

The Implementation of Iso 9001:2015 Quality Management Systems on the Delivery of Public Services, City Government of Baguio

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ABSTRACT

1.1 Rationale/Background of the Study

The delivery of quality public services remains a core function of government institutions. The use of Quality Management Systems (QMS), especially ISO 9001:2015, has become a strategic measure in improving service efficiency, accountability, and customer satisfaction in the last few years. This study assesses the implementation of ISO 9001:2015 on public service delivery in the City Government of Baguio, with a focus on customer satisfaction and employee engagement. The study is based on the understanding that before the adoption of the QMS, the City Government experienced some operational problems such as non-uniformed processes, lack of transparency, and inefficiencies in measuring performance output. The Philippine Government's thrust, through the Government Quality Management Program (GQMP), encourages all agencies to adopt ISO 9001:2015 as a means of institutionalizing a culture of continuous improvement and excellence in governance.

Granted scholarship by the Development Academy of the Philippines (DAP), the City Government of Baguio went through a comprehensive QMS implementation process resulting in its certification to ISO 9001:2015 in December 2022. This study evaluates how these changes has impacted the overall public service delivery, particularly in improving organizational systems, encouraging employee accountability, and enhancing citizen trust and satisfaction. The findings aim to provide evidence-based observations on how QMS can be effective in local governance and to propose strategic interventions that can further support quality service delivery. Ultimately, the study seeks to contribute to the continuous improvement efforts of the City Government and encourage other local government units to pursue similar quality initiatives.

1.2 Summary

The research aims to assess the implementation of ISO 9001:2015 on the delivery of public services in the City Government of Baguio.

Specifically, this study seeks to answer the following:

1. What is the level of implementation of ISO 9001:2015 along:
 - a. Quality planning;
 - b. Quality control;
 - c. Quality assurance; and,
 - d. Quality improvement?
2. What is the level of satisfaction of stakeholders with the quality of public service along:
 - a. Service culture;

- b. Employee engagement;
 - c. Service quality; and,
 - d. Customer service?
3. What is the relationship between the level of implementation of ISO 9001:2015 and the level of satisfaction of the stakeholders?

1.3 Findings

The notable findings of this were the following:

1. On the level of implementation of ISO 9001: 2015 along:

A. Quality planning

With an overall mean of 3.07, there is a moderate level of implementation of ISO 9001:2015 in the City Government of Baguio (CJOB) along quality planning across all key indicators.

B. Quality control

With an overall mean of 3.03, there is a moderate level of implementation of ISO 9001:2015 in the City Government of Baguio (CJOB) along quality control across all key indicators.

C. Quality assurance

With an overall mean of 3.12, there is a moderate level of implementation of ISO 9001:2015 in the City Government of Baguio (CJOB) along quality assurance across all key indicators.

D. Quality improvement

With an overall mean of 3.08, there is a moderate level of implementation of ISO 9001:2015 in the City Government of Baguio (CJOB) along quality assurance across all key indicators.

2. On the level of satisfaction of stakeholders along:

A. Service culture

With an overall mean of 3.16, the stakeholders are satisfied with the public service they receive along service culture across all key indicators.

B. Employee engagement

With an overall mean of 3.17, the stakeholders are satisfied with the public service they receive along employee engagement across all key indicators.

C. Service quality

With an overall mean of 3.13, the stakeholders are satisfied with the public service they receive along service quality across all key indicators.

D. Customer service

With an overall mean of 3.17, the stakeholders are satisfied with the public service they receive along customer service across all key indicators.

3. On the relationship between the level of implementation of ISO 9001:2015 and the level of satisfaction of the stakeholders:

According to the calculated correlation coefficient ($r = 0.18$), the findings reflect a high positive relationship between the extent of ISO 9001:2015 implementation and the extent of stakeholder satisfaction. That is, as the extent of ISO 9001:2015 implementation grows, stakeholder satisfaction also tends to increase.

The research indicates that a greater degree of ISO 9001:2015 implementation contributes to higher stakeholder satisfaction. This is consistent with the ideals of Quality Management Systems (QMS), which focus on continuous improvement, customer orientation, and process effectiveness—factors that have a direct impact on stakeholder satisfaction.

1.4 Conclusion

Based on the findings, the following are the conclusions of this research study:

1. On the level of implementation of ISO 9001: 2015 along:

A. Quality planning

Quality planning management system is compliant to ISO 9001:2015 with key strength on documentation of quality planning procedures and integration of quality planning into strategic planning.

B. Quality control

Good Quality control practices are seen in documentation and compliance to quality control processes ensuring consistency and traceability.

C. Quality assurance

Strong commitment to quality assurance is observed highlighting the adherence of CGOB to compliance, gap identification and service quality improvement.

D. Quality improvement

Active engagement in continuous quality improvement efforts are perceived stressing the active involvement in current quality improvement activities, having a structured mechanisms in place and demonstrating its commitment to sustaining and evaluating quality improvement activities.

2. On the level of satisfaction of stakeholders along:

A. Service culture

Service culture is well received wherein the city's public service delivery meets expectations in terms of professionalism, integrity, and responsiveness to customer needs.

B. Employee engagement

Employees are well engaged in the delivery of public service with strengths in professionalism, enthusiasm, and effective communication in delivering public services.

C. Service quality

The city government effectively delivers services that meet stakeholder expectations in terms of quality, reliability, timeliness, and accessibility.

D. Customer service

The employees of the City Government of Baguio effectively respond to the needs of stakeholders and provide adequate support in service delivery and exhibits professionalism, politeness, and responsiveness in their customer service interactions.

3. On the relationship between the level of implementation of ISO 9001:2015 and the level of satisfaction of the stakeholders:

As the City Government of Baguio (CGOB) improves its implementation of ISO 9001:2015, stakeholder satisfaction also increases. This finding is in accordance with the fundamental pillars of Quality Management Systems (QMS), which focus on continuous improvement, customer focus, and effectiveness of processes—all factors that have a direct impact on stakeholder satisfaction. The positive association indicates that the implementation of ISO 9001:2015 practices not only enhance service delivery but also improves the overall stakeholder experience.

1.5 Recommendations

Based on the results and findings that this research generated, the following are recommended:

1. On the level of implementation of ISO 9001: 2015 along:

A. Quality planning

It is recommended that the City Government of Baguio (CJOB) enhance its risk management practices through the provision of trainings and capacity building initiatives focusing on ISO 9001:2015, particularly in strategic quality management and risk-based thinking. Additionally, it should optimize resource allocation through strengthening its fiscal and financial evaluation to ensure that resources are effectively utilized to meet its quality objectives. The city should also strengthen its communication strategies by putting greater emphasis on communication and employee engagement through town hall meetings, workshops and better feedback mechanisms to ensure all stakeholders fully understand and commit to quality objectives. Continuous monitoring and evaluation should be implemented to track quality planning processes, identify gaps, and continuously improve.

B. Quality control

To further improve quality management, the City Government of Baguio (CJOB) must adopt more advanced and diverse quality control tools and techniques, including root cause analysis, and data-driven decision-making techniques. These tools will enhance decision-making and streamline service delivery processes. The CJOB should also improve its response to deviations by adopting more proactive measures for detecting and solving quality issues. This can be done via real-time monitoring mechanisms and strengthening corrective and preventive action mechanisms to respond more rapidly and effectively. Additionally, CJOB must emphasize constant improvement of corrective action procedures by offering more training in root cause analysis. To keep all the employees updated with the current practices, periodic training and workshops regarding ISO 9001:2015 standards and quality control tools should be provided.

C. Quality assurance

In order to improve the quality assurance activities of the City Government of Baguio (CJOB), it is recommended that the organization invest in ongoing and holistic staff training on quality assurance principles and ISO 9001:2015 standards. This will keep employees current with the most recent practices and enhance their competency in supporting quality assurance activities. Furthermore, CJOB needs to enhance quality control processes by analyzing and refining existing processes with the guidance of its Process Improvement Team to be effective and attuned to ongoing improvement objectives. Finally, As a result of the effectiveness of the existing internal auditing process, CJOB also needs to enhance internal auditing and review, possibly intensifying frequency or scope of audit to determine proactively weaknesses and gaps.

D. Quality improvement

For maximum effectiveness in quality improvement efforts, the City Government of Baguio (CJOB) must work to ensure that efforts pay off in terms of measurable and tangible service improvements. This can be done by crafting precise performance metrics to measure the direct effect of quality improvement and making effective communication about these changes to stakeholders. Moreover, CJOB needs to make the application of lessons learned and feedback more robust by putting in place a better-organized mechanism for using such learnings to inform future programs, such that feedback is used to continually enhance service quality. There also needs to be a detailed strategy on how areas to improve should be prioritized based on the probable effect of each area on delivering services. This may include carrying out more in-depth root cause analysis and involving stakeholders to make resources go where they are most needed. In addition, CJOB needs to enhance stakeholders' participation in quality improvement by inviting Civil Society Organizations, more explicitly into the process. This would enable more focused feedback, making sure that quality improvement activities meet the needs of the stakeholders and result in visible improvement in services.

2. On the level of satisfaction of stakeholders along:

A. Service culture

In order to further develop its service culture, CGOB can aim to develop greater transparency and accountability, confirming its commitment to ethical practice through the development of clear, easy-to-access means of accountability and open communication. Moreover, even though the company has been successful in instilling a positive service culture, it can further equip employees to enable consistent demonstration of ethical behavior across all levels and hence build stakeholders' confidence through trainings and capacity building initiatives. CGOB should also seek continuous feedback from stakeholders to identify areas where the service culture can evolve to better meet their needs. By strengthening transparency and improving ethical practice, the City Government will further strengthen its relationship with stakeholders and elevate its service culture to a higher level of trust and professionalism.

B. Employee engagement

In order to further increase employee involvement and stakeholder satisfaction, it is suggested that the City Government of Baguio (CGOB) should focus on improving responsiveness to stakeholder feedback by ensuring that employees actively listen to concerns and issues. Additionally, it is crucial to strengthen communication regarding service request outcomes, ensuring that stakeholders are kept informed in a timely and consistent manner. Training programs designed to improve active listening and communication skills, as well as the implementation of clear protocols for feedback management, can significantly address these areas for improvement. Furthermore, establishing regular follow-ups with stakeholders to ensure their concerns have been addressed can help increase trust and satisfaction.

C. Service quality

To further enhance the quality of public services, it is suggested that the City Government of Baguio (CGOB) should focus on improving timeliness by addressing issues related to processing times, response levels, and service efficiency. Streamlining internal processes, reducing delays, and improving coordination across departments could help reduce service turnaround times. Additionally, it is recommended to enhance the Citizen's Charter and to further study the estimated time of steps to be undergone. Investing in training for employees to enhance their time management and operational efficiency could also play a significant role in improving service delivery.

D. Customer service

To further enhance customer service, CGOB should focus on improving problem-solving capabilities by providing employees with additional training on resolving complaints efficiently and effectively. This could include developing clear protocols for addressing common issues and empowering staff to make quicker decisions when handling stakeholder concerns. Additionally, efforts to better understand and meet stakeholders' needs can be made through strengthening the feedback mechanisms and ensuring that employees are equipped with the tools and training to more accurately assess and address individual concerns.

3. On the relationship between the level of implementation of ISO 9001:2015 and the level of satisfaction of the stakeholders

It is recommended that the City Government of Baguio (CGOB) strengthen its dedication to implementing ISO 9001:2015, with a focus on further integrating its principles at all service delivery levels. This may mean having robust consistent training for employees, streamlining quality management procedures, and regularly reviewing progress to identify areas for continuous improvement. Ensuring stronger alignment

of services with stakeholder requirements through constant quality checks and feedback mechanisms will be essential.

CHAPTER 1

THE PROBLEM

Background of the study

The public sector plays a vital role in providing basic and essential services such as healthcare, education, transportation, infrastructure, and public safety to citizens (Savas, 2018). Government agencies are responsible for ensuring that these services are accessible, unbiased, and of high quality, regardless of geographic location, income level, or demographic features. Government agencies establish regulatory frameworks, standards, and guidelines to manage the delivery of services and ensure compliance with quality and safety requirements (Hood, 2018). Regulations may cover areas such as licensing, accreditation, certification, and performance metrics to monitor and enforce service quality standards across sectors.

Various countries around the world have implemented and continued to apply Quality Management Systems (QMS) and its frameworks, such as the International Organization for Standardization (ISO) 9001, to improve quality in the public sector. QMS implementation aids organizations standardize processes, identify and address deficiencies, and improve product or service quality (Gando et al., 2018). By establishing clear quality objectives, specifications, and control measures, QMS enables organizations to constantly deliver products or services that meet or exceed customer expectations. In addition, QMS fosters a culture of continuous improvement, learning, and innovation within organizations, driving organizational performance and excellence (Bartolacci et al., 2019). By promoting employee involvement, empowerment, and cross-functional collaboration, QMS enables organizations to adapt to changing market conditions, seize opportunities, and achieve strategic objectives. Moreover, QMS implementation builds stakeholder confidence and trust by ensuring transparency, accountability, and reliability in organizational processes and outcomes (Yadav et al., 2019). By providing evidence of adherence to quality standards and best practices, organizations can build strong relationships with its stakeholders. The fundamental reason why government organizations implement QMS is to improve the caliber of services provided to clients, both internal and external.

Based on the 2018 ASEAN Regulatory Quality and Government Effectiveness indicators, the Philippines only ranked 5th among the countries in South East Asia. To address the growing concerns on the provision of quality services to the public, the Government Quality Management Program (GQMP) of the Philippines was crafted. The GQMP aims to promote and enhance public sector performance through the adoption of ISO 9001:2015 Quality Management Systems in all agencies of the government, to develop an institutional infrastructure that shall provide certification with international accreditation, to establish citizen's charter of key government offices that shall be provided to the transacting public as government's manifestation of service guarantee and to recognize citizen-driven government organizations that have attained ISO 9001:2015 certification for other government agencies to emulate. In order to achieve the objective of a reliable, responsive and transparent public sector organization, it is necessary to seek ISO 9001 certification once a public sector organization has achieved a level that allows it to provide consistent, conforming services to its citizens. It should look beyond conformance to performance and consider the utilization of excellent models to improve its overall efficiency. (Executive Order No. 605, s. 2007).

Several studies show the benefits of QMS on private and government organizations. Despite the widespread adoption of ISO 9001:2015 as a framework for quality management, there exists a significant gap in understanding its specific impact on enhancing organizational performance, particularly within the unique context of local governance which urged the researcher to conduct this study. As of January 14, 2020, only 42 out of 1,715 LGUs in the Philippines or only 2.4% are ISO 9001:2015 Quality Management Systems Certified.

In addition, government organizations in the Philippines are now faced with a significant challenge: to secure and maintain the trust and confidence of the citizenry (Development Academy of the Philippines, 2014). In fact, during the COVID19 pandemic in 2020, according to the data of Philippine Trust Index, one of the most intensive and regarded surveys, compared to other organizations, the government is one of the least trusted organization with 20 percent trust rating (Inquirer.net, 2021).

Last May 2021, the City Government of Baguio was fortunate to receive a grant from the Development Academy of the Philippines (DAP) to facilitate the establishment of a Quality Management System (QMS) certifiable to ISO 9001:2015. The DAP, through its Government Quality Management Program (GQMP), provides technical assistance to qualified Local Government Units (LGUs) in the adoption and implementation of ISO 9001:2015. To be granted this assistance, an LGU must demonstrate its commitment to quality improvement, submit a formal expression of interest, and comply with DAP's documentary and readiness requirements, including the designation of a QMS Core Team, availability of a priority frontline service, and endorsement from the head of the LGU. The assistance covers capacity-building activities, technical guidance, and internal audit support toward ISO certification. The City Government is one of the fourteen agency beneficiaries to be granted technical assistance by DAP until it is granted with the ISO 9001:2015 Certificate. The ISO certification ensures the delivery of quality and improved public service as well as an organization's commitment to a culture of quality and continuous improvement.

An orientation on ISO 9001:2015 Quality Management Systems was held at the Baguio Convention and Cultural Center and via an online platform to ensure the awareness, understanding and appreciation of service quality in the public sector and ISO 9001:2015 QMS of all employees. The constitution of the QMS Core Team and Sub-teams for the City Government of Baguio was formalized through Executive Order No. 91, Series of 2021 by the City Mayor. From June 8 to November 19, 2021, various trainings and workshops were conducted by DAP in coordination with the QMS Core Team such as: Training Course on ISO 9001:2015 Quality Management System Requirements and Documentation, Workshop on Process Mapping and Risk-Based Quality Planning, Training Course on 5S Quality Workplace, Workshop on Quality Management System Documentation, Workshop on Process Improvement, Training Course on ISO 19011:2015 Guidelines for Auditing Management Systems, Workshop on Auditing Quality Management Systems and Training Course on Root Cause Analysis and Corrective Action Formulation. During the duration of the trainings and workshops, all 18 Departments of the City Government of Baguio were well represented. By having representatives from all departments, there is an opportunity to ensure that everyone has a comprehensive understanding of how ISO requirements apply to specific roles and responsibilities. In addition, this cross-functional understanding promotes alignment and consistency in implementing ISO standards across the organization.

To ensure that the City Government conforms with the standards, a readiness assessment activity lead by DAP was conducted in December 2021 which aims to determine the conformance of the QMS documentation and implementation against the minimum requirements of ISO 9001:2015 standard. The

assessment concluded that the City Government of Baguio is Certainly Certifiable which means that only less than 20% of the audit findings are nonconforming with the standards. Then, DAP recommended that the City Government be given enough time to prepare to fulfill 100% of the requirements of the standard. After more than a year of hard work and perseverance, the City Government of Baguio was conferred with the ISO 9001:2015 Certification last December 2022 by the third-party auditor, TÜV NORD Philippines Incorporated. The certification was granted following a rigorous audit process aligned with TÜV NORD's internationally recognized standards, which include a thorough evaluation of the organization's context, leadership commitment, planning, support, operation, performance evaluation, and continual improvement processes. The audit also assessed the City's compliance with ISO 9001:2015 requirements in delivering consistent, customer-focused public services and maintaining an effective Quality Management System.

Before the implementation of a Quality Management System in the City Government of Baguio, the following challenges have been observed and was part of the client satisfaction survey report. First, lack of standardized processes. The City Government has its existing policies on documentation of procedures. However, not all processes are well documented leading to inconsistencies and inefficiencies in service delivery. In addition, the absence of standardized procedures can result in confusion among employees and hinder the effective management of resources. Further, low customer satisfaction. Inconsistent processes and inadequate service standards can contribute to low levels of customer satisfaction among citizens and businesses. Residents may experience delay, unclear procedures, and lack of responsiveness from the government; and, difficulty in performance measurement. The City Government has its existing performance metrics which was crafted by the Project Management Team. Without standardized performance metrics, LGUs find it challenging to measure their own effectiveness and efficiency. This lack of measurement tools makes it difficult to identify areas for improvement and track progress over time.

This study focuses on the implementation of ISO 9001:2015 on the delivery of public services in the City Government of Baguio. The study covers only vital areas of public service such as client satisfaction and employee engagement in relation to the implementation of ISO 9001:2015 in the City Government of Baguio.

The study's result will help enhance the City Government's overall organizational performance and this will aid in its commitment to continuously provide and improve quality services. Moreover, strategies on quality service delivery may be proposed to the City Government.

Theoretical Framework

In this study, the researcher utilized the ISO 9001 Quality Management System and Total Quality Management (TQM) as the main guiding principles. The concepts and definitions of quality, the principles of ISO 9001:2015, its four main components, and their alignment with the philosophies of TQM were thoroughly discussed. Total Quality Management, with its emphasis on continuous improvement, customer focus, and involvement of all employees, was examined as a complementary framework to ISO 9001:2015 in enhancing organizational performance. Furthermore, customer satisfaction in relation to various factors such as service culture, employee engagement, service quality, and customer service was also presented.

Concept and Definitions of Quality

Quality is a multidimensional concept that incorporates various aspects of excellence, value, and meeting customer expectations. It goes beyond mere product features or specifications to include factors such as

reliability, durability, performance, and customer satisfaction (Ding et al., 2018). Quality is often viewed as a holistic attribute that reflects the overall superiority of a product, service, or process in delivering value to customers and stakeholders.

According to Ding et al. (2018), quality is defined as "the degree to which a set of inherent characteristics fulfills requirements." This definition emphasizes the association between product or service characteristics and customer needs or requirements. Quality is measured by the extent to which a product or service meets or exceeds customer expectations and delivers value in terms of functionality, performance, and reliability.

Another definition proposed by Zeng and Xu (2019) describes quality as "the degree to which a product or service fulfills the requirements of customers." This definition stresses the customer-centric nature of quality, emphasizing the importance of understanding and meeting customer needs, preferences, and satisfaction criteria. Quality is determined by the extent to which a product or service meets customer expectations and provides tangible benefits or advantages over alternatives.

From a customer-centric perspective, quality is defined by the extent to which a product or service meets or exceeds customer expectations and delivers value in terms of utility, performance, and satisfaction (Liker, 2018). Customer perceptions of quality are influenced by their experiences, preferences, and perceived value proposition, highlighting the importance of understanding and addressing customer needs in quality management practices.

ISO 9001: 2015 Quality Management Systems

Quality management system (QMS) is a set of interconnected processes designed and executed for the purpose of meeting customer requirements. It is clear from the definition of the QMS that quality is limited to initial compliance with client requirements. The first step toward achieving quality goals is initial compliance with client requirements.

Quality management principles are a set of fundamental beliefs, norms, rules and values that are accepted as true and can be used as a basis for quality management. These can be used as a foundation to guide an organizations performance improvement (ISO, 2015).

The ISO 9001:2015 standard, the latest version of ISO 9001, is embedded with seven quality management principles. These principles, the fundamentals of any quality-oriented work organization, are the following:

1. Customer Focus
2. Leadership
3. Engagement of people
4. Process approach
5. Improvement
6. Evidence-based decision making
7. Relationship management

The above principles have contributed to the establishment of ISO 9001:2015. It is well known that the ISO 9001 standard's guiding principle provide guidance to those tasked with documenting and establishing it for the benefit of all relevant parties. A strong belief in the implementation of these principles makes the roadmap that is adaptable enough to deal with unforeseen and abrupt changes in the surrounding environment.

Strong support for implementing these ideas results in a quality roadmap that is adaptable enough to deal with unforeseen and abrupt changes in the workplace.

Starting with, customer focus. The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations. In addition, this suggests that organizations rely on their customers, hence organizations must understand the present and potential customers' needs as well as to be able to exceed customer expectations because customers are an organization's lifeblood. The customer focus principle is addressed and reflected in the ISO 9001 standard requirements by: communication with customers; care for customer property; the determination of customer needs and expectation; appointment of a management or operations representative; and finally, a top management commitment.

The second quality principle is leadership which implies that leaders at all levels should establish unity of purpose and direction and create conditions in which people are engaged in achieving the organization's quality objectives. This is where motivation should be improved by leaders of the organization. They are responsible for creating an environment which promotes empowerment leading to higher productivity. The concept of leadership is the cultural transition from aggravation to motivation within the organization. This principle is reflected in the standard by setting up organization objectives such as planning, internal communication and creating an effective work environment.

The third quality principle is concerned with engagement of people. Engagement of people suggests that each worker is vital and their engagement boosts productivity and has advantages for the organization. Competent, empowered and engaged people at all levels throughout the organization are essential to enhance its capability to create and deliver value. This principle is reflected in the standard by reviewing designs, defining objectives at different functions of the organization, ensuring that employees are motivated, having effective communication channels, and identifying the competence needs.

The fourth quality principle is based on process approach. This principle centers on an organization's approach to production and business operations, irrespective of the complexity of the operations system. Thus, consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system. This quality principle can be found from the standard and reflected by identifying processes, defining process inputs and outputs, and providing the infrastructure, information and resources for processes to function.

The fifth quality principle is improvement. The standard suggests continual improvement. This introduces the idea that a process needs to be designed, created, and put into place in order to deal with any changes in the QMS or, at the very least, maintain customer satisfaction. Hence, successful organizations have an ongoing focus on improvement. This principle is reflected in the standard through improving processes, identifying improvements, and reviewing documents and processes for opportunities of improvement.

The sixth quality principle is evidence-based decision making. This approach essentially pushes the organization to make the right preventive and corrective decisions by using objective data analysis rather than subjective judgments or feelings. Because decisions based on the analysis and evaluation of data and information are likely to produce desired results. As a result, a company must implement a measuring process to confirm outcomes against inputs and, when needed, validate procedures. This principle is reflected in the standard through management reviews; monitoring tools to obtain facts; control of measuring devices; analysis to obtain facts from information; records for documenting facts; and approval based on facts.

The last quality principle is relationship management. An organization's performance is influenced by interested parties such as suppliers. A company's chances of achieving sustained success are higher when it maintains relationships with all of its stakeholders to maximize their influence on its execution. It is especially crucial to manage relationships with its networks of partners and suppliers.

Therefore, a quality control and assurance process have to be adopted by the organization in relation to their suppliers. The principle is addressed in the standard through control of suppliers; evaluation of suppliers; and analysis of the supplier data.



Figure 1. Seven Quality Management Principles

The Four Main Components of a Quality Management System

In general, quality management consists of these four pillars: quality planning, quality control, quality assurance and quality improvement. These play crucial roles in ensuring the effectiveness, efficiency and consistency of an organization's operations. Likewise, each component is essential for achieving organizational objectives, meeting customer requirements, and driving continuous improvement. When combined, they provide a thorough framework for controlling quality throughout all of an organization's operations, goods, and services.

The first component is quality planning. ISO 9001:2015 emphasizes the importance of quality planning as part of its requirements for establishing a QMS (Heras-Saizarbitoria et al., 2018). Organizations are required to determine the processes needed for the QMS and define measures for their effectiveness, including quality objectives, product or service requirements, and process performance metrics. In addition, the standard encourages organizations to document their quality planning processes, including procedures, work instructions, and quality plans (Lee et al., 2018). Quality planning involves mapping out key processes, identifying inputs, outputs, and process interfaces, and documenting procedures for implementing and controlling these processes.

The second component is quality control. ISO 9001:2015 emphasizes the importance of quality control as part of its requirements for establishing a QMS (Heras-Saizarbitoria et al., 2018). Organizations are required to plan and implement processes for monitoring, measurement, analysis, and evaluation to ensure product or service conformity and customer satisfaction. Moreover, the standard requires organizations to document quality control activities, including procedures, work instructions, and records of monitoring and measurement results (Madzharova & Todorova, 2018). Quality control involves maintaining accurate and up-to-date documentation to demonstrate compliance with quality requirements and regulatory standards.

The third component is quality assurance. ISO 9001:2015 emphasizes the importance of quality assurance as part of its requirements for establishing a QMS (Heras-Saizarbitoria et al., 2018). Organizations are required to plan and implement processes for ensuring that products or services meet identified quality requirements and customer expectations. Quality assurance involves standardizing processes, methods, and measures to ensure consistency and uniformity in product or service delivery. Moreover, it requires organizations to ensure that personnel performing quality assurance activities are competent and adequately trained to carry out their responsibilities (Hwang et al., 2019). Quality assurance involves providing training and development opportunities to enhance employee skills and knowledge in areas such as quality management, auditing, and assessment.

And, the last component is quality improvement. ISO 9001:2015 is based on the principle of continuous improvement, which is inherent in its requirements for organizations to enhance the effectiveness of their QMS (Luu et al., 2019). Quality improvement involves identifying opportunities for improvement, implementing corrective and preventive actions, and monitoring the results to achieve ongoing performance improvement. Likewise, the standard encourages organizations to apply the Plan-Do-Check-Act (PDCA) cycle as a systematic approach to quality improvement (Steyn et al., 2018). Quality improvement involves planning changes, implementing them, evaluating their effectiveness through monitoring and measurement, and taking corrective actions as necessary to achieve desired outcomes. Furthermore, it promotes data-driven decision-making processes, which involve collecting, analyzing, and interpreting data to identify trends, patterns, and opportunities for improvement (Lee et al., 2018). Quality improvement involves establishing performance metrics, conducting root cause analysis, and using data to prioritize improvement programs and measure their impact.

ISO 9001 and its relation to Total Quality Management (TQM)

QMS is often integrated as an initial element within the broader context of TQM, which encompasses organizational culture, leadership, continuous improvement, and customer focus (Hwang et al., 2019). QMS provides the structured approach and tools for implementing TQM principles and practices, ensuring consistency, standardization, and accountability in quality management processes.

Both QMS and TQM emphasize the importance of customer satisfaction as a central goal of quality management (Hashmi et al., 2019). QMS standards such as ISO 9001 require organizations to identify and meet customer requirements, while TQM emphasizes exceeding customer expectations through continuous improvement and innovation.

QMS and TQM share a common emphasis on process orientation and continuous improvement to enhance product or service quality (Yusof et al., 2018). QMS provides the framework for documenting, monitoring, and improving processes, while TQM promotes a culture of continuous learning, problem-solving, and innovation to drive organizational excellence.

QMS and TQM rely on data-driven decision-making processes to identify root causes of quality issues, assess performance, and drive improvement initiatives (Sotiriadis et al., 2020). QMS provides mechanisms for data collection, analysis, and reporting, while TQM promotes the use of statistical tools, quality circles, and benchmarking to make informed decisions and prioritize improvement opportunities.

QMS and TQM align quality management efforts with organizational goals, strategies, and stakeholder expectations to achieve excellence and sustainable competitive advantage (Prado et al., 2018). QMS certification demonstrates organizational commitment to quality excellence, while TQM fosters a culture of total quality mindset, leadership commitment, and customer-centricity throughout the organization.

ISO Implementation and Customer Satisfaction Level

Implementing ISO 9001:2015 often leads to improved product and service quality, which can positively impact customer satisfaction (Bröring et al., 2019). By adhering to the requirements of ISO 9001:2015, organizations focus on meeting customer needs and expectations, resulting in higher satisfaction levels. Likewise, the standard emphasizes the importance of customer focus throughout the organization, leading to a greater understanding of customer requirements and preferences (Heras-Saizarbitoria et al., 2018). This increased customer orientation can lead to higher levels of satisfaction as products and services are tailored to better meet customer needs. And, the certification can enhance an organization's reputation for quality and reliability, leading to increased trust and integrity among customers (Steyn et al., 2018). Customers are more likely to be satisfied when they perceive an organization as trustworthy and capable of consistently delivering high-quality products and services.

Organizational Culture/ Service Culture

Customer satisfaction is influenced by various factors, including the organizational culture of a company. Organizational culture shapes the values, behaviors, and practices of employees, which in turn impact the quality of products or services delivered to customers. A customer-centric culture that prioritizes excellence, innovation, and ethical conduct promotes positive interactions with customers and contributes to higher levels of satisfaction (Salman, 2019).

Organizational culture plays a crucial role in shaping service quality and customer satisfaction. Research indicates that organizations with a strong customer-focused culture tend to deliver superior service quality, leading to higher levels of customer satisfaction and loyalty (Chakraborty et al., 2018). A culture that values customer feedback, empowers employees to exceed customer expectations, and promotes a sense of ownership towards customer satisfaction is more likely to achieve positive outcomes in terms of service quality and customer relationships.

Employee Engagement

Customer satisfaction is closely linked to employee engagement, as engaged employees are more likely to deliver exceptional customer service and create positive experiences for customers. Engaged employees are more likely to interact positively with customers, demonstrating enthusiasm, empathy, and a willingness to go above and beyond to meet their needs (Memon et al., 2018). These positive interactions contribute to increased customer satisfaction and loyalty.

Engaged employees often feel empowered and trusted to make decisions that benefit the customer (Albrecht, 2019). When employees have independence in their roles and feel supported by their organization, they are better able to address customer concerns and resolve issues effectively, leading to higher levels of satisfaction and are more likely to be knowledgeable about products or services, enabling them to provide accurate information and tailored recommendations to customers (Lee et al., 2018).

Organizations with high levels of employee engagement tend to have a positive work culture characterized by teamwork, collaboration, and mutual respect (Albrecht, 2019). When employees feel valued and supported, they are more likely to extend the same level of care and respect to customers, leading to improved satisfaction.

Service Quality

Customer satisfaction is intricately linked to service quality, as the perceived quality of service directly influences customers' experiences and overall satisfaction levels. Service quality is a critical factor of customer satisfaction, incorporating factors such as reliability, responsiveness, assurance, empathy, and

consistency. Organizations that prioritize and excel in delivering high-quality services are more likely to achieve higher levels of customer satisfaction and loyalty.

Service reliability, characterized by consistent and dependable service delivery, is a key determinant of customer satisfaction (Hartini et al., 2018). Customers expect services to be delivered accurately and on time, and any deviation from this expectation can result in dissatisfaction.

Responsiveness refers to the willingness and ability of service providers to address customer needs quickly and efficiently (Zeithaml et al., 2019). Customers value quick response times and proactive communication, and service quality in this regard directly impacts satisfaction levels.

Assurance pertains to the competence, credibility, and professionalism exhibited by service providers (Rahman et al., 2018). When customers feel confident in the knowledge and expertise of service personnel, they are more likely to trust the service being delivered, leading to higher satisfaction.

Empathy involves understanding and addressing the distinctive needs and concerns of individual customers (Hartini et al., 2018). Service providers who demonstrate empathy by actively listening to customers, showing understanding, and providing personalized assistance contribute to greater satisfaction.

Consistency in service delivery across different areas and interactions is essential for maintaining customer satisfaction (Hartini et al., 2018). Customers expect consistent quality each time they interact with a service provider, and any changes in performance can lead to dissatisfaction.

Customer Service

Customer satisfaction is closely linked to the quality of customer service provided by organizations. Timeliness and responsiveness, effective communication, problem resolution, personalization, consistency across channels, and service recovery are key factors that contribute to customer satisfaction and loyalty.

Prompt and responsive customer service is crucial for enhancing satisfaction levels. Customers value quick responses to inquiries, efficient resolution of issues, and minimal waiting times (Hartini et al., 2018). Research suggests that timely and responsive service significantly contributes to overall satisfaction (Rahman et al., 2018).

Effective communication plays a vital role in customer service satisfaction. Clear and transparent communication helps manage customer expectations, build trust, and promote positive relationships (Zeithaml et al., 2019). Studies have shown that effective communication positively influences customer perceptions of service quality and satisfaction (Hartini et al., 2018).

The ability to effectively resolve customer issues and complaints is a key driver of satisfaction. Customers expect service providers to address their concerns promptly and efficiently, leading to a positive service experience (Rahman et al., 2018). Research indicates that successful problem resolution has a significant impact on overall satisfaction levels (Hartini et al., 2018).

Personalized customer service that demonstrates empathy and understanding towards individual customer needs can greatly enhance satisfaction levels (Zeithaml et al., 2019). Customers appreciate service providers who go the extra mile to tailor their dealings and offerings to meet specific requirements (Hartini et al., 2018).

Consistency in service delivery across different channels and areas is essential for ensuring a seamless customer experience. Customers expect uniform levels of service quality whether they interact with an organization in person, over the phone, or online (Rahman et al., 2018). Maintaining consistency across channels is critical for promoting satisfaction and loyalty.

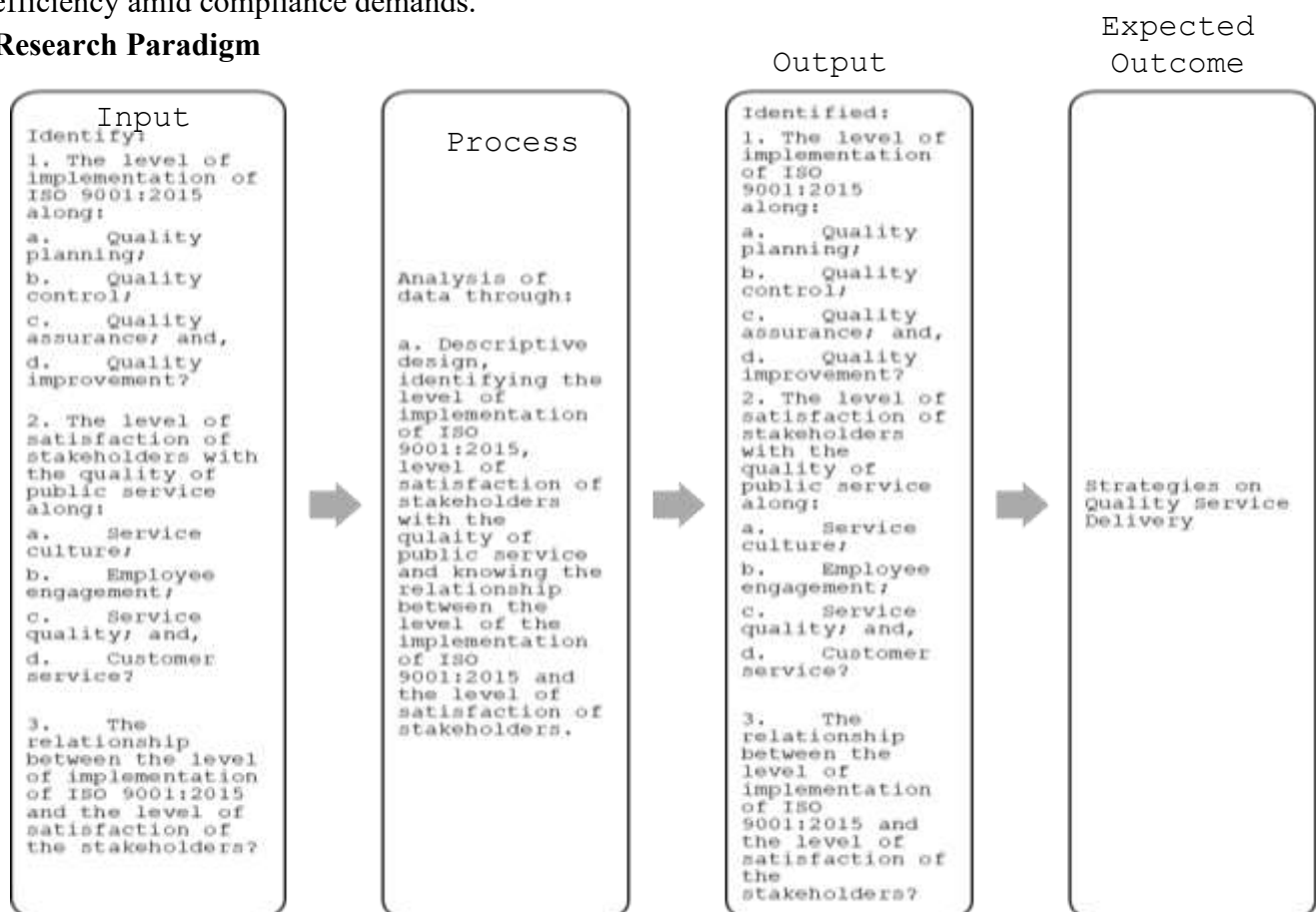
Effective service recovery mechanisms are vital for restoring customer satisfaction in the event of service failures or errors. Organizations that promptly address and resolve customer complaints demonstrate commitment to customer service excellence, which can mitigate negative experiences and enhance overall satisfaction (Zeithaml et al., 2019).

Assessing The Impact of ISO 9001:2015 Implementation on the Service Delivery of The National Irrigation Administration (NIA) Regional Office VIII (Pascua et al., 2024)

This study assesses the ISO 9001:2015 implementation on service delivery and operational efficiency at the National Irrigation Administration (NIA) Regional Office VIII. Key findings show that 65% of respondents reported improvements in operational efficiency, particularly through standardized processes that streamlined workflows. However, 48% indicated that additional documentation requirements slowed down operations. In terms of service delivery, 35% of respondents observed greater consistency and reliability, while 31% experienced delays due to the time-consuming nature of compliance procedures. Despite these gains, challenges such as resource constraints and resistance to change limited full adoption, particularly among senior management.

The study highlights that while ISO 9001:2015 enhanced both operational efficiency and service delivery, the increased documentation burden and procedural complexity introduced operational slowdowns. These findings offer valuable insights into the dual impact of ISO 9001:2015 in public sector organizations, illustrating its potential for improving service delivery while underscoring the challenges of maintaining efficiency amid compliance demands.

Research Paradigm



Statement of the Problem

The research aims to assess the implementation of ISO 9001:2015 on the delivery of public services in the

City Government of Baguio.

Specifically, this study seeks to answer the following:

1. What is the level of implementation of ISO 9001:2015 along:
 - a. Quality planning;
 - b. Quality control;
 - c. Quality assurance; and,
 - d. Quality improvement?
2. What is the level of satisfaction of stakeholders with the quality of public service along:
 - a. Service culture;
 - b. Employee engagement;
 - c. Service quality; and,
 - d. Customer service?
3. What is the relationship between the level of implementation of ISO 9001:2015 and the level of satisfaction of the stakeholders?

CHAPTER 2

DESIGN AND METHODOLOGY

In this chapter the method and procedures in the conduct of this research are presented. It specifically discusses the research design and methodology, the population and locale of the study, data gathering tools and procedures, and treatment of data.

Research Design and Methodology

In this research, the researcher used the descriptive method since the objective of the study is to determine the level of implementation of ISO 9001:2015 of the City Government of Baguio and the level of satisfaction of stakeholders with the quality of public service delivered by the workforce of the City Government and knowing the relationship between the two variables alongside with the given aspects.

Scope and Delimitations of the Study

This study focuses on evaluating the implementation of ISO 9001:2015 Quality Management Systems (QMS) in relation to the delivery of public services by the City Government of Baguio. It covers the extent to which the principles and components of ISO 9001:2015—specifically quality planning, quality control, quality assurance, and quality improvement—are being implemented within the city government's operations.

The study further evaluates the level of satisfaction of key stakeholders—including citizens, clients, and internal employees—regarding the quality of public services along four dimensions: service culture, employee engagement, service quality, and customer service. It also aims to determine the relationship between the level of ISO 9001:2015 implementation and stakeholder satisfaction.

The scope of this study is delimited to the frontline offices and services of the City Government of Baguio that are directly involved in the ISO 9001:2015 implementation and have undergone certification or alignment with QMS standards. It does not include other local government units or agencies outside the city. The study is limited to data gathered within the specified timeframe of the research, and the results are based on the responses and perceptions of selected internal and external stakeholders through survey questionnaires.

Population and Locale of the Study

The research is composed of two sets of respondents. For the level of implementation (SOP 1), the resp

ondents were the City Government employees who were already employed on or before the implementation of ISO 9001:2015 having years in service of at least three (3) years. The government employees are chosen as respondents for this study because of their integral role in quality management processes, their unique perspectives on organizational culture and change, and their direct involvement in public service delivery and administration. Their insights and feedback contribute to a comprehensive understanding of the implementation and effectiveness of ISO 9001 initiatives within the City Government context.

Then, for the level of satisfaction (SOP2), the respondents were stakeholders specifically, the customers of frontline services or the business owners in Baguio City. Stakeholders or customers are chosen as respondents for assessing the level of satisfaction because their perspectives and feedback are essential for dynamic organizational performance, promoting continuous improvement, and building positive relationships. Their satisfaction serves as a significant benchmark for evaluating the effectiveness and success of the City Government's services, and processes.

Both respondents were designated through purposive sampling which allows the selection of respondents who are most relevant to the research question to ensure that the data collected is rich and directly pertinent to the research objective leading to more meaningful and focused findings. A total of 360 respondents participated in this study, 180 employees of the City Government and 180 stakeholders from the frontline services.

Data Gathering Tool

The researcher used two self-constructed survey-questionnaires as the data gathering tool to answer the problems of the study. The first questionnaire focused on the level of implementation of ISO 9001:2015 in the City Government while the other focused on the level of satisfaction of stakeholders with the quality of public service. On the questionnaire for the government employees, the first part of the tool included the profile of the respondents which consisted of name, gender and age. On the other hand, the questionnaire for the customers or clients consisted of the name of the person/ establishment, gender and age.

The researcher verified the reliability of the questionnaires by floating these to 10 employees and 10 stakeholders. After which, the ratings were tallied and the statistical tool, Cronbach Alpha Reliability Test. The questionnaire floated to employees resulted to a Cronbach Alpha coefficient of 0.97 which signifies excellent internal consistency and implies that the items in the scale are highly correlated, demonstrating exceptional reliability. On the other hand, the questionnaire floated to stakeholders resulted to a coefficient of 0.81 which signifies good internal consistency and implies that the items in the scale are well correlated, indicating strong reliability.

Data Gathering Procedure

The researcher wrote a request letter to the City Mayor through the City Human Resource Management Office to allow the researcher float questionnaires to employees in the City Government and through the department heads to allow the researcher float questionnaires to clients availing of frontline services such as Business Permits Application, Zoning Clearance Application, Payment of Fees and Taxes, Building Permit Application, Barangay Budget Review and other frontline services.

The researcher administered the questionnaire for two months. In administering the questionnaire, the researcher sent a standard message to the respondents which contained a request for permission to answer the questionnaire, reason for the survey, objective, and guidelines in answering the questions.

Treatment of Data

This section presents and enumerates the statistical measures and tools that were used on the gathered data to meet the objectives of the study.

Mean. It was used to measure the level of implementation of ISO 9001:2015 and the level of satisfaction of the stakeholders. The area mean was used as a numerical index denoting the overall levels of implementation of ISO 9001:2015 and the levels of satisfaction of the stakeholders. To provide for the qualitative interpretation of the computed mean for each item on the level of implementation and the level of stakeholder satisfaction, the following scales were used.

Level of Implementation of ISO 9001:2015 in Public Service Delivery in the City Government of Baguio (CJOB)

Range	Description	Interpretation
3.25-4.00	High Implementation	100% of the provisions of ISO 9001:2015 in CJOB are implemented.
2.50-3.24	Moderate Implementation	There is a moderate implementation of ISO 9001:2015 in CJOB.
1.75-2.49	Low Implementation	There is a 50% to 74% implementation of ISO 9001:2015 in CJOB.
1.00-1.74	No implementation	There is less than 50% implementation of ISO 9001:2015 in CJOB.

Level of Satisfaction of Stakeholders with the Quality of Public Service Delivery of the City Government of Baguio

Range	Description	Interpretation
3.25-4.00	Highly Satisfied	The stakeholders are highly satisfied with the public service they receive
2.50-3.24	Satisfied	The stakeholders are satisfied with the public service they receive
1.75-2.49	Moderately Dissatisfied	The stakeholders are moderately dissatisfied with the public service they receive
1.00-1.74	Highly Dissatisfied	The stakeholders are highly dissatisfied with the public service they receive

Pearson's Correlation Coefficient. This statistical tool was used to test the relationship between the ISO 9001:2018 implementation in public service delivery in the City Government of Baguio (CJOB) and the level of satisfaction of stakeholders with the quality of public service. The Pearson correlation is the most common way of measuring a linear correlation. It is a number between -1 and 1 that measures the strength and direction of the relationship between two variables.

CHAPTER 3

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents and analyzes the data gathered through the use of the questionnaire. It also includes interpretation of the results of the study.

The following data shows responses of the total of 360 respondents which is composed of 180 stakeholders and 180 frontline employees of the City Government of Baguio and is presented through frequency distribution technique with the use of 4-point Likert Scale.

Table 1
Profile of the City Government of Baguio Employees

A. GENDER	No. of Employees
Male	88
Female	92
Total	180

B. AGE GROUP	No. of Employees
20-30 years old	23
31-40 years old	64
41-50 years old	72
Over 50 years old	21
Total	180
C. YEARS IN SERVICE	No. of Employees
3-10 years	69
11-15 years	56
15-20 years	28
Over 20 years	27
Total	180

Table 1 shows City Government of Baguio employees' demographic profile which gives an idea of the composition of the workforce and how it may influence the application of ISO 9001:2015. The total number of employees is 180, with a gender distribution of almost equal numbers of males and females, at 88 and 92, respectively. This balance indicates a gender-inclusive working environment where both sexes are involved in decision-making and service provision. A varied labor force complements the application of a Quality Management System (QMS) through promoting cooperation, adherence to standardized processes, and ongoing improvement activities coupled with ISO 9001:2015 requirements.

Age breakdown shows that the majority of employees fall in the 31-40 years old (64 employees) and 41-50 years old (72 employees) age brackets, indicating a population with considerable experience in public service and governance. This exposure plays a pivotal role in the roll-out of ISO 9001:2015, since such employees will possess greater insights into organizational procedures, documentation, and quality assurance systems. On the other hand, the presence of 23 employees in the age group 20-30 and 21 employees above the age of 50 points to the necessity for age-specific training modules. The youthful employees will potentially introduce novel concepts and flexibility to the system, while veteran employees provide institutional expertise that will help maintain the quality management system.

As for the length of service, most respondents have been in government service for a considerable period. 69 employees have served for 3–10 years, 56 employees for 11–15 years, 28 employees for 15–20 years, and 27 employees have served for over 20 years. The predominance of long-serving employees implies

that the respondents possess substantial knowledge of the internal processes and can meaningfully evaluate the impact of ISO 9001:2015 Quality Management Systems on the delivery of public services.

In general, the blend of a balanced gender mix and a seasoned workforce facilitates the successful application of ISO 9001:2015 in the City Government of Baguio.

Table 2
Profile of the City Government of Baguio Stakeholders

A. GENDER	
Male	43
Female	137
Total	180
B. AGE GROUP	
20-30 years old	19
31-40 years old	67
41-50 years old	83
Over 50 years old	11
Total	180

Table 2 shows the demographic profile of the City Government of Baguio's stakeholders which provides essential insights into the composition of individuals who directly interact with and benefit from the city's public services. From the available data, there is a strong gender imbalance, with 137 women stakeholders to 43 men. This imbalance indicates that women are the predominant engaged stakeholders. Ensuring that the roll-out of the QMS is responsive to the needs and expectations of female stakeholders will be fundamental in improving service delivery, transparency, and citizen satisfaction.

Age breakdown information reveals that the majority of stakeholders are between the ages of 41-50 (83 stakeholders) and 31-40 (67 stakeholders). This is a clustering of middle-aged stakeholders, meaning that the majority of service users are at the prime working and decision-making ages and are therefore likely to need effective, consistent, and well-organized public services. At the same time, the fact that there are 19 stakeholders between the ages of 20-30 and 11 stakeholders above the age of 50 highlights the need to customize ISO 9001:2015 implementation to meet the demands of young and elderly citizens. Younger stakeholders might call for more digitalized and innovative services, whereas older stakeholders might call for easier and more accessible processes. Aligning QMS programs with these population needs will solidify the city's commitment to continuous improvement.

Generally, the stakeholder profile is a diverse but largely female and middle-aged population, which requires an inclusive and responsive strategy for the implementation of ISO 9001:2015.

Table 3
Level of Implementation of ISO 9001:2015 along
Quality Planning

Question	Weighted Mean	Description
To what extent does the City Government of Baguio have documented quality planning procedures?	3.13	Moderate Implementation

How effectively are quality objectives and targets set and communicated within the City Government of Baguio?	3.09	Moderate Implementation
To what extent are resources allocated and managed to achieve quality objectives in the City Government of Baguio?	3.02	Moderate Implementation
How well does the City Government of Baguio integrate quality planning into its strategic planning processes?	3.12	Moderate Implementation
How comprehensive are the risk management processes related to quality planning in the City Government of Baguio?	2.99	Moderate Implementation
Overall	3.07	Moderate Implementation

Table 3 shows the overall level of implementation of ISO 9001:2015 along quality planning in the City Government of Baguio (CJOB), which is at 3.07, reflecting a moderate implementation of ISO 9001:2015 in the City Government of Baguio. This finding indicates that CJOB has taken considerable steps in incorporating quality planning into its operations, although there are still areas for improvement. This result aligns with two core principles of the ISO 9001:2015 which are Leadership and Evidence-based Decision Making. The principle of Leadership is demonstrated through the City Government's initiative to integrate quality planning into its strategic and operational activities, thereby promoting a unified direction and purpose among departments. Moreover, the adherence to planning mechanisms and the use of relevant data to guide quality initiatives also support the principle of Evidence-based Decision Making, which emphasizes the importance of basing decisions on the analysis and evaluation of data and information. These principles reinforce the city's commitment to continuous improvement and structured governance.

Of the specific indicators, the best-rated component is the documentation of quality planning procedures with a weighted mean of 3.13. This implies that CJOB has formalized recording and standardization mechanisms for quality planning processes, which is fundamental in maintaining consistency, compliance, and ease of reference in quality management practices.

The incorporation of quality planning in strategic planning closely follows, with a weighted average of 3.12. This shows that CJOB has successfully integrated quality factors into its overall organizational and governance plans. Aligning strategic planning with quality planning ensures that quality efforts are not viewed as standalone initiatives but are rather ingrained in the city's direction.

Effectiveness of establishing and reporting quality goals and targets scored a 3.09. While this is evidence of an enhanced attempt in developing and spreading quality goals, improvements are still to be made for more effective strategies in communication that all the interested parties completely absorb and commit themselves to accomplishing these goals.

The resource allocation and control to attain quality goals scored a weighted mean of 3.02. This finding indicates that although CJOB has tried to offer resources for quality planning, there is still room for optimization in the allocation of resources to improve efficiency and effectiveness in attaining quality targets.

The lowest rate is in the quality of risk management processes for quality planning, with a weighted mean of 2.99. As still falling in the moderately high level of implementation, this indicates that CGOB may improve its risk management system to more effectively anticipate, evaluate, and manage potential risks that could impact quality planning.

There is a moderately high level of implementation along quality planning, this is supported in the literature of (Lee et al., 2018) where they discussed that organizations are required to determine the processes needed for the QMS and define measures for their effectiveness, including quality objectives, product or service requirements, and process performance metrics.

Overall, CGOB demonstrates a strong commitment to quality planning under ISO 9001:2015, with well-documented procedures and integration into strategic planning.

Table 4
Level of Implementation of ISO 9001:2015 along
Quality Control

Question	Weighted Mean	Description
To what extent are quality control procedures documented and followed in the City Government of Baguio?	3.11	Moderate Implementation
How effectively are service processes monitored and measured for quality control purposes in the City Government of Baguio?	3.04	Moderate Implementation
How well are deviations from quality standards identified and addressed in the City Government of Baguio?	2.96	Moderate Implementation
To what extent are corrective actions documented and tracked in response to quality issues in the City Government of Baguio?	3.07	Moderate Implementation
How effectively are quality control tools and techniques utilized in the City Government of Baguio?	2.98	Moderate Implementation
Overall	3.03	Moderate Implementation

Table 4 shows that the City Government of Baguio (CGOB) has a moderate implementation of ISO 9001:2015 on quality control, with a total weighted mean of 3.03. This implies that CGOB has had effective quality control measures in place, although there are still sectors that can be improved further. These findings support the Quality Management Principles of Process Approach and Continual Improvement. The principle of Process Approach is evident as the City Government systematically manages its activities and resources to achieve consistent results in service delivery through defined quality control processes such as the regular conduct of evaluation of Physical and Financial Accomplishments of the various departments. Meanwhile, the commitment to Continual Improvement is

reflected in the recognition that, despite existing quality controls, there are areas still requiring enhancement which demonstrates an organizational culture that values progress, feedback, and refinement of processes to achieve higher standards of performance.

Of the specific parameters, documentation and following quality control processes were given the highest weighted mean score of 3.11. This suggests that CGOB has well-documented quality control processes and that they are largely adhered to in the company. Proper documentation is very important in maintaining consistency, traceability, and adherence to ISO 9001:2015 standards.

The recording and monitoring of the corrective actions on quality problems rated 3.07, demonstrating that CGOB has a clear procedure for nonconformity identification and management. Efficient mechanisms for corrective actions guarantee ongoing improvement through the elimination of repeat problems and improved delivery of services.

The monitoring and measurement of service processes for purposes of quality control were given a weighted mean of 3.04. This finding indicates that CGOB regularly reviews its processes to confirm that they comply with predetermined standards of quality. Ongoing monitoring is vital to detect potential inefficiencies and effect necessary changes to ensure high-quality services.

Quality control techniques and tools were scored at 2.98, which suggests that although CGOB uses many techniques for quality assurance, there could be a scope to utilize more advanced quality control tools for better decision-making and process improvement.

The least rated area is the detection and response to deviation from quality requirements, with a weighted mean of 2.96. This still ranks under the moderately high level of practice but indicates that CGOB will have to beef up its responses to detecting and responding to deviations in quality more actively.

There is a moderately high level of implementation along quality control, this is supported in the literature of (Madzharova & Todorova, 2018) where they discussed that organizations are required to plan and implement processes for monitoring, measurement, analysis, and evaluation to ensure product or service conformity and customer satisfaction.

The results as a whole indicate that CGOB has improved remarkably well in applying measures of quality control according to ISO 9001:2015.

Table 5
Level of Implementation of ISO 9001:2015 along
Quality Assurance

Question	Weighted Mean	Description
To what extent are quality assurance processes established and maintained in the City Government of Baguio?	3.09	Moderate Implementation
How well does the City Government of Baguio ensure that services meet quality standards through regular reviews and assessments?	3.17	Moderate Implementation
To what extent are internal audits conducted to verify compliance with ISO	3.21	Moderate Implementation

9001:2015 standards in the City Government of Baguio?		
How effectively does the City Government of Baguio manage and control documentation related to quality assurance?	3.11	Moderate Implementation
To what extent are staff trained and competent in quality assurance practices within the City Government of Baguio?	2.99	Moderate Implementation
Overall	3.12	Moderate Implementation

Table 5 reveals that the City Government of Baguio (CJOB) has a moderate implementation of ISO 9001:2015 in the area of quality assurance, with an overall weighted mean of 3.12. This indicates that CJOB has effective quality assurance measures in place and in practice, making its services compliant with standards. These findings align with the Quality Management Principles of Customer Focus and Engagement of People. The principle of Customer Focus is evident as quality assurance ensures that services meet or exceed client expectations and comply with established requirements, contributing to higher levels of stakeholder satisfaction. Simultaneously, the principle of Engagement of People is manifested through the collaborative efforts of employees across various departments in maintaining consistent standards and service quality. Their active participation and competence are critical in sustaining a robust quality assurance framework.

Among the specific indicators, the best-rated area is the performance of internal audits to ensure compliance with ISO 9001:2015 standards, with a weighted mean of 3.21. This suggests that CJOB has an effective internal auditing process in place, which assists in determining compliance, finding gaps, and promoting ongoing improvement.

The routine check and evaluation of services to make sure that the quality standards are followed was assigned a weighted mean of 3.17. This indicates that CJOB adheres to upholding service quality by performing periodical checks and implementing improvements in accordance with the findings.

The effectiveness of control and management of documentation in quality assurance was at 3.11, indicating that CJOB has effective procedures for keeping and organizing records relating to quality. Documentation is vital in ensuring traceability, conformity, and uniformity in quality assurance activities. The initiation and upkeep of quality assurance procedures were evaluated at 3.09, signifying that although CJOB has organized mechanisms for the processes, possibly still scope for improvement exists for increased effectiveness.

Lowest rated is training and staff competency in quality assurance practices, having a weighted average of 2.99. Although still under the moderately high category, it indicates the importance of ongoing capacity-building programs aimed at further enriching employees' knowledge and practices of quality assurance principles.

There is a moderate level of implementation along quality assurance, this is supported in the literature of (Hwang et al., 2019) where they discussed that organizations are required to plan and implement processes for ensuring that products or services meet identified quality requirements and customer expectations.

Table 6
Level of Implementation of ISO 9001:2015 along
Quality Improvement

Question	Weighted Mean	Description
How actively does the City Government of Baguio engage in continuous quality improvement initiatives?	3.20	Moderate Implementation
To what extent are improvement opportunities identified and prioritized in the City Government of Baguio?	3.07	Moderate Implementation
How effectively are quality improvement efforts used to enhance services in the City Government of Baguio?	3.01	Moderate Implementation
To what extent are feedback and lessons learned from quality improvement efforts used to enhance services in the City Government of Baguio?	3.04	Moderate Implementation
How well does the City Government of Baguio monitor and evaluate the effectiveness of quality improvement actions?	3.10	Moderate Implementation
Overall	3.08	Moderate Implementation

Table 6 indicates that the City Government of Baguio demonstrates a moderate implementation of ISO 9001:2015 in terms of quality improvement, as reflected in the overall weighted mean of 3.08. This implies that the organization actively pursues programs aimed at enhancing service quality and upholds the belief in continuous development. These findings are consistent with the Quality Management Principles of Continual Improvement and Leadership. The principle of Continual Improvement is clearly evident as the City Government commits to systematically identify opportunities for advancement and implement initiatives to raise service standards. Moreover, the role of Leadership is crucial in driving these quality improvement efforts wherein leaders at various levels are expected to establish a shared vision, aligned objectives, and motivated employees to engage in a culture of progress and innovation. These principles reinforce the City's dedication to sustainable, quality-driven governance.

Of the most important indicators, the top score was assigned to the City Government's active participation in on-going quality improvement activities (3.20), which indicates a firm belief in upholding and improving service quality. The highest score was also given to monitoring and evaluation of quality improvement measures (3.10), indicating the organization has controls for checking the efficacy of its quality programs.

Identification and prioritization of areas for improvement (3.07) and application of feedback and lessons learned from quality improvement activities (3.04) also had favorable ratings, suggesting that although the processes exist, there is still some scope for developing further for ensuring that areas of improvement identified are handled well. The lowest-rated element is the impact of quality improvement activities on service improvement (3.01), which, while still in the moderately high range, indicates some gaps in converting quality initiatives into concrete service enhancements from the perception of stakeholders. There is a moderate level of implementation along quality improvement, this is supported in the literature of (Lee et al., 2018) where they discussed that quality improvement involves planning changes, implementing them, evaluating their effectiveness through monitoring and measurement, and taking corrective actions as necessary to achieve desired outcomes.

Table 7
Level of Implementation of ISO 9001:2015: Summary Table

Variable	Level of Implementation	Description
Quality Planning	3.07	Moderate Implementation
Quality Control	3.03	Moderate Implementation
Quality Assurance	3.12	Moderate Implementation
Quality Improvement	3.08	Moderate Implementation
Overall Mean	3.08	Moderate Implementation

The summary table indicates that the City Government of Baguio (CJOB) has a moderate level of ISO 9001:2015 implementation in all key areas of quality management. Of the four variables measured, Quality Assurance had the highest mean rating of 3.12, which reflects strong efforts in ensuring that services are up to standards. It is closely followed by Quality Planning (3.07) and Quality Improvement (3.08), indicating constant striving for improving delivery of services and planning in a strategic manner. The lowest, but still relatively high, score of 3.03 went to Quality Control, indicating some scope for improvement in the area of monitoring and controlling processes.

The overall mean of 3.08 verifies that although the practices of ISO 9001:2015 are being implemented highly, there remains scope to further strengthen certain aspects particularly on control mechanisms and proactive quality strategies. This moderate implementation of ISO 9001:2015 in CJOB indicates that the City Government of Baguio is progressing in the right direction but could benefit from further training, systems enhancement, or deeper stakeholder involvement to elevate implementation to a higher level. This finding supports the Quality Management Principles of Engagement of People and Customer Focus. The need for additional training and involvement highlights the value of the Engagement of People, where the competence, empowerment, and active participation of personnel at all levels are essential to improving organizational performance. Additionally, the principle of Customer Focus is reinforced by the necessity to align services more closely with stakeholder expectations, ensuring that enhancements in implementation directly translate to better service quality and greater public satisfaction.

Table 8
Level of Satisfaction of Stakeholders with the Quality of Public Service along Service Culture

Question	Weighted Mean	Description
How satisfied are you with the overall culture of service delivery in the City Government of Baguio?	3.16	Satisfied
How well does the service culture promote a positive experience for you as a customer?	3.18	Satisfied
How consistently does the service culture reflect a commitment to ethical practices and integrity?	3.14	Satisfied
How effectively do the cultural values of the City Government of Baguio enhance your overall service experience?	3.18	Satisfied
How well does the service culture address and adapt to diverse customer needs and expectations?	3.16	Satisfied
Overall	3.16	Satisfied

Table 8 reveals that stakeholders are generally satisfied with the service culture of the City Government of Baguio, as indicated by an overall weighted mean of 3.16. This suggests that the organization has fostered a positive and efficient service culture that addresses the needs and expectations of its stakeholders. These findings are aligned with the Quality Management Principles of Customer Focus and Leadership. The principle of Customer Focus is evident in the City Government's commitment to delivering services that meet or exceed stakeholder expectations, which is foundational to developing a strong service culture. Likewise, Leadership plays a critical role in shaping this culture by setting a clear direction, inspiring people, and creating an environment where employees are motivated to deliver consistent and value-driven service. Together, these principles support a service-oriented mindset embedded in the City's governance structure.

Among the various factors assessed, the promotion of a good customer experience (3.18) and the success of cultural values in improving service experience (3.18) were rated highest. This suggests that the City Government has been able to develop a service culture that leads to stakeholder satisfaction and creates a friendly and professional atmosphere.

The general service delivery culture (3.16) and the capacity of the service culture to adapt and deal with different customer needs (3.16) were also scored positively, indicating the responsiveness of the organization to the different expectations of its stakeholders. Nevertheless, dedication to ethical actions and integrity (3.14) was scored lowest, albeit in the satisfied range. This means that although stakeholders

view the City Government as principled and ethical, there could be scope for strengthening transparency, accountability, and trustworthiness.

The stakeholders are satisfied with the public service they receive along service culture, this is supported in the literature of (Chakraborty et al., 2018) where they discussed that research indicates that organizations with a strong customer-focused culture tend to deliver superior service quality, leading to higher levels of customer satisfaction and loyalty.

Generally, the findings suggest that the City Government of Baguio has been able to build a strong service culture.

Table 9
Level of Satisfaction of Stakeholders with the Quality of Public Service along Employee Engagement

Question	Weighted Mean	Description
How satisfied are you with the level of enthusiasm and commitment shown by employees?	3.19	Satisfied
How effectively do employees communicate with you during your service interactions?	3.19	Satisfied
How well do employees listen to and address your concerns and feedback?	3.12	Satisfied
How satisfied are you with the level of professionalism demonstrated by employees?	3.24	Satisfied
How effectively do employees keep you informed about the progress and outcomes of your service requests?	3.11	Satisfied
Overall	3.17	Satisfied

Table 9 indicates that stakeholders are generally satisfied with the level of employee engagement in the City Government of Baguio (CJOB), as reflected in the overall weighted mean of 3.17. This suggests that employees exhibit professionalism, enthusiasm, and effective communication in the delivery of public services. These findings are strongly aligned with the Quality Management Principles of Engagement of People and Leadership. The principle of Engagement of People is evident in the active involvement and commitment of CJOB employees, whose motivation and participation are essential for maintaining high-quality service. Additionally, Leadership plays a key role in nurturing a culture where employees feel valued, supported, and aligned with the organization's quality objectives. Together, these principles foster a collaborative and empowered workforce, which directly contributes to improved service delivery and stakeholder satisfaction.

Of the particular dimensions assessed, professionalism had the highest score (3.24), which implies that stakeholders view employees as very professional in their behavior. Enthusiasm and commitment (3.19),

and effectiveness in communication (3.19), were also rated high, implying that employees are responsive and committed in their engagement with stakeholders.

Yet, employee responsiveness to issues and feedback (3.12) and notification of stakeholders regarding service request results (3.11) scored a bit lower. Although these are still in the satisfaction zone, they point to areas where improvement is needed. Having employees listen more attentively to stakeholders' issues and giving timely notifications on service requests could further improve stakeholder trust and satisfaction. The stakeholders are satisfied with the public service they receive along employee engagement, this is supported in the literature of (Chakraborty et al., 2018) where they discussed that research indicates that organizations with a strong customer-focused culture tend to deliver superior service quality, leading to higher levels of customer satisfaction and loyalty.

Generally, the results indicate that the City Government of Baguio has an adequate level of employee engagement, with its strengths lying in professionalism, enthusiasm, and communication.

Table 10

Level of Satisfaction of Stakeholders with the Quality of Public Service along Service Quality

Question	Weighted Mean	Description
How would you rate the overall quality of the services provided by the City Government of Baguio?	3.20	Satisfied
How well do the services meet your needs and expectations?	3.11	Satisfied
How satisfied are you with the accuracy and reliability of the services provided?	3.13	Satisfied
How would you rate the timeliness of the services provided?	3.08	Satisfied
How satisfied are you with the convenience and accessibility of the services offered?	3.12	Satisfied
Overall	3.13	Satisfied

Table 10 shows that stakeholders are generally satisfied with the quality of public services provided by the City Government of Baguio, as reflected in the overall weighted mean of 3.13. This suggests that the local government is efficiently delivering services that meet stakeholder expectations in terms of quality, reliability, timeliness, and accessibility. These findings are closely aligned with the Quality Management Principles of Customer Focus and Process Approach. The principle of Customer Focus is reflected in the government's efforts to understand and meet the needs of its constituents, ensuring that public services are designed and delivered with stakeholder satisfaction in mind. Additionally, the Process Approach supports this outcome by emphasizing consistency and efficiency in service delivery, where well-defined and managed processes contribute to timely and reliable outputs. Together, these principles reinforce the City's commitment to maintaining service quality and improving public trust and confidence.

Of the assessed areas, the general quality of service was rated highest (3.20), which means the stakeholders see the services delivered by the city as effective and satisfactory. Accuracy and reliability (3.13),

convenience and accessibility (3.12), and responsiveness to needs and expectations (3.11) also recorded positive ratings, signifying that the services are reliable and comparatively easy to avail.

Still, the least well-rated element is timeliness of services (3.08), indicating that though stakeholders are on average contented, there can be potential room for improvement to provide services with more timeliness. It is possible that handling issues with regard to processing times, response levels, and efficiency in service may contribute even further towards higher public satisfaction.

The stakeholders are satisfied with the public service they receive along service quality, this is supported in the literature of (Hartini et al., 2018) where they discussed that service reliability, characterized by consistent and dependable service delivery, is a key determinant of customer satisfaction. Moreover, customers value quick response times and proactive communication, and service quality in this regard directly impacts satisfaction levels as what was stated in the literature of (Zeithaml et al., 2019)

Generally, the findings emphasize that the City Government of Baguio has sustained a good level of service quality with its strengths in overall service performance, reliability, and accessibility.

Table 11

Level of Satisfaction of Stakeholders with the Quality of Public Service along Customer Service

Question	Weighted Mean	Description
How satisfied are you with the responsiveness of the employees?	3.15	Satisfied
How would you rate the politeness and courtesy of the employees?	3.19	Satisfied
How effectively does the employees resolve issues or complaints?	3.05	Satisfied
How well do the employees understand and address your needs?	3.09	Satisfied
How satisfied are you with the overall support and assistance provided by the employees?	3.15	Satisfied
Overall	3.17	Satisfied

Table 11 shows that stakeholders are generally satisfied with the customer service provided by the employees of the City Government of Baguio, as reflected in the overall weighted mean of 3.17. This suggests that employees are responsive to stakeholder needs and provide adequate support throughout the service delivery process. These findings are consistent with the Quality Management Principles of Customer Focus and Engagement of People. The principle of Customer Focus is evident in the City Government's responsiveness to stakeholder needs and its commitment to enhancing customer experience. Meanwhile, the principle of Engagement of People highlights the role of empowered and competent personnel who are actively involved in delivering effective customer service. Together, these principles contribute to a service environment where stakeholders feel heard, supported, and valued.

Among the primary attributes assessed, courtesy and politeness scored the highest (3.19), indicating that the workers present a polite and courteous demeanor when dealing with stakeholders. Similarly, responsiveness (3.15) and general support and service (3.15) were also scored well, suggesting that the workers are seen as responsive and helpful in solving problems and offering services.

Yet the lowest-rated is being effective in solving a problem or complaint (3.05). Although still in the satisfaction bracket, this is an area that could be improved since stakeholders might perceive that certain issues are not being solved effectively or expediently. Even understanding and meeting stakeholders' needs (3.09), although positively rated, indicates that employees could be doing even better at evaluating and addressing stakeholders' needs.

The stakeholders are satisfied with the public service they receive along customer service, this is supported in the literature of (Hartini et al., 2018) where they discussed that prompt and responsive customer service is crucial for enhancing satisfaction levels where customers value quick responses to inquiries, efficient resolution of issues, and minimal waiting times. In addition, studies have shown that effective communication positively influences customer perceptions of service quality and satisfaction.

Table 12

Level of Satisfaction of Stakeholders with the Quality of Public Service: Summary Table

Variable	Level of Implementation	Description
Service Culture	3.16	Satisfied
Employee Engagement	3.17	Satisfied
Service Quality	3.13	Satisfied
Customer Service	3.17	Satisfied
Overall Mean	3.16	Satisfied

The table indicates that stakeholders of the City Government of Baguio are generally satisfied with the quality of public service they receive. Highest ratings are in Employee Engagement and Customer Service at 3.17 each, which implies stakeholders value employees' interaction with them and how services are provided.

Service Culture and Service Quality were also rated well, at 3.16 and 3.13 respectively, indicating that the environment and the actual results of the services are up to the expectations of the stakeholders.

With an overall mean of 3.16, the findings indicate that the City Government of Baguio is performing well in terms of delivering quality public service, though there remains room for improvement to achieve even higher satisfaction levels. These results align with the Quality Management Principles of Customer Focus and Continual Improvement. The principle of Customer Focus is reflected in the City Government's responsiveness to stakeholder expectations and its provision of services that meet public needs. At the same time, the principle of Continual Improvement is applicable, as the moderately high rating suggests that while systems and processes are effective, ongoing efforts to refine strategies, enhance responsiveness, and elevate service quality are necessary to sustain and further boost stakeholder satisfaction.

Relationship between the level of implementation of ISO 9001:2015 and the level of satisfaction of the stakeholders.

It is important to understand how the City Government of Baguio's efforts in applying ISO 9001:2015 standards relate with how satisfied the stakeholders are with the services they receive. ISO 9001:2015 is all about making services better, meeting the needs of the people, and constantly improving how things are done. By looking at the link between how well these standards are being followed and how happy the

stakeholders are, we can see whether these efforts are really making a positive impact and difference in public service.

According to the calculated correlation coefficient ($r = 0.18$), the findings reflect a high positive relationship between the extent of ISO 9001:2015 implementation and the extent of stakeholder satisfaction. That is, as the extent of ISO 9001:2015 implementation grows, stakeholder satisfaction also tends to increase.

The research indicates that a greater degree of ISO 9001:2015 implementation contributes to higher stakeholder satisfaction. This is consistent with the ideals of Quality Management Systems (QMS), which focus on continuous improvement, customer orientation, and process effectiveness—factors that have a direct impact on stakeholder satisfaction.

This is supported by the literature of (Pascua et al., 2024) where they assessed the impact of ISO 9001:2015 implementation on the service delivery of the National Irrigation Administration (NIA) Regional Office VIII. Key findings show that 65% of respondents reported improvements in operational efficiency, particularly through standardized processes that streamlined workflows and in terms of service delivery, 35% of respondents observed greater consistency and reliability.

CHAPTER 4

CONCLUSION AND RECOMMENDATIONS

This chapter presents a synthesis of the findings derived from the implementation of the ISO 9001:2015 Quality Management System (QMS) in the City Government of Baguio (CJOB). Based on the analysis of the data, this chapter aims to summarize the key results, draw conclusions, and offer practical recommendations for enhancing the city's overall performance in public service delivery.

Conclusion

1. Level of implementation of ISO 9001: 2015 along:

B. Quality planning

Quality planning management system is compliant to ISO 9001:2015 with key strength on documentation of quality planning procedures and integration of quality planning into strategic planning.

C. Quality control

Good Quality control practices are seen in documentation and compliance to quality control processes ensuring consistency and traceability.

D. Quality assurance

Strong commitment to quality assurance is observed highlighting the adherence of CJOB to compliance, gap identification and service quality improvement.

E. Quality improvement

Active engagement in continuous quality improvement efforts are perceived stressing the active involvement in current quality improvement activities, having a structured mechanism in place and demonstrating its commitment to sustaining and evaluating quality improvement activities.

2. Level of satisfaction of stakeholders along:

E. Service culture

Service culture is well received wherein the city's public service delivery meets expectations in terms of professionalism, integrity, and responsiveness to customer needs.

F. Employee engagement

Employees are well engaged in the delivery of public service with strengths in professionalism, enthusiasm, and effective communication in delivering public services.

G. Service quality

The city government effectively delivers services that meet stakeholder expectations in terms of quality, reliability, timeliness, and accessibility.

H. Customer service

The employees of the City Government of Baguio effectively respond to the needs of stakeholders and provide adequate support in service delivery and exhibits professionalism, politeness, and responsiveness in their customer service interactions.

3. Conclusion for the relationship between the level of implementation of ISO 9001:2015 and the level of satisfaction of the stakeholders

As the City Government of Baguio (CJOB) improves its implementation of ISO 9001:2015, stakeholder satisfaction also increases. This finding is in accordance with the fundamental pillars of Quality Management Systems (QMS), which focus on continuous improvement, customer focus, and effectiveness of processes—all factors that have a direct impact on stakeholder satisfaction. The positive association indicates that the implementation of ISO 9001:2015 practices not only enhances service delivery but also improves the overall stakeholder experience.

Recommendation

4. Level of implementation of ISO 9001: 2015 along:

E. Quality planning

The results of the study indicate a moderately high implementation of ISO 9001:2015 in the City Government of Baguio (CJOB) and generally satisfactory public service delivery. However, a notable gap exists between the current level of implementation and the optimal standards expected under ISO 9001:2015, especially in areas such as strategic quality planning, risk-based thinking, and stakeholder engagement. This gap suggests that while foundational practices are in place, their depth and integration across departments may still be lacking or inconsistent.

In response to this, it is recommended that the CJOB enhance its risk management practices through the provision of trainings and capacity-building initiatives, particularly in strategic quality management and risk-based thinking, to strengthen organizational foresight and adaptability. Furthermore, the city should optimize resource allocation by reinforcing fiscal and financial evaluation mechanisms to ensure that resources are effectively and efficiently utilized in alignment with quality objectives.

To address issues related to stakeholder awareness and alignment, the city must strengthen its communication strategies, putting greater emphasis on internal communication and employee engagement. This can be achieved through regular town hall meetings, workshops, and improved feedback mechanisms, ensuring that all employees and stakeholders fully understand and commit to quality goals. Lastly, continuous monitoring and evaluation should be institutionalized to track quality planning processes, uncover gaps, and support a culture of continual improvement.

B. Quality control

The findings of the study revealed that while the City Government of Baguio (CJOB) demonstrates a moderately high level of implementation of ISO 9001:2015 in terms of quality control, there remains a critical gap in the depth and consistency of quality control practices, particularly in the use of systematic tools for root cause analysis, real-time monitoring, and data-driven decision-making. This suggests that

although quality control measures are in place, their execution may be reactive rather than proactive, with opportunities for improvement in both precision and timeliness of response.

To address this, it is recommended that the CGOB adopt more advanced and diverse quality control tools and techniques, including root cause analysis and data-driven decision-making approaches. These tools will support more informed decisions and streamline the delivery of services. Furthermore, CGOB should enhance its responsiveness to quality deviations by implementing real-time monitoring systems and reinforcing its corrective and preventive action mechanisms, thereby ensuring a faster and more efficient resolution of quality issues.

In addition, CGOB must foster a culture of continuous improvement by offering training programs specifically focused on corrective action procedures and root cause analysis. To sustain momentum and alignment with ISO 9001:2015, periodic workshops and refresher training should be conducted to ensure that employees stay updated on the latest standards, tools, and best practices in quality control.

C. Quality assurance

The results of the study indicated that while the City Government of Baguio (CGOB) has achieved a moderately high level of implementation of ISO 9001:2015 in the area of quality assurance, a notable gap persists in the depth of employee understanding and consistency in application of quality assurance principles. This suggests that although quality assurance mechanisms are in place, their full potential may not be realized due to uneven competency levels among staff and limitations in the current process refinement and internal audit scope.

In order to address this, it is recommended that CGOB invest in ongoing and holistic staff training on quality assurance principles and ISO 9001:2015 standards. Regular and structured capacity building will ensure that employees remain up to date with best practices and are well-equipped to support and sustain quality assurance efforts.

Moreover, the study points to the need to analyze and refine existing quality control processes, indicating a gap in maximizing the role of the Process Improvement Team in ensuring that current practices are efficient, well-documented, and aligned with the organization's quality goals. Refinement based on data and team feedback will enhance the effectiveness of quality assurance activities.

Lastly, while internal auditing mechanisms were found to be effective, there is room to enhance the scope and frequency of internal audits. A proactive and broadened approach will better detect potential weaknesses and implementation gaps early, thereby supporting continuous improvement and preventive action, which are essential to quality assurance.

D. Quality improvement

Although the City Government of Baguio (CGOB) has demonstrated a moderately high implementation of ISO 9001:2015 in the area of quality improvement, the study reveals a critical gap in the translation of these efforts into measurable and visible outcomes. This suggests that while improvement initiatives are underway, the lack of precise performance indicators and insufficient use of stakeholder feedback may hinder their effectiveness and sustainability.

To address this, CGOB must ensure that its quality improvement efforts yield tangible and measurable service enhancements. This can be achieved by crafting clear and specific performance metrics to assess the direct impact of quality initiatives and by communicating these changes effectively to stakeholders to build trust and awareness.

Furthermore, a gap was observed in the systematic application of lessons learned and feedback. Therefore, it is recommended that CGOB establish a more organized mechanism to capture, analyze, and apply

feedback and previous experiences to shape future programs. This structured approach will ensure that quality improvement becomes an iterative and continually evolving process.

Additionally, there is a need to prioritize quality improvement areas more strategically. At present, there is limited evidence of a formal method for prioritizing improvements based on impact. Implementing more thorough root cause analysis and engaging stakeholders in identifying high-impact areas will help ensure that resources are allocated where they can deliver the most benefit.

Lastly, the study points to a limited involvement of external stakeholders, such as Civil Society Organizations (CSOs), in quality improvement efforts. Inviting CSOs to participate more explicitly in the process will provide targeted feedback and ensure that quality improvement efforts remain stakeholder-driven, relevant, and effective in enhancing public service delivery.

2. Level of satisfaction of stakeholders along:

E. Service culture

While the City Government of Baguio (CJOB) has generally succeeded in fostering a positive and efficient service culture, the findings suggest a gap in formal mechanisms that ensure consistency, transparency, and ethical accountability across all levels of service delivery. This gap indicates that although stakeholders are broadly satisfied, there is still room to institutionalize service ethics and transparency more deeply to sustain and enhance public trust.

In order to address this, CJOB can aim to strengthen transparency and accountability mechanisms, reinforcing its commitment to ethical practices through the development of clear, accessible channels for public feedback, grievance redress, and communication. These systems will make it easier for stakeholders to voice concerns and for the organization to demonstrate responsiveness and openness.

Furthermore, despite the positive service culture already observed, the lack of structured training programs on ethical behavior and values-based service delivery presents another opportunity for improvement. CJOB should invest in capacity-building initiatives that equip employees to consistently demonstrate ethical behavior and professionalism, thereby reinforcing stakeholder trust and confidence.

Finally, the study reveals a gap in systematic stakeholder engagement specific to the evolution of service culture. While satisfaction levels are moderately high, continuous feedback mechanisms are not yet fully optimized to inform and evolve CJOB's service culture. As such, CJOB should implement robust and regular feedback processes to ensure that its service culture remains responsive and aligned with stakeholder expectations. This approach will not only enhance trust and accountability but also elevate the overall professionalism and responsiveness of public service delivery in the city.

F. Employee engagement

While the City Government of Baguio (CJOB) has achieved a generally positive rating in terms of employee engagement and stakeholder satisfaction, the findings point to a gap in the responsiveness and consistency of feedback handling and communication processes. This gap suggests that while employees demonstrate professionalism and enthusiasm, there may be insufficient mechanisms in place to ensure that stakeholder concerns are adequately heard, responded to, and resolved in a timely manner. The lack of structured communication and feedback protocols can result in stakeholders feeling uninformed or undervalued, which may hinder trust and satisfaction in the long term.

To address this, it is recommended that CJOB enhance responsiveness to stakeholder feedback by ensuring that employees are trained and empowered to actively listen and respond to stakeholder concerns. This includes the development and implementation of clear communication protocols that guarantee service request outcomes are communicated effectively and consistently.

Moreover, targeted training programs focusing on active listening and communication skills should be introduced to bridge the identified competency gap among staff. These initiatives would ensure that employees not only receive feedback but also engage with it meaningfully.

Additionally, the absence of a formalized feedback follow-up mechanism represents another gap that can be addressed by instituting regular check-ins or confirmations with stakeholders to verify that their issues have been adequately resolved. This approach would improve service accountability and reinforce stakeholder trust in the city government's responsiveness, ultimately contributing to greater satisfaction and a more citizen-centric public service environment.

G. Service quality

While the City Government of Baguio (CGOB) has demonstrated a moderately high level of stakeholder satisfaction with the quality of its public services, findings from the study reveal a gap in timeliness and overall service efficiency, particularly in relation to processing durations, responsiveness, and departmental coordination. Despite generally positive feedback, some stakeholders indicated experiences with service delays, slow response times, or inconsistent execution of processes, which suggests that internal systems may not yet be fully optimized for speed and reliability.

This identified gap underscores the importance of enhancing the timeliness of service delivery. To address this, it is recommended that CGOB place greater emphasis on streamlining internal processes by identifying and eliminating bottlenecks, improving cross-departmental coordination, and digitizing workflows where applicable to reduce redundancies and manual interventions.

In addition, the existing Citizen's Charter may lack accurate, updated, or practical time estimates for various service steps, which can lead to unrealistic expectations or dissatisfaction. A thorough review and refinement of the Charter, including the study of actual vs. estimated step durations, will enhance transparency and set clearer expectations for stakeholders.

Moreover, a notable gap exists in employee training related to operational efficiency and time management, which could be contributing to the current challenges. Thus, targeted training programs should be offered to equip employees with tools and techniques to manage time effectively, prioritize tasks, and deliver services promptly.

Addressing these issues will not only improve the efficiency of public service delivery but also foster greater trust and satisfaction among stakeholders by showing responsiveness and accountability in government operations.

H. Customer service

Although the City Government of Baguio (CGOB) has received generally positive feedback on its customer service performance, the findings suggest a gap in the consistency and effectiveness of problem resolution and stakeholder responsiveness. Stakeholders have expressed satisfaction with overall interactions, but there are still recurring concerns about the timeliness, adequacy, and empowerment of staff in handling complaints and addressing specific service issues. This indicates that while a service-oriented culture exists, frontline employees may lack standardized protocols and decision-making authority, which can lead to delays or inconsistent customer experiences.

Given this gap, it is recommended that CGOB further enhance its problem-solving capabilities by providing employees with specialized training on efficient complaint resolution, customer care strategies, and proactive engagement. Developing clear, actionable protocols for common customer service scenarios will help ensure uniformity and speed in resolving concerns. Moreover, empowering employees to make

certain decisions independently will reduce escalation and waiting time, ultimately leading to improved service satisfaction.

Another gap lies in the feedback loop between the organization and stakeholders, which may not be sufficiently robust to capture nuanced needs or measure service effectiveness comprehensively. Strengthening feedback mechanisms—both in collection and analysis—will allow CGOB to better understand stakeholder expectations and identify areas where services fall short. Equipping employees with the right tools, data, and decision-making frameworks will help them assess and address concerns more accurately and empathetically.

By addressing these gaps, CGOB can move from good to excellent in customer service delivery, ensuring that every interaction contributes positively to the public's trust and overall service satisfaction.

5. Recommendation for the relationship between the level of implementation of ISO 9001:2015 and the level of satisfaction of the stakeholders.

The recommendations stem from the observed gap in the full integration and operationalization of ISO 9001:2015 principles across all service delivery levels within the City Government of Baguio (CGOB). While the study revealed a moderately high level of implementation, it also pointed to inconsistencies in how quality management practices are applied across departments, suggesting that not all personnel are equally equipped or aligned with ISO standards. This uneven adoption may limit the effectiveness of quality systems, especially in sustaining improvements and meeting evolving stakeholder expectations.

To address this gap, it is recommended that CGOB strengthen its dedication to implementing ISO 9001:2015 by placing emphasis on consistent and comprehensive training programs for all employees. This will ensure a shared understanding and uniform application of quality management principles. Additionally, there is a need to streamline quality management procedures to eliminate redundancies and improve efficiency, particularly in processes where stakeholder feedback or monitoring outcomes suggest lapses in service quality or responsiveness.

Moreover, the findings revealed a need for more proactive and systematic review mechanisms, indicating a gap in the regular assessment of how well quality objectives are being met. Regular progress evaluations, along with constant quality checks and stakeholder feedback mechanisms, will help align services more closely with stakeholder needs and foster a culture of continuous improvement.

By addressing these gaps, CGOB can fully embed ISO 9001:2015 principles into its operations, resulting in more consistent service quality, greater stakeholder satisfaction, and a stronger institutional commitment to excellence.

Expected Outcome and Strategies

Variable	Expected Outcome	Strategies
Quality Planning	Improved consistency and reliability in public service delivery; efficient resource utilization; better risk management and alignment with strategic goals	Implement robust risk management training; optimize resource allocation by strengthening performance-based budgeting; strengthen cascading of quality goals; regular monitoring and evaluation; conduct comprehensive employee training on quality planning activities.

Quality Control	Higher operational efficiency; faster problem resolution; consistent service quality; stronger corrective actions; improved public trust	Adopt advanced quality control tools (e.g., root cause analysis, data-driven decision making); improve real-time monitoring; enhance staff training; strengthen response to deviations.
Quality Assurance	Greater service reliability; improved staff competency; more effective audits and evaluations; better identification and resolution of quality issues	Conduct regular ISO 9001:2015 training; enhance internal audit scope and frequency; improve documentation systems; strengthen real-time evaluation and feedback mechanisms.
Quality Improvement	Tangible, measurable service enhancements; targeted improvements; stakeholder-driven initiatives; efficient resource allocation	Develop precise metrics to monitor impact of initiatives; strengthen feedback incorporation; prioritize improvements via root cause analysis; encourage strong engagement of stakeholders in improvement planning.
Service Culture	Sustained positive service experience; improved stakeholder satisfaction; increased transparency and integrity in public service	Strengthen ethical governance training; strengthen the promotion of inclusive service values; encourage feedback on service culture.
Employee Engagement	Enhanced stakeholder trust and satisfaction; more responsive and committed workforce; improved communication and service responsiveness	Conduct employee development programs; train employees on handling feedback and notifications; strengthen recognition and rewards systems; facilitate open communication channels.
Service Quality	Improved satisfaction with public services; timely, reliable, and accessible services; more efficient service delivery	Streamline processes to improve timeliness; enhance service accessibility through digital platforms; continuously monitor service standards; gather and respond to user feedback.
Customer Service	Strengthened stakeholder relations; better issue resolution; more responsive and polite service delivery	Train employees in customer relations and conflict resolution; establish service-level agreements; improve feedback response times; integrate customer service evaluations into performance reviews.

Considering the positive relationship between the degree of implementation of ISO 9001:2015 and stakeholder satisfaction, the City Government of Baguio (CJOB) should implement an integrated approach that intensifies and widens its Quality Management System (QMS) implementation across all departments. This can be done through institutionalizing a culture of continuous improvement, where quality is not considered an independent initiative but is integrated in all aspects of governance and service delivery. Central to this is making sure quality planning, control, assurance, and improvement are harmonized and consistently implemented. CJOB is encouraged to put more emphasis on extensive training programs for all the employees in order to promote their knowledge and implementation of ISO 9001:2015 standards, focusing on each employee's contribution towards providing high-quality services. There should be strengthened regular internal audits and stakeholder consultations to track progress and change strategies accordingly. Additionally, the government needs to improve channels of communication in order to keep stakeholders informed and actively involved in the quest for quality. By linking strategic objectives with quality targets and by having a timely reaction to feedback and identified discrepancies, CJOB is able to build increased public confidence, enhance service performance, and considerably increase stakeholder satisfaction in the long run.

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