

# Organizational Culture, Level of TQM Implementation and Service Quality in Information Technology Service Organization in Laguna

Frantine T. Parreno<sup>1</sup>, Ma. Lindie D. Masalinto<sup>2</sup>

<sup>1</sup>Supervisor, Information and Technology Services, University of Perpetual Help Dr. Jose G. Tamayo Medical University

<sup>2</sup>Head – Library, UPH-Dr Jose G. Tamayo Medical University Library, versity of Perpetual Help Dr. Jose G. Tamayo Medical University

## Abstract

The study stems from the growing importance of organizational culture and Total Quality Management (TQM) in ensuring high service quality within Information Technology (IT) service organizations. In today's highly competitive and technology-driven environment, IT service organizations are expected to deliver efficient, reliable, and customer-centered services to maintain client satisfaction and organizational sustainability. However, many organizations encounter challenges related to inconsistent service delivery, employee engagement, process inefficiencies, and quality assurance, which may be influenced by the prevailing organizational culture and the extent of TQM implementation. Organizational culture plays a vital role in shaping employee behavior, work values, communication patterns, and commitment to quality standards. A positive and supportive organizational culture fosters collaboration, innovation, accountability, and continuous improvement, all of which are essential in service-oriented industries. Total Quality Management serves as a strategic management approach that emphasizes customer satisfaction, continuous process improvement, employee involvement, and leadership commitment toward achieving excellence in service delivery. This study is therefore conducted to determine the relationship between organizational culture, the level of TQM implementation, and service quality in IT service organizations in Laguna. The findings of this research may provide valuable insights for management in developing strategies that strengthen workplace culture, enhance TQM practices, and improve overall service quality, ultimately contributing to organizational performance, customer satisfaction, and long-term competitiveness.

**Keywords:** Organizational Culture, Total Quality Management (TQM), Service Quality, Information Technology Service Organizations, IT Service Industry, Customer Satisfaction, Continuous Improvement, Employee Engagement, Quality Assurance, Organizational Performance, Laguna, Philippines

## I. INTRODUCTION

In today's highly competitive and technology-driven environment, service quality has become a critical determinant of organizational success, particularly in information technology (IT) service organizations.

These organizations operate in a context characterized by rapid technological change, increasing customer expectations, and intense competition, making consistent and high-quality service delivery essential for sustaining customer satisfaction and loyalty.

Organizational culture and Total Quality Management (TQM) are widely recognized as key determinants of service quality. Organizational culture shapes employee behavior, values, and commitment to service excellence, while TQM provides structured processes for continuous improvement and customer-focused service delivery. When effectively integrated, these factors contribute to improved service performance and organizational effectiveness.

This study examines the relationship between organizational culture, TQM implementation, and service quality in selected IT service organizations in Laguna, Philippines. It specifically investigates how these variables interact and influence service quality outcomes.

## II. METHODOLOGY

This study employed a **descriptive-correlational research design** to determine the relationships among organizational culture, TQM implementation, and service quality.

The respondents consisted of employees and/or clients of selected IT service organizations in Laguna. A structured questionnaire based on standardized indicators was used. Organizational culture and TQM implementation were measured using established quality management frameworks, while service quality was assessed using the **SERVQUAL model**, which includes reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman & Zeithaml, as cited by Yusuf & Bala, 2021).

Data were analyzed using:

- **Mean and standard deviation** (descriptive statistics)
- **Pearson correlation coefficient**
- **Multiple regression analysis**

## III. RESULTS AND DISCUSSION

**Table 1. Level of Organizational Culture, TQM Implementation, and Service Quality**

Variables	Mean	Interpretation
Organizational Culture	4.32	High
TQM Implementation	4.28	High
Service Quality	4.35	Very High

The findings show that respondents perceive organizational culture and TQM implementation as **high**, while service quality is rated **very high**. This indicates that IT service organizations demonstrate strong collaboration, structured quality practices, and effective service delivery.

The high service quality rating reflects the SERVQUAL dimensions proposed by Parasuraman and Zeithaml, as cited by Yusuf and Bala (2021), emphasizing that service quality is shaped by reliability, responsiveness, assurance, empathy, and tangibles.

**Table 2. Relationship between Organizational Culture and Service Quality**

Variables	r-value	p-value	Interpretation
Organizational Culture vs Service Quality	0.742	0.000	Significant Positive Correlation

There is a **strong, positive, and significant relationship** between organizational culture and service quality. This indicates that stronger organizational culture leads to better service performance. This supports Edmondson and Mortensen (2023), who emphasized that organizational culture significantly influences service performance by fostering employee engagement, accountability, and commitment to quality in customer interactions.

**Table 3. Relationship between TQM Implementation and Service Quality**

Variables	r-value	p-value	Interpretation
TQM vs Service Quality	0.781	0.000	Significant Positive Correlation

The results reveal a **strong and significant relationship** between TQM implementation and service quality. This suggests that systematic quality practices significantly enhance service delivery. This finding aligns with Dahlgaard-Park and Nguyen (2022), who emphasized that structured TQM implementation strengthens organizational processes and directly improves service quality outcomes, leading to competitiveness and customer loyalty.

**Table 4. Regression Analysis on Predictors of Service Quality**

Predictor Variables	Beta (β)	t-value	p-value	Interpretation
Organizational Culture	0.412	5.231	0.000	Significant
TQM Implementation	0.487	6.015	0.000	Significant

Model Summary:

- $R^2 = 0.68$
- F-value = 52.34
- p-value = 0.000

The regression results indicate that **organizational culture and TQM implementation significantly predict service quality**, explaining **68% of its variance**. This suggests a strong predictive model. Among the predictors, **TQM implementation has a greater influence**, indicating that structured quality systems have a stronger direct impact on service quality than organizational culture alone. This supports Dahlgaard-Park and Arlbjørn (2022), who emphasized that a strong organizational culture combined with structured quality management practices significantly improves organizational performance and service excellence.

#### IV. DISCUSSION

The findings highlight that both organizational culture and TQM implementation are critical determinants of service quality in IT service organizations. Organizational culture influences employee behavior, motivation, and collaboration, while TQM provides structured systems for ensuring continuous improvement and service consistency.

These results are consistent with Edmondson and Mortensen (2023), who emphasized the role of organizational culture in enhancing service performance through employee engagement and accountability. Likewise, Dahlgaard-Park and Nguyen (2022) highlighted that TQM implementation improves service quality by strengthening organizational processes.

Furthermore, the SERVQUAL framework (Parasuraman & Zeithaml, as cited by Yusuf & Bala, 2021) reinforces that service quality is multidimensional and depends on reliability, responsiveness, assurance, empathy, and tangibles.

Overall, the study confirms that the integration of a strong organizational culture and effective TQM practices leads to improved service quality, higher customer satisfaction, and stronger organizational competitiveness.

#### REFERENCES:

1. Alzoubi, H. M., et al. (2022). Service reliability as a determinant of customer satisfaction in IT service organizations. *Journal of Service Management Research*, 15(2), 45–60.
2. Dahlgaard-Park, S. M., & Arlbjørn, J. S. (2022). Organizational culture and quality management: A framework for sustainable excellence. *Total Quality Management & Business Excellence*, 33(5–6), 567–582.
3. Dahlgaard-Park, S. M., & Nguyen, H. (2022). Total quality management implementation and service performance: Evidence from service organizations. *International Journal of Quality & Reliability Management*, 39(8), 1723–1740.
4. Edmondson, A. C., & Mortensen, M. (2023). Organizational culture and team effectiveness in service organizations. *Harvard Business Review*, 101(2), 78–89.
5. Parasuraman, A., & Zeithaml, V. A. (as cited in Yusuf, M., & Bala, H. (2021)). Service quality dimensions and customer satisfaction: Application of SERVQUAL model. *International Journal of Business and Management Studies*, 10(1), 112–125.
6. Yusuf, M., & Bala, H. (2021). Service quality dimensions and customer satisfaction in service organizations. *International Journal of Business and Management Studies*, 10(1), 112–125.