind to increase the competition (Anam Iqbal, Muhammad Asrar-ul-Haq, 2018) Nevertheless, total quality management significantly influences employee performance, a vital tool for organizational competitiveness (Valmohammadi & Roshanzamir, 2015).

In the quest for organizations to become highly competitive, quality of products and services are key aspects which an existing or potential customer could never ignore. Motorcycle is one of the emergent industries in today's business environment. According to (Fortune Business Insights, 2022) the global motorcycle market is projected to grow from one hundred twenty-seven point forty-four billion dollars in

2022 to two hundred twenty-three point fifty billion dollars by 2029, at a Compound Annual Growth Rate (CAGR) of eight-point four percent in forecast period, 2022-2029. Moreover, in Asia, the number of motorcycle users has increased by an average of at least twenty percent per year over the last five years, which resulted in a significant increase of at least twenty-four percent worldwide. In the Philippines, the increase of motorcycles users is likewise higher, indicating that Filipinos opt to use motorcycles for mobility (Asian Development Bank, 2020).

The phenomenal growth of motorcycle users in the Philippines has attributed to Filipinos that motorcycles are an essential component of a household in the Philippines. In many provinces, people have used motorcycles for mobility without an efficient public transport system. In addition, the increase in the usage of motorcycles in highly urban areas and metropolitan regions can also be attributed to other factors, such as the use of motorcycles as delivery modes for Internet or online purchases (Asian Development Bank, 2020). Subsequently, the increase in motorcycles demands and number of suppliers exists, hence, motorcycle dealers are also empowered. Motorcycle dealers may not be able to fully utilize the potential of their employees if they do not have comprehensive information on how employees perceive empowerment and how it affects their performance.

Employee performance is one of the areas wherein the researchers have found a consistent link with the application and implementation of total quality management (Sciarelli, Gheith & Tani, 2020). Malkawi et al. (2017) and Taleghani et al. (2013) note that employee performance indicates the organization's success in achieving its objectives and mission. Business organizations can only sustain themselves with the consistent support of their employees. Hence, the objectives of a business function improvement must consider the long-term goals of customer satisfaction. Employees who have high performance can support achieving goals and objectives set by an organization to improve employee performance.

Several authors have found a positive relationship between total quality management and employee performance (Al-Saffar et al., 2019). Much of the research on total quality management and employee performance has been conducted in the context of Western economies. Little research has been done in the Asian countries in general and the Philippines in particular. Hence, it is necessary to consider how total quality management is being implemented from the employees' perspective and how it affects the employees' performance among motorcycle dealers. This paper helps fill a gap in the literature by measuring total quality management implementation and employee performance among motorcycle dealers.

This research explores the relationship between total quality management and employee performance. The research would support the organization in implementing a total quality management system and align it with the organizational vision and mission to attain optimum performance and afford the stakeholders high quality. Knowing that quality management systems play a crucial role in an employee's performance, the organization will provide a good insight into quality systems by conducting this research.

Framework of the Study

This study was guided by the ISO 9001: 2015 Quality Management System Framework and the Employee Performance dimensions of Koopmans et al., 2015.

Total quality management as an organizational standard for excellence is anchored on the International Organization for Standardization, specifically, the 9001:2015 quality standards that include customer focus, leadership, engagement of people, process approach, evidence-based decision-making, continual improvement, and relationship management. The International Organization for Standardization is an independent, non-governmental, international organization that develops standards to ensure product, service, and system quality, safety, and efficiency. ISO standards are in place to ensure organizational consistency (Wilber, 2020).

In September 2015, the fifth edition of the ISO 9001: 2015 Quality Management System was published, giving a new strategic orientation to the standard by taking into account the fact that more and more quality management systems are used together and integrated with the business processes of the organization (ISO, 2015). The goal of ISO 9001:2015 is to promote the implementation of a system approach. (ISO, 2015)

Moreover, ISO 9001:2015 standards are guidelines aimed at organizing the management of an organization in its various activities to facilitate world trade (Andres-Jimenez et al., 2020). Also, Ong et al. (2020) said that it is a quality management system that optimizes the quality effectiveness of an organization and creates a framework for continuous improvement. The significant advantage of ISO 9001:2015

standards is that it is an all-encompassing standard that covers many aspects of a business, including employees' performance and productivity.

ISO 9001:2015 framework contains seven (7) principles: customer focus, leadership, engagement of people, process approach, evidence-based decision-making, continual improvement, and relationship management. The following are the discussions of the seven principles of total quality management.

Total Quality Management

Total quality management was introduced in Japan in early 1980s; it is a management approach that endeavor to improve the quality and productive capacity of business organizations. The following decade saw total quality management becoming increasingly popular in organizations, where this management approach was adopted and implemented with an emphasis on continuous customer satisfaction and improved organization performance (Haroon & Shariff, 2016). Total quality management is seen as a preferable way to differentiate their entrepreneurial activities in the hope of achieving a better outcome in an increasingly competitive environment (Sule et al., 2017). Subsequently, quality management has been widely known in several standards such as in the International Organization for Standardization criteria and its idea on quality management has been largely accepted (Al-Qahtani et al., 2015).

Total quality management can be summarized as a management system for an organization that is focused on its customers and involves all employees in continuous improvement. The integration of the quality discipline into the organization's culture and activities is accomplished through the use of strategy, data, and efficient communication. Modern quality management systems, the successor to total quality management, contain many of these ideas. Here are the seven principles of total quality management:

Customer Focus. The primary focus of quality management is to meet customer requirements and strive to exceed customer expectations. Sustained success is achieved when an organization attracts and retains the confidence of customers and other interested parties. Every aspect of customer interaction provides an opportunity to create more value for the customer. Understanding the current and future needs of customers and other interested parties contributes to the sustained success of the organization. (ISO 9001:2015, 2021)

Leadership. The new standard emphasizes leadership and management commitment. More is needed for leadership to ensure quality management system activities occur by appointing a management system representative and assigning task to ensure compliance. Thus, the new standard now requires top management to get actively involved in the operation of their quality management system and help ensure that quality is embedded in the routine of business operations and not as a separate and discrete activity.

Engagement of People. Organizations must ensure everyone is competent, empowered, and involved in providing organizational values. Capable, empowered, and engaged people throughout the organization will increase the organization's capacity to create value. Everyone needs to be involved and respected as individuals to manage an organization effectively and efficiently. (ISO, 2015)

Process Approach. The word "process" is defined in ISO 9000:2000 clause 3.4.1 as "a set of interrelated or interacting activities that transforms inputs into outputs." Inputs to a process are generally outputs of other processes. Reliable and predictable results can be achieved more effectively and efficiently when activities are understood and managed as an interrelated process that functions as an integrated system. The quality management system consists of interrelated processes. The process approach helps organizations to control the linkages between processes and the interfaces between the functional hierarchies of the organization. This approach emphasizes the importance of understanding and meeting requirements, the need to consider processes in terms of added value, obtaining results of process performance and effectiveness, and continual improvement of processes based on objective measurement. (ISO, 2015)

Continual Improvement. Continual improvement (CI) is a vital requirement of the ISO 9001 standard. It's part of quality management and requires companies to constantly look for ways to improve things by changing their activities and procedures. Generally, Continual improvement (CI) is based on the idea that minor, ongoing, and well-calculated modifications can lead to significant improvements over time. In ISO 9001, CI refers to the company's effort to constantly improve its quality management system to meet ISO standard requirements. It's a continuous process that involves planning, implementing, monitoring, and correcting any problems that may occur. (Bestpractice.biz, 2022)

Evidence-Based Decision Making. Decisions created on analysis and valuation of data and information are more likely to achieve the desired results. Decision-making can be a complex process and

always involves uncertainty. This process sometimes involves different types and sources of input and interpretations of these inputs, which can be subjective. Effective decisions are based on the analysis of data and information. Other performance statistics or indicators should also be collected in the data and analysis process, such as timeliness and conformance to the specification, user satisfaction survey results, and supplier performance records. (Preteshbiswas, 2019)

Relationship Management. Increased capability to create value for interested parties by sharing resources and competence and managing quality-related risks provides a stable flow of goods and services. The organization manages its relationships with stakeholders, such as suppliers, to achieve sustainable success. Stakeholders influence organizational performance. This management of relationships with stakeholders optimizes their influence on organizational performance. Relationship management with suppliers and partner networks often has a particular interest. (Preteshbiswas, 2019)

The dependent variable of the study is employee performance with two dimensions which are task performance and contextual performance.

Employee Performance

Employee performance is based on the employee performance dimensions of Koopmans et al. (2011). Individual work performance is an issue that not only has grasped companies all over the world but also has fueled a great deal of research in the fields of management, occupational health, and work and organizational psychology. Individual work performance is a relevant outcome measure of studies in the occupational setting. (Koopmans et al., 2011)

On a general level, employee performance describes an individual's contribution to an organization's overall success. On a more specific and measurable level, employee performance can be divided into different factors (Koopmans et al., 2011). However, there is a broad consensus in the scientific community that job performance consists of two interplaying components, task performance, and contextual performance.

Koopmans identified two dimensions of employee performance which are task performance and contextual performance.

Task Performance. Task performance describes the core job responsibilities of an employee. It is also called "in-role prescribed behavior" (Koopmans et al. 2011) and is reflected in specific work outcomes and deliverables as well as their quality and quantity. Task performance is an important construct for predicting individual's behavior and performance at workplace. It is about how effectively and efficiently the employees fulfill their responsibilities. Furthermore, task performance relates to the efficiency (i.e., speed vs. accuracy) in which individual employees are able to complete work-related tasks (Koopmans, 2014).

Contextual Performance. Contextual performance includes behaviors that contribute to the organization's effectiveness by providing a suitable environment for task performance. Contextual performance goes beyond formal job responsibilities. Also referred to as "discretionary extra-role behavior" (Koopmans et al., 2011), contextual performance is reflected in activities such as coaching coworkers, strengthening social networks, and going the extra mile for the organization.

The conceptual framework of the study is shown in Figure 1. In this framework, the dependent variable is employee performance with its task and contextual performance indicators. In contrast, the independent variable is total quality management with seven principles which are customer focus, leadership, engagement of people, process approach, evidence-based decision-making, continual improvement, and relationship management.

Figure 1: Schematic Diagram Showing the Interplay of the Variables of the Study

Total Quality Management

- Customer focus
- Leadership
- Engagement of People
- Process Approach
- Evidence-based Decision Making
- Continual Improvement
- Relationship Management

Employee Performance

- Task Performance
- Contextual Performance

Statement of the Problem

This study determined the influence of total quality management on the employee performance of motorcycle dealers. Specifically, the study answered the following questions:

1. How do employees assess total quality management in terms of;
 - 1.1 customer focus;
 - 1.2 leadership;
 - 1.3 engagement of people;
 - 1.4 process approach;
 - 1.5 evidence-based decision making;
 - 1.6 continual improvement and;
 - 1.7 relationship management?
2. How do employees assess performance in terms of;
 - 2.1 task performance; and
 - 2.2 contextual performance?
3. Is there a relationship between total quality management and employee performance among motorcycle dealers?

Hypothesis of the Study

H_{01} : There is no relationship between total quality management and employee performance among motorcycle dealers.

Delimitation of the Study

The study utilized a quantitative approach to measure the participant's responses based on the survey questions provided. It was conducted among the motorcycle dealers in Don Carlos and Maramag, Bukidnon. The study participants were motorcycle dealers' employees and were selected using a simple random technique.

Further, the variables of the study were limited to the indicators of total quality management based on the ISO 9001:2015 quality standards, which includes customer focus, leadership, engagement of people, process approach, evidence-based decision making, continual improvement, and relationship management while the dependent variable Employee Performance consists of two dimensions, the task performance, and contextual performance. The primary data was collected using an adapted survey questionnaire. The study was conducted from January to July 2022.

Significance of the Study

The study may provide baseline data to specific groups of people who find this helpful in their fields of concern.

The Management of Motorcycle Dealers. The findings of this study serve as a valuable guideline for the organization in the process of continual improvement to ensure the business is more efficient, reduces errors, and maintains a high standard of service delivery. The study's results may make the (Top Management) aware of the effect of total quality management practices on their employees on their job commitment and motivation, attitude toward responsibility, and goal attainment. The results serve as the basis for the human resource department to carve out programs and activities that will enhance employees' work attitudes and ensure employees' work engagement and better job performance.

Sales managers/Marketing staff. This study would be a help to the managers in order for them to be competitive, to increase efficiency and productivity, better utilization of resources, for a high level of service to the customers, and continuous improvement and better performance. This study would serve as feedback on their job commitment, motivation, attitude toward their responsibility, and attainment of organizational goals. Such baseline information is valuable for employees' participation in planning human resource development and attaining organizational goals.

Academic Institutions. The study contributes to the literature by offering new insights into the implementation patterns of total quality management on ISO 9001:2015 in motorcycle dealers and its relationships with employee performance.

Future Researchers. This study would allow future researchers to be guided and resolute by identifying relevant ideas and principles if they handled similar studies.

Definition of Terms

The following terms are operationally defined for the researcher to understand better the relevance of these terms in the present study.

Employee Performance. Employee performance in the study refers to how an employee of the motorcycle dealers fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output. The indicators include task performance and contextual performance.

Motorcycle Dealers. In the study, motorcycle dealers refer to organizations whose primary business is buying and selling all types of motorcycles, whether new or used.

Total Quality Management. The study refers to organizational techniques for continuous improvement. The dimensions include customer focus, leadership, engagement of people, process approach, evidence-based decision-making, continual improvement, and relationship management.

Total Quality Management Initiatives. The study is an intervention plan for process improvement which may help organizations to increase performance.

Research Methodology

This chapter discusses the methods and procedures that were used in the conduct of this study. These include research design, research locale, research participants, sampling procedure, research instruments, scoring procedure, validity and reliability of the tools used, data gathering procedure, and statistical treatment.

Research Design

This study made use of a quantitative descriptive research method. It is a quantitative research method considered conclusive and used to test specific hypotheses and describe characteristics or functions (Fluet, 2021). Also, a descriptive research design can use various research methods to investigate one or more variables. The researcher does not control or manipulate variables but only observes and measures them (McCombes, 2019). All of the constructs of the study were assessed using quantitative data. By following this research design, the study aims to provide valuable insights into the relationship between Total Quality Management and Employee Performance in motorcycle dealerships in Don Carlos and Maramag, Bukidnon, Philippines, and contribute to the existing literature in the field.

Research Locale

This research study was conducted in Don Carlos and Maramag, Bukidnon, Philippines. Don Carlos is a first-class municipality. For the current year, 2022, the economic dynamism of Don Carlos has a local economy size of 0.0208 percent, local economic growth of 0.0022 percent, and active business establishments of 0.01336 percent. Moreover, the infrastructure, particularly on vehicles, has a score of 0.0098 percent. The 149-hectare new airport is one of the flagship infrastructures projects of the

municipality (MENA Report, 2022), which may attract more business establishments in the coming years (“Cities and Municipalities Competitiveness Index 2022 Rankings,” 1 B.C.E.). Moreover, the Municipal Planning & Development Office of Don Carlos reported that as of Fiscal year 2021, the number of issued business permits per category has reached up to 729 businesses. (Business Permit and Licensing Division).

Based on the data provided by the Municipal Planning & Development Office of Don Carlos, it can be noted that the municipality has a good standing in social, economic enterprise and implemented programs for business development that boost the local economy, provide employment opportunities, and improve the quality of life for the entire community.

Moreover, Maramag is one of the municipalities of the Southernmost part of the Province comprising the 3rd District of Bukidnon. It is a first-class municipality known for the Tourism Highway of Northern Mindanao, the Eco-Resort Capital of Bukidnon, and a Place for Secured Investment. The municipality projected its total revenue and receipts for 2021 to be P437,812,880.00. For the current year, 2022, the economic dynamism of Maramag has a local economy size of 0.0567 percent, local economic growth of 0.0031 percent, and active business establishments of 0.06295 percent (“Cities and Municipalities Competitiveness Index 2022 Rankings,” 1 B.C.E.”). The Municipal Planning & Development Office of Maramag reported that, as of fiscal year 2021, the number of issued business permits per category has reached up to 3,340 businesses.

Don Carlos and Maramag, Bukidnon were chosen as the research locations for several reasons. Firstly, both municipalities are known for their thriving automotive sectors, particularly in the motorcycle dealership industry. The presence of a significant number of motorcycle dealerships in these areas provides a diverse and representative sample for studying Total Quality Management (TQM) practices and their impact on Employee Performance (EP).

Additionally, Don Carlos and Maramag have experienced significant economic growth and development in recent years. This growth is reflected in their infrastructure, economic indicators, and business establishments. These factors indicate a dynamic and evolving business environment, which is conducive to studying the implementation and effectiveness of Total Quality Management practices. Moreover, both municipalities have implemented programs and initiatives to support business development and improve the quality of life for their residents. This indicates a strong commitment to fostering a supportive business environment, which may influence the adoption and impact of TQM practices in motorcycle dealerships.

Research Participants and Sampling Procedure

The participants of this study were the employees of thirty-one (31) motorcycle dealers. The study used the simple random sampling technique wherein participants were identified and carefully chosen among individuals with deep knowledge and experience with motorcycle dealers’ services. The sample size was determined using Slovin’s formula, with an error tolerance of five percent.

Table 1 : Summary of Participants in Don Carlos and Maramag, Bukidnon

Motorcycle Dealers	Total Employees		Sample Size
31	230		145

Research Instruments

The survey instrument has three (3) parts. The first part presented the research objectives, risks, benefits, confidentiality, participation, and the researcher's contact details. The second part consisted of seven indicators for Total Quality Management. The third part contained the two (2) dimensions of Employee Performance: task performance and contextual performance.

The instrument the researcher used was an adapted modified-type questionnaire that helped the researcher gather data in response to the specific information related to the study. The questions on Total Quality Management were adapted and revised from Ashesh Saraf (2019), "Efficacy of ISO 9001:2015 to Support Operational Performance," using the four-point Likert-type Scales (4-Strongly agree, 3-Agree, 2-Disagree, 1-Strongly Disagree). On the other hand, the questions regarding Employee Performance were adapted and revised from Linda Koopmans's (2015) "Individual Work Performance Questionnaire," and the

four-point type Likert Scales (4-Strongly agree, 3-Agree, 2-Disagree, 1-Strongly Disagree) were developed and utilized in the questionnaire.

The questionnaire consisted of a total of forty-nine (49) questions. Thirty-three questions have been used on the total quality management elements (five questions on customer focus, five questions on leadership, five questions on engagement of people, five questions on process approach, five questions on continual improvement, three questions on evidence-based decision making, and five questions on relations management while the employee performance dimensions have sixteen questions (seven questions on task performance and nine questions on contextual performance).

For Total Quality Management, the indicators were chosen to reflect key aspects of Total Quality Management that are commonly found in the literature and are considered essential for ensuring quality and performance improvement. These include indicators related to customer focus, leadership, engagement of people, process approach, continual improvement, evidence-based decision making, and relations management. These indicators align with the research objective of assessing the impact of TQM practices on EP, as they represent the core elements of a comprehensive TQM system that are expected to influence employee performance.

For EP, the indicators were selected to capture the different dimensions of employee performance that are relevant to the context of motorcycle dealerships. This includes indicators related to task performance, which focuses on the execution of job duties and responsibilities, and contextual performance, which refers to behaviors that contribute to the overall effectiveness of the organization but are not part of the formal job requirements. These indicators align with the research objective of examining the relationship between TQM practices and EP, as they represent the specific aspects of employee performance that are likely to be influenced by TQM practices in motorcycle dealerships.

Overall, the selected indicators for TQM and EP were chosen based on their alignment with the research objectives and their ability to provide a comprehensive understanding of the relationship between TQM practices and EP in motorcycle dealerships. These indicators are expected to contribute to the overall study by providing valuable insights into the mechanisms through which TQM practices influence employee performance and the potential implications for organizational effectiveness and competitiveness.

Scoring Procedure

The scales, qualitative description, and qualifying statements presented below were the basis in the tabulation and interpretation of data gathered from the survey instruments.

Total Quality Management System is interpreted as follows:

Range	Qualitative Description	Qualifying Statement
3.26 – 4.00	Strongly Agree	TQM system is highly satisfactory
2.51 – 3.25	Agree	TQM system is satisfactory
1.76 – 2.50	Disagree	TQM system is fair
1.00 – 1.75	Strongly Disagree	TQM system is poor

Employee Performance is interpreted as follows:

Range	Qualitative Description	Qualifying Statement
3.26 – 4.00	Strongly Agree	Employee Performance is excellent
2.51 – 3.25	Agree	Employee Performance is highly satisfactory
1.76 – 2.50	Disagree	Employee Performance is fair
1.00 – 1.75	Strongly Disagree	Employee Performance is poor

Validity and Reliability of the Instrument

The validation and reliability of the survey instrument were done through a process before reaching the intended respondents. Three experts did the content validity to develop a more sophisticated instrument.

Consecutively, to test the instrument's reliability, thirty independent participants were pilot tested with similar faces of the survey from other motorcycle dealers. After pilot testing, Cronbach's Alpha was applied to test further in consideration with 0.70 or higher (Cortina, 1993). Construct reliability can be assessed from the value of Cronbach's alpha and composite reliability of each construct.

Table 2: Reliability Statistics of the survey instrument used in the study.

Item	Cronbach's Alpha	N of Items
TQM and EP	.911	49

Further, the reliability testing showed a reliability coefficient of 0.911, which can be deduced that the survey instrument is considered "Acceptable." Furthermore, the researcher revised particular items that may have entailed confusion or repetition of the statements. These were represented in the corrected item-total correlation wherein the result of 0.3 must be deleted or revised.

Data Gathering Procedure

This study mainly used a survey questionnaire to gather data from the employees of motorcycle dealers. The administration of the survey followed the following procedures. First is the Approval of the Survey Questionnaire. The researcher sought validation and approval from the study's related experts to foster the participants' utilization of the questionnaire.

Second was the approval to conduct the survey. To foster data gathering, the researcher followed the research ethics for both Bukidnon State University and the participants from motorcycle dealers, respectively. A letter was forwarded to this institution addressing the need for a survey, approval, and permission.

Third was the researcher's request from the Municipal Planning and Development Office (MPDO) of the LGUs, which provided a list of business entities and motorcycle dealers, including the address. The researcher asked permission to conduct the study from the dealer's management through office visitation.

Fourth was the administration of a survey to participants. The researcher administered the survey through printed questionnaire forms and directed it to participants of motorcycle dealers. The survey took at least 10 minutes to answer, then the collection of the answered survey followed. Lastly, was the recording and organizing of data gathered. Data has been analyzed using the appropriate statistical tools identified to develop the desired objective of the study.

Research Ethics

During the conduct of this study, the researcher strictly followed the guidelines and procedures set by the University and the agencies directly affiliated. The researcher sought approval from the Dean of the College of Business to proceed in the conduct of the study through the program coordinator of the Master of Management major in Business Management and with the Graduates Studies Coordinator of Bukidnon State University. Sequentially, the permission of the request was given to the participants directly from the managers of identified motorcycle dealers.

Moreover, an assurance from the researcher that there are no likely risks that were and will be associated with participating in this research. An assertion as well on all information gathered in this research was strictly confidential. That results and findings in this research may be used in reports, presentations, and publications, and anonymity was observed. Meanwhile, the completion of these participants' participation was an indication of their consent to take part in the study. Also, the participation was voluntary, and they have the right to decline or withdraw from the research anytime without penalty or cost to them or any other party.

Statistical Treatment

Facilitating the data gathered, the appropriate statistical tools were applied to foster the interpretation of the data. With the help of the university statistician, the organization and summarization of data became more focused on the intended objectives of the study. The following were the techniques applied for each of the research problems:

For problems 1 and 2, descriptive statistics such as mean and standard deviation was applied to summarize the key features of the variables related to Total Quality Management and Employee Performance.

For Problem 3, Pearson's Product Moment Correlation was employed to measure the strength and direction of the linear relationship between total quality management and employee performance.

Presentation, Analysis, And Interpretation of Data

This chapter presents the results, analysis, and interpretation of data gathered from the previous study. The results' considerations are about the study's focus and will answer the research questions established in Chapter 1. The data found in this chapter were arranged according to the problems treated in this study.

Employees Assessment on Total Quality Management

Overall Mean Summary of the Participants Assessment on Total Quality Management

Indicator	Mean	Sd	Description
Customer Focus	3.24	0.62	TQM is Satisfactory
Leadership	3.19	0.53	TQM is Satisfactory
Engagement of People	3.24	0.60	TQM is Satisfactory
Process Approach	3.20	0.56	TQM is Satisfactory
Evidence-based Decision Making	3.22	0.63	TQM is Satisfactory
Continual Improvement	3.19	0.65	TQM is Satisfactory
Relationship Management	3.26	0.62	TQM is Highly Satisfactory
Overall Mean	3.22	0.60	TQM is Satisfactory

Note: (N=145)

The table shows that the overall mean summary of 'total quality management is satisfactory' with a mean of (M=3.22, Sd=0.60). A 'satisfactory' total quality management in motorcycle dealers implies that the dealership has adopted and implemented the principles of total quality management in its business operations. However, it needs to strengthen its implementation to attain high-quality products and services fully, satisfied customers, and a strong reputation in the market.

The result also indicates that among the key components of total quality management, relationship management (M=3.26, SD=0.62) got the highest mean, while continual improvement (M=3.19, SD=0.65) and leadership (M=3.19), SD=0.53) got the lowest means. It implies that relationship management is critical to the success of a motorcycle dealership. Motorcycle dealers can build partnerships with other businesses, organizations, and community groups to support their operations and build their reputation. However, motorcycle dealers may have a clear vision and mission aligned with the total quality management principles. Also, the organization may fortify its pursuit of continual organizational improvement. Continuously striving to improve motorcycle dealers' processes, products, and services can attract new customers, retain existing customers, and build trust with other stakeholders.

Assessment of Employee Performance

Overall Mean Summary of the Participants Assessment on Employee Performance

Indicator	Mean	Sd	Description
Task Performance	3.24	0.89	Highly Satisfactory
Contextual Performance	3.15	0.93	Highly Satisfactory
Overall Mean	3.20	0.91	Highly Satisfactory

Note: (N=145)

Table 13 presents that the overall mean of employee performance is (M=3.20, SD=0.91), which means that 'employee performance is highly satisfactory.' A 'highly satisfactory' employee performance implies that motorcycle dealers' employees are meeting or exceeding expectations in their job duties and responsibilities and are contributing to the dealership's overall success. Moreover, it suggests that motorcycle dealers' employees are performing their job in a timely, efficient while meeting quality standards for their work. The employee is likely demonstrating a work ethic, attention to detail, and the ability to work well with others.

The findings further revealed that among the indicators, the employees put importance on task performance with a mean of ($M=3.35$, $SD=0.82$) compared to contextual performance ($M=3.15$, $SD=0.93$). This means task performance is a positive indicator of motorcycle dealers' employees' effectiveness and can significantly benefit the organization.

Summary, Findings, Conclusions and Recommendations

This chapter summarizes the methods used in the study, summary, findings, conclusions, and recommendations based on the data gathered, analyzed, and interpreted.

Summary

The study focused on the influence of total quality management on employee performance among motorcycle dealers. The following indicators measured the total quality management: customer focus, leadership, engagement of people, process approach, evidence-based decision-making, continual improvement, and relationship management. Consecutively, the following indicators measured the employee performance dimensions: task and contextual performance.

The data was gathered from 145 participants of motorcycle dealers. The researcher used simple random sampling to determine the number of participants, which is a probability sampling due to measurable, finite, and determinate population size. For research design, the study utilized descriptive measures such as; mean, standard deviation, frequency, and percentage distribution to communicate the results for problems 1 to 2. Meanwhile, it also applied Pearson's product-moment correlation to identify if there is a significant relationship between variables and the degree or extent of each other's correlation. Different interpretations were also supported with quantitative measures among the participants.

Findings

The following are the findings revealed in the study:

1. The assessment on total quality management is 'highly satisfactory' based on its indicators: customer focus, leadership, engagement of people, process approach, evidence-based decision making, continual improvement, and relationship management.
2. The assessment of employee performance is 'excellent' with task and contextual performance indicators.
3. There is a relationship between the dependent variable of employee performance and the independent variable of total quality management, which resulted in the rejection of the null hypothesis.

Conclusions

The study was conducted to determine the association between total quality management and employee performance, specifically for motorcycle dealers. The result will contribute to improving and providing opportunities for both the dealers and the clients. Meanwhile, the significant relationship between the two variables provides knowledge in the industry of motorcycle dealers that total quality management may be applied to a better performance of the employees, thereby putting the latter in their most productive state while maintaining fulfillment in their job.

Finally, this research has indicated that relationship management was the most critical success factor for total quality management. Based on the ranking, task performance is the critical success factor for employee performance.

The study results demonstrate that motorcycle dealers have highly implemented relationship management as a business tool and marketing strategy that integrates technology, processes, and business activities for customers. Customer relationship management systems can optimize relationships with existing customers, help attract potential customers, and get previous customers to order or buy products or services. In addition, motorcycle dealers are dependent on their suppliers and customers, so they need to keep up a positive partnership with all of their stakeholders.

Total quality management can have an important and beneficial effect on employee performance and organizational development, particularly for motorcycle dealers. By having all employees focus on quality management, top management shall enhance their leadership styles to establish and uphold cultural values that create long-term success for customers and the organization. Total Quality Management (TQM) helps

improve the interactions between employees and stakeholders, improving morale and productivity. As a result, their company's work becomes of higher quality.

Recommendations

Based on the above findings and conclusions of the study, the following are the recommendations to wit:

Top Management of Motorcycle Dealers. Based on the results provided by the present study, relationship management was distinguished as the most critical success factor for total quality management. The researcher may recommend to the top management to encourage the participation and involvement of suppliers in improving the quality of products. Continue building strong relationships with their stakeholders, such as the clients, suppliers, partners, employees, and the community interested in the business. When a stakeholder is not taken care of, the effects can be felt in various parts of the business. In keeping with positive relationship building with all the stakeholders, the employees may attend ISO training and seminars on quality improvement. Investing effort in identifying and building stakeholder relationships might increase confidence across the process, minimize uncertainty, and speed up problem-solving and decision-making in the organization.

Sales managers and Marketing staff. This line of management knew that profitability in this industry depends on the number of consumers who availed of the service. Consecutively, sales managers and marketing staff may oversee the whole operations of the motorcycle dealers by having a system that could quickly provide the services to the customers like turn-around time of the releasing of motorcycle units upon purchase of the customer as well as improvement in the after-sales customer service. A regular and timely meeting with their people is a great suggestion to know what other possible areas need to improve or take more support.

Academic Institutions. The result of the study may contribute to the literature by offering new insights into the implementation patterns of total quality management using ISO 9001:2015 principles in the curriculum, specifically on Operations Management and other business subjects.

Researchers. Since few studies have been conducted in this area, this study may become a data source. This study may also lead to formulating another study in the areas like ensuring quality management systems be applied in the services of motorcycle dealers. Thus, similar studies may be done in the future in an immense scope and using other methodologies to assure reliability, validity, and more in-depth scrutiny ensuring better total quality management practices and a high level of employee performance. Future research should include other types of criteria measures in order to determine which combinations are the best predictors of task and contextual performance.

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